

RASA Strategic Directions Plan

Strategic Plan
2008 to 2012



Date approved by Board: 27-10-2008

Date of next review and updating: 23-03-2009

Strategic Partners

Other RAs
Consortium partners
MOUs
CALD and Aboriginal agencies

Stakeholders

SA Community
Clients
Students
Government Funding Providers
Human Service Agencies
Staff

Strategic Plan Directions

Direction 1: Sustain and Enrich Our Existing Services

Direction 2: Develop Innovative and Responsive Services

Direction 3: Increase our Research and Evaluation

Direction 4: Be Known As An Education Leader

Direction 5: Ensure a Diverse and Skilled Workforce and Positive Place to Work

Direction 6: Ensure Organisational Capacity Which Supports Current and Future Service Needs

Direction 7: Be Recognised as a Cohesive and Connected Organisation that Values Collaboration

Directions and Strategies

Direction 1: Sustain and Enrich Our Existing Services

Strategy 1.1: Ensure responsive services

Strategy 1.2: Increase our ability to respond to complex needs.

Strategy 1.3: Ensure compliance with contract requirements.

Direction 2: Develop Innovative and Responsive Services

Strategy 2.1: Analyse community needs

Strategy 2.2: Develop services to respond to needs.

Strategy 2.3: Develop different products and service methods to reach all groups.

Strategy 2.4: Ensure equity and specific service strategies to disadvantaged groups.

Direction 3: Increase our Research and Evaluation

Strategy 3.1: Conduct internal research and evaluation

Strategy 3.2: Increase research/evaluation partnerships with universities and other agencies.

Strategy 3.3: Contribute to national program evaluation and research

Strategy 3.4: Develop our infrastructure (library, data systems, research officer)

Strategy 3.5: Present our findings (conferences, articles)

Direction 4: Be Known As An Education Leader

Strategy 4.1: Contribute to sector development/professional development (GPs, FRSP, DV)

Strategy 4.2: Retain and extend government training contracts

Strategy 4.3: Develop and provide qualifications

Strategy 4.4: Develop accessible forms of delivery (e-learning)

Direction 5: Ensure a Diverse and Skilled Workforce and Positive Place to Work

Strategy 5.1: Strengthen internal communication

Strategy 5.2: Further develop an agency culture of learning and be an exciting place to work

Strategy 5.3: Effective Board governance

Strategy 5.4: Ensure appropriate remuneration and conditions of employment

Strategy 5.5: Live out our values with each other.

Strategy 5.6: Leadership support and development

Strategy 5.7: Maintain a safe and healthy work environment.

Direction 6: Ensure Organisational Capacity Which Supports Current and Future Service Needs

Strategy 6.1: Ensure a sustainable financial base for the agency group

Strategy 6.2: Develop property which meets our needs

Strategy 6.3: Continue to develop our IT, data and marketing systems

Strategy 6.4: Meet standards and the increasing demands of funding providers.

Direction 7: Be Recognised as a Cohesive and Connected Organisation that Values Collaboration

Strategy 7.1: Ensure regular consultation with stakeholders

Strategy 7.2: Further develop our project collaborations with other agencies

Strategy 7.3: Undertake research partnerships

Strategy 7.4: Be a SA training and mentoring hub in human services

Strategy 7.5: Be a lead provider of family services and primary health care in our area.

Direction 1 Action Plan Tasks

Direction 1: Sustain and Enrich Our Existing Services

Strategy 1.1: Ensure responsive services

Objective: Major projects 2008-9

Task	Person Responsible	Reports to	Start Date	Complete Date	Monitoring
Retain and expand Gambling Help Services	Sen. Manager Health	Director of Services	01-07-2008	31-12-2008	Monthly reports
Deliver new FRSP services	Regional Manager South	Sen. Manager Families	01-07-2008	30-06-2009	Management meetings
Develop service performance frameworks	CEO	Board	01-10-2008	31-03-2009	Executive meetings

Strategy 1.2: Increase our ability to respond to complex needs.

Objective: Major projects 2008-9

Task	Person Responsible	Reports to	Start Date	Complete Date	Monitoring
Part 2 of Domestic Violence Survey	Regional Manager South	Sen. Manager Families	01-09-2008	30-11-2008	Report
Develop Complexity Tool	Director of Services	CEO	27-02-2009	30-06-2009	Report

Strategy 1.3: Ensure compliance with contract requirements.

Objective: Major projects 2008-9

Task	Person Responsible	Reports to	Start Date	Complete Date	Monitoring
Create new intranet contract record system	Exec. Assistant	CEO	01-08-2008	29-08-2008	Verbal update
Review contract reporting requirements	Director of Services	CEO	01-04-2009	29-05-2009	Executive meeting

Direction 2 Action Plan Tasks

Direction 2: Develop Innovative and Responsive Services

Strategy 2.1: Analyse community needs

Objective: Major Projects 2008-9

Task	Person Responsible	Reports to	Start Date	Complete Date	Monitoring
Ensure up to date statistics for all operating regions	CEO	Board	01-07-2008	30-09-2008	Regional Statistics Folder
Continue consultations with CALD and Indigenous partners	Managers	Sen. Managers	01-07-2008	30-06-2009	Consultation List
Further consultations with disability groups	Sen. Manager Families	Director of Services	01-07-2008	30-06-2009	Management meetings

Strategy 2.2: Develop services to respond to needs.

Objective: Major new services 2008-9

Task	Person Responsible	Reports to	Start Date	Complete Date	Monitoring
ArtThink implementation	Manager Mental Health	Sen. Manager Health	01-07-2008	30-06-2009	Service Plan Reports
Aboriginal Womens Leadership	Manager Workforce Dev	Sen. Manager Health	01-07-2008	30-06-2009	Service Plan Reports
Increase service response in area of Children and Separation	Sen. Manger Families	Director of Services	01-07-2008	31-12-2008	Service Plan Reports

Strategy 2.3: Develop different products and service methods to reach all groups.

Objective: Major projects

Task	Person Responsible	Reports to	Start Date	Complete Date	Monitoring
Continue to investigate online education	Director of Services	CEO	01-07-2008	30-06-2009	Update only when relevant
Develop services for men using CCS	Sen. Manager Families	Director of Services	02-02-2009	30-04-2009	Management meeting

Strategy 2.4: Ensure equity and specific service strategies to disadvantaged groups

Objective: Major projects 2008-9

Task	Person Responsible	Reports to	Start Date	Complete Date	Monitoring
Further development of FRSP strategies for CALD, Aboriginal and disability	Sen. Manger Families	Director of Services	01-07-2008	30-06-2009	Service Plan Reports
Develop new Aboriginal Services Plan	Director of Services	CEO	01-07-2008	31-03-2009	Executive meeting
Implement PEACE new directions	Director of Services	CEO	01-07-2008	30-06-2009	Management meetings

Direction 3 Action Plan Tasks

Direction 3: Increase our Research and Evaluation

Strategy 3.1: Conduct internal research and evaluation

Objective: Major projects 2008-9

Task	Person Responsible	Reports to	Start Date	Complete Date	Monitoring
Salisbury FRC Evaluation	Sen. Manager Families	Director of Services	02-02-2009	31-03-2009	Independent report

Strategy 3.2: Increase research/evaluation partnerships with universities and other agencies.

Objective: See Direction 7.3

Strategy 3.3: Contribute to national program evaluation and research

Objective: Major projects 2008-9

Task	Person Responsible	Reports to	Start Date	Complete Date	Monitoring
Evaluation of FDR	Sen. Manager Families	CEO	01-07-2008	30-06-2009	Present Final Report
Relationship Education Evaluation	Sen. Manger Families	CEO	01-07-2008	30-06-2009	Present Final Report

Strategy 3.4: Develop our infrastructure (library, data systems, research officer)

Objective: Major projects 2008-9

Task	Person Responsible	Reports to	Start Date	Complete Date	Monitoring
Improve 4 DICS data reports	Director of IT/Marketing	CEO	01-07-2008	30-06-2009	Executive Meeting
Appoint research officer	Director of Services	CEO	23-02-2009	30-03-2009	Monthly CEO meeting
Client feedback data system review	Director of Services	CEO	31-03-2009	29-05-2009	Executive Meeting

Strategy 3.5: Present our findings (conferences, articles)

Objective:

Direction 4 Action Plan Tasks

Direction 4: Be Known As An Education Leader

Strategy 4.1: Contribute to sector development/professional development (GPs, FRSP, DV)

Objective: Major projects 2008-9

Task	Person Responsible	Reports to	Start Date	Complete Date	Monitoring
Square project	Sen. Manger Health	Director of Services	01-07-2008	30-06-2009	Quarterly

Strategy 4.2: Retain and extend government training contracts

Objective: Major projects 2008-9

Task	Person Responsible	Reports to	Start Date	Complete Date	Monitoring
Retain Gambling Help contract	Sen Manager Health	Director of Services	01-07-2008	30-09-2008	Contract
Retain mental health first aid contract	Sen. Manager Health	Director of Services	01-07-2008	30-09-2008	Contract
Prepare for HIV/Hep C tendering in mid 2009	Sen. Manager Health	Director of Services	02-02-2009	31-03-2009	Management meeting

Strategy 4.3: Develop and provide qualifications

Objective: Major projects 2008-9

Task	Person Responsible	Reports to	Start Date	Complete Date	Monitoring
Provide FDR and Rel Counselling qualifications	Director of Services	CEO	25-08-2008	31-07-2009	Course provided

Strategy 4.4: Develop accessible forms of delivery (e-learning)

Objective: Achieve on-line delivery of

Task	Person Responsible	Reports to	Start Date	Complete Date	Monitoring
Develop FDR Voc Grad Dip on-line	Director of Services	CEO	01-07-2008	31-01-2009	Project Charter
Ensure technology of on-line education	Director of IT/Marketing	CEO	01-07-2008	31-08-2008	Verbal Report
Provide FDR Voc Grad Dip on-line	Director of Services	CEO	23-02-2009	30-06-2009	Executive meeting
Develop Rel Counselling online	Director of Services	CEO	01-09-2009	31-12-2009	Reports

Direction 5 Action Plan Tasks

Direction 5: Ensure a Diverse and Skilled Workforce and Positive Place to Work

Strategy 5.1: Strengthen internal communication

Objective: Major projects 2008-9

Task	Person Responsible	Reports to	Start Date	Complete Date	Monitoring
One all of staff day per annum. Monthly team meetings for staff.	All Managers	CEO	01-07-2008	30-06-2009	Report to Exec Meeting
Increased referrals between services	Director of Services	CEO	28-02-2009	31-03-2009	Report to Exec Meeting
Annual staff survey is undertaken.	Manager HR	CEO	02-03-2009	31-03-2009	Report to Exec meeting

Strategy 5.2: Further develop an agency culture of learning and be an exciting place to work

Objective: Major projects 2008-9

Task	Person Responsible	Reports to	Start Date	Complete Date	Monitoring
Ensure agency culture of review and reflection.	Managers	CEO	01-07-2008	30-06-2009	Exec. meetings
Training plans are developed, reviewed and updated	Directors	CEO	01-07-2008	30-04-2009	Executive

Strategy 5.3: Effective Board governance

Objective: Major projects 2008-9

Task	Person Responsible	Reports to	Start Date	Complete Date	Monitoring
Annual succession planning results in two new Board members.	Board		27-07-2008	28-09-2008	Board
Review KPI reports and strategies in September and March	Board		28-09-2008	29-03-2009	Board meeting
Review sub-committees - number, purpose, processes	Board		26-10-2008	28-03-2010	Board meeting

Strategy 5.4: Ensure appropriate remuneration and conditions of employment

Objective: Major projects 2008-9

Task	Person Responsible	Reports to	Start Date	Complete Date	Monitoring
Review Directors, accountants salaries	CEO/Manager HR	Board	22-09-2008	24-11-2008	Treasurer
Collective Agreement for clerical staff with improved salaries and conditions	Manager HR	CEO	01-10-2008	31-12-2008	Monthly

Strategy 5.5: Live out our values with each other.

Objective: Major projects 2008-9

Task	Person Responsible	Reports to	Start Date	Complete Date	Monitoring
Induction process shares information on agency values.	Manager HR	CEO	01-07-2008	30-06-2009	Executive meeting
Create 'Shared Behaviours' Plan	Manager HR	CEO	01-09-2009	30-11-2009	Monthly meeting with CEO

Strategy 5.6: Leadership support and development

Objective: Major projects 2008-9

Task	Person Responsible	Reports to	Start Date	Complete Date	Monitoring
One key training initiative on identified area	Executive	N/A	18-11-2008	30-06-2009	Executive meeting
Ongoing monthly group meetings and individual meetings.	All management	N/A	01-07-2009	30-11-2009	Executive meeting
Develop training and development plan for managers.	Manger HR	CEO	01-07-2009	30-09-2009	Executive meeting

Strategy 5.7: Maintain a safe and healthy work environment

Objective: Major projects 2008-9

Task	Person Responsible	Reports to	Start Date	Complete Date	Monitoring
OH&S Committee meets quarterly	CEO	Board			Quarterly meeting
Responsible officer training completed	CEO	Board	01-07-2008	01-09-2008	Report
Safety plans for all sites are revised and updated annually	Director of Services	CEO	01-07-2008	30-11-2008	Report to CEO
Risks are reviewed annually	CEO	Board	04-08-2008	26-10-2008	Executive meeting

Direction 6 Action Plan Tasks

Direction 6: Ensure Organisational Capacity Which Supports Current and Future Service Needs

Strategy 6.1: Ensure a sustainable financial base for the agency group

Objective: Major projects 2008-9

Task	Person Responsible	Reports to	Start Date	Complete Date	Monitoring
Basic implementation of new finance software.	Director of Finance/Op	CEO	30-11-2008	30-06-2009	Monthly meeting with CEO
Improve Board reporting systems Improve manager reporting systems	Director of Finance/Op	CEO	25-01-2009	27-04-2009	Board Report
Review Cost Centre system and develop costing methodology for new budget	Director of Finance/Op	CEO	01-02-2009	22-03-2009	Monthly meeting with CEO
Create a Finance Department Development Plan	Director of Finance/Op	CEO	01-02-2009	30-04-2009	Report to Finance meeting
Maximise benefits of new finance software.	Director of Finance/Op	CEO	01-09-2009	21-12-2009	Monthly CEO meeting

Strategy 6.2: Develop property which meets our needs

Objective: Major projects 2008-9

Task	Person Responsible	Reports to	Start Date	Complete Date	Monitoring
Establish East CCS	CEO/Executive	Board	01-07-2008	30-06-2009	Executive Meeting
Create system for improved management of property and assets	Director of Finance/Op	CEO	30-11-2008	29-05-2009	Monthly CEO meeting
Establish new Inner South site	Director of Finance/Op	CEO	18-01-2009	30-06-2009	Executive Meeting
Update property plan	CEO/Director of Finance	Board	01-02-2010	24-05-2010	Board Report

Strategy 6.3: Continue to develop our IT, data and marketing systems

Objective: Major projects 2008-9

Task	Person Responsible	Reports to	Start Date	Complete Date	Monitoring
Update IT Strategy	Director IT/Marketing	CEO	08-09-2008	27-10-2008	Board report and presentation
CIS Selection Project	Director IT/Marketing	CEO	01-10-2008	30-04-2009	Monthly meeting with CEO

Strategy 6.4: Meet standards and the increasing demands of funding providers.

Objective: Major projects 2008-9

Task	Person Responsible	Reports to	Start Date	Complete Date	Monitoring
Develop risk management plan	CEO	Board	01-07-2008	27-10-2008	Report for Board
Achieve standards required of FRSP audit	Director of Services	CEO	01-07-2008	24-11-2008	FRSP Audit Approval
Implement planning and planning reports across all services	Senior Managers/Manager	Director of Services	11-11-2008	30-06-2009	Plans to Executive Meetings
Review and decide on all of agency quality standards system	CEO/Manager HR	Board	31-01-2009	25-05-2009	Report for Board

Direction 7 Action Plan Tasks

Direction 7: Be Recognised as a Cohesive and Connected Organisation that Values Collaboration

Strategy 7.1: Ensure regular consultation with stakeholders

Objective: Major projects 2008-9

Task	Person Responsible	Reports to	Start Date	Complete Date	Monitoring
Consultation with stakeholders re drought services	Manager North	Sen. Manger Family	26-05-2008	25-08-2008	Management meeting
Develop consultation policy and reporting system	Director of Services	CEO	10-11-2008	17-11-2008	FRSP Audit
Consultation with Family Court re improved referral processes	Sen. Manager Family	Director of Services	08-12-2008	20-04-2009	Monthly meeting CEO

Strategy 7.2: Further develop our project collaborations with other agencies

Objective: Major projects 2008-9

Task	Person Responsible	Reports to	Start Date	Complete Date	Monitoring
Ensure effectiveness of FRC consortiums	Sen. Manager Family	Director of Services			Executive meeting
Implement actions of agreements with ARA and STTARS	Sen. Manager Families	Director of Services	03-11-2008	30-06-2009	Management meeting

Strategy 7.3: Undertake research partnerships

Objective: Major projects 2008-9

Task	Person Responsible	Reports to	Start Date	Complete Date	Monitoring
CALD project with Uni NSW	Director of Services	CEO			
Ageing project with Flinders University	Director of Services	CEO			
National same sex relationships research with LaTrobe	National Director				
ArtThink research with ANU	Sen. Manager Health	Director of Services	22-09-2008	30-11-2009	Monthly meeting
iKiDs Research with Dr Jenn McIntosh	Sen. Manager Family	Director of Services	24-11-2008	31-07-2009	Monthly meeting
FRC complexity screening project with Dr Jenn McIntosh	Director of Services	CEO	30-03-2009		Monthly meeting with CEO

Strategy 7.4: Be a SA training and mentoring hub in human services

Objective: See Direction 4

Strategy 7.5: Be a lead provider of family services and primary health care in our area.

Objective: See Direction 1 & 2