

Our Vision

A just, sustainable and creative society in which people and the environment are nurtured and all have the resources and skills to participate, cooperate and provide mutual support.

Our Mission

To work towards a socially just, environmentally sustainable and non-discriminatory society based on the community development principles of inclusion, consultation and collaboration, by supporting and enhancing the contribution of small community organisations towards their communities and the broader society.

The Process

The RHA members, through their participation in the Collaborative Team process, identified that it was important to generate more clarity on the vision for RHA in the future. A timespan of 2048, our 60-year celebration, was chosen and a rapid visioning exercise was undertaken. This led to the identification of the following qualities of RHA in the long-term future:

Inclusive and collaborative environment

- Base for many organisations enhancing strong external networks and links
- Collaborative, supportive, friendly place celebrating inclusion and the participation of all communities aligned to Ross House values
- Community groups working together, creating dynamic partnerships and networks
- Virtual community and resource base

Welcoming and successful space

- Efficient use of space in a well-maintained building
- Welcoming minimalist space inside, simple but dynamic allowing a variety of flexible uses and well utilised by the broader community
- Renovated space e.g. "community hub"
- Office and open plan hot desk/co-working space

Financially sustainable

- Developed to 40m, maximising air space above existing building
- Financially stable and sustainable
- Responsive to change; independent

Honouring RHA values, purpose and past

- Preserving best of the past
- Social justice community
- Fostering small organisations
- Maintaining ethical, just principles as core beliefs
- Symbol of social justice history

RHA with a prominent position in the social justice world and history

- Connecting past and future
- Connected to the world (UN Sustainable Development Goals)
- Respected national and international leader of a unique model for housing social justice community groups who work to overcome disadvantage and inequality



In 2048 Ross House Association will be celebrating its 60th anniversary and we imagine it as a vibrant and financially sustainable association that honours its founding values, purpose and past. We imagine our building as an up to date and successful space that is conducive to an inclusive and collaborative environment within and without. By this time, we will have an established virtual community and resource base. Our association will continue to have a prominent position in the social justice world and is a live link between Australia's past, present and future.

Our Goals, Strategies and Actions

The following goals, strategies and actions have been identified to position RHA in 2024 so that the above stated 2048 vision is within grasp.

Future Sustainability

RHA is financially sustainable with a range of income sources that provides security and self-determination that enables the organisation to maximise its social impact.

1. Promoting RHA

- 1.1. Create a body of evidence to demonstrate the effectiveness of RHA.
- 1.2. Develop a short documentary about Ross House's history and value within the past, current and future Melbourne CBD. Promote the film through Ross House website, members' networks and partner organisations.
- 1.3. Make the building more inviting to the public from their initial approach e.g. upgrade lighting and create more welcoming and engaging signage and information.
- 1.4. Target diverse organisations who meet the membership criteria to enhance viability of Ross House and continually promote new memberships and identify new membership cohorts.
- 1.5. Promote the profile of RHA in the media and the community using the existing communications and marketing strategy and considering such tools as storytelling.

2. Maximising the efficient use of resources based on spatial analysis

- 2.1. Maximising office space usage.
- 2.2. Research the feasibility of getting a loan and produce a business case for the restructure of the first floor to create a flexible meeting room floor equipped with the latest teleconferencing and accessibility technology for all users.
- 2.3. Pilot and if successful generate a sense of internal community between floor members by creating a common space in each floor.
- 2.4. Research the best style of hot-desking for RHA and trial it. This should address infrastructure, activation, management, systems, etc. The objective is to free up underused space

and present value for smaller tenants.

2.5. Explore the different options and impact on the social, environmental, economic and cultural aspects of developing a value aligned commercial space and report to committee of management for decision making.

2.6. Explore the potential for RHA to capitalise on the air space above Ross House taking into account the legal requirements of the Ross House Trust Deed.

2.7. Investigate the opportunity to include a green space.

3. Plans for securing the future

- 3.1. Continue to develop a ten-year capital works plan, 5-year financial plan and annual business and work plans (operational).
- 3.2. Investigate the creation of a charitable trust with Deductible Gift Recipient (DGR) status, to fundraise for RHA.

Governance

RHA has a strong governance structure with efficient and effective processes in place to ensure its relevance to stated purposes and values.

4. Increase membership input into decision making processes

- 4.1. Give options for involvement as part of the annual membership agreement, and have members indicate their skills and interests as part of becoming a member.
- 4.2. Improve members (and their staff) induction process.
- 4.3. Encourage and enhance opportunities for members to participate in regular meetings and sub-committees with RHA in an advisory role.

5. Strive to ensure diversity in the Committee of Management in regard to socio-demographic characteristics as well as skillset

- 5.1. Actively seek to ensure diversity by including members of communities that are disadvantaged and discriminated

against and meet eligibility requirements for the committee of management.

5.2. Define and update a Committee of Management portfolio of skills and ensure that those skills are included within the Committee membership.

5.3. Review and evaluate the Committee of Management against the Strategic Plan through an external audit.

Engagement

RHA has a culture of effective engagement that enables it to achieve its organisational purpose

6. Building strong partnerships

- 6.1. Develop a Partnership Strategy that enables the actions outlined in this Strategic Plan.
- 6.2. Implement the new promotion strategy to engage internal and external stakeholders through traditional as well as digital, online and social media channels.
- 6.3. Identify, analyse, prioritise and approach potential partners including civil society, disability, municipal, philanthropic trust, academic, business and government organisations.
- 6.4. Participate in the establishment of a Flinders Lane committee, in collaboration with other stakeholders in the precinct and work together to create a sense of place.
- 6.5. Establish partnerships with technology organisations to find ways to innovate and enhance our resources.
- 6.6. Continue to approach private trusts not requiring DGR status eligibility.

7. Create a virtual RHA Community for our members and broader audience, to enable groups to access the RHA community and share resources, skills and information.

- 7.1. Conduct research and engage with the membership to define this virtual RHA Community and determine its viability.
- 7.2. Develop and promote a learning hub to consolidate and share the knowledge held by existing member groups.