



## Where are we going by when?

### Strategic intent statements

**Who We Are**  
(our structure)

*We are an independent, community-based not-for-profit specialising in women's health and wellness, and family and domestic violence services across the Mid West*

**Our Purpose**  
(why we exist?)

*To improve the health and wellbeing of women and families across the Mid West*

**Our Vision**  
(what we aspire to?)

Women and families in the Mid West are safe and can thrive in their community

**Our Values**  
(our deeply held beliefs)

- **Respect** – We treat each other with respect regardless of status, gender, culture and ability.
- **Integrity** – We do what is right, not what is expected.

- **Courage** – We have strength and determination to challenge and initiate, educate and prevent.
- **Passion** – We use our energy, passion, enthusiasm to drive our purpose and make a difference in our community.

**Our Ambition 2030**  
(overarching goal)

**By 2030, we are integral to achieving improvements in health and wellbeing for women and families across the Mid West.**

This means:

- We are highly valued and trusted by women and families, government and partners in our region, supported by our collaborative approach to achieving shared goals.
- We adopt a strong women's focus including when delivering men's services across primary, secondary and tertiary services.
- We are inclusive and collaborative in our approach with indigenous communities in the Mid West region.
- We value regional, rural and remote communities in all that we do.
- We deliver quality, relevant and meaningful health and wellbeing services for women and families in inclusive, safe and comfortable environments.
- We build community awareness of the systemic challenges associated with domestic and family violence in our communities.
- We are financially sustainable and digitally-enabled.
- We are future-focused and proactive in addressing complex sector and societal challenges and priorities.

## How are we going to get there?

### Strategic themes and goals

Strategic themes

Descriptors

#### Core Strategic Themes and Descriptors

**Women-centric services and programs that positively impact health and wellbeing**

- We are empathetic and responsive to women and families.
- We translate research and evidence into practical and pragmatic solutions that are inclusive and safe, and within a welcoming environment.
- We provide connected, high quality services to help women, families and the broader Mid West community address its most pressing challenges.
- We prioritise the needs of the disadvantaged, vulnerable and at-risk.
- We ensure compliance with all relevant standards, accreditation and legislative requirements across all services and programs.

**Providing platforms and collaborating to drive systemic change for women and families**

- We amplify the voices of women and families impacted by family and domestic violence.
- We deeply understand our stakeholder needs – funders, partners, women, families and the broader community across the Mid West region.
- We work with the community services sector to build strong pathways for knowledge sharing and specialised services - to deliver shared outcomes.
- We contribute to building an evidence base to influence sector policy positions and take a lead role in advocating for what's needed in the region.
- We are inclusive and collaborate with local ACCOs and others.
- We empower women, families and men to determine their own future.

#### Enabling Strategic Themes and Descriptors

**Agile, multi-disciplinary teams**

- We have a fit-for-purpose structure supported by a dynamic, engaged, agile and largely regional-led Board, Leadership and staff team.
- We prioritise the wellbeing of our staff and invest in their development.
- We embed specialised, multidisciplinary teams to support those in need.
- We have a strong track record of redirecting resources to shifting community priorities across the Mid West region.
- We make decisions on strong evidence and bring our stakeholders on the journey with us.

**Professionalised organisation**

- We are financially sustainable and have secured diverse revenue streams (donors, fundraising, bequests, corporate finance, etc).
- We are continuously seeking options to expand financial investment in transformation and innovation supporting our services and programs.
- We ensure systems and processes are standardised, simplified and digitised to support an agile and responsive service delivery model.
- We have a recognised and respected brand across the region.
- We have best fit governance and engagement models.

# Corporate Strategy: Strategic Plan: 2023 - 2027

## How are we going to get there?

Strategic themes	Descriptors	Initiatives	Goals	KPIs	Metrics
Core Strategic Themes and Descriptors	<b>Women-centric services and programs that positively impact health and wellbeing</b> <ul style="list-style-type: none"> <li>We are empathetic and responsive to women and families.</li> <li>We translate research and evidence into practical and pragmatic solutions. that are inclusive and safe, and within a welcoming environment.</li> <li>We provide connected, high quality services to help women, families and the broader Mid West community address its most pressing challenges.</li> <li>We prioritise the needs of the disadvantaged, vulnerable and at-risk.</li> <li>We ensure compliance with all relevant standards, accreditation and legislative requirements across all services and programs.</li> </ul>	<ol style="list-style-type: none"> <li><b>Contemporary services:</b> Update and refine existing services models and ensure they reflect contemporary research translation and practice.</li> <li><b>Grow services:</b> Grow existing core women and family services; and secondary men's services/ funding (DOH, DOC, regional extension North WA).</li> <li><b>Wellness Clinic:</b> Ensure Wellness Clinic is operating effectively and explore opportunities for extension of services (e.g. explore options for outreach, alignment of RSS program).</li> <li><b>Refuges:</b> Explore options for new fit for purpose refuge in the region. Consider how to best utilise current refuge should new refuge be developed elsewhere. .</li> </ol>	<ul style="list-style-type: none"> <li>Customer centricity</li> <li>Service efficiency</li> <li>Experiences</li> <li>Services growth</li> <li>Compliance</li> <li>New services or programs.</li> </ul>	<ul style="list-style-type: none"> <li>Service growth</li> <li>Enquiries</li> <li>Service requests</li> <li>Accreditation/ standards met</li> <li>Models of service/policies specifically reviewed</li> </ul>	<ul style="list-style-type: none"> <li>Waitlist, Time on?</li> <li>Services per woman</li> <li>Turnaround on service requests</li> <li>Staff Utilisation.</li> <li>DNA improved?</li> <li>WWC accredited.</li> <li>Reviews/audits</li> <li>Outreach numbers</li> </ul>
	<b>Providing platforms and collaborating to drive systemic change for women and families</b> <ul style="list-style-type: none"> <li>We amplify the voices of women and families impacted by family and domestic violence.</li> <li>We deeply understand our stakeholder needs – funders, partners, women, families and the broader community across the Mid West region.</li> <li>We work with the community services sector to build strong pathways for knowledge sharing and specialised services - to deliver shared outcomes.</li> <li>We contribute to building an evidence base to influence sector policy positions and take a lead role in advocating for what's needed in the region.</li> <li>We are inclusive and collaborate with local ACCOs and others.</li> <li>We empower women, families and men to determine their own future.</li> </ul>	<ol style="list-style-type: none"> <li><b>Stakeholder engagement:</b> Develop a Stakeholder Engagement plan that clearly identifies key stakeholders including ecosystem mapping across the region.</li> <li><b>Indigenous partnerships:</b> Extend existing and develop new relationships and partnerships with ACCOs and other organisations across the indigenous community.</li> <li><b>Sector representation:</b> Ensure appropriate representation across government, NFP and other organisations on Reference Groups, Network groups (metro and across the Mid West.).</li> <li>Ensure high level systemic advocacy.</li> <li><b>Social impact:</b> Explore research and options in developing DBC Social Impact assessment framework including annual Social Impact Report (qualitative and quantitative data sets).</li> </ol>	<ul style="list-style-type: none"> <li>Customer centricity</li> <li>Partnerships</li> <li>Stakeholder representation</li> <li>Indigenous representation</li> <li>Able to show impact as well as activities.</li> <li>Sector profile</li> <li>CRE grown</li> </ul>	<ul style="list-style-type: none"> <li>Customer satisfaction</li> <li>Campaign readiness and effectiveness</li> <li>Indigenous partners/Staff</li> <li>Diverse/holistic suite of programs</li> <li>CRE Partner orgs.</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder participation rates</li> <li>Indigenous engagement and partnerships</li> <li>Campaign specific measures (e.g. The Walk).</li> <li>Networking and presentation opportunities.</li> <li>Professional dev opportunities lead.</li> </ul>
	<b>Agile, multi-disciplinary teams</b> <ul style="list-style-type: none"> <li>We have a fit-for-purpose structure supported by a dynamic, engaged, agile and largely regional-led Board, Leadership and staff team.</li> <li>We prioritise the wellbeing of our staff and invest in their development.</li> <li>We embed specialised, multidisciplinary teams to support those in need.</li> <li>We have a strong track record of redirecting resources to shifting community priorities across the Mid West region.</li> <li>We make decisions on strong evidence and bring our stakeholders on the journey with us.</li> </ul>	<ol style="list-style-type: none"> <li><b>Workforce:</b> Develop plan to embed Leadership Team; address key skills gaps and capability development needs;</li> <li><b>Values and behaviours program:</b> Develop and model organisational values program including development of behaviours and expectations.</li> <li><b>Growth and development capacity:</b> Attract/ retain key capability to support CEO to grow existing/ new services and sector relationships/ partners; diversify revenue streams; analytical and business case development expertise.</li> </ol>	<ul style="list-style-type: none"> <li>Enabling culture and values</li> <li>Workforce effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>Staff turnover</li> <li>Staff Development</li> <li>Engagement</li> <li>Succession and Leadership development</li> <li>Organogram</li> </ul>	<ul style="list-style-type: none"> <li>Staff leaving other than end of contract.</li> <li>PA's linked to development</li> <li>Growth of high potential staff.</li> <li>Leadership structure enhanced and embedded.</li> </ul>
	<b>Professionalised organisation</b> <ul style="list-style-type: none"> <li>We are financially sustainable and have secured diverse revenue streams (donors, fundraising, bequests, corporate finance, etc).</li> <li>We are continuously seeking options to expand financial investment in transformation and innovation supporting our services and programs.</li> <li>We ensure systems and processes are standardised, simplified and digitised to support an agile and responsive service delivery model .</li> <li>We have a recognised and respected brand across the region.</li> <li>We have best fit governance and engagement models.</li> </ul>	<ol style="list-style-type: none"> <li><b>Financial sustainability and diversification:</b> Develop plan to grow existing revenue and diversify revenue streams; embed tight fiscal management controls; financial modelling and projections.</li> <li><b>Brand proposition:</b> Develop marketing plan and brand activities to increase visibility and value proposition across the region and with key partners.</li> <li><b>Business improvement program:</b> Invest in appropriate ICT systems and process improvement to support services growth.</li> <li><b>Governance improvements:</b> Develop plan to implement governance improvements; Committee structure; skills development.</li> </ol>	<ul style="list-style-type: none"> <li>Revenue Growth</li> <li>Governance effectiveness</li> <li>System/ process effectiveness</li> <li>Board Effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>Income Streams enhanced</li> <li>System benefits realisation</li> <li>Innovation/ use of technology</li> <li>Board Skills Matrix,</li> </ul>	<ul style="list-style-type: none"> <li>Revenue/ service</li> <li>Wages as % of expenditure</li> <li>Surplus as % of income</li> <li>Technology in Admin and Services.</li> <li>Brand awareness</li> </ul>
Enabling Strategic Themes/ Descriptors					