



**Gadigal Country**

# The Rainbow Lodge Program **Strategic Plan** 2024 - 2026

## **Our Vision**

Men are supported to heal from their trauma and the impacts of the criminal justice system. They are empowered by a supportive environment that offers opportunities to build self-worth, connection to culture, meaning and personal accountability, as they return to community life. We strive to support personal and societal transformation.

## **Our Purpose**

Providing a fresh start for men leaving incarceration, through capacity building and cultural programs, so they can build and maintain healthy, happy, and fulfilling lives.

## **Our Values**

**Dignity:** Valuing and honouring everyone's worth.

**Learning:** Remaining open to new knowledge and better ways of doing things.

**Compassion:** We understand the effects of trauma and the importance of healing.

**Empowerment:** Capacity building leads to better decision-making and growth through personal accountability and kindness.

## **Our Strategic Pillars**

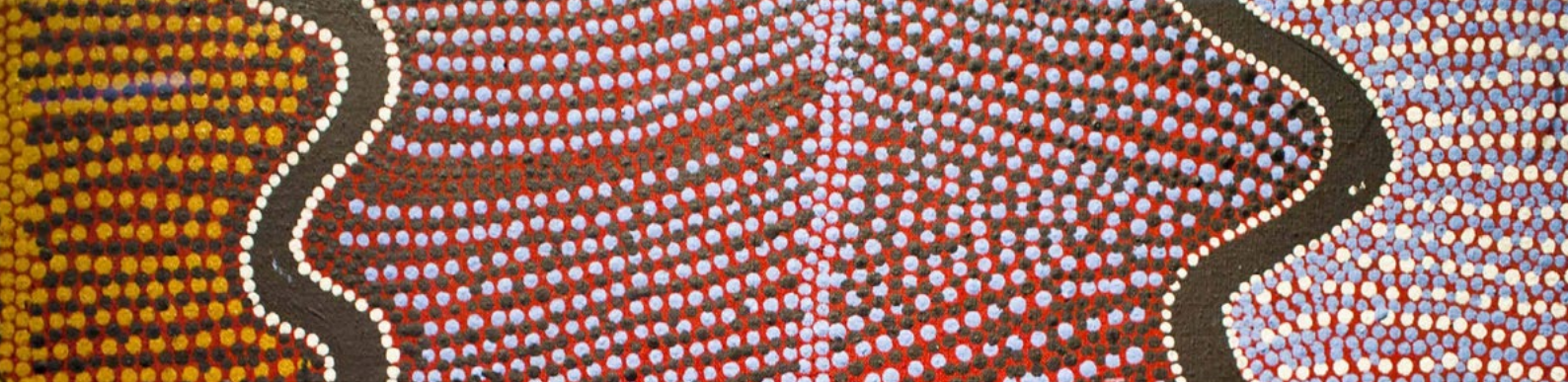
These four pillars provide guidance for our planning and decision making. They are key measures that we will use to evaluate our success.

**Outcomes focused** Our programs are engaging and instruments for change.

**Reliable** We can be trusted to deliver on our commitments.

**Collaborative** We are inclusive, to strengthen the service system and we partner for success.

**Sustainable** We are an enduring, capable organisation with strong governance and sound financial practices.



Our Focus	Our Actions
<p><b>1. Integrating culture, healing, capacity building and access to housing, to reduce recidivism.</b></p>	<ol style="list-style-type: none"> <li>1.1 Extending our ability to offer supported housing and aftercare.</li> <li>1.2 Develop our model so we can easily expand to meet demand.</li> <li>1.3. Clearly define our peer support model.</li> <li>1.4 Explore partnerships to improve client health, substance use, capacity building and employment outcomes.</li> <li>1.5 Listen to and partner with First Nations led services.</li> <li>1.6 Strengthen pre and post release planning with Corrections.</li> <li>1.7 Embed trauma informed practice, into all areas of our service model.</li> </ol> <p><i>Key measures:</i></p> <ul style="list-style-type: none"> <li>• Number of beds</li> <li>• Client engagement survey</li> <li>• Client outcomes</li> <li>• Completion of programs</li> <li>• Evaluation of programs</li> <li>• Reduction in recidivism</li> <li>• First Nations service engagement</li> <li>• Corrections engagement</li> </ul>
<p><b>2. Strengthening the sector and reshaping the narrative.</b></p>	<ol style="list-style-type: none"> <li>2.1 Advocate for systemic change using evidence, professional experience, and by elevating the voices of clients and their lived experience.</li> <li>2.2 Redefine success and its parameters so they are more realistic, measurable, sustainable, and culturally accepted.</li> <li>2.3 Collaborate with government, community, and the justice sector for real change.</li> <li>2.4 Reshape the view of the men we work with to recognise their trauma, identity, and potential.</li> </ol> <p><i>Key measures:</i></p> <ul style="list-style-type: none"> <li>• Stakeholder survey and engagement</li> <li>• Media coverage</li> <li>• Quality of communications</li> <li>• Policy and system change objectives</li> <li>• Community sentiment</li> </ul>



Our Focus	Our Actions
<p><b>3. Embedding continuous improvement and strong governance.</b></p>	<p>3.1 Continue to diversify and develop the Board’s capabilities.</p> <p>3.2 Grow and stabilise our funding to support expansion plans.</p> <p>3.3 Close collaboration with our partners to support sound expansion plans.</p> <p>3.4 Invest in our systems to maintain quality and continuous improvement.</p> <p>3.5 Embed policy that allows for documentation and research, including the recording of our history to tell the Rainbow story, to support our service model.</p> <p><i>Key measures:</i></p> <ul style="list-style-type: none"> <li>• Increased funding</li> <li>• Stakeholder survey and engagement</li> <li>• Board self-assessment</li> <li>• Maintaining ASES, ACNC and CHP accreditations</li> <li>• Continuous improvement initiatives</li> </ul>
<p><b>4. Focusing on the wellbeing and growth of our people.</b></p>	<p>4.1 Develop an organisational structure and succession plan to support and protect our growth.</p> <p>4.2 Continued focus on staff wellbeing and clinical supervision.</p> <p>4.3 Define career progression, workplace learning and development opportunities for staff and students.</p> <p>4.4 Drive recruitment through a portrait of ‘good fit’ staff, aligned to our values, our vision and the needs of our clients.</p> <p>4.5 Identify flexible work arrangements and alternative forms of remuneration to reward, recognise and retain staff.</p> <p><i>Key measures:</i></p> <ul style="list-style-type: none"> <li>• Staff engagement survey</li> <li>• Staff retention</li> <li>• Staff wellbeing</li> <li>• Staff performance appraisals</li> </ul>

## Get in touch

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