

# Marcia's Women's Refuge



**STRATEGIC PLAN 2015 – 2017**

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## **Overview:**

The Strategic Plan was developed through input from Staff and Board Members of Marcia Women's Refuge. An overview of identified key issues and questions seeking views and guidance from staff and Management Committee members were sent out and the responses were incorporated to shape and focus the development of the strategic plan. A one-day planning meeting was facilitated in Campbelltown with all staff and four Management Committee Members participating.

The purpose of the plan is to bond and grow the organisation through agreed and shared goals and objectives that can be measured and assessed in their progress and achievement. Additionally the strategic plan will adjust the organisations path to respond to an evolving environment.

## **Background:**

Marcia Women's Refuge Inc. was established over 30 years ago and specialises in the provision of domestic and family violence services including crisis and transitional housing and a holistic range of supports that women and children require when they are trying to move towards a life that is free from violence. In 2014 Marcia Women's Refuge Inc. established the Macarthur Gateway Resource Services an Aboriginal specific service. The service's establishment coincided with NSW GSH reforms where Marcia's were not successful in tendering for its refuge and transitional housing program but was recognized for the important work that it provides to Aboriginal Women in the area.

Macarthur Gateway Resource Service provides support, advocacy and information to Aboriginal women with or without children who have travelled to, or are residing on, the traditional lands of the Gangangara and Tharwal people. The service specialises in culturally sensitive assistance to Aboriginal women experiencing domestic and family violence who maybe experiencing other complex issues including; homelessness, recovery from drugs and alcohol, mental health and child protection. The service provides a cultural capacity building approach that builds cultural knowledge, connection, practices and skills. The service does this by providing cultural training, information and support to Specialist Homelessness Services within the South Western District.

**Vision:**

**That violence against Aboriginal women and children ends and communities enjoy peaceful, positive lives that are full of hope.**

**Mission Statement:**

**Marcia women's Refuge provides a culturally unique, advocacy and support service that is holistic in its approach, for Aboriginal women and children experiencing domestic and family violence.**

**GOAL 1. Marcia's is highly regarded for its culturally significant approaches in addressing violence against women and children**

**Problem: The lack of engagement and referral from local agencies and workers**

**Objective 1: By 2017 MWR achieves a 50% increase in referrals and engagement with district agencies and workers**

<b>Strategy 1.1: Marcia's extends in coverage and presence in the district to include Liverpool and Wollondilly</b>				
<b>Action</b>	<b>Resources</b>	<b>Who's responsible</b>	<b>Due date</b>	<b>Performance indicator</b>
The EO identifies a suitable co-location for caseworkers to co-locate at Liverpool 2 days a week and Wollondilly 2 days a week.	Rent and admin costs (\$ 600 approx.)	EO in consultation with the MC	November 2015	Co-location proposal is presented to the MC for approval at November Meeting
To undertake a recruitment process to employ a caseworker at Liverpool and 2 days a week at the Gateway.	Wages for the new position (\$60k)	EO in consultation with the MC	December 2015	The recruitments cost are presented to the MC in November for approval

**Strategy 1.2: Marcia's formalises partnerships through MOU's with key Aboriginal agencies and other agencies providing services to Aboriginal women and children in the district**

Action	Resources	Who's responsible	Due date	Performance indicator
In consultation with e Aboriginal Development worker MGRS commences a D&FV awareness program with Airds Highschool called "sister girls speak"	EO Wages (\$3,000)	EO	September 2015	EO's report to the Management committee will outcomes of the Sistergirls speak program.
Attend Aboriginal Policy Unit meeting at FaCS	EO Wages	EO	September 2015	EO October report to MC includes attendance at Aboriginal Policy Unit Meeting
The EO finalises the co-location sub-lease arrangement with MI Fellowship	EO Wages	EO & MC	October 2015	MC signs off on the sub-lease in October
The EO achieves membership in the DV Committee	Staff wages	EO and Caseworkers	October 2015	EO report to MC includes attendance at the DV Committee
Women's Legal Services co-locating to provide services to clients of MGRS fortnightly	EO Wages	EO	October 2015	EO's report to the Management committee will include WLS co-location activities

Action	Resources	Who's responsible	Due date	Performance indicator
Take the lead in the development the design, work plan and budget for the 'expo of services for Aboriginal people'.	EO Wages	EO	October 2015	Present the design, budget and work plan to the Aboriginal October Interagency Meeting
Develop an outline of MGRS contribution work plan and budget for the 'expo of services for Aboriginal people'.	EO Wages (\$7,500 approx)	EO	October 2015	EO presents plan and budget for the Expo to the October MC meeting
EO develops a paper to go to the Tharawal Board outlining the current needs and issues for Aboriginal women and children in the district and proposing ways the organisations can partner to better meet needs and improve pathways to help.	EO Wages	EO and MC	December 2015	The Paper to the Tharawal Board is presented to the MC for approval at the November 2015 Management Committee
In recognition of the confusion in the community regard the identity of Marcia's and MGRS all correspondence and promotional material including the Website will clearly outline Marcia as the legal entity and MGRS as a program under Marcia's.	EO and Case Workers Wages	EO and Caseworkers	December 2016	All Correspondence and promotional material including letterheads, Brochures, Websites have been updates to reflect Marcia's as the head organisation.
The EO develops a presentation for the HDIG meeting to present on client needs and achievements by the MGRS	EO Wages	EO and MC	February 2016	The Presentation for the HDIG meeting is presented to the MC February Meeting



Action	Resources	Who's responsible	Due date	Performance indicator
EO develops a paper to go to the Board of Aboriginal specific agencies in the district outlining the current needs and issues for Aboriginal women and children in the district and proposing ways the organisations can partner to better meet the needs. Arrange to meet with the Board members Eg Kari, Ganangurra,	EO Wages	EO	February 2016	The Paper to the Aboriginal specific Boards is presented to the MC for approval at January 2015 Management Committee
Marcia's develops a clear Brokerage Policy for the MGRS to prevent agencies referring to MGRS for Brokerage only.	EO Wages	EO	February 2016	Brokerage Policy is presented to the MC Meeting in February 2016 for endorsement.
The EO identifies key community/agencies members to co-opt onto the MC to increase its profile and capacity.	EO Wages		March 2016	EO recommends suitable MC member/s

**Strategy 1.3: Marcia's increases its on line presence and access through its website and Facebook Page**

Action	Resources	Who's responsible	Due date	Performance indicator
Launch the new Website Include software to view website traffic	Caseworker in consultation with the web design consultant	EO	October 2015	Website is live in October
Facebook page is developed and maintained and promoted with a minimum of one post per month	Caseworker in consultation with the EO  Allocate \$500 for post boost and promotion	EO and Case Worker (Mandy)	November 2015	FB is operational in November

## GOAL 2: Marcia's is well established as a cultural specialist in domestic and family violence

**Problem: Community see our Organisation as new and inexperienced**

**Objective 2: By Dec 2016 Marcia's will have a body of evidence that demonstrates the effectiveness of its approach in supporting Aboriginal women children and communities to address domestic and family violence.**

**Objective 2.1: By July 2017 Marcia's will be and accredited services provider.**

Strategy 2.1 Marcia's explores methods for measuring and evaluating the outcomes of the services and supports provided by MGRS				
Action	Resources	Who's responsible	Due date	Performance indicator
EO makes and appoint to meet with the staff at the Centre for Social Impact to discuss the possibility of setting up research that measures the social impact of MGRS. Also explore the potential for a post=grad researcher to assist MGRS	EO Wages	EO	October 2015	EO Reports to the MC on the Outcomes of the Meeting at the October MC Meeting
Work in Partnership with TAFE to run an 8 week introductory course that leads to a welfare certificate at the Aboriginal Education Unit, Campbelltown	EO	EO	October 2015	Course begins in October 2015 and at least 10 women participate

Marcia's establishes a data capture in consultation with a researcher to develop research methods to capture the outcomes for Aboriginal women and children using the MGRS.	EO Wages	EO	March 2016	EO presents a research outline to the MC Meeting in March for Approval
<b>Strategy 2.2 Marcia's undertakes ongoing development and assessment to meet the Quality Assurance Accreditation requirements by July 2017</b>				
<b>Action</b>	<b>Resources</b>	<b>Who's responsible</b>	<b>Due date</b>	<b>Performance indicator</b>
The EO uses the QA self assessment proforma to continue to move towards successful accreditation			Ongoing	Provide updates to the MC
Review and develop Policies and Procedures to support the operation of the MGRS and the accreditation process.	EO Wages		June 2016	Policies and Procedures meet the SHS Standards
Negotiate Cultural Training in partnership with the FACs Training and development unit	EO Venue and equipment Trainer (\$3,500)	EO and Staff	July 2016	Approval for the budget and training is presented to the MC May meeting for approval

**GOAL 3: Marcia's is innovative, responsive and expansive**

**Problem: No long-term funding and uncertain future**

**Objective 3: By November 2015 Marcia's has secured funding until June 2017**

**Objective 3.1: By 2017 Marcia's has obtained future funding**

<b>Strategy 3.1: Marcia's develops an updated proposal to present to FaCS</b>				
<b>Action</b>	<b>Resources</b>	<b>Who's responsible</b>	<b>Due date</b>	<b>Performance indicator</b>
Develop the proposal based on the information provided in the successful application submitted in 2014	EO wages	EO and MC	October 2015	Proposal is Presented to the October MC Meeting for approval
The Financial Officer completes the budget and the budget assumptions to accompany the proposal	FO and EO	EO and MC	October 2015	The budget is presented to the October MC Meeting for approval

**Strategy 3.2: By 2016 Marcia's is able to demonstrate the outcomes for clients using the services through data, clients satisfaction and the demand for the service.**

Action	Resources	Who's responsible	Due date	Performance indicator
Maintain data on the number of Aboriginal women and children accessing the service and requiring a women's refuge that are unable to be accommodated	Include in intake process for all staff to complete	All staff	On-going	Section on the clients need for crisis accommodation is completed on every intake
Marcia's will undertake and evaluation of the service commencing late 2016 and will set aside funding in the budget. The evaluation will commence in October 2016	Consultant	FO, EO and MC	September 2016	The Terms of Reference for the Evaluation are presented to the MC meeting in September
Set aside a budget in the 2016-17 to launch the findings of the Evaluation and promote the outcomes of the service. Provide the MC with a Media strategy in December.	Media consultant \$5,000	FO, EO and MC	December 2016	Media strategy is presented for approval to the MC in the December MC meeting

**Strategy 3.3: Marcia's puts in place policy and procedures to enable more flexible and responsive services to Aboriginal women and children in the community**

Action	Resources	Who's responsible	Due date	Performance indicator
Marcia's will work in consultation to develop a regional risk assessment that includes assessing the safety of providing services to Aboriginal women and children in their home.	EO Wages	EO	Ongoing	Attendance at district meetings to formulate the RA
Develop a diagram of the service complaints process for clients and update the brochure to clearly outline who our client group is and what services they can expect to receive.	EO Wages	EO	November 2015	Presented to MC at the November Meeting

## **Key Partners :**

Departments of Families and Community Services

Tharawal –AMS and Lands Council

Housing,NSW

Community

SHS services



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