



Villamanta Disability Rights Legal Service – Organisational Strategy

July 2023 – June 2028

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Villamanta's strategy has the following key elements

Vision and purpose	<i>What we aspire to and the role we play</i>
Priority outcomes	<i>The set of outcomes we seek to achieve our purpose</i>
What we are known for	<i>Strengths and capabilities we aspire to be known for – our “unique value proposition” (UVP)</i>
What we do	<i>The activities that we do</i>
Strategic directions	<i>The strategic focus areas which will enable us to achieve our priority outcomes and purpose</i>
Key enablers	<i>The capabilities and resources we need to have in place to support our pursuit of the strategic directions</i>
Initiatives	<i>The workstreams we will execute to deliver on our strategic directions and enablers</i>

Villamanta's strategy-on-a-page summarises the changes that we want to see and where we will focus our efforts in the next five years

Vision and purpose	<p><i>We aspire to a Victorian community where people with disability (PWD) have equality of rights, opportunity and voice. We promote laws and systems which better protect the human rights of PWD. We work alongside PWD to navigate legal problems.</i></p>						
Priority outcomes	<p><i>Improved access to legal advocacy for PWD, especially cognitive impairment</i></p>	<p><i>Increased confidence to assert rights</i></p>	<p><i>Improved legal assistance sector capability to provide accessible services</i></p>	<p><i>Laws, policies and systems better protect equality of rights</i></p>			
What we aspire to be known for	<p><i>Lived experience informs how we work and are governed</i></p>	<p><i>Tailored services for each individual client</i></p>	<p><i>Experience – in working alongside PWD and specific areas of law</i></p>	<p><i>Committed team</i></p>	<p><i>Strong collaboration</i></p>		
What we do	<p><i>Individual legal advocacy</i></p>	<p><i>Systemic advocacy</i></p>	<p><i>Capability building – community and clinical legal education</i></p>	<p><i>General advocacy</i></p>			
Strategic directions	<p>1. Access to justice: Reach more PWD across Victoria, especially those with cognitive impairment</p>			<p>2. Systems change: Advocate on key systemic issues</p>			
Key enablers	<p>A. Voice: The voice of PWD is embedded and amplified in what we do</p>	<p>B. Data: Build data and outcomes capability</p>	<p>C. Governance: Strengthen our governance</p>	<p>D. Sustainability: Secure additional funding and collaboration opportunities</p>			
Initiatives	<table border="0"> <tr> <td style="vertical-align: top;"> <ul style="list-style-type: none"> a. Understand specific areas of unmet need b. Increase our profile c. Principles and opportunities for growing reach d. Build internal systems change capability e. Map potential partners f. Principles and opportunities for growing systemic advocacy g. Review and benchmark current state for embedding and amplifying voice </td> <td style="vertical-align: top;"> <ul style="list-style-type: none"> h. Agree future state for embedding and amplifying voice to aspire to and implement i. Transition to Action Step and build outcomes framework j. Build data skills and processes k. Make governance roles clear l. Plan CoM learning and development m. Build funder relationships n. Build partner relationships </td> </tr> </table>					<ul style="list-style-type: none"> a. Understand specific areas of unmet need b. Increase our profile c. Principles and opportunities for growing reach d. Build internal systems change capability e. Map potential partners f. Principles and opportunities for growing systemic advocacy g. Review and benchmark current state for embedding and amplifying voice 	<ul style="list-style-type: none"> h. Agree future state for embedding and amplifying voice to aspire to and implement i. Transition to Action Step and build outcomes framework j. Build data skills and processes k. Make governance roles clear l. Plan CoM learning and development m. Build funder relationships n. Build partner relationships
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Villamanta's unique value proposition (UVP) summarises what makes us special and what we want to be known for

Lived experience



'Nothing about us without us' informs how we work and are governed

Tailored services



Flexibility for each individual client (what, when, how)

Experience



In working alongside PWD, especially those with cognitive impairment, and specific areas of law

Team

Shared commitment to our clients, our vision and our purpose



Collaboration

Strong partnerships at the intersection of the legal assistance and disability advocacy sectors



We aspire to continue to strengthen all aspects of our service. Different elements in our UVP are stronger than others.

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Villamanta's Theory of Change describes how our activities lead to people with disability having agency over their own lives

Impetus for change

There are laws, policies, systems, and attitudes that do not allow people with disability (PWD) to have agency, feel safe and be equal in our community.

PWD experience significant restrictions in their agency and decision-making authority over their own lives, and their access to, and participation in, the community.

Our strategic response

We work at the intersection of the legal assistance and disability advocacy sectors to promote change towards laws and systems which support human rights and equality for PWD. We focus on areas where rights are restricted because of a person's disability.

We work alongside PWD, particularly those with cognitive impairment, in their journey to be heard and have agency over their own lives. We provide legal advocacy that is led by clients, flexible and creates space for clients to find their voice.

Our activities

- Legal advocacy
- Systemic advocacy
- Capability building – community and clinical legal education
- General advocacy

Who we work with

- PWD, living in Victoria, and their allies
- Victorian legal assistance and disability advocacy sectors

Shorter term

Outcomes

Longer term

PWD

Legal advocacy

Increased awareness of where to access legal advocacy

Legal advocacy is received at the time it is needed

PWD find the information and advice given easy to understand

PWD feel safe when accessing legal advocacy

PWD lead (what, when, how support occurs)

More PWD experience positive legal outcomes

More PWD access legal advocacy

PWD have the opportunity to self-advocate

Daily life

Increased confidence to assert rights

Increased feeling of safety in the community

Improved wellbeing

Victorian legal assistance and disability sectors

Legal assistance sector

Increased understanding of experiences of PWD

Increased understanding of areas of law relevant to PWD

Increased ability to provide high quality legal advocacy to PWD at the time it is needed

Disability advocacy sector

Increased understanding of legal issues relevant to PWD

Increased understanding of where to access legal advocacy assistance

Together

Partnerships are established and strengthened

Increased collaboration between sector organisations

Community & legal system

Decision-makers have an increased understanding of the experiences of PWD

Laws, policies, and systems better protect equal rights and opportunity for PWD

Community attitudes better support equal rights and opportunity for PWD

Impact

PWD are heard and have agency over their own lives.

They have equality of rights, opportunity and voice in the community.

Key: priority outcome

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Villamanta's strategic directions and key enablers are our focus for the next five years – together they will support us to achieve impact for people with disability



Villamanta's two strategic directions have a strong rationale that aligns with our purpose, UVP, and wider sector and community need

Strategic direction

Aligns with our purpose & priority outcomes

Leverages our UVP (draws on what we are known for)

Responds to an identified need (community / org / sector)

1. Access

Reach more PWD across Victoria, especially those with cognitive impairment

- Our purpose includes working alongside PWD to navigate legal problems
- One of our priority outcomes is to increase access to legal advocacy services, especially those with cognitive impairment
- We are a state-wide service

- We have experience in working alongside PWD who need legal advocacy
- Our legal expertise is in areas which negatively and specifically affect PWD

- We already have clients across Victoria
- Demand for legal advocacy support for PWD will continue and we believe there is currently unmet legal need
- While other CLCs provide services to PWD, there is demand for how we deliver legal advocacy services – accessible, client-led, flexible, and timely. This is especially true for those with cognitive impairment

2. Systems change

Advocate on key systemic issues

- Our purpose includes promoting better laws and systems
- One of our priority outcomes is that laws, policies and systems better protect equality of rights and opportunity

- We are known for our systemic advocacy, which we do in collaboration with others
- We already have capabilities in this area and can further leverage them, drawing on our day-to-day experience working alongside PWD

- To make significant change towards our vision for the community, we need to tackle issues at the system level
- There are laws and policies currently in place which negatively and specifically impact PWD
- There are key emerging issues in the external environment which will impact our clients – particularly the National Disability Insurance Scheme (NDIS) review and Disability Royal Commission (DRC) findings

This is also true for the four key enablers (1 of 2)

Key enabler

Aligns with our purpose & priority outcomes

Leverages our UVP (draws on what we are known for)

Responds to an identified need (community / org / sector)

A. Voice

The voice of PWD is embedded and amplified in what we do

- Our vision includes an aspiration that PWD have equality of voice
- Setting up an environment and processes where people feel safe and encouraged to use their voice is critical to one of our priority outcomes – PWD have increased confidence to assert their rights
- In turn, this supports our intended impact that PWD have agency over their own lives (see our theory of change)

- We are known for how we incorporate voices of PWD within our organisation – in our staff team, on our CoM, and in shaping how we work
- In our individual legal advocacy, we are client-led

- We acknowledge that we still have work to do to improve the accessibility of our information and advice to all PWD, especially those with cognitive impairment
- We need to review and refresh our ways of working at all levels of the organisation to ensure that PWD are meaningfully engaged

B. Data

Build data and outcomes capability

- We have a strong vision for the Victorian community – we need data to continually reflect on who we support, where we operate, how we provide support and what we advocate on
- Understanding unmet demand and where demand is unknown is critical for increasing access
- We exist to make positive change for PWD – we need to measure that change

- We aspire to build our capabilities in data management (current CMS project) and outcomes management (this project includes the first step – developing the theory of change)
- This will help us to build evidence to draw on when collaborating with others on systemic advocacy work

- We capture some key data about our clients and service delivery. However, we have limited capacity to report on it and use it to make decisions
- There are increased expectations from stakeholders, funders, clients and staff that we can demonstrate our impact and provide quality data
- This direction is an enabler for both strategic directions (access and systems change) and links with the enabler of sustainability

This is also true for the four key enablers (2 of 2)

Key enabler	Aligns with our purpose & priority outcomes	Leverages our UVP (draws on what we are known for)	Responds to an identified need (community / org / sector)
C. Governance Strengthen our governance	<ul style="list-style-type: none">We need to have strong governance as an organisation to effectively and efficiently achieve our purpose and outcomes	<ul style="list-style-type: none">People with lived experience of disability guide our decisions	<ul style="list-style-type: none">We need to ensure our CoM has the skills and capabilities required to effectively governWe need to intentionally induct and upskill CoM members to ensure ongoing learningWe need to increase our understanding of roles and responsibilities as between management, CoM, and our members and improve our ways of working
D. Sustainability Secure additional funding and collaboration opportunities	<ul style="list-style-type: none">We need to be financially sustainable in order to achieve our purpose and outcomes (and all our strategic directions)	<ul style="list-style-type: none">Our experience in working alongside PWD, especially those with cognitive impairment, and specific areas of law, will help to secure additional funding and collaboration opportunities	<ul style="list-style-type: none">Whilst we are breaking even, our funding is uncertainGrowing our reach, and our funding, will position us better for more fundingThere are potential resources that we have not yet fully leveraged- including deeper relationships with funders and collaboration opportunities

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The two strategic directions and four key enablers will be delivered through the following initiatives (workstreams)

Strategic directions and key enablers

1. Access to justice: Reach more PWD across Victoria, especially those with cognitive impairment

- a. Understand specific areas of unmet need
- b. Increase our profile
- c. Principles and opportunities for growing reach

2. Systems change: Advocate on key system issues

- d. Build internal capability
- e. Map potential partners
- f. Principles and opportunities for growing systemic advocacy

A. Voice: The voice of PWD is embedded and amplified in what we do

- g. Review and benchmark current state
- h. Agree future state to aspire to and implement

C. Governance: Strengthen our governance

- k. Make governance roles clear
- l. Plan CoM learning and development

B. Data: Build data and outcomes capability

- i. Transition to Action Step and build outcomes framework
- j. Build skills and processes

D. Sustainability: Secure additional funding and collaboration opportunities

- m. Build funder relationships
- n. Build and strengthen partnerships

The initiatives to deliver on the strategic directions and enablers have been stepped out in more detail below (1 of 3)

Strategic directions	1. Access to justice: Reach more PWD across Victoria, especially those with cognitive impairment	2. Systems change: Advocate on key systemic issues
Initiatives	<p>Initiatives (sequenced over Now, Then, Later) will include:</p> <ul style="list-style-type: none">• Understand specific areas of unmet need – through data analysis of geographies, areas of law, specific groups, outgoing referrals, etc.• Increase our profile – raise awareness of Villamanta among PWD and their allies (including through brand update) and disability advocates• Develop decision-making principles for increasing reach and implement priority opportunities – consider:<ul style="list-style-type: none">• What we do – areas of law• How we do it – for example: physical hub in metro Melbourne; development of online tools and resources; targeted capability building of CLCs; capability building of disability advocates	<p>Initiatives (sequenced over Now, Then, Later) will include:</p> <ul style="list-style-type: none">• Build internal capability and capacity –<ul style="list-style-type: none">• Identify required skills and build capability through staff development and/or recruitment.• Resourcing for upcoming key issues such as NDIS review, DRC recommendations• Map potential partners – map existing and potential partners for systemic advocacy• Develop decision-making principles for systemic advocacy opportunities – consider:<ul style="list-style-type: none">• Resourcing future funding streams• Potential partners

The initiatives to deliver on the strategic directions and enablers have been stepped out in more detail below (2 of 3)

Key enablers	A. Voice: <i>The voice of PWD is embedded and amplified in what we do</i>	B. Data: <i>Build data and outcomes capability</i>
Initiatives	<p>Initiatives (sequenced over Now, Then, Later) will include:</p> <ul style="list-style-type: none">• Review and benchmark current state –<ul style="list-style-type: none">• Document how we incorporate the voice of lived experience at different levels of our organisation (governance, leadership and staff)• Identify what works well and doesn't across our activities, membership and partnerships• Research best practice in incorporating voice of lived experience at different levels of organisations and compare to our practice• Agree future state to aspire to and implement – starting with an agreed set of high priority improvements	<p>Initiatives (sequenced over Now, Then, Later) will include:</p> <ul style="list-style-type: none">• Build or transition to the tools we need – prioritise:<ul style="list-style-type: none">• Action Step transition – continue to implement Action Step• Outcomes measurement – develop outcomes framework and begin collecting outcomes data• Build skills and processes –<ul style="list-style-type: none">• Data analysis and outcomes management capabilities – identify skills required and build through staff development and/or recruitment• Managing to outcomes – establish internal process or forum for discussing insights

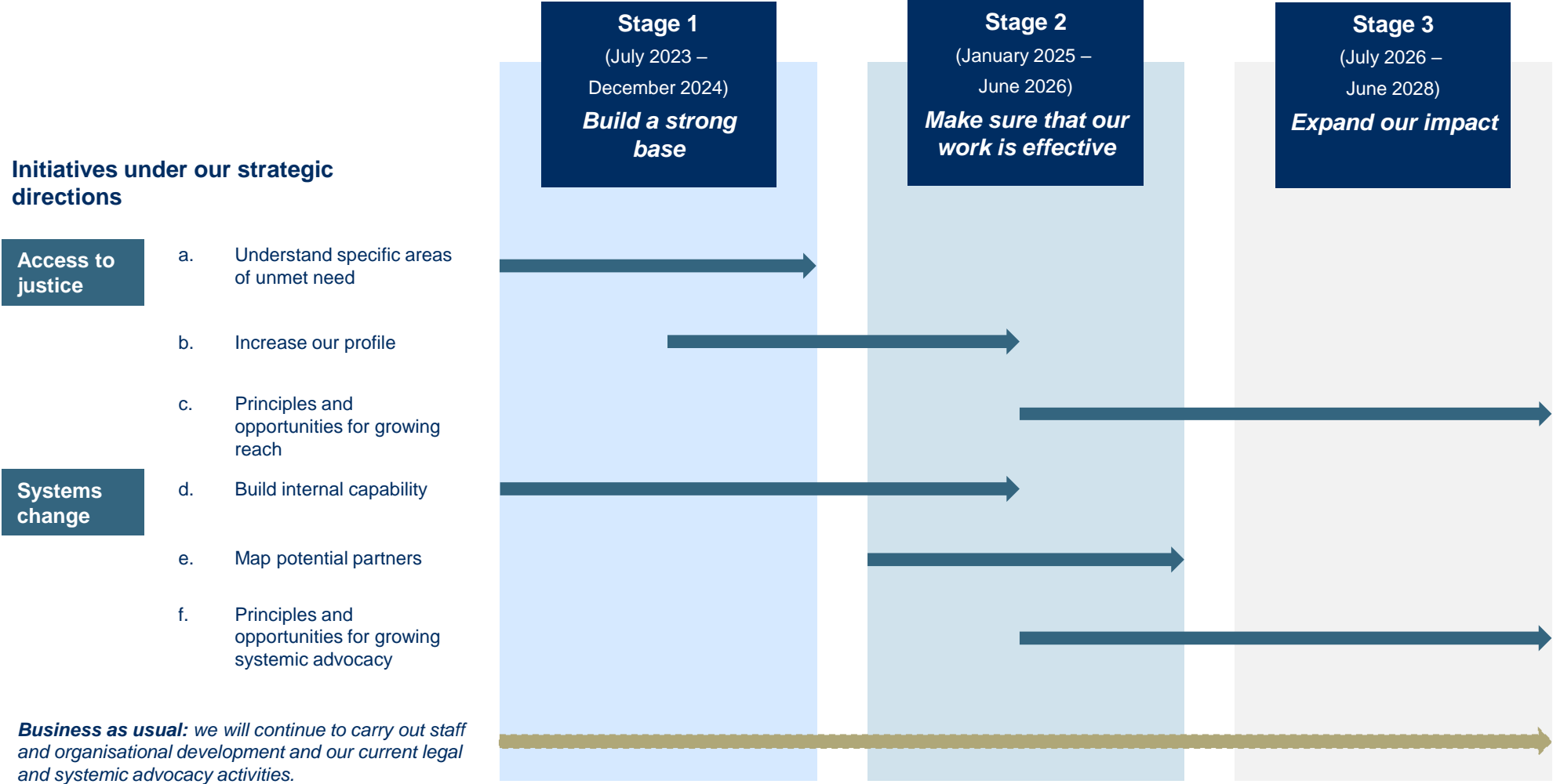
The initiatives to deliver on the strategic directions and enablers have been stepped out in more detail below (3 of 3)

Key enablers	C. Governance: <i>Strengthen our governance</i>	D. Sustainability: <i>Secure additional funding and collaboration opportunities</i>
Initiatives	<p>Initiatives (sequenced over Now, Then, Later) will include:</p> <ul style="list-style-type: none">• Make governance roles clear –<ul style="list-style-type: none">• Review constitution, roles and responsibilities (including role of members)• Document policies and procedures• Refresh ways of working (clarity of role vs management role, meetings, papers)• Plan CoM learning and development –<ul style="list-style-type: none">• Develop CoM skills matrix and identify any key gaps in skills and experience across the group• Review induction processes• Develop program of ongoing, staged learning and development	<p>Initiatives (sequenced over Now, Then, Later) will include:</p> <ul style="list-style-type: none">• Build funder relationships – target funders (government and philanthropy) and build relationships to secure additional and ongoing funding• Build and strengthen partnerships – develop targeted collaboration opportunities with other organisations and pro bono providers (legal, data analysis etc.)

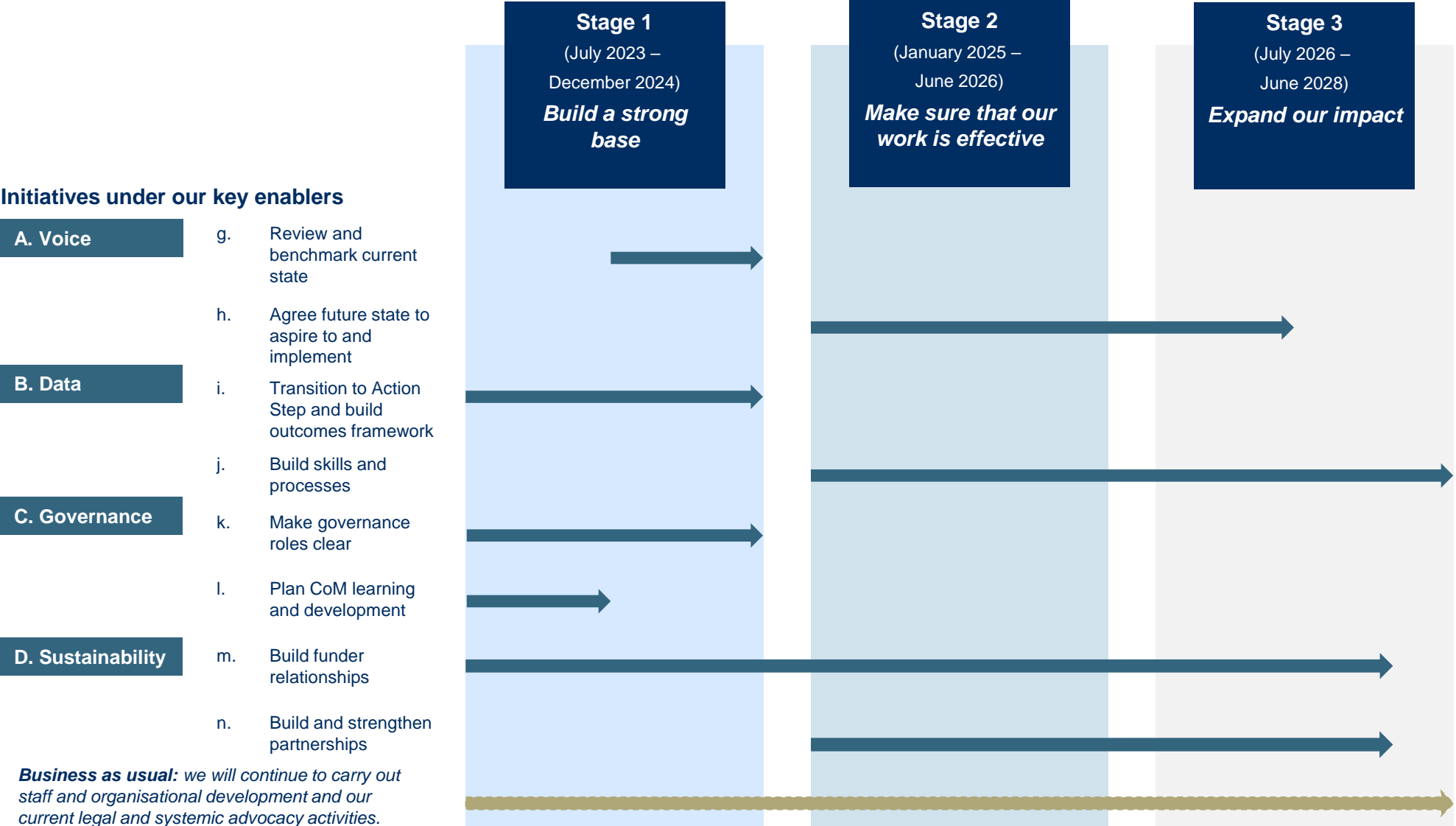
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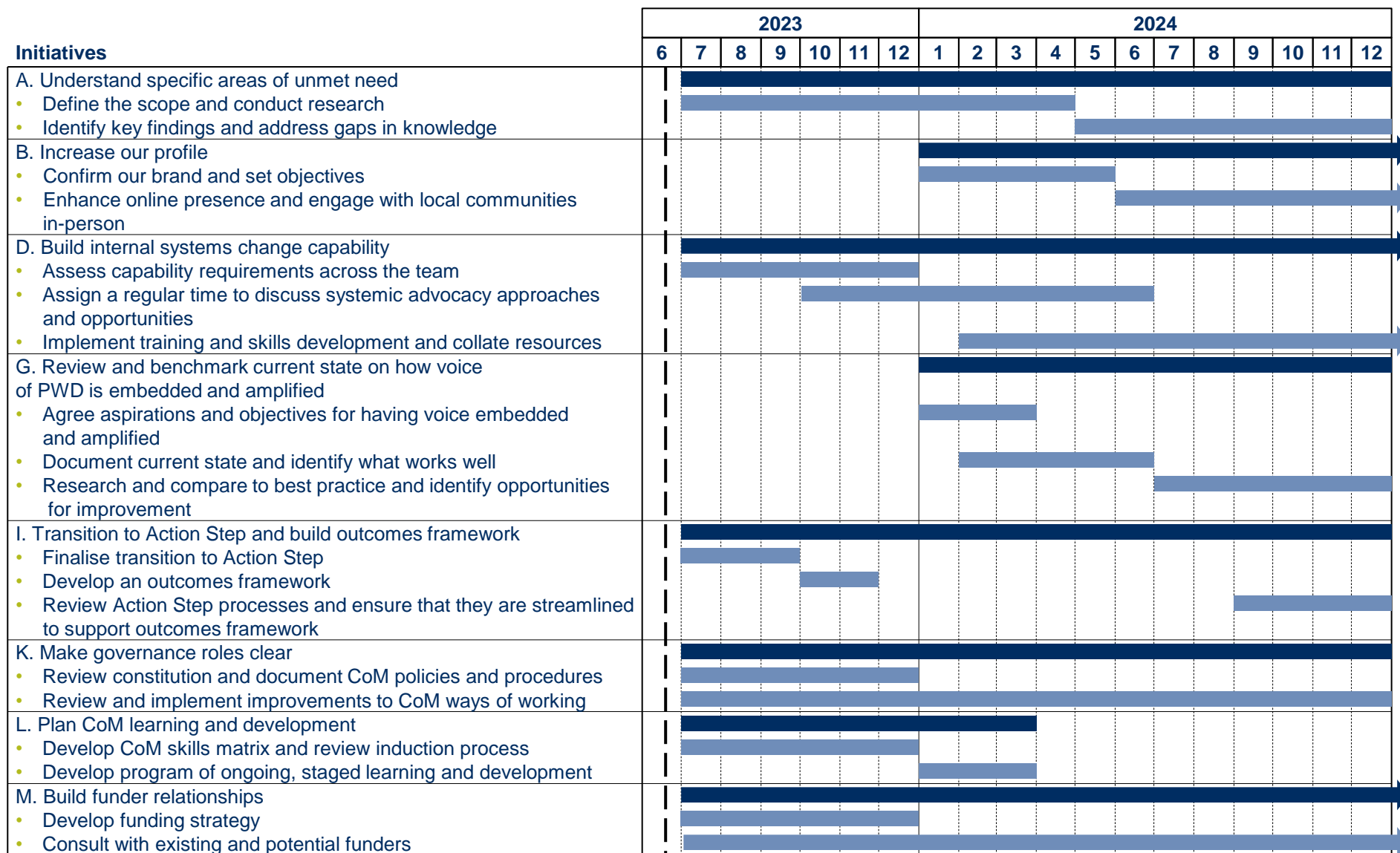
Villamanta has sequenced the initiatives over the next five years, with a focus on strengthening our base first (1/2)



Villamanta has sequenced the initiatives over the next five years, with a focus on strengthening our base first (2/2)



The Stage 1 initiatives have been sequenced over the next 18 months



▲ Strategy endorsed by CoM

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Villamanta has developed implementation plans for the Stage 1 initiatives to support team members to understand their role in implementing the strategy

Strategic directions and key enablers

1. Access to justice: Reach more PWD across Victoria, especially those with cognitive impairment

- a. Understand specific areas of unmet need
- b. Increase our profile
- c. Principles and opportunities for growing reach

2. Systems change: Advocate on key system issues

- d. Build internal capability
- e. Map potential partners
- f. Principles and opportunities for growing systemic advocacy

A. Voice: The voice of PWD is embedded and amplified in what we do

- g. Review and benchmark current state
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D. Sustainability: Secure additional funding and collaboration opportunities

- m. Build funder relationships
- n. Build and strengthen partnerships

Initiative A. Access to justice – Understand specific areas of unmet need

Initiative A	What do we need to get done?	Who needs to do it?	By when?		
Understand specific areas of unmet need	1. Define the scope and objectives of the research – geographies, areas of law, specific groups, etc. to cover and determine if external funding and consulting support is needed	TBC	October 2023		
	2. Make relevant data requests and conduct research using data analysis, surveys, and stakeholder interviews	TBC	April 2024		
	3. Identify key findings and gaps in knowledge. Validate with other organisations working in the disability and legal assistance sectors	TBC	June 2024		
	4. Identify and implement ways to address gaps in knowledge	TBC	December 2024		
	5. Explore ways to address the specific areas of unmet need identified, to be prioritised using the principles developed in Initiative C	TBC	December 2024		
Who will lead?	TBC	Key interdependencies	<ul style="list-style-type: none"> Decision making principles in Initiative C will help to determine the response to address unmet need Links to Initiative M as may require funding 	How are we tracking?	
Who is involved?	TBC	Key risks	<ul style="list-style-type: none"> Resourcing – is external funding available; do we have in-house capacity to support? Data requests may take time to receive 		

Initiative B. Access to justice – Increase our profile

Initiative B	What do we need to get done?	Who needs to do it?	By when?
Increase our profile	1. Confirm Villamanta's brand, including our name, logo, and what we want to be known for (building on our UVP)	TBC	February 2024
	2. Set objectives for increasing our profile and identify target audiences (e.g., clients, disability advocates, funders, community)	TBC	May 2024
	3. If refreshing brand, create and document branding strategy, including accessibility requirements and messaging	TBC	August 2024
	4. Enhance online presence by making our website more user-friendly and exploring search engine optimisation options. Have an active presence on relevant social media platforms	TBC	December 2024
	5. Engage with local communities in-person or at in-person events. Explore opportunities to have external representatives (e.g., disability advocates) represent us	TBC	Ongoing
	6. Consider additional opportunities to increase our profile, to be prioritised using the principles developed in Initiative C	TBC	Ongoing

Who will lead?	TBC	Key interdependencies	<ul style="list-style-type: none"> Input from CoM on brand 	How are we tracking?	
Who is involved?	TBC	Key risks	<ul style="list-style-type: none"> Resourcing to execute on opportunities May be unable to meet increased demand that results, which could affect reputation 		

Initiative D. Systems change – Build internal capability

Initiative D	What do we need to get done?	Who needs to do it?	By when?		
Build internal capability	1. Assess capability requirements and map current capability and gaps across the team. Identify team members who would like to build their capability and team members to provide mentoring	TBC	December 2023		
	2. Assign a regular time to discuss how to solve problems at the system level, including sharing the pipeline of opportunities available (e.g., agenda item at staff meetings)	TBC	June 2024		
	3. Implement 'quick win' training and skills development opportunities (and identify existing or pro bono resources that could support this)	TBC	December 2024		
	4. Collate and share systemic advocacy resources (e.g., templates, examples, style and referencing guides)	TBC	June 2025		
	5. Ongoing review of capability and identification of gaps and further training required	TBC	Ongoing 6-monthly		
Who will lead?	Naomi Anderson	Key interdependencies	<ul style="list-style-type: none"> Supports Initiative F (growing systemic advocacy) 	How are we tracking?	
Who is involved?	TBC	Key risks	<ul style="list-style-type: none"> Resourcing 		

Initiative G. Voice – Review and benchmark current state

Initiative G	What do we need to get done?	Who needs to do it?	By when?
Review and benchmark current state	1. Agree our aspirations and objectives for incorporating the voice of lived experience throughout our organisation	TBC	March 2024
	2. Document how we incorporate the voice of lived experience at different levels of our organisation (governance, leadership, and staff)	TBC	March 2024
	3. Identify what works well and doesn't across our activities, membership and partnerships through working sessions and interviews	TBC	June 2024
	4. Research best practice in incorporating voice of lived experience at different levels of organisations (not limited to legal / disability sector). Document findings and gaps	TBC	September 2024
	5. Compare what we do to best practice and identify opportunities for improvement	TBC	December 2024

Who will lead?	TBC	Key interdependencies	<ul style="list-style-type: none"> Linked to Initiative K – making CoM roles clear will include review of how CoM currently operates 	How are we tracking?
Who is involved?	TBC	Key risks	<ul style="list-style-type: none"> Best practice is unclear, which makes benchmarking difficult Need to balance aspirations with what is pragmatic to implement, and affordable 	


Initiative I. Data – Transition to Action Step and build outcomes framework

Initiative I	What do we need to get done?	Who needs to do it?	By when?
Transition to Action Step and build outcomes framework	1. Finalise the transition to Action Step. Ensure that staff are trained to use it consistently and that there are training materials to support future staff members to learn	TBC	September 2023
	2. Confirm if external support is required to develop outcomes framework and data collection processes and tools. If so, seek funding and engage external support	TBC	September 2023
	3. Confirm our Theory of Change with input from staff	TBC	November 2023
	4. Develop an outcomes framework which includes indicators and data collection processes and tools (for key outcomes in our Theory of Change). Processes and tools must be accessible and align to existing processes	TBC	November 2023
	5. Review Action Step processes and ensure that they are streamlined to support data collection against the outcomes framework	TBC	December 2024

Who will lead?	Annie Nash	Key interdependencies	<ul style="list-style-type: none"> Complements Initiative A by providing insights on the need that Villamanta is meeting 	How are we tracking?	
Who is involved?	TBC	Key risks	<ul style="list-style-type: none"> Difficulties configuring Action Step to track desired outcomes Moving to outcomes management requires behaviour and mindset shift from team 		

Initiative K. Governance – Make governance roles clear

Initiative K	What do we need to get done?	Who needs to do it?	By when?
Make governance roles clear	1. Review our constitution / rules and clarify roles and responsibilities of our CoM and members	TBC	December 2023
	2. IF NEEDED: Amend the constitution to reflect our desired governance structure, including considering whether to rename the CoM the Board	TBC	December 2023
	3. Document CoM policies and procedures	TBC	December 2023
	4. Review ways of working, including how CoM meetings are run and how the CoM works with management	TBC	June 2024
	5. Implement improvements to our ways of working to support the CoM to provide clear strategic direction to management	TBC	December 2024

Who will lead?	Annie Nash	Key interdependencies	<ul style="list-style-type: none"> Link to Initiative G – voice of PWD is embedded and amplified 	How are we tracking? 
Who is involved?	<ul style="list-style-type: none"> CoM Chair Full CoM (or CoM working group) 	Key risks	<ul style="list-style-type: none"> Turnover in CoM members might require additional effort for engagement Time and resourcing to implement 	

Initiative L. Governance – Plan CoM learning and development

Initiative L	What do we need to get done?	Who needs to do it?	By when?		
Plan CoM learning and development	1. Develop CoM skills matrix and identify any key gaps in skills and experience across the group	TBC	December 2023		
	2. Understand CoM availability, interest, and preferred methods of delivery for learning and development	TBC	December 2023		
	3. Review induction process	TBC	December 2023		
	4. Develop program of ongoing and staged learning and development	TBC	March 2024		
	5. Ongoing review of CoM skills and experience and identification of gaps and further learning and development opportunities	TBC	Ongoing yearly		
Who will lead?	CoM Chair	Key interdependencies	<ul style="list-style-type: none"> Follows on from Initiative K on clarity of governance roles 	How are we tracking?	
Who is involved?	CoM working group	Key risks	<ul style="list-style-type: none"> CoM availability 		

Initiative M. Sustainability – Build funder relationships

Initiative M	What do we need to get done?	Who needs to do it?	By when?		
Build funder relationships	1. Develop funding strategy, including an ongoing funder engagement plan. Consider assigning different senior staff members to own different relationships	TBC	December 2023		
	2. Consult with existing and potential funders to understand multi-year funding opportunities	TBC	Ongoing		
	4. Ongoing review of progress towards funding strategy	TBC	Ongoing 6-monthly		
Who will lead?	Annie Nash	Key interdependencies	<ul style="list-style-type: none"> Initiatives B and I (increasing our profile and tracking outcomes) support building strong funder relationships 	How are we tracking?	
Who is involved?	TBC	Key risks	<ul style="list-style-type: none"> Resourcing required to have ongoing relationships 		

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The purpose of the project was to develop an organisational strategy for Villamanta which provides it with a clear future direction



Project purpose

- The purpose of this project was to develop a 5-year organisational strategy for Villamanta which clearly articulates its purpose, its future aspirations and its strategic priorities.



Rationale

- Whilst Villamanta was working to an interim workplan, it did not have a clear strategy in place which articulates its future direction.
- Villamanta needed to answer some key strategic questions including its identity and role in the disability and legal sectors, its reach as a specialist centre, the balance and mix of its activities and its ongoing financial sustainability.
- You also wanted to ensure that you can prioritise your resources and efforts across activities so that you can continue to have impact for PWD.



What success looks like

- An agreed strategy which clearly and succinctly outlines:
 - the purpose and UVP of Villamanta
 - Villamanta's future direction and a clear set of strategic priorities
- An implementation roadmap for the initiatives to deliver on the strategic priorities.
- An aligned understanding amongst the team on where to focus its resources and efforts.

Strategy development occurred in three key phases with strong involvement from senior staff and CoM members

Strategy development



- ✓ Staff and CoM workshops to understand Villamanta's strengths, opportunities, and environment
- ✓ External consultations with clients and other organisations
- ✓ Theory of change developed

- ✓ CoM Working Group established
- ✓ Working sessions with CoM Working Group to:
 - ✓ Agree vision, purpose, and unique value proposition
 - ✓ Surface and prioritise opportunities
- ✓ Entire CoM meetings to confirm vision, purpose, unique value proposition, and priority opportunities
- ✓ Targeted analysis on strategic directions, including data analysis of legal need and services data

- ✓ Two versions of strategy-on-a-page developed
 - ✓ Detailed
 - ✓ Plain English
- ✓ Staff workshop to share detailed strategy-on-a-page and build out initiatives
- ✓ Implementation plans finalised
- ✓ Strategy-on-a-page presented to CoM and approved

- Develop individual work plans, linked to relevant strategic initiatives
- Annual strategy reviews

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Strategy helps us to answer five key questions

Where do we want to go and how do we do it?

1. What is the impact we wish to have?

2. Where will we play?
(e.g. focus areas, geography)

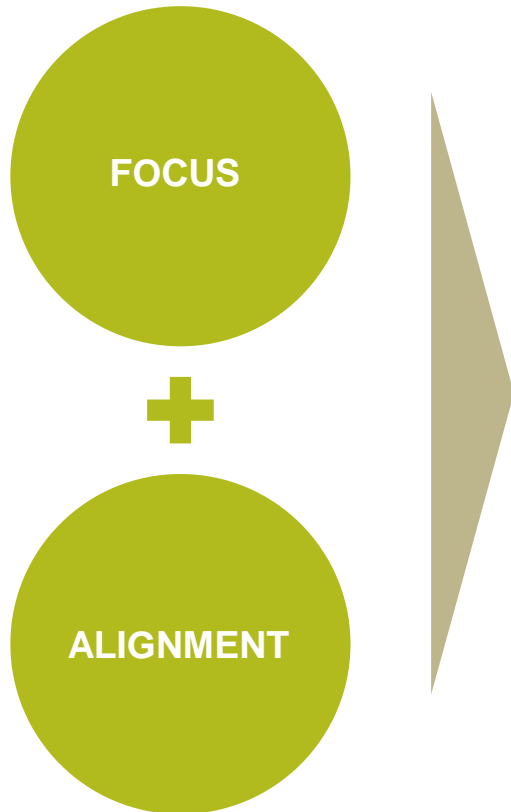
3. How will we maximise impact?

How do we equip ourselves to get there?

4. What capabilities must we have in place?

5. What systems are required?
(e.g. processes, procedures, IT systems)

Answering these five questions will help Villamanta to be focussed and aligned in achieving its impact



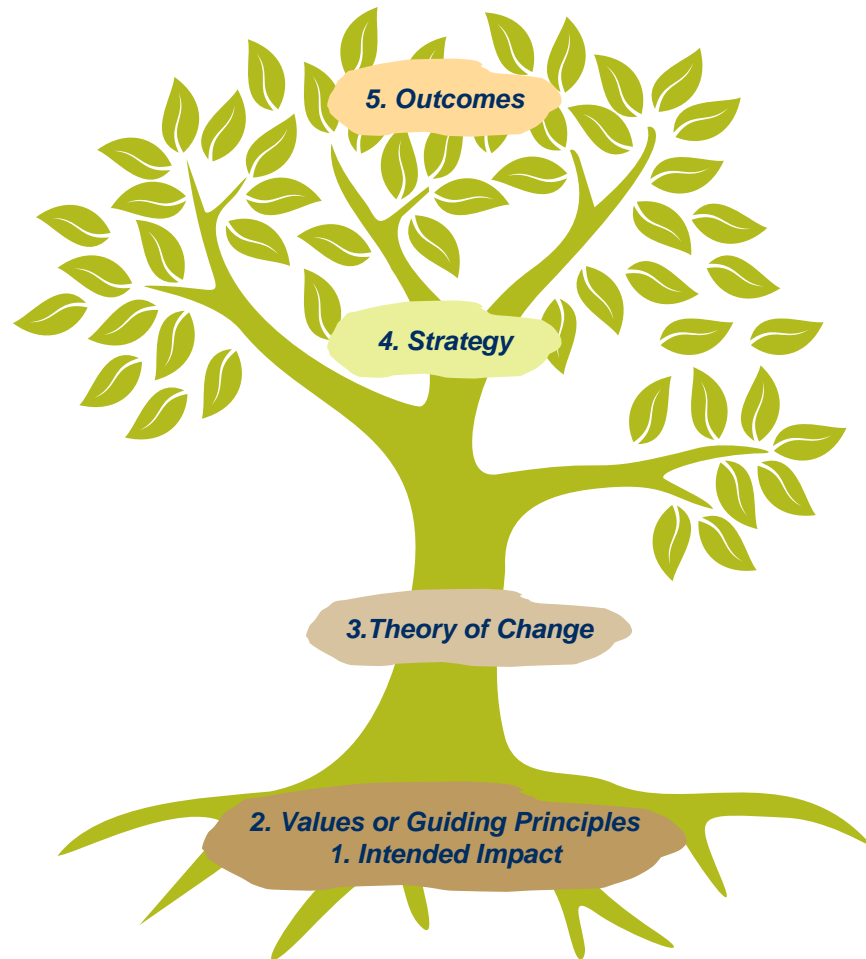
More focused and aligned programs make more impact through:

- **Increased clarity:** It is clear what Villamanta is and what Villamanta does (and does not do)
- **Better results:** activities are aligned in achieving the intended impact, rather than being disconnected or, worse, conflicting
- **Smarter resource allocation:** resources are put toward the key levers to maximise impact, rather than becoming too spread across different activities without focus
- **Improved staff engagement:** staff have clear line of sight as to how their work fits into the bigger picture

One way of thinking about strategy relates to how it fits in the planning and delivery cycle of an organisation



Some of the questions we ask in developing a strategy look similar to those we ask when developing a theory of change – these relate to an organisation’s intended impact



- 5 The Strategy is then reflected into business plans and daily operations which should ultimately lead to tangible **Outcomes**
- 4 The **Strategy** is the translation of that belief to a specific organisational context over a given period, with finite resources and capabilities
- 3 We can think of the **Theory of Change** as our current ‘belief’ for how our activities will lead to our intended impact, via a simplified* chain of cause and effect
- 2 The **Values or Guiding Principles** are also foundational and guide the way an organisation works to achieve the Intended Impact
- 1 The **Intended Impact** – who it is for and what it is for – should underpin everything that an organisation does

* Real change rarely follows a linear path

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Six former clients or family members were consulted

Name	Involvement with Villamanta
Janice Hales (son Tim)	Mother of former client
John O'Donnell	Former client
Anna Boicovitis	Former client
Cheryl Meredith	Former client
Uli Cartwright	Self-advocate and former client
Ruth	Mother of former client

Nine representatives from organisations working in the disability and legal assistance sectors were consulted

Name	Organisation	Position
Fionn Skiotis	VALID	CEO
Julie Phillips	Disability Discrimination Legal Service	Manager
Charlotte Jones	Mental Health Legal Centre	CEO
Benson Li	Funders Commonwealth DSS	Funding Arrangement Manager, Community Grants Hub, State Network Branch – VIC State Office
Samantha Watson	NLAP/VLA CLC Funding and Development Program	Associate Director, South East, Victoria Legal Aid
Eleanore Fritze	Office of the Public Advocate	Principal Solicitor
Rachael Thompson	RIAC	Advocacy & NDIS Appeals Manager
Bryanna Connell	Barwon Community Legal Service	CEO
Marie Baird	VLA	Lead Service Designer