



Strategic Direction 2021-2025



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ASeTTS acknowledges the traditional owners of the country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to elders past, present and emerging.



About Us

Our Vision

ASeTTS' vision is for a more peaceful and just world where human rights are recognised, violations of human rights are challenged, and torture and trauma survivors are supported.

Our Purpose

ASeTTS exists to provide a range of holistic services that assist refugee survivors of torture and trauma to rebuild their lives.

Our Context

ASeTTS provides holistic, therapeutic, mental health and rehabilitation services to people who are humanitarian entrants, or are from a refugee-like background, and who have experienced torture or trauma in their country of origin, during their journey to Australia, or while in detention. Support is provided to people of all ages through individual, family, group, intergenerational, or community services. ASeTTS services and supports are designed for people who have arrived as refugees, asylum seekers, humanitarian entrants, and people with permanent protection visas and people from these backgrounds who have become permanent residents or citizens in Australia.

Our Values

We place importance on:

- Respect
- Client focus
- Teamwork
- Inclusion
- Accountability
- Ethics

We recognise that:

- Our values are the principles that guide our work, and drive our actions and interactions.
- Our values define who we are as an organisation and what we care about.
- When our personal values align with workplace values, we do the right things for the right reasons, build positive working relationships, and we achieve our purpose.



What our values mean	Signature behaviours
<p>Respect We value and accept all people.</p>	<ul style="list-style-type: none"> • We promote dignity and respect • We take the time to hear and consider the views and opinions of others • We adapt our communications and interactions to best meet the needs of clients and co-workers • Services and the workplace are safe, supportive and without discrimination of any form
<p>Client focus Our clients are at the centre of all service delivery, business development and management decisions.</p>	<ul style="list-style-type: none"> • We actively listen to our clients and take time to get to know them and understand their unique circumstances and needs • Clients are given choice and control over the support and services they are provided, including the manner in which they are provided • We encourage clients to contribute to service design, delivery, monitoring and evaluation • We use a strengths-based approach; clients are acknowledged as the experts in their lives
<p>Teamwork We actively share information and resources, and work together towards shared goals.</p>	<ul style="list-style-type: none"> • We share ideas with, and listen to the ideas of, others • We work together to achieve outcomes • We celebrate achievements and collaborate to identify opportunities for improvement or change • Everyone is acknowledged and valued for who they are and their contributions • We actively seek opportunities to break down silos and genuinely engage with co-workers, clients, stakeholders and the broader community
<p>Inclusion Staff and clients from diverse cultures, ethnicities, religions, ages, genders and sexual orientations, ages, and abilities have access to opportunities, and can contribute their perspectives and talents to improve ASeTTS.</p>	<ul style="list-style-type: none"> • We embrace diversity, every voice is welcome, heard and respected • We show empathy and compassion towards all people • We acknowledge and honour the diverse religious beliefs and cultures of our co-workers and clients • We welcome a multigenerational and multilingual workforce • We adapt our practices and delivery methods to suit the individual needs of our clients
<p>Accountability We demonstrate ownership of our actions and do what it takes to achieve agreed outcomes. We are accountable to our clients, the FASSTT Network and funders.</p>	<ul style="list-style-type: none"> • Expectations and results are defined, communicated and understood by all • We understand our roles and responsibilities in meeting expectations • When we make a mistake, we take responsibility, work towards fixing it – and try not to repeat it • We are open to problem solving and receiving feedback • We all hold each other to account for our results and behaviours • We maintain up to date data and records and are accountable for meeting the requirement/s of our funding bodies
<p>Ethics We adhere to the highest standards in the provision of services and in our interactions with others.</p>	<ul style="list-style-type: none"> • We encourage and maintain privacy and confidentiality • All people are dealt with in an honest, equitable, fair, just, consistent, dignified and positive manner • Our words and actions are always aligned • Resources are used responsibly • We maintain records of our meetings, interventions and outcome measures to demonstrate principled decision-making and actions

Our Strategic Priorities

The following priority areas form the pillars of our Strategic Direction.



The plan that follows has been developed through consultation with ASeTTS Board, staff and management, and members.



ASeTTS' Strategic Plan 2021-2025

Priority 1. High quality specialist services

Goal

To provide high quality services, which meet the therapeutic and social needs of people who are humanitarian entrants, or from refugee-like backgrounds who have experienced torture or trauma.

Objectives

Ensure our service framework aligns to relevant legal & contractual compliance & standards.

Enhance quality assurance & continuous improvement mechanisms.

Understand the impact of our services.

Explore new service delivery models to meet the needs of current, new & emerging communities, & to enhance the effectiveness of services.

Priority 2. Good governance and management

Goal

To stabilise and strengthen ASeTTS structure, systems and impact through effective governance and management.

Objectives

Operate within legislative obligations & demonstrate good corporate governance.

Improve our structures and accountabilities.

Extend the skills and competencies of our staff, volunteers & Board.

Improve staff performance and engagement.

Improve ICT & technology to facilitate service delivery & evidencing.

Priority 3. Financial stability

Goal

To create a solid operational and financial base that will allow ASeTTS to be flexible and responsive to client needs.

Objectives

Resources are allocated fairly & used efficiently.

Improve our financial stability & sustainability.

Enhance income & funding; explore alternative revenue streams.



Priority 4. Strong relationships

Goal

To strengthen relationships with staff, members, clients, communities, and stakeholders across the sectors we contribute to.

Objectives

Be an employer of choice for staff and volunteers.

Establish, or enhance relationships with key stakeholders.

Enhance our profile & reputation for quality service delivery.

Strengthen the voice & participation of clients.

Priority 5. Research policy and advocacy

Goal

To use our expertise in trauma informed care, and in supporting humanitarian entrants, refugees, and asylum seekers, to promote understanding and positive discussion in the community.

Objectives

Improve our capacity to articulate & communicate key messages, & advocate for our clients and other relevant groups.

Influence key policy agendas regarding the needs of refugees, asylum seekers & CaLD communities.

Improve our data management & use of information.

Create a culture of continuous learning & clinical excellence.

Our Enablers

ASeTTS acknowledges the important role our workforce and our FASST Network partners play in supporting us to deliver our Strategy.

Our Workforce – our staff and dedicated volunteers

We aim to maintain a vibrant and positive workplace, a respectful, caring and rewarding culture, and invest in opportunities for ongoing professional development.

We recognise that various factors contribute to the creation and maintenance of a healthy and happy organisation, these are outlined in the figure that follows. We are committed to developing a healthy, trauma-informed workplace for all.



Source: QPASTT Healthy Organisation Survey, 2020.

Our FASST Network partners

We will continue to collaborate with, and learn from, our FASST partners to ensure we provide innovative evidence-based services that diminish the impact of torture and trauma on survivors and enhance their opportunities to rebuild productive and meaningful lives.

FASST Network member agencies include:

- Companion House – Australian Capital Territory
- Foundation House – Victoria.
- Melaleuca Refugee Centre – Northern Territory
- Phoenix Centre – Tasmania
- Queensland Program of Assistance to Survivors of Torture and Trauma (QPASTT) – Queensland
- Service for the Treatment & Rehabilitation of Torture & Trauma Survivors (STARTTS) – New South Wales
- Survivors of Torture and Trauma Assistance and Rehabilitation Service (STTARS) – South Australia

How we will measure success?

Through Operational Planning the ASeTTS' Board, management, staff and broader ASeTTS' community will determine the KPIs, and routine and program related activities that will support achieving our strategic goals and objectives.

To monitor progress, we will regularly collect and analyse information on a range of qualitative and quantitative indicators. We will evaluate our progress towards our vision through:

- Measuring and obtaining feedback from clients and external stakeholders on the quality and effectiveness of our services;
- Measuring the strength, capability and stability of our agency;
- Assessing the achievement of strategic priorities and their underlying actions



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