



Strategic Plan 2011 – 2013

Women with Disabilities Victoria is an organisation of women with disabilities, about women with disabilities for women with disabilities.

Women with Disabilities Victoria recognises that women with disabilities are amongst the most marginalised in our community and empowers women with disabilities to achieve their rights in Victoria.

We focus on those areas where gender inequity and/or disability inequity have the biggest impact on the capacity of women with disabilities to be respected and to fully experience life.

“A world where all women are respected and can fully experience life.”

Our Mission

Leading the way for Victorian women with disabilities and improving women's choices by:

- providing a voice for women with disabilities
- building partnerships
- providing information, and
- educating the community.

Our Values

Equal Opportunity
Accessibility
Respect
Collaboration
Effectiveness
Creativity
Different opinions and perspectives
Diversity

Our value base upholds:

Human Rights
Social Justice

Our focus

We focus on issues of gender equity and/or disability equity.

Our Goals

We have three clear goals for this strategic plan. We will:

- 1 Influence Government and the community to recognise and remove barriers to full participation by women with disabilities
- 2 Empower women with disabilities to influence their communities
- 3 Ensure Women with Disabilities Victoria is a strong, vibrant sustainable organisation.

Goal 1: Influence Government and the community to recognise and remove barriers to full participation by women with disabilities.

Objective 1

Prioritise for the period of this strategic plan addressing the issues of:

- Violence against women with disabilities
- Access to health care.

Have a secondary focus on:

- Parenting rights of women with disabilities
- Employment.

Objective 2

Ensure these priority and secondary issues are recognised and reflected in the implementation of the National Disability Insurance Scheme (NDIS).

Strategy

2a Targeted high level advocacy

- Continue representation on the Victorian Every Australian Counts Taskforce
- Promote the NDIS and the importance of a gender perspective to members and stakeholders
- Provide support to the Disability and Carer Alliance to influence government to implement the NDIS.

Objective 3

Incorporate Gender and Disability Professional Education for workers across Women with Disabilities Victoria priority areas.

Strategies

3a Training

Develop and deliver a gender and disability learning package, initially with a focus on gender, for those who work in the disability sector. This package will include information related to all priority areas: violence prevention, sexual and reproductive health and parenting rights and support needs.

3b Resources

Seek funding to develop and deliver a training program to women with disabilities as co-trainers and to develop and deliver a gender and disability learning package to human service workers.

Objective 4

Provide evidence-based information to support advocacy and professional and community education.

Strategies

4a Resources.

- Provide a fortnightly information e-bulletin for members and stakeholders
- Host regular forums to provide feedback to stakeholders on key activities
- Provide a quarterly newsletter on violence against women with disabilities

- Maintain an informative website highlighting Women with Disabilities Victoria areas of focus and activities
- Utilise social media to communicate with stakeholders
- Maintain a clearinghouse of resources on areas of priority.

Objective 5

Advocate to prevent and reduce violence against women with disabilities.

Strategies

5a Building the evidence base

Undertake a research partnership with the Office of the Public Advocate (OPA) to better understand the experience of women with a disability who have experienced violence.

5b Targeted high level advocacy

- Advocate at a Ministerial and Shadow Ministerial, Departmental Secretary, Executive Director, Regional Director and Assistant Director levels for strong working relationships between the disability sector and the family violence sector. This will result in cross sectoral representation on a number of advisory committees, reference groups and interdepartmental committees at state-wide and regional levels.
- Monitor the development of sector protocols, policies and practices that recognise and respond to violence against women with disabilities in both the disability and family violence sectors.
- Develop a submission to the federal Parliamentary Inquiry into Access to Justice.

5c Enhancing local and community representation and advocacy

Empower women to speak out against violence against women with disabilities and to seek local representation on this issue through advocacy workshops, the representation program and member engagement strategies. (see Goal Two)

5d Cross sector collaboration

Continue to bring the Family Violence, Disability, Justice, Sexual Assault sectors and the Police together to enhance their service provision to women with disabilities.

5e Partnerships

Focus on partnerships with OPA, Domestic Violence Victoria, Maroondah Halfway House, Housing Resource and Support Service, Women's domestic violence crisis service and women with disabilities who are survivors of Family Violence.

5f Communication

- Develop fact sheets and a position paper on issues relating to women with a disability and family violence.
- Continue to develop and distribute the quarterly newsletter.
- Promote the findings of the OPA research in partnership with OPA.

5g Resources

An 0.8 Policy Officer at WDV to deliver on this agenda.

Objective 6

Improve the access of women with disabilities to health services for women across the spectrum from health promotion to health care.

Strategies

6a Evidence Base

Continue to work with the Centre for Women Health Gender and Society to explore disability as a health determinant and the inclusion of disability as a key item in routine health data collection.

6b Targeted High Level Advocacy

- Advocate at Ministerial and Shadow Ministerial, Secretary of Department of Health and Regional Director levels for the inclusion of women with disabilities in mainstream health policy and services.
- Use the access project, which is being developed in partnership with the Royal Women's Hospital (RWH), to advocate for more and better access to health services for women with disabilities.

6c Enhancing community representation and advocacy

Deliver advocacy training to empower women with a disability to be advocates at the local and regional levels (see Goal 2).

6d Partnerships

- Develop a formal partnership, governed by an MoU, with the Royal Women's Hospital to support the implementation of a disability action plan at the hospital.
- Develop partnerships with the Women's Health Association of Victoria and VicHealth around common health priorities, health promotion and the resourcing of women with disabilities within their communities.

6e Communication

Develop a DVD based on the findings of the literature review which draws on the experience of women with disabilities to promote access to health.

6f Resources

Seek funding of \$20,000 for the DVD and use existing project officer resources to produce it.

6g Training

Present to staff at RWH around access to health services for women with disabilities.

Objective 7

Uphold the parenting rights of women with disabilities.

Strategies

7a Evidence Base

Develop a parenting strategy that can be implemented in the next strategic plan.

7b Advocacy

- Continue to work with the NDIS implementation process to advocate to ensure it results in improved individualised support packages for women with disabilities who are parents.
- Leverage opportunities created by VALID and Yooralla.

Objective 8

Increase opportunities for participation in the workforce for women with disabilities.

Strategies

8a Advocacy

- Advocate at Ministerial and Departmental secretary levels for stronger leadership by the Government on employment of women with disabilities.
- Advocate for disability service providers to increase their rates of employment of women with disabilities.
- Maintain a relationship with VEOHRC

8b Communication

Model the ideal working environment for women with disabilities in our new office space and tell our stories about the barriers to employment for women with disabilities and ways to overcome them.

8c Training

Train women with disabilities to be advocates around workforce participation.
(see Goal 2)

Goal 2: Empower women with disabilities to influence in their communities.

Objective 1

Train and develop members of Women with Disabilities Victoria to represent the organisation to key stakeholders.

Strategies

1a Training

- Continue to train in representational skills.
- Continue the representation forums.
- Continue to explore opportunities for women with disabilities to sponsor their employees' involvement in Women with Disabilities Victoria activities.
- Resource organisations so they have the capacity to support and encourage representation by women with disabilities.

Objective 2

Empower women with disabilities to advocate and have a voice within their own communities.

Strategies

2a Training

- Collaborate with the Domestic Violence Resource Centre (DVRC) on leadership training for women with disabilities.
- Work in partnership with Womens Health Services, Local Government and Disability Advocacy Services to develop and deliver advocacy training to women with disabilities across Victoria.
- Develop a resource package to support the training.

2b Resources

Find funds to resource the development of the package and a part time project worker to implement it.

Objective 3

Build the membership base of Women with Disabilities.

Strategies

3a Communication

- Use the advocacy and representation workshops to sign up members to Women with Disabilities Victoria.
- Develop and maintain a robust contact database.
- Build a relationship with an IT partner to improve access and engagement with members through the web.
- Build mechanisms to capture and share members' stories.
- Where there is no access to IT, ensure access other forms of communication

3b Resources

Support SARU IT project and consider implementing recommendations.

3c Reciprocity

Explore reciprocity of membership with NDS

Objective 4

Provide information and resources to empower women in representation and advocacy.

*Strategies***4a Resources.**

Refer to 'Resources' in Goal 1 Strategy 4a.

Goal 3: Ensure Women with Disabilities Victoria is a strong, vibrant sustainable organisation.

Objective 1

Resource the organisation so it can deliver on its strategic goals.

Strategies

1a Resources

- Create and resource a new position of Manager of Projects to oversee the various projects and project officers and seek additional funds.
- Create and resource a new position to work on the family violence objectives.
- Create a short term position as a fundraising consultant to explore philanthropic opportunities.

Objective 2

Communicate effectively in order to achieve Women with Disabilities Victoria's goals.

Strategies

2a Communications

Develop a communication strategy, including online and social media.

2b Resources

Resource its delivery through the employment of a part time Communications Officer.

Objective 3

Strengthen the financial position of the organisation.

Strategies

3a Research

Commission the development an investment strategy to identify how funds will be invested to maximise returns.

3b Resources

- Seek a 3 year funding commitment to implement the strategic plan from relevant philanthropic trusts.
- Review activities for potential commercial returns
- Target Government to provide funds for the learning package
- Develop a strategy for raising funds which includes commercial, philanthropic and membership as potential sources of funds.

Objective 4

Move to new offices that showcase best practice employment and communication practices for women with disabilities.

Strategies

4a Resources

- Fund scoping the ideal office space and requirements and to find appropriate space.

- Conduct reflective practice on accessibility including information accessibility to continually improve access.
- Develop a style guide for accessible communication.

Objective 5

Have a supportive work environment for staff.

Strategies

5a Training

- Create a professional development program for each staff member.
- Ensure clarity of focus, strategic direction and performance through team building sessions, staff meetings and individual meetings.

Objective 6

Ensure effective governance of the organisation.

Strategies

6a Training

- Run induction programs for all new board members.
- Organise training in Governance for all Board members.
- Skill the Board and Executive in risk management

6b Resources

- Develop a succession plan for all elements of the organisation.
- Develop a risk management framework for WDV

Objective 7

Evaluate our progress.

Strategy

7a Research

Build mechanisms for feedback into all our activities so we better understand the impact the organisation is having on Government, our partners and women with disabilities.

Measuring our Success

There are three measures of success.

1. Measuring outputs is the most simple measure as outputs are tangible. Outputs are important as not all outcomes are measurable in the short term.
2. We then seek to measure impact.
This can be measured by gaining feedback at every opportunity to ensure that each output is having the desired impact in terms of awareness and uptake.
3. Finally we seek to measure outcomes.
Did we actually achieve the objective set? It is not always possible to measure achievement in an environment where the goal is a long term one requiring significant change. It requires confidence that if we focus on what we say we will do it will influence positive change.

We will measure:

1. Delivery of all the **outputs** we agree to in the business plan to achieve this goal, such as:
 - Number of stakeholder meetings
 - Number of formal communications/ publications produced
 - The development and delivery of training and learning programs
 - The development of submissions on priority issues
 - The number of women who are trained in advocacy.
 - The number of presentations delivered by staff
 - The number of new members and members resigning annually.
2. The **impact** we are having as we progress, gleaned through:
 - Feedback gathered at every activity undertaken by the organisation; did participants believe it had achieved its outcome?
 - Evaluation of any training programs and feedback from both participants and co-facilitators: did it change their perspective/ increase their understanding and will it change their practice?
 - Formal stakeholder feedback at stakeholder forums. Do they believe that Women with Disabilities Victoria is having an impact and how is that evidenced?
 - The number of women who are trained in advocacy who either become representatives of Women with Disabilities Victoria or who represent women with disabilities in their community. What is their experience?
 - The number of requests Women with Disabilities gets to participate in committees, stakeholder forums, ministerial briefings around the areas of priority.
 - Unsolicited feedback from members and other stakeholders.
 - Survey stakeholders biennially on a range of current issues to get their feedback on the organisation's relevance and usefulness.
 - Monitor influence by Board members' by recording the combined organisations represented

The outcomes we seek to achieve.

Goal 1: Influence Government and the community to recognise and remove barriers to full participation by women with disabilities.	
Objectives	Measures of Success
<p>Objective 1.1</p> <p>Prioritise for the period of this strategic plan:</p> <ul style="list-style-type: none"> • Violence against women with disabilities • Access to health care. <p>Have a secondary focus on:</p> <ul style="list-style-type: none"> • Parenting rights of women with disabilities • Employment 	<p>Majority of our resources focused on our two priority areas.</p> <p>Refused to engage in some other opportunities because did not fit with own priorities.</p>
<p>Objective 1.2</p> <p>The PCC report on NDIS to recognise gender equality issues.</p>	<p>The PCC report does recognise gender equality issues.</p>
<p>Objective 1.3</p> <p>Incorporate Gender and Disability Professional Education for workers across Women with Disabilities Victoria priority areas.</p>	<p>Funding of a learning module achieved by March 2012.</p> <p>Funding for training women with disabilities achieved by March 2013.</p>
<p>Objective 1.4</p> <p>Provide evidence-based information to support advocacy and professional and community education.</p>	<p>Findings of qualitative and quantitative research and evaluations are uploaded to website and clearinghouse and circulated through fortnightly e-bulletin and quarterly newsletters.</p>
<p>Objective 1.5</p> <p>Advocate to prevent and reduce violence against women with disabilities.</p>	<p>High level advocacy on violence against women with disabilities achieves changes in government legislation, policy and practice.</p>
<p>Objective 1.6</p> <p>Improve the access of women with disabilities to health services for women across the spectrum from health promotion to health care.</p>	<p>Increased recognition by health services of the access needs of women with disabilities.</p>
<p>Objective 1.7</p> <p>Uphold the parenting rights of women with disabilities.</p>	<p>Government publicly acknowledges the importance of recognising women with disability who are parents by having appropriate individual support packages.</p>
<p>Objective 1.8</p> <p>Increase opportunities for participation in the workforce for women with disabilities.</p>	<p>Public recognition by the Government that it needs to lead the way in employment of women with disabilities.</p>

Goal 2: Empower women with disabilities to influence in their communities.	
Objectives	Measures of Success
Objective 2.1 Train women with disabilities to represent the organisation Women with Disabilities Victoria.	10 women with disabilities trained in 2011-2012.
Objective 2.2 Empower women with disabilities to advocate and have a voice within their own communities.	Councils or other local/regional organisations commit to ongoing advocacy training and inclusion in their committees and reference groups of women with disabilities.
Objective 2.3 Build the membership base of Women with Disabilities.	50% increase in the membership over 3 years.
Objective 2.4 Provide information and resources to empower women in representation and advocacy.	Website, e-bulletin and training manuals provide empowering information to women with disabilities.

Goal 3: Ensure Women with Disabilities Victoria is a strong, vibrant sustainable organisation.	
Objectives	Measures of Success
Objective 3.1 Resource the organisation so it can deliver on its goals.	Successfully apply for funding for the key positions and resources set out in the plan.
Objective 3.2 Communicate effectively in order to achieve Women with Disabilities Victoria's goals.	Communication plan developed and implemented.
Objective 3.3 Strengthen the financial position of the organisation.	A low risk investment strategy in place which is providing returns in line with market averages.
Objective 3.4 Move to new offices that showcase best practice employment practices for women with disabilities.	A showcase office that has received significant media coverage.
Objective 3.5 Have a supportive work environment for staff.	Staff surveys provide positive feedback.
Objective 3.6 Effective governance.	Board minutes evidence a focus on strategic, financial and risk issues.
Objective 3.7 Evaluate our progress.	Progress evaluated annually.