

VICTORIA POLICE LEGACY STRATEGIC PLAN 2017-2021



STRATEGIC PLAN 2017-2021

Introduction

Our Strategic Plan 2017-2021 presents our vision and areas of focus for the next four years.

It confirms our not-for-profit purpose. This is to connect and support Victoria Police Legacy families. It also defines the priorities and actions that will help us continue to make a positive difference for Victoria Police Legacy families into the future.

This document will guide our directions over the coming years, helping to further strengthen our organisation and enabling us to build on our success.

We will monitor and report annually on our progress against the vision and priorities outlined in this Strategic Plan.





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MESSAGE FROM THE CHAIR

At Victoria Police Legacy, we are proud of what we have achieved over the past 37 years and continue to strive to improve our support for Victoria Police Legacy families impacted by the loss of a loved one.

We understand the changing dynamics of families and ensure our responses reflect the evolving needs and demands of our legatees – whether this be in childhood, early adolescence, growing into young adults, surviving as single parents or experiencing life's senior years without a partner.

The Board puts forward this Strategic Plan as an important statement about our priorities and as a roadmap for our organisation to further engage, connect and support Victoria Police Legacy families.

Over the next four years we commit to enhancing the positive impact we have on legatees' lives through provision of support, partnerships with key stakeholders, including Victoria Police, and growing our business model to be reflective of our unique position as a charity that offers long-term support.

We recognise the trust and faith placed in Victoria Police Legacy by our membership to keep the policing connection alive on behalf of those who are no longer with us.

Superintendent Lauren Callaway.





Victoria Police Legacy was founded by Victoria Police members in 1980 as a not-for-profit organisation to provide ongoing support services for Victoria Police families who have suffered the loss of a loved one. We are dedicated to enhancing the lives and opportunities of Victoria Police legatees.

Ultimately, we strive to ensure that every surviving spouse, partner or child of a deceased Victoria Police officer always feels supported.

Our vision

Connected and supported Victoria Police Legacy families.

Our mission

To provide enduring support to Victoria Police legatees and deep, effective ties with Victoria Police.

Our strategic priorities



Personalised and meaningful legatee services and programs

We will build on our strong foundations to continue to ensure all legatees feel supported, across all stages of life.



Growing our impact

We will look to the future to identify ways to measure, grow and diversify the positive impacts of our services for legatees.



A recognised, trusted and proactive partner

We will strengthen the Victoria Police Legacy brand to build greater awareness of the important work we do, and facilitate strong partnerships to deliver holistic support to legatees.



A sustainable and high performing organisation

We will embed good governance, systems and processes in order to achieve organisational excellence.

OUR SERVICES

Our dedicated team provides ongoing support to serving and retired police members, their spouses, partners and or children following the loss of a loved one.

We also support the parents of fallen police officers who were not in a relationship or married, and other persons deemed appropriate by the Board of Victoria Police Legacy.

Most importantly, our support is ongoing – we are there for Victoria Police Legacy families whenever they need us, and our services are tailored to meet our families' individual needs across all stages of life. *This includes:*

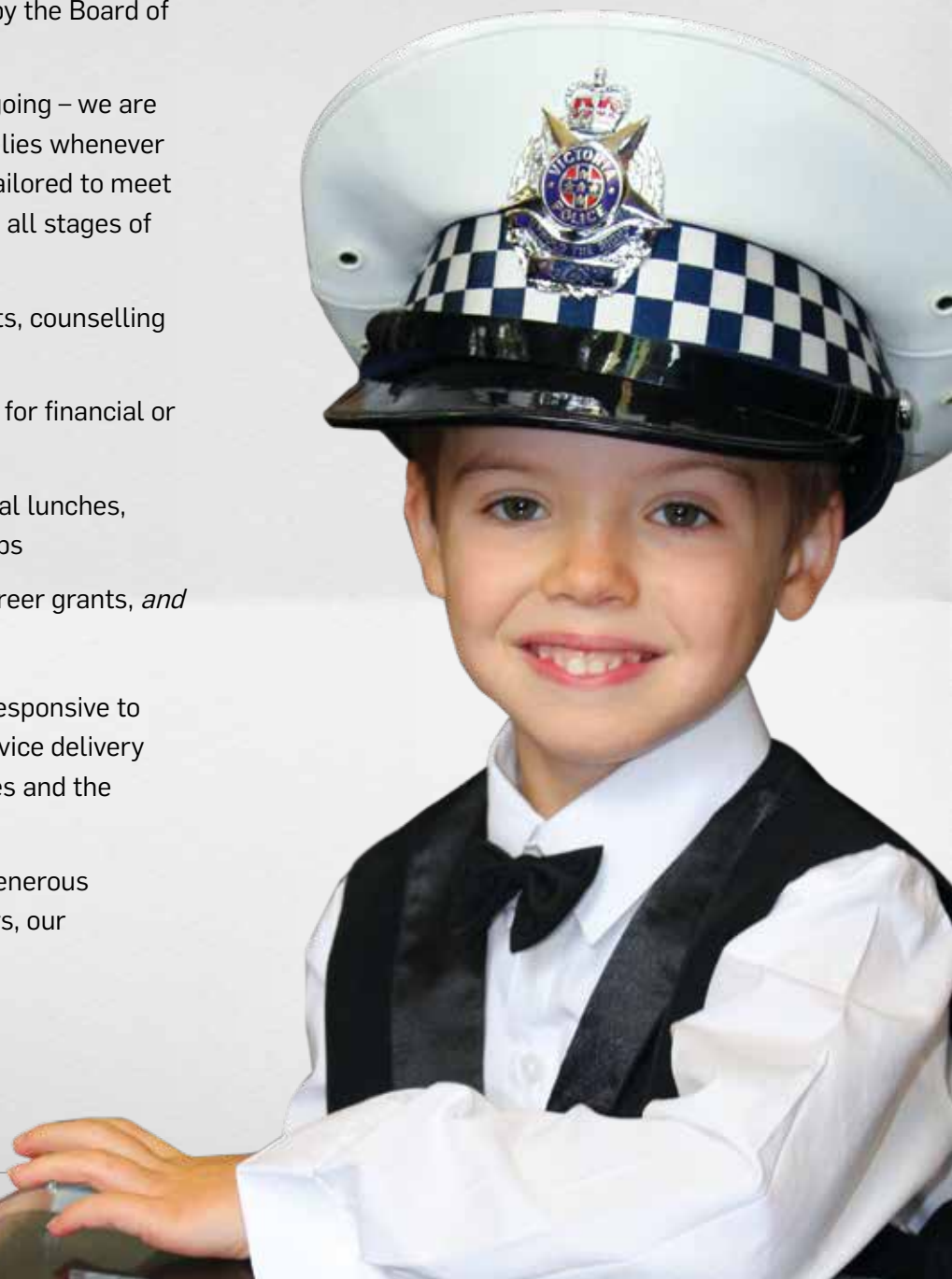
- Emotional support, personal visits, counselling and referrals
- Advice, advocacy and assistance for financial or emotional hardship
- Social activities, including regional lunches, family days, excursions and camps
- Education, training, study and career grants, *and*
- Special occasion gifts.

More than ever, we will need to be responsive to our environment and ensure our service delivery keeps pace with the needs of families and the expectations of our membership.

This is made possible through the generous donations of Victoria Police members, our volunteers and the public.

"My greatest hope for VPL is that it continues to be the foremost support service for police families. I would love to see a continuation of the effort placed into really helping each individual."

Quote from legatee



OUR STRATEGIC DRIVERS

"I don't know where I'd be without them."
Quote from legatee

Victoria Police Legacy supports the families of serving and retired police officers and protective service officers.

Our service model provides the flexibility to ensure individual needs are met at different stages in life.

However, we operate in an environment that is increasingly changing. Over the next four years and

beyond, our organisation and our services will be in greater demand, and called upon in different ways.

More than ever, we will need to be flexible to adapt to our changing environment and demands.

This will require us to understand the needs of and opportunities sought by Victoria Police Legacy families, to continually tailor and evolve our services to support legatees effectively, and to ensure we operate sustainably over the long-term.



Increasing demand and expectations

Projected growth in demand for Victoria Police Legacy's services with record frontline recruitment, an increasing retirement age, ageing Police workforce and increasing ill health retirement rate.

Changing needs and expectations of legatees, particularly due to the broad range of age groups supported by Victoria Police Legacy.



Importance of operating sustainably

Reliance on financial contributions from one key source, Victoria Police members.

Potential for 'mission creep' where new requests for support or funding could go beyond Victoria Police Legacy's core role.



A need to demonstrate value and a unique identity

Increased independent scrutiny of charities and Victoria Police, with increasing potential for reputational risks.

A need to define and communicate a distinct purpose and service offering from other not-for-profits.

STRATEGIC PRIORITY 1

PERSONALISED AND MEANINGFUL LEGATEE SERVICES AND PROGRAMS

We will build on our strong foundations to continue to ensure all legatees feel supported, across all stages of life.

What we will do to make it happen:

1 Review our programs, services and events to ensure they meet the evolving expectations and needs of all of our legatee cohorts.

2 Continue to develop and implement policies and processes that deliver the right support at the right time, ensuring they reflect the needs of legatees and expectations of our membership.

3 Identify opportunities to connect with legatees who are less engaged with our services and programs, but who may still require support.

Success looks like:

By 2021, Victoria Police Legacy will have a clear understanding of how effectively our services and programs support the unique needs of all legatees, and identify how we might strengthen our approaches into the future.



STRATEGIC PRIORITY 2

GROWING OUR IMPACT

We will identify ways to measure, grow and diversify the way in which we add value to the lives of Victoria Police legatees.

“Legacy is a great club to be a part of. But it costs a very high price to join.”
Quote from legatee

What we will do to make it happen:

4 Investigate fit for purpose ways of measuring the impact of our services, and sharing the results of our efforts more broadly with our membership, key stakeholders and the community.

5 Identify and address gaps in support that may arise due to our changing and expanding environment.

6 Expand our ability to provide support at critical times for Victoria Police families, when death may be imminent or the quality of a person's life will benefit from a helping hand.

Success looks like:

By 2021, Victoria Police Legacy will be a responsive organisation that adapts to the needs and expectations of Victoria Police members and Victoria Police Legacy families, ensuring we remain connected to our purpose and the outcomes we strive for, and that we are clear about the impact we make.



“They understood what I was going through. And what my dad was going through. It made all the difference.”
Quote from legatee

STRATEGIC PRIORITY **3**

A RECOGNISED, TRUSTED AND PROACTIVE PARTNER

We will strengthen the Victoria Police Legacy brand to build greater awareness of the important work we do, and facilitate strong partnerships to deliver holistic support to legateses.

What we will do to make it happen:

7 Strengthen our regional networks by facilitating local connections between legateses, Victoria Police members and volunteers.

8 Develop an external communication and engagement plan to enhance awareness of our purpose, services and value (including through online and print channels, as well as meaningful face-to-face engagement).

9 Build links with the community service sector and other government and non-government partners to enhance our understanding of the broader services available to legateses, with the aim of increasing our referral capability.

Success looks like:

By 2021, Victoria Police Legacy will be well recognised and highly regarded by stakeholders and community members, and will have a network of partners that will make an even bigger difference in the lives of legateses.



STRATEGIC PRIORITY 4

A SUSTAINABLE AND HIGH PERFORMING ORGANISATION

We will embed good governance, systems and processes in order to achieve organisational excellence.

"6-12 months down the track is when we really need help, and that's when Legacy is here for us."

Quote from legatee

What we will do to make it happen:

10 Enhance the structures that support our operations, with a view to ensuring high standards of integrity and diligence in the governance of Victoria Police Legacy.

11 Develop a resource model through appropriately qualified staff and volunteers that improves the way in which we support Victoria Police Legacy families and achieve our objectives.

12 Cultivate strong support from legatees and Victoria Police members for our work and their assurance of our performance and strategic directions.

Success looks like:

By 2021, Victoria Police Legacy will have strong internal governance, operations and capabilities which will position the organisation for long-term sustainability and success, and buy-in of those we serve.



STRATEGIC PRIORITY SNAPSHOT OF PRIORITIES AND ACTIONS



Personalised and meaningful legatee services and programs

- 1** Review our programs, services and events to ensure they meet the evolving expectations and needs of all of our legatee cohorts.
- 2** Continue to develop and implement policies and processes that deliver the right support at the right time, ensuring they reflect the needs of legatees and expectations of our membership.
- 3** Identify opportunities to connect with legatees who are less engaged with our services and programs, but who may still require support.



Growing our reach and impact

- 4** Investigate fit for purpose ways of measuring the impact of our services, and sharing the results of our efforts more broadly with our membership, key stakeholders and the community.
- 5** Identify and address gaps in support that may arise due to our changing and expanding environment.
- 6** Expand our ability to provide support at critical times for Victoria Police families, when death may be imminent or the quality of a person's life will benefit from a helping hand.



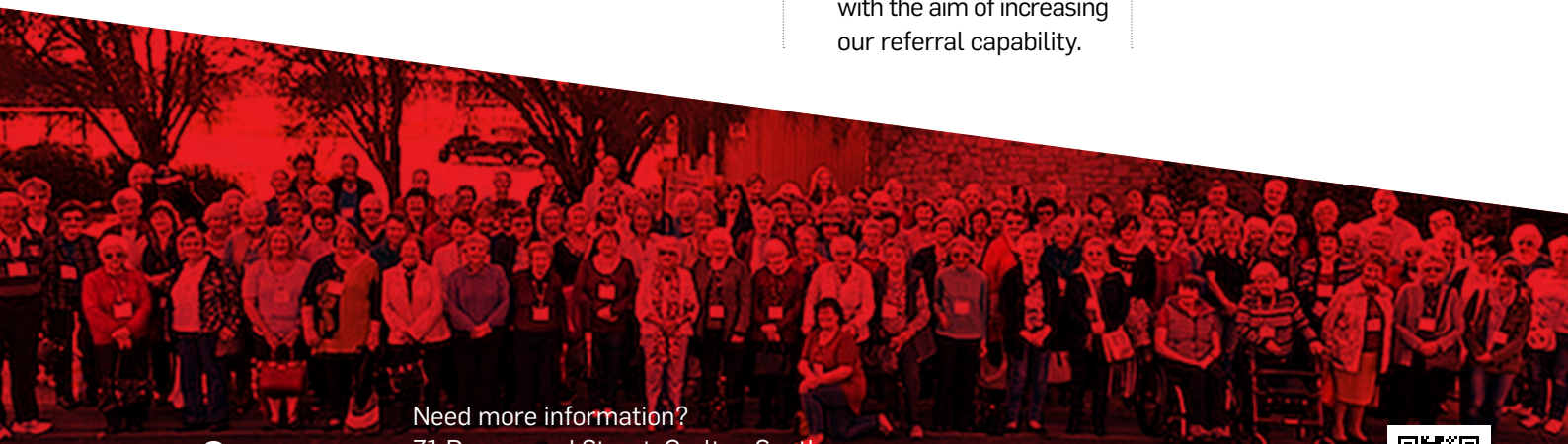
A recognised, trusted and proactive partner

- 7** Strengthen our regional networks by facilitating local connections between legatees, Victoria Police members and volunteers.
- 8** Develop an external communication and engagement plan to enhance awareness of our purpose, services and value (including through online and print channels, as well as meaningful face-to-face engagement).
- 9** Build links with the community service sector and other government and non-government partners to enhance our understanding of the broader services available to legatees, with the aim of increasing our referral capability.



A sustainable and high-performing organisation

- 10** Enhance the structures that support our operations, with a view to ensuring high standards of integrity and diligence in the governance of Victoria Police Legacy.
- 11** Develop a resource model through appropriately qualified staff and volunteers that improves the way in which we support Victoria Police Legacy families and achieve our objectives.
- 12** Cultivate strong support from legatees and Victoria Police members for our work and their assurance of our performance and strategic directions.



Need more information?

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