

NORWACS – Strategic Plan 2023 - 2028

The intended duration of this Strategic Plan is from 1 July 2023 to 30 June 2028.

Our Vision Statement

Women and their children are strong, well, safe and empowered to thrive.

Our Mission Statement

NORWACS supports and advocates for women and children across the Northern Rivers to be well, safe, strong and empowered to thrive.

Our Values

Equity	Integrity
Respect	Kindness
Courage	Sustainability

Our Strategic Priorities

Strategic Priority 1: Strengthen our organisational culture.

Strategic Priority 2: Increase NORWAC's financial independence.

Strategic Priority 3: Enhance NORWAC's public profile.

Strategic Priority 4: Deliver high quality services that promote and improve wellbeing and safety for women and children at risk of poor outcomes.

Strategic Priority 1: Strengthen our organisational culture		
OBJECTIVES	ACTIONS	OUTCOMES
1.1. Instill a 'one team' approach to the whole organisation.	a. Prioritise opportunities to build relationships between teams, staff and Board members. b. Actively seek opportunities to collaborate for social impact.	Our workforce is consultative, collaborative and cohesive.
1.2. Implement best practice approaches to governance and human resource management.	a. Create and implement a robust recruitment, selection and retention framework by June 2024. b. Develop & implement a staff & Board training needs analysis. c. Further develop standard operating procedures (SOPs) to ensure they align with our organisational values. d. Strengthen clinical management and leadership for LWHRC.	Our workforce is integrated, appropriately skilled and committed to continuous improvement.
1.3. Build an organisational culture that exemplifies our values and enables high quality service provision.	a. Routinely assess workplace climate and organisational culture and learn from it.	Our workplace is healthy and sets all employees and volunteers up to thrive; our organisational leadership is transparent and accountable.

Strategic Priority 2: Increase NORWAC's financial independence		
OBJECTIVES	ACTIONS	OUTCOMES

2.1 Develop independent, sustainable and stable funding streams	a. Create a business development plan to establish new business models (inclusive of feasibility study & implementation plan), by June 2024. b. Activate agreed-to business model/s such as external training, social enterprise, fee- for-service, room hire and/or profit-for- purpose. c. Monitor and respond to new income and funding opportunities, in collaboration with partners where appropriate. d. Increase our funding by a minimum of 25% by December 2026 (from June 2023 levels) e. Increase organisational capacity to apply for grants.	NORWACS has access to the funds required to effectively respond to the targeted support needs of women and children in the Northern Rivers.
2.2 Have secure ownership of floodproof, environmentally sustainable premises (assets) that accommodate all NORWACS service needs and generates ongoing independent income streams.	a. Establish partnerships with appropriate philanthropic, public and/or private businesses and individuals for construction/development/management of premises	NORWACS has access to affordable, fit-for- purpose premises that enable us to effectively achieve our Mission.

Strategic Priority 3: Enhance NORWAC's public profile		
OBJECTIVES	ACTIONS	OUTCOMES
3.1 Increase NORWACS brand identification	a. Develop and implement a NORWACS strategic communication strategy, including an associated monitoring and evaluation framework to measure its effectiveness.	The work of NORWACS is valued, respected and trusted in the Northern Rivers region.
3.2 Increase community and stakeholder engagement	a. Seek opportunities for staff and Board members to network across the region. b. Seek opportunities for cross-promotion c. Develop and implement a NORWACS community and stakeholder engagement strategy, including gap analysis, and a dynamic (ie easily updatable) stakeholder map	The work of NORWACS is valued, respected and trusted in the Northern Rivers region.

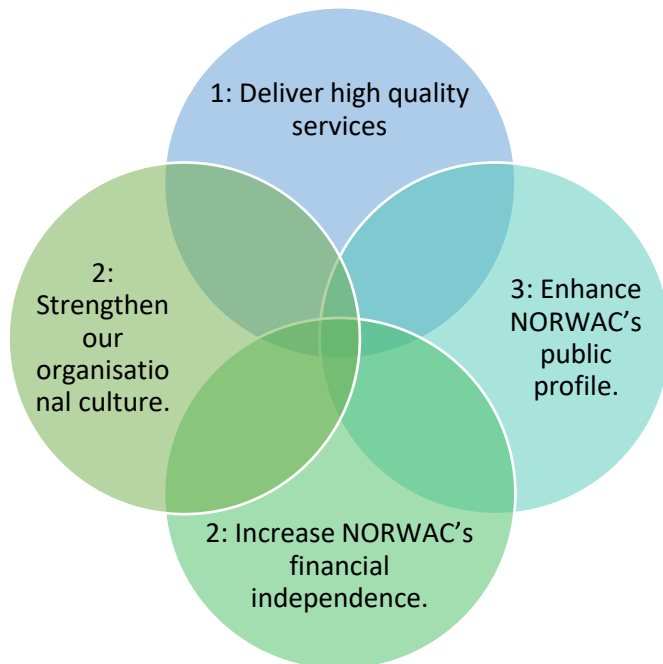
Strategic Priority 4: Deliver high quality and accessible services that promote wellbeing and safety for women and their children at risk of poor outcomes

OBJECTIVES	ACTIONS	OUTCOMES
4. Strengthen organisational capacity to respond to the health needs of women and children.	a. Increase our service footprint across the region, through service provision at hubs and partnerships. b. Increase group projects and health promotion, with a focus on young girls and children. c. Strengthen our capacity to provide preventative health services, rather than reactive responses. d. Strengthen our focus on children and young people, in particular in response to climate anxiety. e. Respond to the needs of ageing women in our region. f. Increase our capacity to provide counselling services. g. Strengthen the reach of our work to women living with disability and CALD women. h. Strengthen our impact through advocating for women, particularly in reference to affordable housing. i. Advocate for long-term funding to respond to the increase in domestic and family violence following the floods and fires, and to meet community demand for counselling services. j. Develop and implement meaningful, operational and service wide outcomes measures and reporting systems.	Women (and their children) of the Northern Rivers have access to a high-quality service that demonstrably improves their wellbeing and safety. Deliver high quality measurable outcomes to priority populations

NORWACS strategic plan 2023-2028

Strategic Priorities

What we will focus on



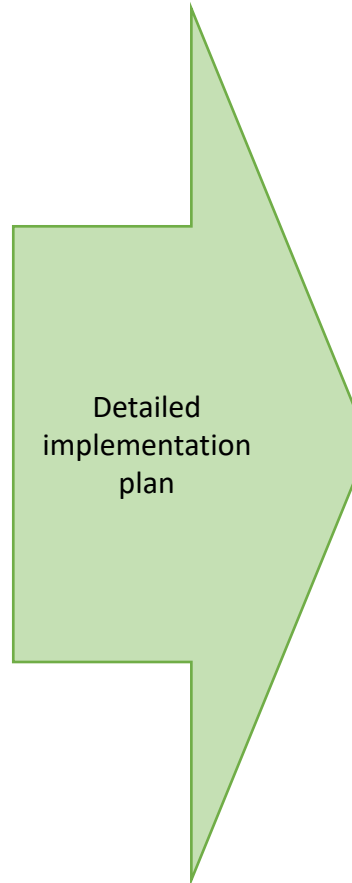
Objectives

What we are trying to achieve

- Instill a 'one team' approach to the whole organisation.
- Implement best practice approaches to governance and human resource management.
- Build an organisational culture that exemplifies our values and enables high quality service provision.
- Develop independent, sustainable and stable funding streams
- Have secure ownership of floodproof, environmentally sustainable premises (assets) that accommodate all NORWACS service needs and generates ongoing independent income streams.
- Increase NORWACS brand identification
- Increase community and stakeholder engagement
- Strengthen organisational capacity to respond to the health needs of women and children.

Actions

How we will get there



Outcomes

What we aim to achieve

- ✓ Our workforce is consultative, collaborative and cohesive.
- ✓ Our workforce is integrated, appropriately skilled and committed to continuous improvement.
- ✓ Our workplace is healthy and sets all employees and volunteers up to thrive; our organisational leadership is transparent and accountable.
- ✓ NORWACS has access to the funds required to effectively respond to the targeted support needs of women and children in the Northern Rivers.
- ✓ NORWACS has access to affordable, fit-for-purpose premises that enable us to effectively achieve our Mission.
- ✓ The work of NORWACS is valued, respected and trusted in the Northern Rivers region.
- ✓ Women (and their children) of the Northern Rivers have access to a high-quality service that demonstrably improves their wellbeing and safety.
- ✓ Deliver high quality measurable outcomes to priority populations.

Implementation plan (timeframe for action)

Horizon 3

- Increase our service footprint across the region, through service provision at hubs and partnerships.
- Increase group projects and health promotion, with a focus on young girls and children.
- Strengthen our capacity to provide preventative health services, rather than reactive responses.
- Strengthen our focus on children and young people, in particular in response to climate anxiety.
- Respond to the needs of ageing women in our region.
- Increase our capacity to provide counselling services.
- Strengthen the reach of our work to women living with disability and CALD women.
- Strengthen our impact through advocating for women, particularly in reference to affordable housing.
- Advocate for long-term funding to respond to the increase in domestic and family violence following the floods and fires, and to meet community demand for counselling services.
- Develop and implement meaningful, organisational evaluation measures outcomes to priority populations

Horizon 2

- Create and implement a robust recruitment, selection and retention framework.
- Develop & implement a staff & Board training needs analysis.
- Further develop standard operating procedures (SOPs) to ensure they align with our organisational values.
- Strengthen clinical management and leadership for LWHRC.
- Activate agreed-to business model/s such as external training, social enterprise, fee-for-service, room hire and/or profit-for-purpose.
- Establish partnerships with appropriate philanthropic, public and/or private businesses and individuals for construction/development/management of premises

Horizon 1

- Prioritise opportunities to build relationships between teams, staff and Board members.
- Actively seek opportunities to collaborate for social impact.
- Routinely assess workplace climate and organisational culture and learn from it.
- Create a business development plan to establish new business models (inclusive of feasibility study & implementation plan), by June 2024.
- Monitor and respond to new income and funding opportunities, in collaboration with partners where appropriate.
- Increase our funding by a minimum of 25% by December 2026 (from June 2023 levels)
- Increase organisational capacity to apply for grants.
- Develop and implement a NORWACS strategic communication strategy, including an associated monitoring and evaluation framework to measure its effectiveness.
- Seek opportunities for staff and Board members to network across the region.
- Seek opportunities for cross-promotion
- Develop and implement a NORWACS community and stakeholder engagement strategy, including gap analysis, and a dynamic (ie easily updatable) stakeholder map

2023

2024

2025

2026

2027

2028