



**RUAH**

COMMUNITY SERVICES  
*Open Hearts. Bold Strides.*

**STRATEGIC PLAN  
2020-2023**





Ruah acknowledges the Aboriginal Peoples and Communities as the Traditional Custodians of the land on which we work. We recognise and value Aboriginal people as the oldest continuing culture in the world and we pay our respects to Elders past, present and emerging.

Ruah recognises we are all better off, as a community; as a society, if we are all connected. At Ruah, we believe true connection comes from a place free from judgement and discrimination, where Aboriginal and Torres Strait Islander People are welcomed and treated with respect and their culture is celebrated; where everyone - regardless of ability, age, culture, gender, race, sexual identity or intersex status - is free to be themselves and where we are free to celebrate our differences. We are building a workplace where difference is embraced and encouraged and, to do this, we need people on our team who are representative of the people and communities we work with, who are passionate about change, and courageous enough to stand up for what is right.

Everyone is welcome. Everyone belongs.



## Introducing Our Strategic Plan

On behalf of the Ruah Board, Executive and our operational team, we are pleased to present the key focus areas and principles that will guide our work from 2020 to 2023.

We present this plan during a period of unprecedented change within the community services sector in Western Australia. This period of change represents both significant opportunities and risks for the vulnerable and disadvantaged Western Australians with whom Ruah works, as well as the services they access.

In leaning into this environment, Ruah has developed a strategy that offers clear boundaries to guide our direction and our efforts but also maintains the flexibility needed to adjust to change as it unfolds.

This strategy has been several years in the making and represents an evolution of our previous strategic plan, rather than a step shift in direction. In recent years, we have improved our capacity to listen to the people which whom we work, as well as our staff and stakeholders. This plan reflects what we have heard so far and it sets out our intent to continue to learn and improve.

Ruah has a proud tradition as a values-driven organisation, which has operated for more than 60 years. This plan has been driven by a commitment to hold true to those values; underpinned by our current vision, mission, values and Manifesto (outlined overleaf), and embracing the change that is needed to propel us forward into the future.

As we have learned through our work towards reconciliation, the Weitj (emu) and the Yonga (kangaroo) can only move forward. We are inspired by this as we continue to provide services and a voice to people whose lives are impacted by inequity and injustice in our society.



**LOUISE ARDAGH**  
Non-Executive Chair



**DEBRA ZANELLA**  
Chief Executive Officer

# Who We Are

Ruah is a Western Australian-based community organisation that supports and empowers vulnerable and disadvantaged people so they can create meaningful change in their lives.

We do this by providing holistic psychosocial support in the community for people experiencing family and domestic violence and housing and homelessness issues, and people in need or wanting mental health support.



## Our Vision

Flourishing communities through the active participation, connection and wellbeing of people.

## Our Mission

Empowering vulnerable and disadvantaged people to create meaningful change in their lives through the provision of quality support services.

## Our Values

- Respect
- Grassroots
- Partnerships
- Integrity
- Creativity



## How We Work

Everything we do; who we are; and the way that we work, is underpinned by the Ruah Manifesto.

The Manifesto encompasses both the foundation of our organisation and where we hope to go in the future. It is our mandate and how we measure our success.



### Ruah Manifesto

We are all better off, as a community, as a society, if we are all connected. We need the disconnected and the vulnerable as they need us. They are us. We, but for advantages of birth or circumstance, are them – human hearts, in need of human connection and meaning in their lives. There is more that unites us than divides us, yet the most disadvantaged are stigmatised, without a voice for change.

Change does not come easily. We take our legacy and inspiration from the bold, courageous individuals from as far back as the 17th century doing what nobody else dared. Not because it was asked of them but because it was right and it was needed. Today Ruah will not meander in our pursuit of measurably transforming lives. We go boldly toward not just helping people experiencing homelessness, but ending homelessness. Ending domestic violence. Changing the lives and creating opportunities for those experiencing mental health issues. We choose to work with the most vulnerable, the most challenged – because it's difficult, because this makes a difference.

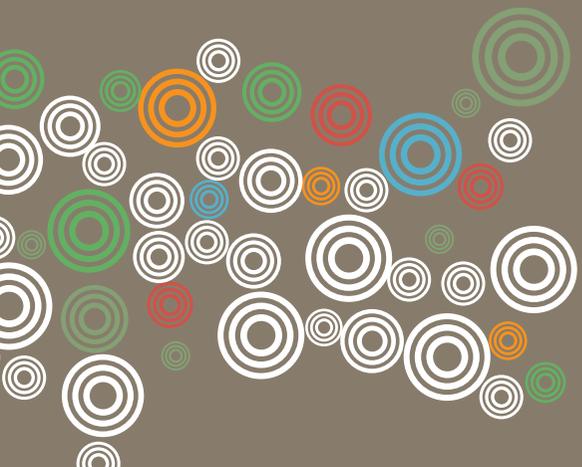
What we fulfil in our clients, we nourish in ourselves. By wrapping around our clients, we navigate the system or change it, based on what they need, on their terms. We keep moving, we overcome the complex, change the rules, challenge the systems. Ruah delivers not just what clients expect but what clients deserve. And they deserve what you deserve.

**Open your heart. Embolden your stride. Ruah**

# Our Strategic Plan

	OBJECTIVES/COMMITMENTS What we will do	OUTCOMES How we know when we are successful	
<p><b>1. Be True to who and what we are</b></p> <p><b>2. Respond to our environment</b></p> <p><b>3. Partner authentically in all that we do</b></p> <p><b>CORE STRATEGIES</b></p>	<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>Reach people in our society, including those experiencing homelessness, domestic violence and mental health challenges</li> <li>Pursue innovation and measured results with passion</li> <li>Work to end, not manage, social issues</li> <li>Aim for system change solutions to social justice</li> <li>Value our workforce to maintain quality service delivery</li> <li>Live up to the legacy of the social innovators who came before us to ensure that legacy continues</li> </ul>	<p><b>In 2020-21, we will have:</b></p> <ul style="list-style-type: none"> <li>A clear, future-focused service framework for homelessness, domestic violence and mental health</li> <li>Consistent outcomes measurement tools in place for all services</li> <li>Achieved a step change in the management of stigma both internally and across our services</li> </ul> <p><b>By 2022-23, we will have:</b></p> <ul style="list-style-type: none"> <li>Effective new models in family and domestic violence on-the-ground</li> <li>Functional recovery and trauma-informed practice embedded in our mental health services</li> <li>New models in community mental health delivered on-the-ground</li> </ul>	
	<ul style="list-style-type: none"> <li>Respond honestly to our economic environment</li> <li>Adapt to different funding audiences</li> <li>Stay agile and flexible</li> <li>Ensure our responses are trauma informed</li> <li>Act on the wants and needs of the people we work with</li> <li>Match funders with services that address unmet demand</li> </ul>	<ul style="list-style-type: none"> <li>Long-term management systems in place that give a clear view of organisational sustainability</li> <li>Market-focussed service models in place, with pricing that ensures quality and sustainability</li> <li>Grown non-government funding</li> </ul>	<ul style="list-style-type: none"> <li>A business model and cost structure that underpins confidence in our ability to secure work that can be delivered at high quality</li> <li>Funding balanced to allow Ruah to divest contracts where they do not meet our mission or cannot be delivered sustainably</li> </ul>
	<ul style="list-style-type: none"> <li>Ensure partnerships are respectful and reciprocal</li> <li>Value human connection and the spaces in which they occur</li> <li>Partner with clients and walk alongside them</li> <li>Believe in, and demonstrate, authentic partnerships with the communities with which we work</li> <li>Partner with funders who share our passion; agencies that share our vision; and staff who are committed to building our future</li> </ul>	<ul style="list-style-type: none"> <li>Lived experience embedded in our governance system</li> <li>Partnerships clearly and mutually defined across our core areas of need</li> <li>Merger opportunities with mission aligned organisations, which deepen and widen our services, explored and pursued as appropriate</li> <li>Rainbow Tick accreditation and Reconciliation Action Plans embedded and embraced</li> </ul>	<ul style="list-style-type: none"> <li>WA's Aboriginal community viewing Ruah as a true and valued partner</li> <li>Meaningfully contributed to community and sector-wide collaborations that address structural drivers and responses to our core service areas</li> <li>An engaged, high-quality workforce employed who actively participate in driving our future</li> <li>Funders that consider themselves partners in the delivery of our mission</li> </ul>





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