



GEORGINA MARTINA INC.

ABN 99 489 355 371

GMI Strategic Plan

2022-2025



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About GMI

A leading specialist in the provision of evidence-based domestic and family violence services and support

Georgina Martina Inc is a not-for-profit community-based organisation providing support and emergency accommodation for victim-survivors experiencing domestic and family violence. Georgina Martina Inc operates high security refuges and domestic and family violence services.

Our service delivery model focuses on holistic support for clients impacted by domestic and family violence, mental health and substance abuse. We provide culturally sensitive support by through:

- crisis and medium-term accommodation;
- advocacy and referral; and
- collaborative, intensive case management.

About the Strategic Plan

The GMI Strategic Plan 2022-25 is a guide for GMI staff to the focus of the organisation over the next three years.

It aims to help staff know and understand our priorities and is designed to be referred to regularly, to ensure we are all aware of what we are responsible for delivering.

The annual Business Plan and other related operational plans provide more specific detail, including activities not outlined in this document.

How the Plan was developed

GMI is governed by a Board of Management who is responsible for setting GMI's overall strategy in consultation with management.

The GMI Strategic Plan 2022-25 is the result of several months of research and planning that included broad environmental scanning delivered by GMI staff, workshops attended by Board members and GMI staff, followed by consultation with key partners and all GMI staff.

Vision

Cultures, communities and people thriving beyond violence

Mission

Creating safe and inclusive spaces that provide the resources and opportunities for victim-survivors of domestic and family violence to heal and grow independently.

Values

All staff and Board members commit and adhere to the following set of core values:

Caring

We care for our clients and each other. We foster a culture that supports everyone to feel empowered and celebrated.

Collaborative

We collaborate to build a better future for victim-survivors. We do this by working together with victim-survivors, stakeholders and the community.

Intersectional feminists

We believe that domestic and family violence will always exist where there is gender inequity. True to our feminist beginnings, we seek to be a leader in closing this gap. We do this by having an intersectional approach and embracing diversity and inclusion.

Integrity

We are honest in our commitment to upholding human rights and living our values.

Our strategic pillars

- Our people
- Our clients
- Our connections
- Our future

1. Our people

We believe our safe and inclusive culture makes us stronger and resilient as a whole. Staff are encouraged to share knowledge and commit to their own personal and professional growth, and that of others. We will continue to attract and retain talented people who are proud to work for a community-based organisation making a difference in the lives of victim-survivors.

Key focus areas

- 1.1 Develop and implement a GMI People Strategy that includes:
 - recruitment, succession and development
 - actively seeking and managing diversity, equity and inclusion
 - capability and performance
 - culture and retention

2. Our clients

We are known for our care and commitment to clients. We hold ourselves to the highest level of integrity within a culturally dynamic practice. We will actively listen, learn, and share in the challenges of elevating client voice and outcomes.

Key focus areas

- 2.1** Actively seek out our victim-survivors' voices through co-production and embedding client feedback into our systems
- 2.2** Increase our focus on supporting children by embedding child-centred therapeutic interventions
- 2.3** Lead and achieve best practice in our services with a focus on cultural safety, diversity, equity and inclusion

3. Our connections

Our people seek to create strategic relationships, leverage networks and work closely with clients to ensure the best outcomes are achieved for victim survivors and the community. We will foster connections with those who align with our values so that we can address systemic challenges. We le share best practice and resources to achieve better opportunities for clients to heal and grow independently.

Key focus areas

- 3.1** Identify and maximise partnership opportunities, including pro bono supports that complement and enhance GMI's operations
- 3.2** Increase our networks and presence by developing regular engagement, networking and learning opportunities across all of GMI and in collaboration with other sector agencies and stakeholders
- 3.3** Develop an identity that reflects our values, to drive cultural safety and inclusivity with our clients and stakeholders

4. Our future

We pride ourselves on transparency and effective governance. We seek to create an adaptable, resilient, sustainable and values-led organisation that cares for its clients, people and community. Alongside a strong financial strategy, we'll continue to invest in our people, processes, assets and systems to ensure we have robust financial and operational capabilities to deliver the best possible outcomes for our clients now and into the future.

Key focus areas

- 4.1** Develop and implement a long-term financial strategy to ensure our financial sustainability that identifies diverse future funding streams and investment opportunities
- 4.2** Drive a positive and collaborative innovation culture by taking a structured approach to change, continually identifying and addressing our gaps and undertaking cyclical cultural reviews
- 4.3** Develop a digital engagement plan that maps out our future digital presence and identifies future priorities to drive productivity and efficiencies
- 4.4** Explore opportunities to utilise data and technology to improve, inform and enhance practice

