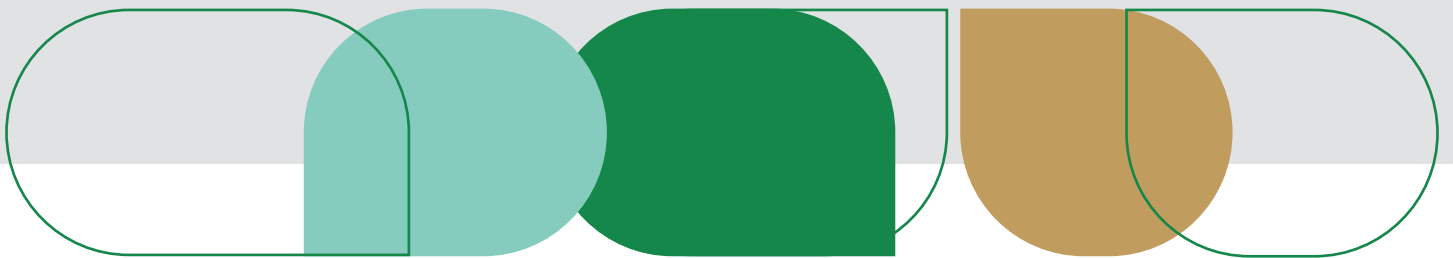




The Country Women's Association of Victoria Inc.

care empower contribute

STRATEGIC PLAN 2024-2028



VISION

Our vision is for communities where all women, children and families are safe, supported and can realise their potential.



PURPOSE

The Purpose of our Association is to provide assistance and support to women, children and families who are facing disadvantage or vulnerability, throughout metropolitan, regional, rural and remote areas in Victoria.

WE ACHIEVE OUR PURPOSE BY BEING



INCLUSIVE

Welcoming all women in our diverse communities, we look out for each other, value fun and friendship, and seek to be kind to one another.



OPTIMISTIC

We believe that women, children and families can be safe and self-reliant, with the skills needed to reach their potential.



COLLABORATIVE

We can achieve more as an organisation than any one individual. We build networks of support and work to understand, address and advocate on issues impacting the communities we serve.



TRANSPARENT

We believe that internal transparency and clear guidelines strengthen our Association.



COMMITTED

We are purposeful, tenacious and courageous in everything we do.

DECISION-MAKING PRINCIPLES OF THE ASSOCIATION

Purpose

Our activities provide assistance and support to women, children and families who are facing disadvantage or vulnerability, throughout metropolitan, regional, rural and remote areas in Victoria.

Inspire and promote

Branches, members and other stakeholders are inspired by our priorities, are keen to respond and can be provided with accessible structures or processes to do so.

Financial sustainability and efficiency

When we consider the costs and benefits, the numbers stack up. We are transparent on cost-benefits and seek to work smarter not harder.

Reputation

We seek to grow and protect our reputation in all projects and partnerships, in ways that are non-partisan and non-sectarian.

Capacity

Our capability, workload and accountability are sufficient, compliant, manageable and sustainable.

Risk assessment

We only take on operational, reputational and financial risks that are acceptable and can be managed.

STRATEGIC GOALS 2024-2028



POSITIVE SOCIAL IMPACT

By 2028, we will increase our recognition as a relevant and credible contributor to social change.

ACTION PRIORITIES

- ✓ Develop our purposeful, collaborative advocacy role. Develop our methodology and deliver an advocacy agenda in line with our purpose, strengths and partnerships with allied organisations. This includes partner organisations in Victoria and Country Women's Association's in other States and Territories.
- ✓ Develop a Contributions Map to identify key causes supported by the CWA of Victoria, inclusive of local Branches. Organise and promote ways for members to maximise their impact at local community, regional and wider levels.



A VISIBLE PRESENCE IN VICTORIA

By 2028, we will maintain a strong community presence and be visible - celebrating our successes. We will elevate our image, making it clear that we value traditional skills and community supports but are 'more than tea and scones'. By 2028, external stakeholders, partners and members of the wider community will have a better understanding of what we do.

ACTION PRIORITIES

- ✓ Develop and implement a Communications Plan for internal and external audiences - developed, delivered, monitored and regularly updated, in line with brand guidelines. This covers mailings, event promotions, website and all relevant traditional and social media platforms. It also includes work to ensure external stakeholders and partners gain a better understanding of what we do.
- ✓ Review and refresh major events and projects to elevate the image of the CWA of Victoria.



ENHANCED MEMBER EXPERIENCE

By 2028, we will be contemporary, using fit-for-purpose technology, and satisfy our members regarding how we engage them. We will continue to offer community connectivity - maintaining our breadth and reach across metropolitan, regional, rural and remote areas.

We will be inclusive - demonstrating a culture of respect and welcome - without fear of criticism. Our membership and support will be growing and our footprint of support through financial and goods in kind will show this.

ACTION PRIORITIES

- ✓ Deliver simpler processes and guidelines, both on and offline, inclusive of Branches, that are fit-for-purpose and accessible to all members.
- ✓ Deliver a membership development plan to strengthen our member value proposition - making it easy to join and attractive to stay.
- ✓ Re-organise CWA of Victoria information and key documents in one online location, to make them more easily accessible to members.
- ✓ Strengthen and update the knowledge, skills and confidence of members in leadership and co-ordination roles, through planned activities each year.
- ✓ Ensure all processes and systems enable us to comply with legal and regulatory requirements and protect our legacy. This covers, but is not limited to, the requirements of the ATO, Australian Charities & Not-for- Profits Commission (ACNC), Consumer Affairs Victoria and digitisation of records to protect our history and cyber security.



WELL GOVERNED AND FINANCIALLY SUSTAINABLE

By 2028, we will demonstrate flexibility and adaptability with fit for purpose governance.

We will be set up for the future with regards to costs and revenue, infrastructure, staff and employment matters, volunteer management and support processes. We will plan, set targets, measure and report on progress.

ACTION PRIORITIES

- ✓ Governance and risk: strengthen our governance and risk management structures and processes to enable long-term commitments to the Association's longer-term priorities and to external parties.
- ✓ Infrastructure: develop and deliver on a Property Master Plan for the Association, in line with our decision-making principles - in particular, our purpose, sound use of assets and financial cost benefits.
- ✓ People and culture: build our capabilities and organisational capacity to support our volunteers and paid staff, in line with our values and decision-making principles. Exercise our commitment to high quality work and skills retention.
- ✓ Finances: strengthen our financial sustainability and enable transparency and comprehension of financial metrics by members. Identify and develop new income streams for the Association to relieve pressure on our Branches and members.
- ✓ Planning and measurement: Ensure Board planning and reporting processes are aligned with the Strategic Plan. Set and track key metrics that demonstrate our efficiency, impact and influence.

ABOUT THE CWA OF VICTORIA

- We are a registered charity and an Association for women of all ages – metropolitan, rural, regional and remote.
- We support communities including a focus on friendship, personal development and advocacy.
- We encourage advocacy on social issues, sustainable development and protection of the environment.
- We work with all levels of government to support communities.
- With over 4,000 members and nearly 250 branches in Victoria, our members generate over \$30M per year through fundraising and producing goods and services in kind to benefit Victorian women, children and families facing disadvantage or vulnerability.
- The CWA of Victoria was formed on 12 March 1928 and is a member of the Associated Country Women of the World (ACWW).

WHAT WE DO



OUR FUTURE TOGETHER

This Strategic Plan is the result of extensive consultation with members and key external stakeholders. Inputs informing our Strategic Plan were captured through:

- ✓ 2,000 comments received from more than 450 delegates attending the 2023 State Conference
- ✓ 824 responses from an online survey
- ✓ Five face-to-face workshops involving 164 members representing 95 Branches
- ✓ An online consultation session attended by members, and
- ✓ Consultation Packs distributed to Groups and Branches
- ✓ Ongoing consultation with State Council.

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We respect First Nations Elders past, present and future and acknowledge the stories, traditions and living cultures of First Nations peoples of the lands on which our members meet, and commit to building a brighter future together.

www.cwaofvic.org.au