

# Strategic Plan 2024–2027

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## Summary



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Safe and Equal is proud to present our Strategic Plan for 2024–27. After a period of world-leading reform in Victoria, we are stepping into a new era.

This Plan represents our commitment to our members, victim survivors, and community to lead through this new era – across the continuum including primary prevention, early intervention, response and recovery.

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## Our vision

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A world where everyone is safe, respected and thriving, living free from family and gender-based violence.

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## Our purpose

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Safe and Equal is the peak body for Victorian organisations that specialise in family and gender-based violence across the continuum, including primary prevention, early intervention, response and recovery.

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As a peak, we work with and for our members to prevent and respond to violence, building a better future for adults, children and young people experiencing, at risk of, or recovering from family and gender-based violence.

- We bring together evidence, lived experience, practice **expertise and collaborative partnerships** to mobilise for and effect social, policy and system change.
- We **advocate on behalf of and support the development of** high-quality services and programs across the continuum.
- We **drive** the continued development of an **innovative and leading** family violence sector.

## Our commitments

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- Support and ally with Aboriginal communities and organisations to further self-determination.
- Recognise and respond to diversity of experience and intersecting forms of power and oppression.
- Centre and platform lived experience of children, young people and adults affected by violence.
- Continue evolving as a member-based, intersectional feminist organisation.

## Our challenge

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**Our work is not done.** Family and gender-based violence is ongoing and the volume and complexity of demand for services remains high. People's experiences of violence are compounded by rising pressures in the economy, climate and political environment. The workforce and service system has grown over the past three years – but they cannot yet fully meet people's needs or our aspirations for the end of family and gender-based violence.

**Inequality and oppression remain pervasive.** We are making progress in shifting attitudes toward gender equality, but this progress is hard fought. We are facing significant resistance and backlash, which affect both the violence we respond to and our efforts to create social change.

**We will need to focus our work.** With the Royal Commission recommendations acquitted and growing pressure on other service systems, the policy environment is beginning to shift. We must make a concerted effort to ensure that funding and policy priority are maintained and built upon in coming years. We must be bold in our advocacy to stay the course, knowing that ongoing change is necessary.

## Our next three years

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- We must collaboratively **set the clear direction** for our sector's future and **lead the resulting change** in an increasingly challenging environment. We will need to move from implementing reforms to deciding how our system will look in the future and what it will take to get there.
- We must **remain a courageous advocate** for our cause – on behalf of and with victim survivors, our partners, stakeholders and our members. We will need to work strategically and be discerning in the constrained environment.
- We must **focus our work** to where we can have the most impact and ensure alignment to our core purpose. We will lead where appropriate and amplify others' voices where needed, contributing our expertise where valuable. We will invest in partnerships that make us all stronger.

## Our Values

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- Accountability + Integrity
- Equality + Justice
- Compassion + Humility
- Expertise + Collaboration
- Boldness + Courage
- Curiosity + Reflection

# Our priorities

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## Priority 1: Lead and provoke change and influence policy, systems and the public agenda

Our voice is more essential than ever. We seek to drive change in policy and service systems, and also in community attitudes and public discussion of the problem. We will:

- keep family and gender-based violence on the agenda and drive change
- unequivocally use our voice to effect change, backed by evidence, lived experience, member authorisation and practice expertise
- work in partnership to do better, and to deliver more impact.

## Priority 2: Drive practice excellence and workforce development

A core part of our role is to support the capability, sustainability and connectedness of the specialist family violence workforce, the prevention workforce and broader workforces whose work intersects with family violence. We will:

- set standards for and support the pathway to an even stronger, skilled sector
- lead the continuous evolution of specialist practice, and share this with others in related systems and sectors
- share lessons and insights from evidence, expertise and lived experience.

## Priority 3: Bolster an enduring specialist sector and peak

We work in a mutually supportive ecosystem of services and programs and as a peak we work closely to support and be supported by our members. We collectively play a critical and specialist role. We will:

- work over the next three years to strengthen the sector, our members, and us as a peak in order to support them
- gather and share data and evidence
- support financial sustainability across the sector
- strengthen our own organisation's culture and practices.