



women's **health** west

WOMEN'S HEALTH WEST 2020-2025 STRATEGIC PLAN

At Women's Health West, we're working towards gender equity.

We exist to support women and children, individuals and communities in Melbourne's west who are affected by gender inequity or family violence to lead healthy and safe lives, free from family violence and oppression. This is our everyday inspiration and our long-term aspiration.

Our ability to drive positive change is ultimately about our clients, communities, team and partners. Everything we achieve together is with and thanks to them.

Our organisation was founded because of the oppression, abuse and marginalisation that women experience as a result of gender.

Gender continues to influence our lives and communities. It continues to shape expectations of how we will behave, how others will behave towards us, our health outcomes, our experience of and with family violence, and so much more.

We recognise that gender exists beyond the binary of women and men, and that rigid gender stereotypes are harmful for everyone.

We are actively moving our practice beyond this binary, as we know gender has huge impacts on all of our lives and societies. We also recognise that there is a gender hierarchy in place, which puts men above other gender identities. This is unacceptable, so we're working towards gender equity, instead of a hierarchy.

Alongside this, we understand that oppression exists in many forms.

We recognise that people are treated differently, based on their gender, sexuality, Aboriginality, cultural backgrounds, refugee status, ability, age, financial position, life experiences and many other factors. We must be responsive to these factors and their interaction with one another, which can intensify discrimination and oppression.

Thankfully, we're not in it alone. We are inspired by our communities, partners and allies, who are also striving for a fairer, better world.

We are one piece of the puzzle and we have a specific role to play – one focused on achieving gender equity in Melbourne's west.

TABLE OF CONTENTS

TABLE OF CONTENTS	3
ACKNOWLEDGEMENT	4
EXECUTIVE SUMMARY: OUR STRATEGY AT A GLANCE	5
ABOUT WOMEN’S HEALTH WEST	5
OUR TEAM	6
OUR APPROACH.....	6
Our role	7
Our frameworks and philosophies	8
OUR STRATEGIC PLANNING PROCESS	9
THE ACTIVITIES.....	9
THE INSIGHTS	9
Melbourne’s west is diverse and growing	9
Gender inequity exists to this day.....	9
COVID-19 has exacerbated family violence and gender inequity	10
Policy and legislative developments are coming thick and fast.....	10
The broader service system is evolving	10
Our team is defined by commitment, expertise and a focus on Melbourne’s west	11
OUR STRATEGY	12
OUR VISION	12
Gender equity in the west.....	12
OUR PURPOSE	12
To achieve gender equity across Melbourne’s west so that everyone can lead healthy and safe lives, free from family violence and oppression.	12
OUR CLIENTS AND COMMUNITIES.....	12
Women and children, individuals and communities in Melbourne’s west who are affected by gender inequity or family violence.....	12
OUR VALUES.....	12
Freedom	12
Connection.....	12
Resistance	12
Love.....	12
Creativity.....	12
OUR GOALS	13
Enablers.....	13

ACKNOWLEDGEMENT

Women's Health West recognises that the land on which we work and provide our services always was and always will be Aboriginal land. We pay our respects to Elders past, present and emerging.

We proudly acknowledge the Aboriginal and Torres Strait Islander communities across Melbourne's west, their rich cultures, diversity, histories and knowledges, and the contribution they make to the life of this region.

Women's Health West's vision for reconciliation is one where Aboriginal and Torres Strait Islander people's right to self-determination, connection to land and waters, identity, cultures and histories are respected and celebrated across Australia. We commit to ongoing learning about Aboriginal and Torres Strait Islander people's cultures, histories, and rich diversity across the nation, with a focus on Melbourne's west. We seek to actively contribute towards reconciliation for a future where Aboriginal and Torres Strait Islander people's wellbeing is treated with respect and equity.

Reconciliation for our organisation includes the recognition of, and healing from, past injustices and moving towards a connected, healthy, and united western Melbourne, Victorian and Australian community together.

EXECUTIVE SUMMARY: OUR STRATEGY AT A GLANCE

Our strategy is the guiding light for our decisions and actions, be they big or small. It sets out why we exist and what we are working towards for the years ahead.

WOMEN'S HEALTH WEST 2020-2025 STRATEGIC PLAN

OUR VISION

Gender equity in the west.

OUR PURPOSE

To achieve gender equity across Melbourne's west so that everyone can lead healthy and safe lives, free from family violence and oppression.

OUR VALUES



Freedom



Connection



Resistance



Love



Creativity

OUR GOALS

Over the next five years, we are working to achieve a series of long-term goals. Within each of these areas, we will continue with our core work and activities to consolidate our recent growth and achievements. We will also enter and explore new ground that delivers on our vision and purpose.



ABOUT WOMEN'S HEALTH WEST

Women's Health West (WHW) is the gender equity agency for the western metropolitan region of Melbourne. We cover seven local government areas: Brimbank, Hobsons Bay, Maribyrnong, Melbourne, Melton, Moonee Valley and Wyndham.

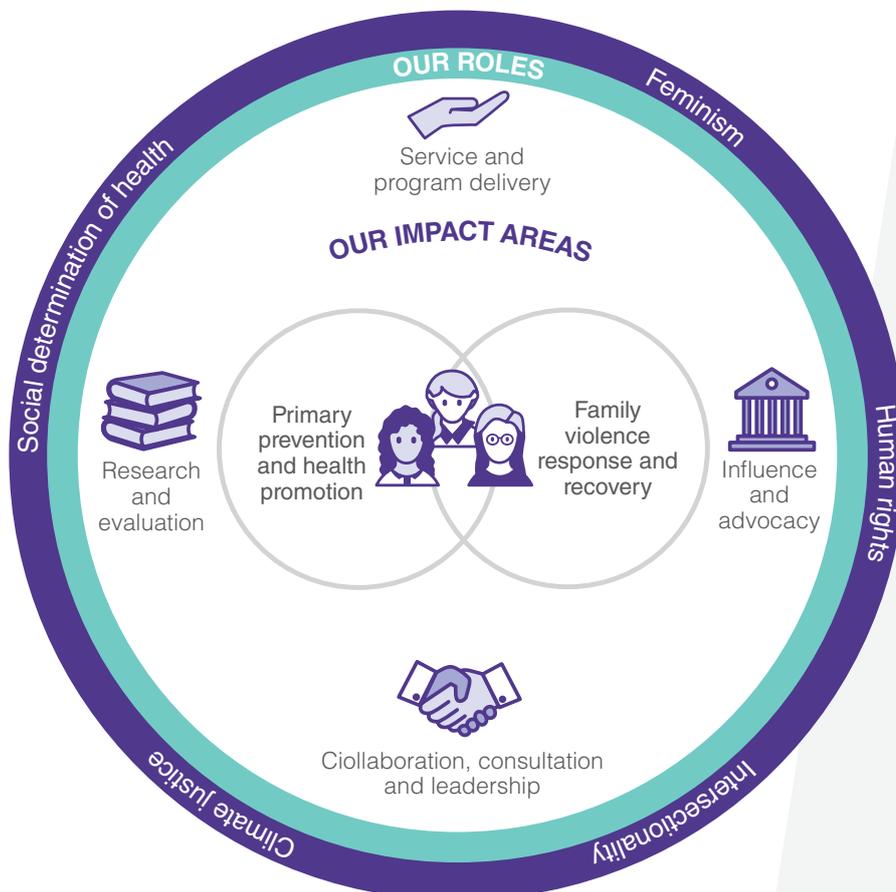
Our programs and services are for designed to redress gender inequity and benefit victim-survivors of family violence in Melbourne's west. We work with our communities, with a strengths-based approach driven by their capabilities, needs, experiences and goals. We focus on the community members who need our support and services, and prioritise those who experience multiple oppressions. Our efforts are ultimately about supporting our communities to lead safe and healthy lives, and on changing the conditions that cause and maintain gender inequity.

OUR TEAM

Everyone at Women's Health West is committed to creating a gender equitable and just society free from violence, discrimination and oppression. Our team is united by our values of freedom, connection, resistance, love and creativity. We are fortunate and proud to have an exceptional team, who are dedicated and skilled.

Our team must reflect the diversity of our community in order to do good work. We have and welcome team members from a diverse range of backgrounds and experiences, including Aboriginal and Torres Strait Islander peoples, people from culturally and linguistically diverse backgrounds, people with disabilities, and people who identify as LGBTQIA+.

OUR APPROACH



Our impact areas

Our impact areas summarise which elements of gender equity we will focus our efforts on for the years ahead. Of note, many of the critical gender equity challenges we are facing are entrenched and complex, and will take decades to improve, let alone solve. That's why we're committed to primary prevention, health promotion, and family violence response and recovery for the long term, as well as unearthing the hidden and emerging challenges.

Primary prevention and health promotion

Our health promotion and primary prevention program plans and implements activities designed to promote health, safety and wellbeing across three key areas: sexual and reproductive health and rights; mental health, resilience and empowerment; and prevention of family violence.

Family violence response and recovery

Our family violence service provides victim-survivors with the range of services they require while in crisis – such as court support, crisis housing and case management – through to services designed to promote healing and recovery, such as children's counselling.

Our role

Our roles summarise the different interventions we draw upon in collaboration with our communities and partners to drive transformational change. Our roles are not detached functions; instead, they interact and inform one another. For example, our service and program delivery is underpinned by evidence from our research activities, and we evaluate our services and programs to understand their relevance and effectiveness.

Service and program delivery

Much of our work is on the ground in Melbourne's west. This is about providing support, information and resources to and with communities. Our services and programs cover health promotion, primary prevention, early intervention, response and recovery.

Influence and advocacy

Our services and programs are complemented by initiatives that transform policies, laws, financial systems and social norms. This is because we recognise the need for systems and structures to change if we are to realise gender equity and social justice in Melbourne's west.

Research and evaluation

The problems we are tackling are complex and the solutions we are implementing are multifaceted. As such, we conduct vital research and evaluation to gather evidence that helps us understand the needs, preferences and challenges of communities in Melbourne's west, as well as the impact and effectiveness of our work.

Collaboration, consultation and leadership

We work collaboratively with communities, government, universities and other agencies to drive transformational change in Melbourne's west. Of note, much of our health promotion work is driven by sophisticated and complex partnership arrangements. For us, listening to the views and ideas of others and learning from their experience is critical to effective collaboration and consultation. It is also an opportunity for us to share our knowledge and expertise, including through secondary consultation for health, community and other service providers.

Our frameworks and philosophies

Our approach is informed and guided by a number of frameworks and philosophies.

Feminism

We are a feminist organisation. Feminism was central to our beginning, is at the core of how we work today, and will continue to guide and drive us in the future. We have a shared understanding of feminism as a theoretical analysis of patriarchy, power and gendered structural inequities, as well as a political movement that raises awareness of, and works to challenge and change structures and systems of gendered oppression – with the ultimate goal being a just and equitable society for all¹. Our feminism informs how we work with one another and with our clients, communities and partners.

Human rights

We believe in human rights as basic entitlements and recognise the fundamental worth of each person. Human rights are the principles that enable us to live a dignified, rewarding life in which our freedoms are respected, protected and fulfilled². We recognise that women do not always have the opportunity and ability to access and achieve their rights on the same basis as men because of social structures that allocate resources and power inequitably, and gender stereotypes and attitudes about women and their role in society³.

Intersectionality

People have different opportunities and experiences and are treated differently based on factors such as race, ethnicity, gender, sexuality, ability, age and socioeconomic status. These factors do not stand alone; instead, they interact with one another to exacerbate power, privilege and oppression. We are aware that if we focus on gender alone, our work is likely to only or mainly benefit privileged women. Gender equity cannot be achieved if we do not simultaneously advocate to dismantle other forms of oppression. That's also why we prioritise community members who experience multiple oppressions.

Social determinants of health

Unfair and avoidable differences in health and wellbeing outcomes are not acceptable. These differences are largely driven by the social determinants of health, which are 'the conditions in which people are born, grow, live, work and age'⁴. They include education, employment, social support and income, and can improve or compromise individual and community health⁵. Keeping the social determinants of health front of mind is key in ensuring our approach is about equity, rather than equality.

Climate justice

We cannot and will not ignore climate change – it is vital to our future and increasingly relevant to our vision, purpose and communities. There is a growing evidence base about the interaction between gender and climate change⁶. For example, women experience poorer health, a higher number of deaths and greater psychological distress as a result of climate change^{7,8,9}. We commit to understanding and responding to the gendered implications of climate change. We also see it as our responsibility as an organisation, workplace and service provider to contribute to the global climate action movement.

1 <https://whwest.org.au/five-steps-to-a-feminist-audit/>

2 Women's Health West, Our Community, Our Rights Fact Sheets for Service Providers - Human rights: definitions, barriers and opportunities. Melbourne.

3 Quiazon, R. and Moses, M. (2010). PACE best practice guide for leadership programs for immigrant and refugee women. Multicultural Centre for Women's Health, Melbourne.

4 https://www.who.int/social_determinants/sdh_definition/en/

5 <https://www.aihw.gov.au/reports/australias-health/australias-health-2016/contents/determinants>

6 Women's Health West (2020). Climate change and gender. Melbourne

7 Peterson, K. (2007). Reaching Out to Women When Disaster Strikes, Soroptimist White Paper, <http://www.soroptimist.org/>.

8 Clemens, S. L., Berry, H. L., McDermott, B. M., & Harper, C. M. (2013). Summer of sorrow: measuring exposure to and impacts of trauma after Queensland's natural disasters of 2010–2011. *Medical Journal of Australia*, 199(8), 552-555.

9 Alderman, K., Turner, L. R., & Tong, S. (2013). Assessment of the health impacts of the 2011 summer floods in Brisbane. *Disaster medicine and public health preparedness*, 7(4), 380-386.

OUR STRATEGIC PLANNING PROCESS

THE ACTIVITIES

Our strategic planning process was driven by extensive engagement with our board, team and communities of interest, supplemented with document review and desk-based research. Through meetings, workshops, surveys, and small group and one-on-one discussions, we heard from over 180 internal and external stakeholders between February and July 2020. All of our strategic planning activities took place remotely because of the COVID-19 pandemic and associated restrictions in place in 2020. Thank you to everyone who participated in our strategic planning process to share their views, experiences and ideas.

THE INSIGHTS

Our strategic planning activities brought a number of considerations to the fore, which have shaped and informed the development of our 2020-2025 strategy. Some of our key insights are summarised below. on changing the conditions that cause and maintain gender inequity.



Melbourne's west is diverse and growing

The rich diversity of Melbourne's west is one of its defining factors. Communities in the west are diverse when it comes to culture, sexuality, age, race, ethnicity, ability, socioeconomic status, life experiences and other factors. The population of Melbourne's west is also on the rise, with major growth corridors in Melton and Wyndham. This challenges us to continually examine and transform our practices to ensure they are responsive to individual and community needs. Of note, the global racial justice movements of 2020 reinforce the need to counter racism and embed a culturally appropriate approach.

Gender inequity exists to this day

It is clear that gender inequity is still rife in our communities. For example, women experience depression, anxiety and post-traumatic stress at higher rates than men¹⁰. Half of all women have experienced sexual harassment during their lifetime¹¹. Across Australia, around 10 women are hospitalised every day because of assault perpetrated by a partner¹², and one woman is murdered each week by a former or current partner¹³. These statistics demonstrate that gender inequity is not only prevalent - it is unacceptable.

We also recognise diversity in gender, sexuality and relationship structures, and believe that individuals have the right to express and identify their gender and sexuality however they wish. For some, gender identity may be different to the sex they were assigned at birth.



10 <https://www.beyondblue.org.au/who-does-it-affect/women>

11 Australian Bureau of Statistics, 4906.0 – Personal Safety, Australia, 2016, Experience of Sexual Harassment (2017).

12 Australian Institute of Health and Welfare (AIHW) 2019. Family, domestic and sexual violence in Australia: Continuing the national story. Cat. no FDV 3. Canberra: AIHW.

13 Bryant, W. and Bricknell, S. Homicide in Australia 2012-13 to 2013-14: National Homicide Monitoring Program report, Statistical Reports no. 2, Canberra: AIC.

COVID-19 has exacerbated family violence and gender inequity



This strategy was developed and written during the 2020 COVID-19 outbreak. We won't know the exact impacts of the pandemic on family violence and gender equity until later but 'global evidence [indicates] that family violence can become more frequent and severe during periods of emergency like the current pandemic'¹⁴. For example, member states of the World Health Organization reported up to a 60 per cent increase in emergency calls from victim-survivors¹⁵. Early Australian evidence about the impacts of the COVID-19 pandemic suggests that women are spending more time on caring responsibilities, both professionally (e.g. women comprise the majority of the health workforce) and personally (e.g. looking after sick family members, supporting children with their education)¹⁶. This and other factors, such as that women earn less and are more likely to be employed on a part-time or casual basis¹⁷, mean that women are facing greater economic insecurity as a result of the pandemic¹⁸. Overall, COVID-19 has increased the need for and importance of work to eliminate family violence and realise gender equity.

Policy and legislative developments are coming thick and fast

As well as the COVID-19 pandemic, there are many other external developments and disruptions to take into consideration. The Royal Commission into Family Violence unearthed 227 recommendations and has resulted in major changes to policy, legislation and funding. Of note, the Orange Door¹⁹ is in the process of being rolled out, with two anticipated to be established in Melbourne's west by 2022. In addition, Victoria enacted the Gender Equality Act in February 2020, which aims to improve gender equity in workplaces and communities at large. We anticipate that this - in combination with state and federal commissions to investigate mental health, aged care and natural disasters - will generate opportunities for our organisation and communities.



The broader service system is evolving

There was a time when specialist family violence agencies, such as Women's Health West, were the only ones working in family violence prevention, early intervention, response and recovery. This is no longer the case, with many health and community organisations commencing service provision. Overall, we view this as a welcome development because we can work together to increase access for our communities. We also recognise that demand still surpasses the supply of services and that having more providers can, at times, make navigating the service system confusing. To ensure seamless access to quality services, it is vital that we work collectively and collaboratively with one another.



14 <http://dvvic.org.au/covid-19-and-family-violence/>

15 <https://unric.org/en/who-warns-of-surge-of-domestic-violence-as-covid-19-cases-decrease-in-europe/>

16 <https://www.wgea.gov.au/topics/gendered-impact-of-covid-19>

17 United Nations (2020), Policy brief: The impact of COVID-19 on women.

18 <https://www.wgea.gov.au/topics/gendered-impact-of-covid-19>

19 You can find out more about The Orange Door at <https://orangedoor.vic.gov.au/>



Our team is defined by commitment, expertise and a focus on Melbourne's west

Our strategic planning discussions with partners highlighted the dedication, specialist knowledge and generosity of our team. These conversations emphasised our expertise in and commitment to gender equity in Melbourne's west, and our willingness to share our insights and resources wherever possible. Furthermore, we work in family violence prevention and response, which gives us a unique and privileged position in the region and sector. In addition, our place-based focus on Melbourne's west, whereby we are always seeking to better understand and connect with our communities, was repeatedly mentioned as central to our identity and success. Building on these strengths will be a key focus for us for the years ahead.

OUR STRATEGY

OUR VISION

Gender equity in the west.

Our vision outlines the society we want to live in and are working to create. This is our everyday inspiration and our long-term aspiration.

OUR PURPOSE

To achieve gender equity across Melbourne's west so that everyone can lead healthy and safe lives, free from family violence and oppression.

Our purpose describes our part in advancing gender equity in Melbourne's west. Given gender equity comprises many elements, our purpose clarifies the areas that are most relevant to Melbourne's west in light of our strengths and the important work of our partners.

OUR CLIENTS AND COMMUNITIES

Women and children, individuals and communities in Melbourne's west who are affected by gender inequity or family violence.

Our clients and communities are the groups that we exist to support, and how we define them articulates what inclusive feminism and intersectionality mean to us. We recognise that Melbourne's west is not homogenous, which is why we talk about communities rather than a singular community. We specifically note the inclusion of members of LGBTQIA+ communities, as well as children and young people, in our service cohort, reflecting evolving understandings of gender identity and power, alongside the overwhelming impact of family violence on women.

OUR VALUES

Our values are core to everything we do at Women's Health West. They underpin our organisational vision and purpose, and guide our everyday decisions and actions.

Freedom

We centre freedom from oppression, discrimination and violence in all our work. We take responsibility for behaving and working in ways that promote freedom and we are accountable for the actions we take.

Connection

We foreground connection to ourselves, each other, our clients, the community, the land and the environment. Connection is fundamental to achieving our purpose. We believe in the strength of belonging, of being inclusive and in working together to achieve change.

Resistance

We uphold human rights and in solidarity, work together to disrupt injustice and transform lives. We unapologetically challenge systems that disempower while simultaneously acknowledging that we are part of these systems.

Love

We practice fierce, revolutionary love. We are open to all ways of knowing and being. We treat each other with respect, kindness and compassion and are committed to creating an environment where all feel seen, heard and valued.

Creativity

We embrace and nurture creativity and curiosity. We reflect critically, ask questions, listen and actively pursue learning. We see uncertainty as opening up spaces for new possibilities.

OUR GOALS

We are working to achieve a series of long-term goals over the next five years.

We have specified what we will do to deliver on each goal and how we will track our progress. Within each of these areas, we will continue with our core work and activities to consolidate our recent growth and achievements. We will also expand our efforts and explore new ground that delivers on our vision and purpose.

Our goals will be cascaded so that each member of our team has individual goals that are aligned to our organisational strategy.



Enablers

We have identified a trio of enablers through our strategic planning process, which must be put in place and strengthened so we can achieve our goals:

- **Openness to change.** As our communities, organisation and the broader environment changes, we will be agile and innovative in our approach. Ultimately, this is about being flexible and willing to try new things.
- **Leadership at all levels:** The context we are operating in is one of significant change, opportunity and challenge. To be responsive, we need leadership that aligns with our values throughout our whole organisation.
- **Meaningful collaboration:** We mean it when we say our ability to drive transformative change is ultimately about our clients, communities, team and partners. We will collectively have the greatest success when we have two-way engagement with all internal and external stakeholders that is mutually beneficial.

GOAL 1:

Our clients and communities live free from family violence and oppression, with agency and autonomy.

1.1 We increase access to our health promotion programs and family violence services.

Melbourne's west is large and growing, and we are committed to meeting the increasing need for information and support relating to health, wellbeing and safety. This is particularly relevant for our family violence services, which are in high demand.

To achieve this, we will...

Continue with our core:

- Optimise where we deliver our in-person programs and services by considering demand, population growth, public transport routes, and the location of our office(s) and outreach services.
- Enhance our external communications (e.g. website, media, social media) to increase awareness and understanding of what we offer among our clients and communities.

Expand and explore:

- Amplify our use of digital channels and capitalise on digital developments (e.g. machine learning, artificial intelligence) to provide information and services, building on our experience of working remotely during the COVID-19 pandemic.

We will know we are increasing reach and access when:

- Our communities understand what we do and have a variety of methods for seeking support from and contributing to our organisation.
- Our clients and program participants reflect the diversity of our region and we have growing engagement with groups who traditionally faced barriers to service access.
- We have strong, broad and targeted regional partnerships that enhance access to family violence services in Melbourne's west.
- Recurrent funding for WHW's family violence services match growing demand and diversified revenue streams enhance our ability to meet the needs of our clients and communities.

1.2 We work with the community and our clients to deliver high quality health promotion programs and family violence services. We provide specialist family violence services that support clients to identify and achieve their goals in a way that promotes healing and recovery, and is shaped by their individual strengths, needs and preferences. We work with the community to design and deliver health promotion programs that strengthen communities, and contribute to gender equity and the prevention of family violence.

To achieve this, we will...

Continue with our core:

- Ensure our services and programs are culturally safe for Aboriginal and Torres Strait Islander communities, and people with migrant and refugee backgrounds.
- Review and improve our services so that they better meet the needs of population groups including children and young people, older people, and people with disabilities.
- Keep up to date with the quality and compliance standards set out by the government and peak bodies

Expand and explore:

- Move our practice beyond the gender binary, to ensure our services and programs are safe and relevant for the LGBTQIA+ community.
- Provide opportunities for meaningful, representative client and community engagement through co-creation, consultation and feedback, especially for groups who have often been structurally or culturally excluded.
- Align our services and programs to the ever-evolving evidence base.

We will know our programs and services are transformational and contribute to sustainable outcomes when we can show that:

- Our clients, participants and community members report that our programs and services are culturally appropriate, safe and empowering.
- Our clients report that we have supported them to meet their goals.
- Our services and programs respond and adapt to changing community needs and trends.
- We can show that our programs contribute to the known drivers of gender equity and the prevention of violence against women.
- We are accredited and meet the requirements of our funders.

GOAL 2:

Our team is cared for, skilled and committed, and reflects our communities.

2.1 We strengthen our organisational culture and support staff wellbeing. We are focused on enhancing our culture and ways of working to support and care for our team. This is about our team living and breathing our values, experiencing workplace wellbeing and satisfaction, and participating in organisational dialogue and decisions. With a strong and caring culture in place, we are well equipped to meet the evolving challenges and future needs of service provision and advocacy in our sector.

To achieve this, we will...

Continue with our core:

- Explore solutions for more sustainable workloads through establishing demand management processes.
- Augment our employee value proposition, supported by financial and non-financial benefits benchmarking.
- Enhance processes and mechanisms that increase transparency, feedback from our team, and engagement in decisions that affect them.

Expand and explore:

- Rollout and embed our values to cultivate a values-centric practice across all levels of our organisation.
- Explore initiatives to develop a culture of innovation - whereby we experiment, celebrate our successes, and learn from our mistakes - in line with our value of creativity.

We will know we are strengthening our culture and supporting wellbeing when:

- Team members report sustainable workloads, high levels of satisfaction and engagement, trust, collaboration, care and commitment.
- Our retention rate is comparable to or exceeds like-organisations.
- Our team reports that our systems and culture are informed by and enable us to enact our values.
- We trust and empower our team members to make informed and localised decisions.

2.2 We focus on building a skilled team that represents our communities. We depend upon a skilled, diverse workforce to make good collective decisions and to achieve our goals. This is about ensuring we recruit new team members who reflect our communities, and providing our existing team with opportunities to access new opportunities, and develop their skills and knowledge.

To achieve this, we will...

Continue with our core:

- Provide our team with opportunities to learn and develop, that align individual aspirations with our organisational capability strengths, needs and gaps.
- Build leadership capability throughout the organisation through training, coaching and mentoring.
- Work to increase diversity and inclusion at all levels of our organisation.

Expand and explore:

- Embed workforce professional development plans aligned to our organisational strategic plan.
- Shape our approach to recruitment and on-boarding to ensure it is anti-oppressive, values-aligned and enhances diversity.
- Explore ways to develop an agile and responsive workforce that can flex to meet the changing needs of our communities.

We will know we are building a skilled team that represents our communities when:

- Our workforce and governance structure reflect diversity and practice inclusion.
- We provide meaningful ways for our team to develop and share their talents, expertise and skills to deliver on our strategy.
- Our communities of interest report confidence that we have the diversity of experience, expertise and skills needed to achieve our goals.

GOAL 3:

Our sector drives change to create an effective service system and equitable, non-oppressive societies.

3.1 We collaborate to build sector capacity, capability, integration and coordination in Melbourne's west. There are many organisations that are working towards a future free from violence, oppression and discrimination. Partnering with one another can enable the sector to maximise resources, share knowledge and skills, minimise duplication, identify and respond to emerging trends and gaps in service provision and create transformative, sustainable outcomes for clients and communities.

To achieve this, we will...

Continue with our core:

- Share our delivery and research insights with partners, and seek their experience and expertise, so that the sector learns and develops together.
- Strengthen our partnerships with organisations who represent people with migrant and refugee backgrounds, Aboriginal and Torres Strait Islander communities, LGBTQIA+ people, children and young people, older community members, and people with disability.
- Ensure two-way information sharing and referral pathways are in place between our team and organisations working with men, to increase perpetrator accountability.

Expand and explore:

- Apply an anti-oppressive framework to all of our partnerships, including collaborating with minority and community groups on funding applications, service delivery, research and advocacy.
- Map the ecosystem of service providers in Melbourne's west, facilitate a shared understanding of who is best placed to do what, and explore new collaboration models such as co-location and digital collaboration.
- Collaboratively influence and support the implementation of the Orange Doors in Melbourne's west, building on the local knowledge of our partners, communities and team.

We will know we are collaborating to build sector capacity, capability, integration and coordination when:

- Referrals between Women's Health West and partner agencies improve service access for clients who have experienced barriers to service delivery.
- Our partners report strong and trusting relationships with them that reflect reciprocity, our organisational values and allow us to pursue complex social change.
- We are recognised as a leader in and consulted for our expertise in gender equity, prevention of violence against women and family violence response.
- We deliver well-regarded and effective training and professional development to the sector.
- We have collaborative advocacy strategies.

3.2 We align our advocacy efforts with clients, communities and partners so that systems and structures change for the better. As well as working with individuals and communities, we are working on the systems and structures that cause and maintain gender inequity, family violence and oppression. While we expect demand for family violence services to increase, we are working to prevent and reduce its incidence and prevalence in Melbourne's west in the long term. This essential work relies on collaboration to amplify the voices of our communities and sector, bolstering our advocacy efforts across Victoria and Australia. By working together, we can be more inclusive and effective in securing bipartisan support and changing policies, laws, financial systems and social norms for the better.

To achieve this, we will...

Continue with our core:

- Work with others to prioritise our prevention and advocacy efforts, including exploring how our prevention work can share client stories and draw on our expertise in family violence response and recovery.
- Build strategic relationships and undertake activities that enhance our ability to influence public policy, improve legislation and support local planning to reflect our goals of gender equity.

Expand and explore:

- Identify and explore opportunities arising from the Gender Equality Act and various commissions to support others to meet their obligations.
- Explore sector leadership opportunities to advocate about the gendered effects of climate change in Melbourne's west, in relation to crises and natural disasters
- Expand our partnerships with academic institutions, peak bodies, global innovators and adjacent sectors (e.g. housing) to strengthen the data and analytics that power our work.

We will know our collective advocacy efforts are changing systems and structures for the better when:

- Our advocacy, research and evaluation are guided by and directly benefit clients and communities.
- We design, implement and evaluate a clear advocacy strategy that includes programmatic advocacy, community mobilisation and partnerships, and public policy advocacy at national, state and local levels.
- We can show that we have contributed to public debate and legislative and policy settings that affect our communities.
- Our advocacy is driven by accurate data and evidence.

GOAL 4:

Our organisation is financially and environmentally sustainable, with fit-for-purpose data and infrastructure.

4.1 We increase and diversify our revenue. As a for-purpose organisation, we exist to create gender equitable and socially just communities. We recognise the commercial reality that we must be financially sustainable if we are to create transformative change with and for communities in Melbourne's west. We also note the need for increased funding to meet the ever-increasing demand for our programs and services in a very high growth region.

To achieve this, we will...

Continue with our core:

- Assess and articulate our activities and outcomes to demonstrate the need for our services and programs, as well as the impact they have on individuals and communities.
- Strengthen our relationship with government to protect our existing sources of income.

Expand and explore:

- Map and progress opportunities to secure additional government funding, grants from philanthropic foundations, corporate sponsorships, and donations from the general public.
- Develop and implement a social enterprise business case, which considers fee-for-service offerings, IP licensing etc.

We will know we are increasing and diversifying our revenue when:

- We have a coordinated and strategic approach to increasing revenue.
- We seek funding from a broader range of sources.

4.2 We invest in environmentally sustainable data, infrastructure and processes that enable us to deliver on our vision and purpose. Evidence, physical infrastructure and digital systems are key enablers that help our clients, communities and team achieve their goals.

To achieve this, we will...

Continue with our core:

- Invest in our evidence unit to ensure our decisions are informed by baseline and real-time data about our clients, communities, team, services and programs.
- Review our operating model to determine whether our structure, processes, and physical and digital infrastructure are meeting our needs as we grow.

Expand and explore:

- Review and revitalise our brand.
- Build on the digital capability and systems we have developed during the COVID-19 pandemic to increase our effectiveness and efficiency.
- Review how environmentally sustainable we are as an organisation and implement actions that will drive improvement.

We will know we have environmentally sustainable data, infrastructure and processes when:

- We have a digital dashboard with strategic data that is readily available to our board and senior leadership team.
- Our brand awareness is increasing, and our brand associations are positive.
- We have created and implemented a plan to become a carbon neutral organisation.