



# National Council of Jewish Women of Australia (Victoria) Inc

## Strategic Plan 2020 – 2025

### VISION

Jewish values, inspire NCJWA Vic to empower women of all ages to achieve their potential & create a better world.

### MISSION

We achieve this through our work in the Jewish and broader communities by:

- Supporting women at key points across the lifecycle;
- Advancing the status of women;
- Promoting social cohesion and human rights; and
- Contributing to the empowerment of Israeli women and girls.

# FIVE YEAR GOALS

## PROGRAMS & ACTIVITIES

### **1. Supporting Women at Key Points Across the Lifecycle**

We will provide an expanded range of high-quality programs and activities based on unmet needs at specific key stages of women's lives.

### **2. Advancing the Status of Women**

We will work to advance the status of women in the Jewish and broader community through advocacy, program delivery and increased engagement of members and supporters

### **3. Promoting Social Cohesion and Human Rights**

We will promote social cohesion and human rights through our programs, advocacy & interactions with women of different faiths, races and ethnic backgrounds.

### **4. Contributing to the Empowerment of Israeli women and girls**

We will contribute to the empowerment of Israeli women & girls to improve their status in Israeli society through information, education and advocacy.

# KEY RESULT AREAS TO ENABLE US TO DELIVER OUR PROGRAMS AND ACTIVITIES

## **5. Brand Strategy**

We will develop and implement a brand strategy that is relevant, professional and representative of who we are and what we do in order to differentiate and position ourselves as a strong voice in the community.

## **6. Financial Sustainability**

We will ensure our continuing financial sustainability and strengthen our financial governance.

## **7. Internal Capacity**

We will ensure we are a vibrant and strong organisation, with competent staff and volunteers, supported through engaged membership and supporters, suitable infrastructure, and sound policies and processes.

## **8. Building Project**

We will create a home for NCJWA Vic and a vibrant hub for the community. within the established financial framework.

## **9. Knowledge Management**

We will convert our organisational knowledge and experience into structures, policies and procedures that will ensure continuity of operations.

## **10. Governance & Leadership**

We will enhance our leadership and governance framework to ensure the attainment of our objectives.

# FIVE YEAR GOALS – PROGRAMS & ACTIVITIES

## Supporting Women at Key Points Across the Lifecycle

Goals	Strategies	Targets
<p>We will provide an expanded range of high-quality programs and activities based on unmet needs at specific key stages of women’s lives.</p>	<ul style="list-style-type: none"><li>• Extend the reach of Caring Mums Program and Jam Project to meet community needs.</li><li>• Identify further unmet needs of Jewish women and develop activities to complete our offer across the lifecycle.</li><li>• Establish an evaluation framework for all programs and activities to enhance quality and impact.</li><li>• Develop and maintain partnerships to extend and add value to our programs.</li><li>• Develop a strategy for programs and activities for older women based on the findings in the Feldman and Rademacher Report.</li></ul>	<ul style="list-style-type: none"><li>• Increase in total number of program participants (where appropriate).</li><li>• Number of participants reporting positive impact.</li><li>• Number of new programs filling identified gaps in the community.</li></ul>

# FIVE YEAR GOALS – PROGRAMS & ACTIVITIES

## Advancing the status of women

Goals	Strategies	Targets
<p>We will work to improve the status of women in the Jewish and broader community through advocacy, program delivery, and increased engagement of members and supporters.</p>	<ul style="list-style-type: none"> <li>• Implement phase two of the gender equality strategy #makespaceforher</li> <li>• Develop and maintain a directory of skilled women who are available to serve on boards and committees and speak at events.</li> <li>• Develop and maintain partnerships with local and international organisations engaged in advocacy that is consistent with our mission.</li> <li>• Participate in community activities that address current concerns regarding the status of women both locally and internationally (family violence, mentoring, leadership, gender equality, employment, human rights, trafficking, agunah).</li> <li>• Provide the voice of Jewish women in response to current issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Assess the impact of the #makespaceforher gender equality campaign.</li> <li>• Analytics relating to the use of the Women’s Directory.</li> <li>• Number &amp; quality of submissions to public inquiries and law reform activities.</li> <li>• Number of activities engaged in that address current concerns.</li> </ul>

# FIVE YEAR GOALS – PROGRAMS & ACTIVITIES

## Promoting Social Cohesion and Human Rights

Goals	Strategies	Targets
<p>We will promote social cohesion and human rights through our programs, advocacy &amp; interactions with women of different faiths, races and ethnic backgrounds</p>	<ul style="list-style-type: none"><li>• Continue, promoting Human Rights concerns through advocacy, events, and other activities.</li><li>• Offer 1 major multicultural event annually.</li><li>• Promote the multicultural nature of the Caring Mums participants and volunteers.</li><li>• Participate in affiliate &amp; community multicultural and interfaith events and activities (eg ECCV, UNAA, NCWV, JCCV).</li><li>• Extend our reach and impact by developing relationships with women of different faiths and backgrounds</li></ul>	<ul style="list-style-type: none"><li>• Quality and impact of programs, events and activities measured by participant satisfaction.</li></ul>

# FIVE YEAR GOALS – PROGRAMS & ACTIVITIES

## Contributing to the Empowerment of Israeli women and girls

Goals	Strategies	Targets
<p>We will contribute to the empowerment of Israeli women to improve their status in Israeli society through information, education and advocacy</p>	<ul style="list-style-type: none"><li>• Promote awareness of issues affecting women in Israel through social media, events and activities.</li><li>• Support NCJWA Ltd Israel project.</li></ul>	<ul style="list-style-type: none"><li>• Social media engagement measured by analytics</li><li>• Engagement of Israeli women activists visiting Australia in events/activities.</li><li>• Achievement of fundraising target for the Haifa Rape Crisis Centre</li></ul>

# KEY RESULT AREAS TO ENABLE US TO DELIVER OUR PROGRAMS & ACTIVITIES

## Brand Strategy

Goals	Strategies	Targets
<p>We will develop and implement a brand strategy that is relevant, professional and representative of who we are and what we do in order to project ourselves as a strong voice in the community.</p>	<ul style="list-style-type: none"><li>• Launch the rebranding of the organisation to create a family of programs and events under the umbrella brand of NCJWA Vic</li><li>• Implement a visual and tone of voice Style Guide to maximise brand consistency, on + off line</li><li>• Develop a digital strategy to appeal to, and engage all age groups</li><li>• Finalise the Marketing Plan.</li></ul>	<ul style="list-style-type: none"><li>• Brand Strategy developed and implemented on time and to budget</li><li>• Brand represented consistently in line with Style Guide at all times</li><li>• Social media engagement metrics</li></ul>

# KEY RESULT AREAS TO ENABLE US TO DELIVER OUR PROGRAMS & ACTIVITIES

## Financial Sustainability

Goals	Strategies	Targets
<p>We will ensure our continuing financial sustainability and strengthen our financial governance.</p>	<ul style="list-style-type: none"><li>• Achieve income and operating expenditure targets to achieve budget goals.</li><li>• Review and update finance related operating policies and procedures.</li><li>• Review financial controls to mitigate known risks.</li><li>• Strengthen risk management through scenario planning and budget processes for all activities.</li></ul>	<ul style="list-style-type: none"><li>• Budget targets achieved</li><li>• Finance related operating procedures and policies updated.</li><li>• Positive audit feedback</li></ul>

# KEY RESULT AREAS TO ENABLE US TO DELIVER OUR PROGRAMS & ACTIVITIES

## Internal Capacity

Goals	Strategies	Targets
<p>We will ensure we are a vibrant and strong organisation, with skilled staff and volunteers, suitable infrastructure, and sound policies and processes.</p>	<ul style="list-style-type: none"><li>• Strengthen volunteer recruitment, management, recognition and engagement.</li><li>• Extend professional development for all volunteers.</li><li>• Complete digital transformation projects.</li><li>• Develop a staffing plan &amp; funding requirements for the next 3 years.</li></ul>	<ul style="list-style-type: none"><li>• CRM and website implemented on time and on budget; traffic and engagement measures tracked</li><li>• Staff satisfaction</li><li>• Volunteer satisfaction</li><li>• Growth in volunteer numbers.</li></ul>

# KEY RESULT AREAS TO ENABLE US TO DELIVER OUR PROGRAMS & ACTIVITIES

## Building Project

Goals	Strategies	Targets
<p>We will create a home for NCJWA Vic and a vibrant hub for the community, within the established financial framework.</p>	<ul style="list-style-type: none"><li>• Finalise legal arrangements for the joint venture with Herzl</li><li>• Complete the design &amp; construction of our revitalised home.</li><li>• Develop &amp; implement capital raising campaign.</li><li>• Determine implications for current assets.</li></ul>	<ul style="list-style-type: none"><li>• Joint venture agreement signed and other legal documents executed.</li><li>• Building design settled.</li><li>• Planning permission obtained.</li><li>• Capital raising undertaken.</li><li>• Decision made with respect to current assets.</li></ul>

# KEY RESULT AREAS TO ENABLE US TO DELIVER OUR PROGRAMS & ACTIVITIES

## Knowledge Management

Goals	Strategies	Targets
<p>We will convert our organisational knowledge and experience into structures, policies and procedures that will ensure continuity of operations.</p>	<ul style="list-style-type: none"><li>• Map all operational and administrative processes</li><li>• Establish project plans for all key events and activities.</li><li>• Establish standard operating procedures for key administrative and finance processes.</li></ul>	<ul style="list-style-type: none"><li>• Standard operating procedures and project plans in place for all administrative, financial and operational processes.</li></ul>

# KEY RESULT AREAS TO ENABLE US TO DELIVER OUR PROGRAMS & ACTIVITIES

## Governance & Leadership

Goals	Strategies	Targets
<p>We will enhance our leadership and governance framework to ensure the attainment of our objectives.</p>	<ul style="list-style-type: none"><li>• Implement Board succession plans and manage leadership transition.</li><li>• Conduct periodic evaluation of Board performance.</li><li>• Provide support and training to Board and operational leadership.</li><li>• Develop a suite of social impact measures that quantify our organisation's value and progress towards achievement of our strategic goals.</li></ul>	<ul style="list-style-type: none"><li>• Strong leadership in place and equipped for roles.</li><li>• Board evaluation plan achieved.</li><li>• Dashboard of social impact measures in place.</li></ul>