



STRATEGIC PLAN 2021 TO 2024

VISION

**Resilient, Confident, and Connected & Empowered Women - Able to bring to life their o
dreams and aspirations through access to wellbeing activities that create connection to self, people and support services that
enable self-determination resulting in improved mental health, employment & a reduction in poverty.**

WHY WE MAKE A DIFFERENCE:

**We inspire and empower women experiencing disadvantage,
to transform their lives through fitness, health and wellbeing activities that build connection, confidence and life skills.**

The WSP offers integrated holistic programs, by women for women, that work on the body, mind and soul. The accessible programs and activities compliment case management and counselling support delivered by the community sector.

We provide a safe and supportive environment, guidance and opportunities for women to recover from trauma by participating in strengths-based activities that build resilience, self-esteem and connections to other women and community supports.

Empowering women to bring to life their hopes, dreams and aspirations in a safe and supportive environment with other women.

HOW WE WORK

**'We are women with a vision on a mission to inspire, women supporting women to empower and support women on a recovery
journey to transform their lives'**

through holistic wellbeing programs and activities that integrate fitness, health, nutrition and mindfulness activities conducted in nature which enable women to build connections with self and other women.



WHO ARE OUR PARTICIPANTS

Women on a recovery journey, impacted by risk factors such as mental health challenges, domestic and family violence, poverty, loneliness, isolation, and other aspects of disadvantage.

Focus:

1. **Definition of 'women':** **inclusive statement to be defined in more detail in 2022*
2. **Program focus:** Primary prevention and recovery from trauma
3. **Geography:** South East of Melbourne with the aim of achieving 3 years of funding to deliver more programs across the region incl. Casey and Cardinia.
4. **Growth opportunities:** 1) CALD communities 2) youth focus after funding has been secured for the region for 3 years.

OUTCOMES: Organisation and Participants

Through a range of programs and activities we will support women from a range of backgrounds and lived experience to:

1. Improve their physical and mental health & wellbeing
2. Improve their confidence, self-esteem, independence & decision making
3. Improve their social connections, reduce isolation & loneliness
4. Build knowledge and skills – leadership, communication, team work, goal setting, self-management, problem solving and coping mechanisms.
5. Belong to a community of supportive women
6. Develop a plan for their future that brings to life personal and professional hopes, dreams and aspirations
7. Engage in activities that inspire and motivate them to achieve results.



OBJECTIVES : Five Strategic Pillars

1. STRENGTHEN	2. COLLABORATE	3. UNDERSTAND	4. PROMOTE & ADVOCATE	5. ACTIVATE
ORGANISATIONAL EXCELLENCE Strengthen organisational capacity and capability	STAKEHOLDER RELATIONS & PARTNERSHIPS Establish new and strengthen existing partnerships to support and extend program delivery	RESEARCH Build evidence to inform planning and advocacy of the value and need for WSP programs and activities.	PROFILE BUILDING Continue to strengthen the WSP profile and brand awareness.	PROGRAM DELIVERY Deliver priority programs in line with agreed grants and performance indicators.
2021-2022 Strategies <i>*Note: A number of the project/activities are still in the process of securing funding.</i>				
Funding #1: Consolidate funding for 2021-2022	Increase the variety of partners that support the implementation of the strategy	Research funding: Secure funding for evaluation from VicHealth and Monash University.	Develop brand positioning, summary brand guidelines and marketing strategy to ensure the spirit and essence of the WSP is sustained and grows	Spirit of Transformation: Delivery of two SOT Programs across the Frankston & Mornington Peninsula and Kingston & Frankston Local Government Areas.
Funding #2: Work to secure funding for model for 3 years from state, federal government to employ staff and expand program	Engage State and Federal Government in providing longer term funding for the WSP for three years	Develop evaluation framework (methodologies & tools) building on the research and evaluation conducted since 2018 by Monash University	Secure support with social media strategy development and implementation Volunteer or paid worker 3 hours a week with skills to support Project Manager.	Frank to Schanck Walk 18-20 November 2022 150 women participate in the walk, 60 women from SOT #1 & SOT #2 and women from the WSP community along with WSP Volunteers.



<p>Governance & Operational structure #1: Ensure operational structure allows for delivery and growth while ensuring health and safety of participants & volunteers.</p> <p>Explore partnership arrangement while maintaining the spirit of the WSP (an organisation by women for women that empowers women from all walks of life).</p>	<p>Stakeholder, partner, sponsor management approach:</p> <p>Continue to nurture existing and new relationships with funders, sponsors, and supporters.</p>	<p>Research / evaluate all activities and share findings with key stakeholders to underpin advocacy work</p> <p>Participant, volunteer and member engagement & satisfaction measured as part of the evaluation activities.</p>	<p>Corporate impact profile:</p> <p>Produce annual impact and outcomes report and share with key stakeholders</p>	<p>Catch up, Connect & Virtual Walks (pending C19 restrictions)</p> <p>Delivered fortnightly or monthly pending volunteer availability</p>
<p>Operational structure #2:</p> <p>Resourcing / team structure to support & empower staff and volunteers. Including appointment of Project Manager and Managing to implement the Strategic Plan.</p>	<p>Engage a community organisation/s to partner with the WSP as a partner supporting the WSP's vision for women to continue to lead and support women through a range of fitness, health, and wellbeing activities.</p>		<p>Documentary: produce documentary on the lives of women who participate in the initiative. Stories on the journey - December 2022</p>	<p>Deliver Professional and Personal Development training:</p> <ul style="list-style-type: none"> • Mentor Training • Walk Leader Training with RAW • Bystander Training with WHISE
<p>Develop growth strategy: critical path planning for new programs / regions / audiences</p>			<p>Participant journey mapping: complete participant journey mapping workshop to understand the profile of participants who engage with programs, their needs, pain points and</p>	



			desires to support the building of the brand.	
New program development and implementation: Try, test and learn from SOT #1 & #2			Engage stakeholders: volunteers, members, and participants in meetings / presentations / AGM with documentary launch and 2021-2022 celebration event	
OHS: Ensure the OHS policies and practice that reflect and support the work of the WSP are developed and in place				
2022-2023 Strategies				
Governance and Operational structure #1: Operational structure in place to support the ethos of WSP women supporting women, delivery and growth while ensuring health and safety of participants & volunteers.	Increase the variety of partners that support the implementation of the strategy	Develop evaluation framework (methodologies & tools) building on the research and evaluation conducted since 2018 by Monash University	Maintain brand positioning to ensure the spirit and essence of the WSP is sustained and grows.	Spirit of Transformation: Delivery of two SOT Programs across the Frankston & Mornington Peninsula and Kingston & Frankston.
Continue to evolve growth strategy: critical path planning for new programs / regions / audiences - young women, mums, and daughters and culturally and linguistically diverse women.	Engage State and Federal Government in providing longer term funding for the WSP for three years	Research / evaluate all activities and share findings with key stakeholders to underpin advocacy work. Program outcomes and Participant, volunteer and member engagement & satisfaction measured as part of the evaluation activities.	Social media strategy continues to evolve and extend engagement and reach	Frank to Schanck Walk October 2022



<p>New program development and implementation: Try, test and learn from the 2021-2022 SOT.</p> <p>Delivery of 3 programs including a program targeting women from CALD communities.</p>	<p>Stakeholder, partner, sponsor management approach: Continue to nurture existing and new relationships with funders, sponsors, and supporters.</p>	<p>Secure funding for Social Economic Cost Benefit analysis to determine the social impact to inform policy and funding.</p>	<p>Corporate impact profile: Produce annual impact and outcomes report and share with key stakeholders</p>	<p>Catch up, Connect & Virtual Walks Delivered fortnightly or monthly pending volunteer availability</p>
<p>Funding: Secured funding for 3 years with partnership, from state, federal government to employ staff and expand program.</p>	<p>Embed WSP Program as unique initiative that achieves outcomes across the Southern Region of Victoria.</p>	<p>Integrate findings from research and evaluation into the ongoing development and improvement of activities.</p>	<p>Documentary: hold launch of celebration event,</p>	<p>Deliver Professional and Personal Development training:</p> <ul style="list-style-type: none"> • Mentor Training • Walk Leader Training with RAW • Bystander Training with WHISE • ChangeMaker or Leadership Development Training



2023-2024 Strategies				
<p>Governance and Operational structure #1: Operational structure in place to support the ethos of WSP women supporting women, delivery and growth while ensuring health and safety of participants & volunteers.</p>	<p>Increase the variety of partners that support the implementation of the strategy</p>	<p>Develop evaluation framework (methodologies & tools) building on the research and evaluation conducted since 2018 by Monash University</p>	<p>Maintain brand positioning to ensure the spirit and essence of the WSP is sustained and grows.</p>	<p>Spirit of Transformation: Delivery of two SOT Programs across the Frankston & Mornington Peninsula and Kingston & Frankston.</p>
<p>Continue to evolve growth strategy: critical path planning for new programs / regions / audiences - young women, mums, and daughters and culturally and linguistically diverse women.</p>	<p>Engage State and Federal Government in providing longer term funding for the WSP for three years</p>	<p>Research / evaluate all activities and share findings with key stakeholders to underpin advocacy work</p> <p>Program outcomes and Participant, volunteer and member engagement & satisfaction measured as part of the evaluation activities.</p>	<p>Social media strategy continues to evolve and extend engagement and reach.</p>	<p>Frank to Schanck Walk October 2023</p>
<p>New program development and implementation: Try, test and learn from the 2021-2022 SOT.</p> <p>Delivery of 3 programs including a program targeting women from CALD communities.</p>	<p>Stakeholder, partner, sponsor management approach: Continue to nurture existing and new relationships with funders, sponsors, and supporters.</p>	<p>Social Economic Cost Benefit analysis completed to advocate to inform policy and funding.</p>	<p>Corporate impact profile: Produce annual impact and outcomes report and share with key stakeholders</p>	<p>Catch up, Connect & Virtual Walks Delivered fortnightly or monthly pending volunteer availability</p>



<p>Funding:</p> <p>Secured funding for 3 years with partnership, from state, federal government to employ staff and expand program.</p>		<p>Integrate findings from research and evaluation into the ongoing development and improvement of activities.</p>		<p>Deliver Professional and Personal Development training:</p> <ul style="list-style-type: none">• Mentor Training• Walk Leader Training with RAW• Bystander Training with WHISE• ChangeMaker or Leadership Development Training
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PRIORITY PROGRAMS					
Summary: Annual work plan					
2021-2022					
FRANK TO SCHANCK WALK EVENT 60kms over 3 days 18 th - 20 th November, 2022	CATCHUP & CONNECT & VIRTUAL WALKS Preparation training for SOT #1 & SOT #2 participants and friends of WSP for Frank to Schanck Event	PERSONAL & PROFESSIONAL DEVELOPMENT TRAINING: <ul style="list-style-type: none"> • Bystander Training • Mentor Training • F2S Walk Leader Training 	SPIRIT OF TRANSFORMATION PROGRAMS: 12-week fitness health wellbeing program <ul style="list-style-type: none"> • SOT#1 • SOT#2 	DOCUMENTARY THE VOICES & STORIES OF WOMEN DURING & BEYOND C19 October 2022	TBC
2022-2023					
FRANK TO SCHANCK WALK EVENT 60kms over 3 days November 2023	CATCHUP & CONNECT & VIRTUAL WALKS Preparation training for SOT participants and friends of WSP for Frank to Schanck Event	PERSONAL & PROFESSIONAL DEVELOPMENT TRAINING: <ul style="list-style-type: none"> • Bystander Training • Mentor Training • F2S Walk Leader Training • ChangeMaker or Leadership Training 	SPIRIT OF TRANSFORMATION PROGRAMS: 12-week fitness health wellbeing program <ul style="list-style-type: none"> • SOT#3 • SOT#4 • SOT #5 	TBC	TBC
2023-2024					
FRANK TO SCHANCK WALK EVENT 60kms over 3 days November 2024	CATCHUP & CONNECT & VIRTUAL WALKS Preparation training for SOT participants and friends of WSP for Frank to Schanck Event	PERSONAL & PROFESSIONAL DEVELOPMENT TRAINING: <ul style="list-style-type: none"> • Bystander Training • Mentor Training • F2S Walk Leader Training 	SPIRIT OF TRANSFORMATION PROGRAMS: 12-week fitness health wellbeing program <ul style="list-style-type: none"> • SOT#6 • SOT#7 • SOT #8 	TBC	TBC



		<ul style="list-style-type: none"> • ChangeMaker or Leadership Training 				
OUR IMPACT						
			2021 - 22	2022 - 23	2023 - 24	2024-25
Number of program hours						
Total number of participants in WSP programs (and /or specific programs)						
Participant, mentor, volunteer, partner satisfaction across all activities						
Completion rate for the Spirit of Transformation Programs and F2S						
Number of SOT graduates who participate in the Frank to Schanck Walk as walkers or volunteers						
Number of programs delivered on time and within budget						
Number of individual volunteers participating in WSP programs + number of volunteer hours (average number of hours contributed per volunteer annually provides a stronger measure of engagement than total number of volunteer hours annually)						
Funding contribution external partners / government						
Injury rate (e.g., per number of participants / days)						
Total output cost (variation between actual expenditure and budget) indicates delivery performance against original budget expectations. It is also a measure of timeliness of program delivery.			Within +/- 5% of budget			
Social media: increased followers & engagement						
Shop Sales – increased merchandise purchased						
Measured empowerment, increased resilience, connectedness and self-esteem through using a range of tools with participants, mentors and volunteers. Activities will include surveys, interviews group activities.						



OPPORTUNITIES

1. **Using Collective Impact Frameworks, theory and practice to try, test and learn** how larger not for profits can support grass roots initiatives to grow and evolve. Particularly without losing the voices, essence of how and why they developed, or lived experience of participants, while also empowering more women opportunities to lead and influence.
2. **Expand/scale program and replicate in broader south east region for**
 - a. Culturally and linguistically diverse women in low socio demographic communities
 - b. Young women 12 to 15 plus
 - c. Mothers and daughters
3. **Funding opportunities:**
 - a. Office for Women
 - b. Victoria State Government, Mental Health Royal Commission
 - c. Perpetual Trustees
 - d. Equity Trustees
 - e. Melbourne Women's Fund The Funding Network
 - f. Good Shepherd
 - g. Mornington Peninsula Shire
4. **Conduct social economic cost benefit analysis** of the project to understand the value, impact how to secure investors and scale
5. **Advocate and inform changes to social policy** to include funding for primary prevention and recovery programs that include these elements as part of the service sector.
6. **Evolve the three day walk to ensure it has a range of options** – 1, 2 & 3 day walk and target group is expanded to include 15+ year old girls.
7. **Deliver ChangeMaker or Leadership Training** to women who are volunteers who do not traditionally receive these opportunities to continue to build capacity of women in the community to lead and contribute.
8. **Alignment with The United Nations Sustainable Development Goals**

WSP is committed to contributing to the following [UN Sustainable Development Goals](#):

 - Good Health and Wellbeing
 - Gender Equality
 - Decent Work and Economic Growth
 - Reduced Inequalities
 - Sustainable Cities and Communities



RISKS TO SUCCESS	
Strategic Risk	Key elements to our risk management
Physical health & safety of volunteers & participants: activities may result in serious injury or illness to volunteers, contractors, or participants	<ul style="list-style-type: none"> - Walk leader training - Bystander training - Event risk management - COVID19 policies and practices, including vaccination policies and hybrid delivery options.
Volunteer burn out	<ul style="list-style-type: none"> - Support mechanism for volunteers - Ensure strong policy structure in place to support volunteers and their participation in our work - Regularly review and seek formal feedback from volunteers on their involvement with WSP to continuously improve the support we provide and maximize retention
Governance failure: could expose WSP to potential risk, compromise service delivery and result in a loss of confidence	<ul style="list-style-type: none"> - Governance structure - IT Management - Risk Management - Financial management - Annual review of Board skills and undertake annual self-assessment
Financial Capacity: a major reduction in funding could reduce financial capacity to deliver programs	<ul style="list-style-type: none"> - Financial discipline and rigor - Diversify financial support through philanthropy and sponsorships
Organisational Culture: failing to align culture, core values and strategic priorities and to build capacity could lead to disengaged volunteers and poor outcomes	<ul style="list-style-type: none"> - Capacity building planning - Volunteer feedback
Stakeholder Relationships: failing to effectively engage with stakeholders could lead to loss of support / funding decline	<ul style="list-style-type: none"> - Close liaison with partners - Develop and maintain stakeholder engagement including regular reporting and engagement of funders at events
Project Management: failing to deliver priority projects on time and on budget could lead to loss of confidence and funding reductions	<ul style="list-style-type: none"> - Project planning & management processes adopted for all activities - Seek to always develop our capacity and capability in project management - Where possible ensure that annual workplan includes timing and resources for comprehensive project planning - At the end of every event/project, review to learn on how to improve our project management practices.



<p>“Competition” -- new program entrants: similar organisations with similar programs could shift audience</p>	<ul style="list-style-type: none">- Board to undertake annual SWOT and competitor analysis as part of review of annual workplans- Maintain brand awareness- Maintain existing stakeholder relationships and extend networking.- Continue to flexible, continue to pivot & adapt to ensure we remain current.
<p>Cyber compromise / attacks could expose volunteers, systems or finances to harm, compromise service delivery and can result in loss of stakeholder confidence</p>	<ul style="list-style-type: none">- ICT network security in place through backups to data holdings- Security password protection systems in place – log in protocols in place- Insurance program put in place to cover for risks to business continuity because of data breach.