

2024 – 2025 Annual Report



Relationships[™]
AUSTRALIA • TAS

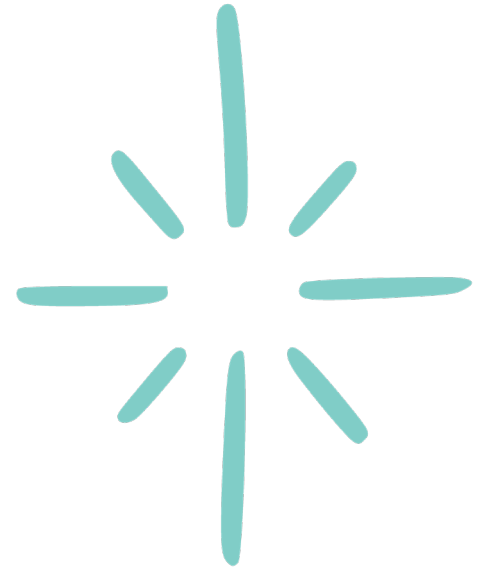


We acknowledge the Australian Aboriginal and Torres Strait Islander peoples as the first inhabitants of this nation and as the traditional custodians of the lands where we live, learn and work.

Our services are for everyone, regardless of sexual orientation, gender identity or intersex status.

Our Vision

A **connected** and **respectful** Tasmania.



Our Values

Our values shape everything we do. They guide how we treat each other, how we serve the community, and how we show up every day.



Willing to Serve

Working with and alongside others, doing what needs to be done.



In it Together

We all show up to take on challenges and celebrate wins.



Looking Forward

Anticipate tomorrow, create the change you want to see.



People Matter

Everyone has a story, we value diversity in all its forms.

A Word from our Chair & CEO

For 75 years, Relationships Australia Tasmania (RA Tas) has walked alongside Tasmanians, helping people strengthen their relationships with themselves, their families, and their communities. We started in 1949 with just £25 and a bold vision: to make marriage guidance available to everyone, no matter their background or beliefs.

Since then, we've grown and adapted in response to the evolving needs of Tasmanians. From supporting veterans returning from WW2 with "shell shock" (now recognised as PTSD), to addressing changing attitudes around gender, family, equality, trauma and wellbeing, we've constantly reshaped our services to meet people where they are.

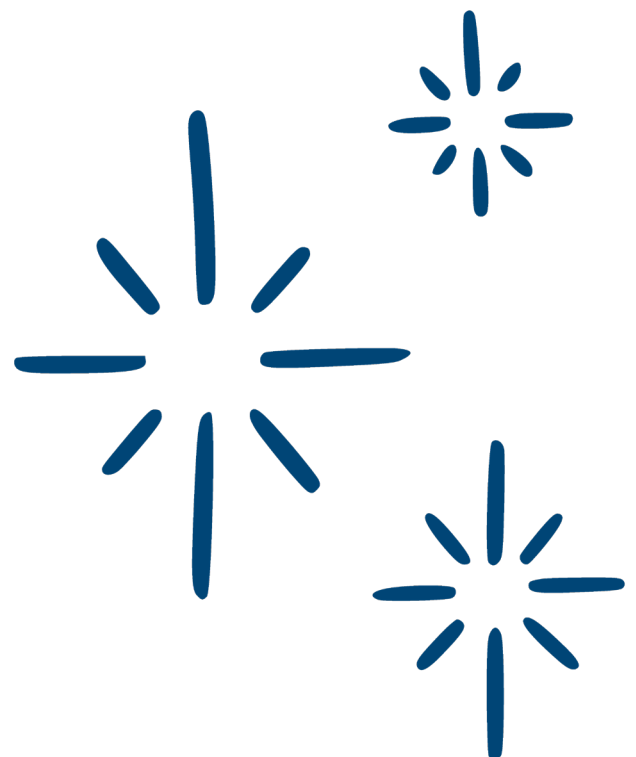
As we've listened, learned and responded, our services have increasingly focused on what we know makes a real difference: building connection and respectful relationships. Whether through counselling, mediation, education, or community programs, every part of RA Tas plays a role in bringing our vision of a connected and respectful Tasmania to life.

"During the last financial year, we've supported over 8,500 Tasmanians through 24 programs delivered by 180 staff across the state."

We marked our 75th year with the *75 Conversations in 75 Places* initiative, holding 78 conversations with more than 1,600 Tasmanians to explore what connection and respect means to them.

Two key messages stood out:

- 1. The importance of belonging and participation.** People consistently told us that feeling part of community life, having opportunities to contribute, and being heard are central to fostering both connection and respect.
- 2. The need to break down barriers of inequality and exclusion.** Throughout the conversations, many people highlighted that financial stress, stigma, discrimination and limited access to services prevent people from connecting meaningfully with others. Addressing these barriers is critical to building a Tasmania where respect and inclusion are shared experiences.



Our new vision of creating a connected and respectful Tasmania grew from what we've seen in our work with people, communities and workplaces across the state. Every day, we see the impact of trauma, loneliness, isolation and disconnection on Tasmanians. These experiences have shown us that connection and respect are not just nice to have; they are essential. When people feel connected and respected, they are more likely to feel safe, supported and valued. These foundations support individuals in their processes of healing, growth, and engagement with their families, workplaces, and communities.

“National research supports this too. The 2024 Relationships Australia Relationship Indicators report found that one in four Australians feel very lonely, and nearly four in ten experience social loneliness. These findings reflect what we see every day, and they are a big part of why we have placed connection and respect at the heart of our vision for the future.”

In line with our vision for a connected and respectful Tasmania, we have been progressing work on Rainbow Tick accreditation to ensure our services are inclusive and culturally safe. We've also expanded suicide prevention initiatives, refreshed our brand, grown our Organisational Wellbeing Service, strengthened staff support, and improved how we measure impact. These achievements mark strong progress in the first year of our 2024–2027 Strategic Plan, laying the foundation for deeper impact in the years ahead.



Chair, John Rowland & CEO, Dr Michael Kelly

Looking forward, our work remains anchored in our vision of creating a connected and respectful Tasmania. This vision, created through our strategic plan, reflects our aspiration for the future.

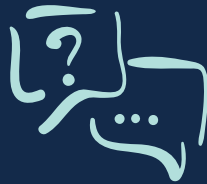
We would like to take this opportunity to thank the staff of RA Tas, as well as Management and Board Directors. The contribution that each of you make ensures that we are moving closer to creating a connected and respectful Tasmania.

Our Impact



92%

of clients felt safe and respected both at reception and during sessions.



97%

of children felt the service listened to them.



94%

of clients felt listened to.



94.6%

of clients were satisfied with the service.



89.3%

of clients felt better emotionally and mentally.



92%

of children agreed that the service they received was helpful.



100%

of Aboriginal and Torres Strait Islander, LGBTQIA+, and clients with a disability agreed that RA Tas makes an effort to understand their community needs.

Source: Client Satisfaction Survey May 2025

Our People

18

Devonport

69

Launceston

93

Hobart

39

Full time staff

80

Part time staff

47

Casual staff

180
employees



RA Tas Staff Members at the TasPride Festival

"I want to thank the team at RA TAS for the support I've received. The service helped me feel truly heard and understood. I feel emotionally stronger and more respected in my life overall."

Client Testimonial

"My counsellor has been a wonderfully caring and gentle presence. We feel very comfortable with him, and he has been very helpful in our communication. Thank you!!"

Client Testimonial

75 Conversations in 75 Places

To celebrate our 75th year and bring our vision of a connected and respectful Tasmania to life, we set out on a statewide mission: 75 Conversations in 75 Places.

We asked Tasmanians one powerful question:

“What does a connected and respectful community look like to you?”

From kitchen tables to school halls, cultural events to community centres, we met with people across the state to listen, learn, and understand.

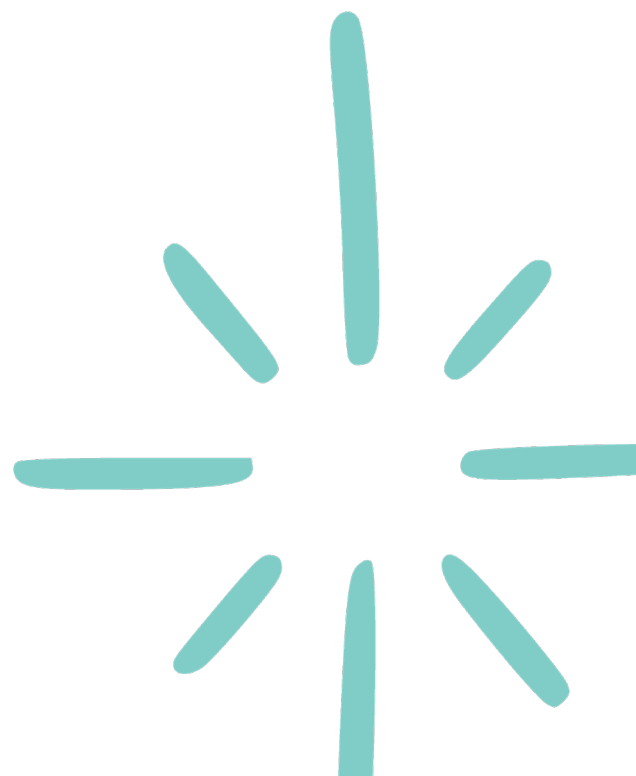
Over 78 community groups, representing around 1,600 participants, came together, including youth organisations, neighbourhood houses, cultural associations, schools, and grassroots collectives.

We took deliberate steps to ensure every voice was heard, particularly from marginalised communities such as First Nations people, LGBTIQ+ Tasmanians, people living with disability, culturally and linguistically diverse communities, and people of all ages and backgrounds. Ensuring all were heard, included, and valued.

These conversations gave local community members the opportunity to come together, share experiences, and reflect on what matters most when building connected and respectful communities.

Feedback was overwhelmingly positive, with many participants noting it was the first time people from different backgrounds and generations had come together to talk about their hopes for their community.

RA Tas is now on a journey to embed community voices at the heart of everything we do. By co-designing our services alongside the people who use them, we ensure programs are shaped by lived experience and genuine community insight. This collaborative approach is more than a process – it’s our point of difference, setting us apart as an organisation deeply committed to delivering services that are relevant, respectful, and responsive to the diverse needs of Tasmanians.



Reflections and Key Learnings



Crackerjack Barbershop

New connections and perspectives:

Community groups spoke of gaining new insights and hearing different views within their own communities, which deepened empathy and understanding.



Circular Head Council

Validation of community voices:

The chance to be heard, and to see ideas reflected in reports and summaries was meaningful. Many specifically appreciated the follow-up summary report of their ideas, noting it provided a basis for action.



St Marys Repurposing & Recycling Group

Renewed energy for community-building:

For many, the conversation re-energised local efforts, offering a reason to gather again or take steps toward new initiatives.

Community Voices

“The conversation really made us realise the role this group plays in so many women’s lives.”

The Kingston Sea Hags are a group of mostly women who meet at Kingston Beach to swim, rain, hail or shine. It’s informal, inclusive and built on connection.

“We swim, we laugh, we chat, then we go grab a coffee and chat some more,” said Jacqui. “It’s as much about friendship as it is about the swim.”

When a RA Tas team member joined the group for a conversation by the sea, the reception was warm and welcoming. “She was lovely — it was good to have someone come to us, right where we are, and listen.”

The conversation prompted the group to pause and reflect on what a connected and respectful community looks like. “It highlighted just how important the Sea Hags are in people’s lives. It’s not something we always talk about, but being part of this group means knowing there’ll be someone there for you, no matter what.”



The Kingston Sea Hags all rugged up after a swim!

The impact of being involved in a 75 Conversation encouraged some new thinking.

“We started talking about how we could be more inclusive, especially of women from migrant communities. And we realised that even something like the cost of a coffee or swim gear could be a barrier for some. It’s made us more aware of who might be missing out.”

It was a valuable opportunity for the group to consider how they might better welcome a broader range of swimmers in future.

Looking ahead, the Sea Hags are considering how they might amplify their support for women beyond the shoreline. “We already take part in things like the Hobart City Mission’s Sleep Rough event — not just to support a great cause, but to show the strength of the connections we’ve built and the support we can offer each other.”

For the Sea Hags, the conversation helped shine a light on the impact of connection, and the small things that help communities feel stronger and more welcoming.

Jacqui, Member of Kingston Sea Hags

Community Voices

“The conversation gave the men permission to open up; it was a real turning point.”

The Circular Head Men’s Shed is a community hub where men connect over shared projects, cups of tea, and conversations. When RA Tas visited the shed to host one of the 75 Conversations, it sparked a meaningful discussion that stayed with many of the men long after the session ended.

“Our facilitator was amazing. They really helped spark the conversation and made everyone feel at ease. The whole experience was great, and it just flowed naturally” said a representative from the group.

What unfolded was both powerful and unexpected. The conversation gently created space for the men to talk about the importance of listening, checking in, and expressing how they are feeling. Together, they reflected on the grief and confusion following the loss of a community member to suicide, someone many had watched grow up.

“It was a tough conversation, but it definitely instilled the need for our community to band together and really listen to each other.”



The Circular Head Men’s Shed sharing their vision for a connected and respectful Tasmania.

“The conversation was the catalyst the men needed. It gave them permission to be more open and reminded them it is okay not to be okay. Talking about feelings is something we all need to do more of.”

Since then, the group has taken steps to strengthen their community ties, including applying for a Neighbour Day grant and developing a Community Action Plan for suicide prevention.

“We would not have done that before. But the last few months have shown us how important it is to come together and support each other.”

Hannah, Secretary of The Circular Head Men’s Shed

Community Voices



“It was empowering to be invited into a space where opinions genuinely mattered.”

When the Waratah–Wynyard Council Youth Leaders took part in one of RA Tas’ 75 Conversations, they were ready to be heard. As young people actively involved in their local community through events and volunteering, they saw the conversation as a meaningful opportunity to speak up about what’s working, and what could be improved.

Facilitator of the Youth Leaders group said the conversation made a lasting impression. “Our youth leaders often express that adults don’t always want to hear what they think. But this conversation gave them the space to talk openly about the issues young people face in their community. They commented on how nice it was to actually be listened to.”



Community members enjoying a World Friendship Day Event facilitated by the Waratah–Wynyard Council Youth Leaders.

The group spoke about challenges facing young people in the region, such as mental health, safe spaces, and opportunities for connection. What surprised them was how much common ground they shared with others in the room.

“The youth leaders were surprised by how many adults agreed with them. It felt like we were all on the same page about wanting more support for young people and better ways to bring the community together.”

Since the conversation, the group has continued to build on the ideas shared. The youth leaders have started talking more about what they can do to support positive mental health in the community, and how to lead that change themselves.

“The conversation really helped build confidence. It reminded the youth leaders that they’re already a part of the community and that their voices count. It’s encouraged them to see themselves as having a role in decision-making, planning, and expressing what matters most to them.”

Emily, Facilitator of Waratah–Wynyard Council Youth Leaders

Forward-Focused



This annual report reflects the first year of the 2024 - 2027 Strategic Plan. We remain forward-focused and have achieved several initiatives under each goal as highlighted in the following pages.

- Impact-driven Service Delivery
- Amplifying our Expertise
- Growth with Purpose
- Strengthened Internal Capacity
- Enabled by Evidence and Research

Goal 1: Impact-driven Service Delivery

We design and deliver contemporary, inclusive service solutions, matching our level of intensity and modality to the evolving needs of individuals and communities. Our services are co-designed by people and lived-experience and evaluated for impact as we go.

As part of our commitment to delivering impact-driven services, we received funding to implement the Bolstering Targeted Regional Initiatives for Suicide Prevention program. This initiative brings significant value and support to priority populations across Tasmania.

This community-based suicide prevention program focuses on strengthening local connections, building readiness for action, and enhancing coordination across regions. By supporting communities in ways that matter to them, the program is helping to enable sustainable, community-led suicide prevention efforts.

The RA Tas Suicide Prevention Team works closely with community groups to support the development of tailored Community Action Plans (CAPs). These plans are co-designed to reflect the unique needs of each group, whether that's a workplace, school, sporting club, or other local organisation.

The program is delivered by RA Tas teams based in both the north and south of the state, ensuring responsive, place-based support for communities across Tasmania.

One community group's experience highlights the tangible benefits of this approach:

“Source Eco Hub now has a social safety net as a direct result of the \$1,500 grant from our Community Action Plan, allowing for us to open the Community Kitchen two days a week. This has greatly increased community participation and visibility of the garden. Source is incredibly grateful for the CAP process and connections provided to other grassroots CAP communities in the Hobart region. The main drivers of this success can be attributed to our army of dedicated volunteers and support from the Community Engagement Officers at Relationships Australia Tasmania.”

Marcel Gemperle (Source Eco Hub, CAP Coordinator)

Goal 2: Amplifying our Expertise

We're leading in the use of media, digital and social activity to influence public policy, and present trusted research and solutions to the societal pressures people are talking about.

To amplify our expertise and elevate our brand awareness across the state, RA Tas has strategically introduced a refreshed brand identity. The visual identity originally developed by RA QLD and now adopted by much of the national federation, provides a modern, clearer, and warmer visual representation that reflects our role in people's lives and aims to instil a sense of hope.

This brand refresh is integral to our objective of being recognised as a credible expert and a leader in relationships and well-being in Tasmania.

By aligning with the national federation's brand, we strengthen our shared presence while meticulously retaining the local voice and focus that defines RA Tas.

The refreshed brand is visibly implemented across our updated logo, our offices statewide, and our website, ensuring a consistent presence.

We are working on a robust marketing and communications strategy that will leverage this refreshed brand across diverse channels to enhance visibility and build trust. This includes targeted campaigns on social media platforms for storytelling and community conversations, as well as engaging content on streaming platforms. Our aim is to position RA Tas as a thought leader who actively leads conversations on a connected and respectful future for all Tasmanians.



Goal 3: Growth with Purpose



We strategically grow to support more Tasmanians across the state, meeting their current and emerging needs. Our growth supports our sustainability, and our ability to trial, pilot and scale solutions for the future.

As part of this goal, our Organisational Wellbeing offering has entered a new phase of development and reach. We have successfully expanded into the interstate market, marking a significant milestone in broadening our impact beyond Tasmania. We now have a clearly

defined and market-ready suite of services, including Employee Assistance Program (EAP) support, professional supervision and a range of professional training packages designed to create respectful and productive workplaces.

This refined offering not only positions us as a trusted provider in organisational wellbeing but also creates new pathways for partnership, sustainability and long-term growth. It's just another way we are making Tasmania more connected and respectful.



Goal 4: Strengthened Internal Capacity

We attract, develop and retain a skilled and diverse workforce. As Tassie's most respected work culture, we have a strong employee value proposition that ensures we respond to needs with agility, supported by effective systems and internal communication.

At RA Tas, regular supervision is one of the key ways we support, grow, and retain our people. It provides a dedicated space for staff to reflect on their practice, seek guidance, and build confidence in their roles with the support of an allocated supervisor. This year, we introduced a new, flexible supervision model designed to reflect the diverse roles, experiences, and needs of our staff.

The model was developed by the RA Tas Supervision Working Group, drawing on the expertise and insights of staff from across the organisation. Guided by reflective practice, the new approach is person-centred and considers the whole person – mind (thoughts), heart (feelings), body (behaviours), and spirit connection (values).

This model is now being embedded across RA Tas and is already creating space for more meaningful conversations, building confidence in supervision, supporting wellbeing, and strengthening a culture where staff feel seen, supported, and valued.

“Supervision is an important way to support our people's wellbeing and professional growth. Based on feedback from staff, our Supervision Working Group has developed a flexible framework that works for both clinical and non-clinical roles. It creates space for reflective conversations about day-to-day work, career goals, and personal wellbeing. Drawing on the ideas of mind, body, heart, and spirit, the framework is designed to be holistic and person-centred, recognising each person's role, values, and cultural needs.”

Penny Minehan, Manager Clinical and Services Development

To further support practice development, we established Communities of Practice (CoPs), creating spaces for staff to share knowledge and build capability across the organisation. Three CoPs are already in place—Supervisors, Groupwork Facilitators, and Working with Children and Young People, with a fourth focused on family violence, in development.



Goal 5: Enabled by Evidence and Research

We have internal systems and external partnerships which increase our capability and capacity to utilise evidence and research to inform best practice and enable us to respond to current and emerging trends.

As part of this goal, we created the RA Tas Impact Framework. This is a simple but powerful tool that helps us understand how our services are making a difference in the lives of Tasmanians. It shows us whether we're achieving the outcomes that matter, like improving wellbeing, strengthening relationships, and helping people feel more connected and respected in their communities.

The framework focuses on three key impact areas:

- **Wellbeing** – improving people's emotional and mental health, building resilience, and helping them navigate life's challenges.
- **Relationships** – increasing stability, communication and support in families and personal relationships.
- **Connection and Belonging** – reducing isolation, especially for vulnerable groups, and helping people feel included and part of their community.

The framework was shaped with input from staff, clients and leaders. It marks a shift from looking at just individual programs to understanding the impact of our work across the whole organisation. It helps us track what's working, what could be improved, and where we can grow.

Using clear outcomes and practical tools, it guides how we collect data, reflect on what we learn, and keep improving our services. Over time, this will help us make better decisions, invest our resources wisely, and show the real impact we're having across Tasmania.

The Impact Framework is a living document and will evolve as we do. It will be strengthened by the insights of our staff, the voices of our clients, and continuous input from the communities we work with.



Where to from here

Year one of our Strategic Plan has certainly started with intention, momentum and provided several learnings. We discovered that we can do ambitious things, and with the right focus and energy, we can make meaningful progress towards our vision of creating a connected and respectful Tasmania.

As we move into year two of our Strategic Plan, we're building on what we've learned, embedding community voice more deeply into our work, strengthening our partnerships, and refining our focus to ensure our services are both impactful and inclusive. This next phase is about momentum, alignment, and continuing to translate insight into action.

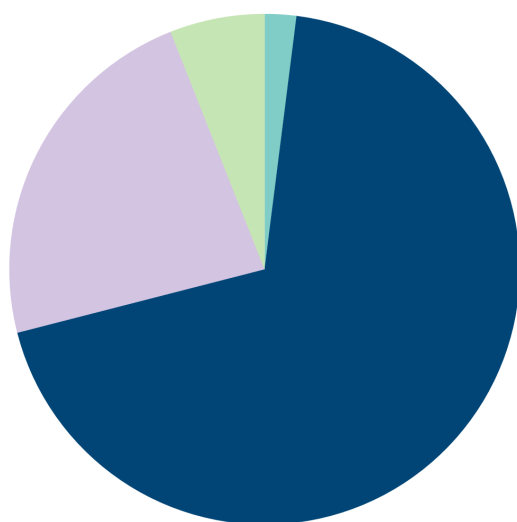
We are about to enter phase two of the 75 Conversations project, which is a very exciting time for our organisation. We will continue to deepen our relationships with communities who shared their stories with us and look for ways we can help bring our vision to life.

We're also expanding our thinking around the role RA Tas can play in the broader social landscape. We want to be a strong and consistent voice advocating for what Tasmanians need to create meaningful connections, strong relationships, and the communities in which they can thrive.

"Most of all, we remain committed to walking alongside Tasmanians with humility, care, and purpose. A connected and respectful Tasmania is not just a destination; it's a way of being. In the next financial year, we intend to build on this by driving a connected and respectful movement for all Tasmanians."



Financial Management

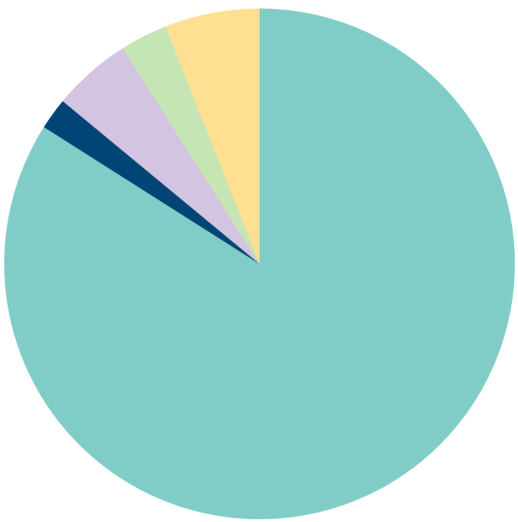


Sources of Income
2024-2025

Client Fees	2%
Grant - Commonwealth	69%
Grant - Other Sources	23%
Other Income	6%

Areas of Expenditure

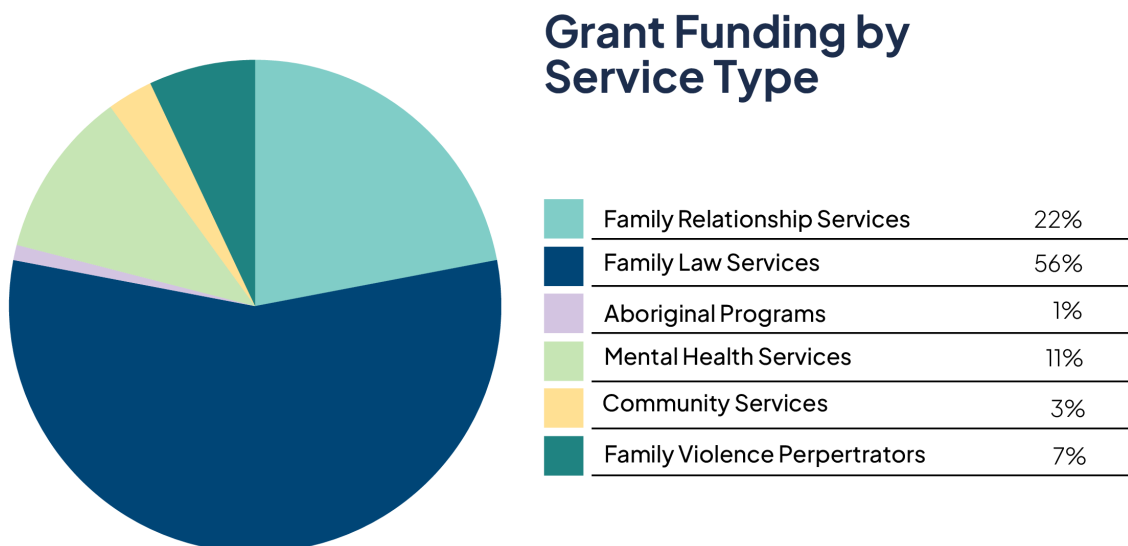
Employee Benefits Expenses	84%
Depreciation & Amortisation	2%
Occupancy Expenses	5%
Administrative Expenses	3%
Other Costs	6%



Financial Management

REVENUE	2024 (\$)	2025 (\$)
Grant income and other fees	13,462,914	13,953,963
Other income	1,263,015	1,365,430
Total Revenue	14,725,929	15,319,393
EXPENDITURE		
Employees	11,687,935	12,507,588
Other operations	2,676,169	2,447,679
Total expenditure	14,364,104	14,955,267
Net Surplus	361,825	364,126

A complete set of audited financial statements is available from the organisation upon request.



Board of Directors



John Rowland

Chair



Rick Marton

Chair - SPEAK UP! Stay
ChatTY Sub-Committee



Carolyn Campbell-Wood

Chair
Finance, Audit and Risk Sub-Committee



Tony Bonney

Chair
Strategic Pathways
Sub-Committee



Laura Jacques

Director



Anne Greentree

Director



Jennifer Duncan

Director
Resigned 27 May 2025



Leadership Team



Michael Kelly

Chief Executive Officer



Mel Harback

Chief Operating Officer



Navin Ram

Chief Financial Officer



Le-ella Doyle

Chief Strategy Officer



Amelia Hastings

Director
Early Intervention Services



Michelle Ewington

Director
Family Law Services



Simon Reeve

Manager Family &
Community Services
North/North-West



Penny Minehan

Manager Clinical & Services
Development



Ben Moroney

Manager Counselling &
Support Services South



Darisha McKnight

Manager Support & Case
Management, North/North-
West



Julia Gandy

Manager Organisation and
Community Development



Andrew Jackman

Manager Client Services &
Technology



Tina Hale

Manager Family &
Community Services South



Aidan Kemmy

Manager Corporate Services



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