

**Lifeline
Gippsland**

Strategic Plan

**2014
- 2017**

Lifeline Potted History

In 1967, Morwell Bank Officer, Mr Bill Watson, felt that the Latrobe Valley needed a support service similar to that initiated by Rev Alan Walker at Sydney Lifeline. In 1968, a steering committee organised training for volunteers who became its first telephone counsellors, and so in August 1968, Lifeline Gippsland was born.

We were established with financial and in-kind support from community groups, church groups, service clubs and the general community. The telephone service commenced in an old house, at the back of a church building in Morwell.

Lifeline Gippsland grew as the number of crisis calls increased. Planning and fundraising commenced for a multi-purpose building in 2006 as Maryvale Crescent was too small for the rapidly expanding organisation. The new building opened in 2009 at a total cost of about \$2.4 million.

Today we have over 300 volunteers, (telephone crisis supporters, in-shift supporters, shop and warehouse volunteers, drivers and jockeys, gardeners, BBQ chefs and Board members) who form the backbone of our service. We answer nearly 24,000 calls each year and are supported by the seven Opportunity Shops based in Morwell, Moe, Churchill, Traralgon, Sale, Wonthaggi and Lakes Entrance. We also sell rags and bulk clothing for export.

We also provide a range of key services including:

- Emergency Response Volunteers who respond to natural disasters and provide face-to-face support for local communities
- Suicide Prevention Support Program, an 8 week program for people at risk of suicide or who are supporting someone at risk
- Gippsland Crisis Line where specialist telephone crisis supporters assist people who have been involved in or witnessed a traumatic event
- Special Training Programs in schools, business and local communities, our training programs include Suicide Intervention, Depression in the Workplace, Life Skills for Women, Partners in Depression and Accidental Counsellor
- Care Call Program where specialist telephone crisis supporters will follow up with a help seeker who is extremely distressed and having feelings of being overwhelmed

Executive Summary

This last planning cycle has been a time to reflect on our Vision, Purpose and Values and bring greater clarity to who we are, what we do and why we do it. This has helped us to create a vision for what Lifeline Gippsland can be over the next three years.

The external environment is challenging us with a significant increase in the number of calls, tough economic conditions, a drop in government funding levels and philanthropic support and changes in the way people engage in volunteering. With challenge comes opportunity and over the next three years we will make sure that our activities are aligned to our vision of 'an Australia free of suicide'.

The key drivers behind this plan are to meet the requirements of our Lifeline Australia license and maintain ongoing financial sustainability so that we can continue with the critical task of providing high quality telephone crisis support.

Suicide is a complex issue and can't be tackled by one organisation alone. Lifeline Gippsland must work in partnership with its volunteers, staff members, key stakeholders, supporters and local communities to reduce local rates of attempted self-harm and suicide.

We look forward with determination to our journey over the next three years to improving our capacity to service the communities of Gippsland and achieve our intended outcomes.

Laurie Paton

Chair of Lifeline Gippsland

Claire Davis

CEO of Lifeline Gippsland

Strategic Directions 2014-2017



1

Ensure our roles, relationships and governance support our purpose

Strategic Actions

Review the legal entity status of the organisation

Conduct an organisational review to create a structure best able to achieve our purpose

Review board capacity and recruitment

Create a positive, engaged and skilled volunteer and paid workforce

2017 Strategic Plan Outcomes

A legal structure is in place that can accommodate the future needs of Lifeline Gippsland

An organisational structure is adopted that achieves the most effective and efficient operational outcomes

The Board is at Constitutional capacity and possesses the skills and experience required for informed stewardship of the organisation as evidenced by our internal LASP reports and external quality assurance accreditation

A successful strategy for the engagement, acknowledgement, personal development and reward of paid staff and volunteers has been approved

2

Focus service provision on suicide prevention

Strategic Actions

Achieve and exceed the LLA Service Agreement and KPIs

Ensure that our local services align to suicide prevention

Ensure our services are appropriate for our culturally diverse communities

2017 Strategic Plan Outcomes

LLA Service Agreement requirements have been exceeded as evidenced by LLA reporting

Regular monitoring and review have achieved a strong alignment of our services to our core objective as evidenced by information published in our Annual Reports

Regular monitoring and review have ensured that our services are appropriate to all the communities we service as evidenced by feedback from culturally diverse communities

3

Sustain and grow our services and programs

Strategic Actions

Explore opportunities for growth of the organisation in achieving our purpose

Improve our systems to ensure financial sustainability and build reserves to support future viability

Develop capacity to generate income from the delivery of training and education

Develop a position in relation to paid Telephone Crisis Supporters (TCS)

Develop strategies around sustainable volunteer recruitment and retention

2017 Strategic Plan Outcomes

Proposals for the expansion of retail outlets and warehouse operations within Gippsland have been considered by the Board

Improved internal financial information and management systems have delivered improved financial sustainability to the organisation as evidenced by internal financial reports and independent financial audits

Income from the delivery of fee for service training and education programs has increased by 3% within every financial year as evidenced by internal financial reports

A formal position on paid telephone crisis support has been adopted by the Board

A successful strategy for the engagement, acknowledgement, personal development and reward of volunteers has been approved by the Board, implemented and reviewed

4

Increase awareness of our purpose, services and suicide prevention

Strategic Actions

Develop and implement marketing, communications and education strategies

Establish Lifeline Gippsland as the first point of reference in relation to suicide prevention and response

2017 Strategic Plan Outcomes

Successful marketing, communication and education strategies for the organisation have been approved by the Board, implemented and reviewed

Regular research and review by the organisation is delivering reference material on suicide in Australia and Gippsland that is being utilised by the community as evidenced by usage statistics

5

Measure our impact to inform the development of suicide prevention

Strategic Actions

Review and develop impact measures appropriate to the organisational activities

Use impact data to improve organisational efficiency and effective practice and policy

Communicate learning and outcomes to the broader community

2017 Strategic Plan Outcomes

A range of measures have been developed and implemented that informs the organisation of its operational impact and supports continuous quality improvement

Operational and policy change has been introduced as a result of outcome monitoring

Improvements to our efficiency and effectiveness measures have been communicated to the community through annual reports

Our Vision, Purpose & Values

Vision

An Australia free of suicide

Purpose

To support people in times of crisis and equip individuals and local communities to be resilient and suicide safe..

Values, Quality & Professionalism

Lifeline Gippsland is committed to building the skill and efficiency of its staff and volunteers and adopting best business practice to maintain commitment, accountability, compliance and accreditation inside a creative and innovative organisational environment.

Fairness

Lifeline Gippsland is committed to the principles of social justice, and will strive to offer equitable and inclusive services to support people to live active and fulfilled lives.

Integrity

Lifeline Gippsland is committed to being open and honest in all its activities, and will consistently strive to earn and sustain public trust in our organisation.

Collaboration

Lifeline Gippsland will engage inclusively with our staff, volunteers, stakeholders and partners to form alliances intended to improve the delivery of our key services and outcomes to the community.

Sustainability

Lifeline Gippsland will strive to build and maintain diverse income streams to support our financial viability, provide suicide prevention services and achieve important environmental outcomes through our recycling activities.

Administration Office:

2 Fleming Street
PO Box 678
Morwell, VIC, 3840

Telephone: 03 5136 3500
Fax: 03 5136 3555
Email: lifelinegipps@llg.org.au
www.lifeline.org.au/gippsland