



# STRATEGIC 2018 and BEYOND PLAN

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## MISSION

Living Positive Victoria is a community-based organisation that works to advance the human rights and wellbeing of people living with HIV.

Our mission is to enable and empower all people affected by and living with HIV in Victoria to be part of the response that seeks an end to the HIV epidemic.

## LIVING POSITIVE VICTORIA'S STRATEGY VISION: 2018 AND BEYOND

Living Positive Victoria shares the vision of the National Association of People with HIV Australia (NAPWHA) of a world where people living with HIV live their lives to their full potential, in good health, and free from discrimination.

Living Positive Victoria will work with the Victorian government and state organisations and agencies to support and progress the work of the Victorian HIV Strategy, ensuring a voice for Victorians living with HIV at all levels of policy and service delivery. Living Positive Victoria will also work, in partnership with Australia's peak national HIV bodies leading the response, to contribute to a unified and strong national HIV strategy and response that reflects the needs of PLHIV.

The *Victorian HIV Strategy 2017-2020* sets strong and ambitious targets to meet the challenge of HIV in Victoria. Its aims are:

The virtual elimination of all new HIV transmissions in Victoria by 2020	By 2030, 95% of all HIV positive people in Victoria will have been diagnosed; 95% of those diagnosed will be accessing appropriate treatment; 95% of those on treatment will have achieved an undetectable viral load (95:95:95)	The elimination of stigma and discrimination associated with HIV infection by 2030
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Living Positive Victoria strongly supports and endorses these aims.

The *Living Positive Victoria Strategic Plan 2018 and Beyond* sets out how, as the peak organisation advocating for all PLHIV in Victoria, we will work towards the fulfilment of this vision.



## OUR STRATEGY VISION FOR PEOPLE LIVING WITH HIV IN VICTORIA

All PLHIV are accessing the treatment, care and support they need to support their physical, mental and social health and wellbeing.

All PLHIV are achieving their personal health optimal outcomes, with the highest feasible number maintaining a successful response to antiretroviral treatment.

PLHIV throughout Victoria live free from the burden of stigma and discrimination in their social, working and personal lives.

The benefits of advances in HIV testing, antiretroviral treatment and prevention are equally accessed and shared by **all people living with HIV**—no individuals or communities are isolated or left behind.

### MEANINGFUL INVOLVEMENT OF PEOPLE WITH HIV

Living Positive Victoria's approach is also inspired, informed and underpinned by the:

- Meaningful Involvement of PLHIV and Affected Communities (MIPA) Principles
- Meaningful Involvement of Women and Girls Living with HIV (MIWA) Principles

### RESPONSIVENESS TO THE NEEDS OF ALL PEOPLE LIVING WITH HIV

Living Positive Victoria recognises and celebrates the diverse life experiences of PLHIV in its advocacy and policy, individual support and peer programs, and through its partnerships.

Living Positive Victoria also recognises the importance of strengthening efforts to meet the needs of PLHIV from a number of priority populations in the community.

These include:

- gay men, and men who have sex with men;
- women living with HIV;
- heterosexual men living with HIV;
- Aboriginal and Torres Strait Islander people;

- people living with HIV from culturally and linguistically diverse communities, including refugees and international students;
- older people; and
- PLHIV of trans and gender-diverse identities.

We work in partnership with a range of organisations to address these needs including: GLBTI health and community organisations; women's health services and agencies; family and community health services; Indigenous health and community organisations; organisations representing injecting drug users; organisations representing sex workers; and organisations representing people of trans and gender-diverse identities.

### A BIPARTISAN APPROACH

Living Positive Victoria is a strong supporter of Australia's bipartisan approach is taken to the challenge of HIV. Living Positive Victoria contributes to the work of the Victorian and other state-based governments, and the Federal government. We do this in partnership with community-based organisations in each jurisdiction, and in conjunction with the leadership of Australia's national peak HIV organisations, NAPWA and the Australian Federation of AIDS Organisations (AFAO).



## A GENDER-SENSITIVE APPROACH

Living Positive Victoria will ensure that at all levels of its policy, advocacy and service provision, a gender-sensitive approach is taken recognises and considers the unique needs of women, transgender and gender-diverse PLHIV, and works to remove social and cultural barriers to health services and peer support.

## TRACKING THE LIVING POSITIVE VICTORIA STRATEGY VISION: A FOUR-YEARLY CYCLE OF REVIEW

The *Victorian HIV Strategy 2017-2020* assumes that important developments in HIV testing, treatment and biomedical prevention will facilitate its ambitious targets. The Victorian government undertakes to support this by ensuring that its policies are informed by and embody an understanding of the social determinants of health.

The *Victorian HIV Strategy 2017-2020* instantiates a four-yearly cycle against which to regularly review and assess progress towards achieving outcomes and targets envisaged by 2030.

These aims cannot be fulfilled without the meaningful engagement of people living with HIV at all levels of state policy and service provision. Living Positive Victoria's role will be crucial in:

- supporting the Victorian government and its partners to achieve the aims of the strategy;
- ensuring that the health and social outcomes envisaged in the strategy are equally shared by all PLHIV;
- monitoring the targets to ensure they are being met; and
- providing leadership so that the Victorian HIV health partnership remains strong, united and focused on shared goals.

In line with the *Victorian HIV Strategy*, the *Living Positive Victoria's Strategic Plan: 2018 and Beyond* will be reviewed and updated on a four-yearly cycle.

# OUR PLAN: ACHIEVING THE LIVING POSITIVE VICTORIA STRATEGY VISION

Living Positive Victoria works towards the achievement of its Strategy Vision by:

Providing influential leadership and advocacy

Promoting understanding through the visibility of positive lives

Supporting the wellbeing of people living with HIV

Developing and furthering strategic partnerships and alliances with communities of shared interest

Keeping the organisation sustainable and adaptable



# 1. PROVIDING INFLUENTIAL LEADERSHIP AND ADVOCACY

- Strategies and activities to strengthen Living Positive Victoria's role as a strong, visible and effective advocate for PLHIV.
- Strategies to ensure the needs of PLHIV are reflected at all levels of policy and activity directed toward achieving the aims of the Victorian HIV Strategy.

## Living Positive Victoria will:

### PRIORITISE ITS ADVOCACY EFFORT

- Ensure that the diverse voices of PLHIV are strongly and effectively represented to the State and, where relevant, Federal government on key health policies, through written submissions, personal representation on key agency bodies, and other relevant opportunities.

### SUPPORT ADVOCACY WITH EVIDENCE

- Develop clear, evidence-based position statements and policies on priority areas of action for PLHIV to underpin these advocacy efforts. Promote these to members, partners and stakeholders, and government.
- Gather and directly contribute to building the evidence base for health and social interventions to improve the lives of PLHIV. Advocate for the implementation of effective and evidence-based policies, programs and services.

### RESOURCE THE DEVELOPMENT OF STRONG PLHIV LEADERSHIP SKILLS

- Strengthen and support the capacity of the Living Positive Victoria board and staff to be strong advocates and leaders for the organisation, its members, and all PLHIV through regular Board and staff training and skills building opportunities. Ensure that board and staff are able to contribute to the policy debate.
- Review, support and strengthen the current programs to develop the leadership skills of the diverse range of PLHIV.
- Enshrine and support a reflective and ethically aware approach to leadership.

### LEAD THE FIGHT AGAINST STIGMA AND DISCRIMINATION

- Lead the Victorian effort to eliminate HIV-related stigma and discrimination by 2030, using resources including social media, Board and staff capacity, and through programs and policies.
- Enshrine the reduction of stigma as a core goal of all Living Positive Victoria policies.

#### **WORK FOR EQUITABLE ACCESS TO THE BENEFITS OF DEVELOPMENTS IN HIV TREATMENT AND CARE**

- Develop and promote policies to support the goal of all PLHIV accessing appropriate care, treatment and support.
- Partner with relevant Victorian agencies, community-based organisations and health services to develop specific and culturally sensitive policies and interventions to eliminate barriers to treatment in communities which evidence shows are at risk of falling short of the 95:95:95 targets. These communities include: PLHIV from culturally and linguistically diverse communities, refugees, Aboriginal and Torres Strait Islander PLHIV, women living with HIV, and heterosexual men.

#### **PARTNER TO INCREASE RATES OF HIV TESTING AND DIAGNOSIS**

- Work with partner agencies to encourage regular HIV testing among gay men, and to ensure new testing technologies are made available across the Victorian community.
- Work with relevant agencies to increase rates of testing and diagnosis in Aboriginal and Torres Strait Islander communities, among people from culturally and linguistically diverse communities, and in women.

#### **INCREASE THE KNOWLEDGE OF HIV AMONG ALL VICTORIAN HEALTH CARE WORKERS**

- Develop specific policies, activities and strategies to disseminate, improve and increase knowledge about best practice in HIV diagnosis, care and treatment, and clinical management among general practitioners and health care workers. Increase the scope and reach of the organisation's contacts with health care workers.
- Encourage the Victorian government, health care organisations, and health workers to implement and promote strong, consistent and evidence-based HIV management guidelines in all Victorian health care settings.

#### **BE THE EFFECTIVE AND RECOGNISED VOICE FOR ALL PLHIV**

- Work with relevant agencies to ensure that the voices of all PLHIV are reflected in organisational policies, advocacy, and within the Living Positive Victoria staff and leadership.

#### **EFFECTIVELY COMMUNICATE THE AIMS AND OUTCOMES OF ITS POLICY AND ADVOCACY PROGRAMS**

- Provide accessible and understandable information for PLHIV in Victoria that explains the intention and outcomes of advocacy work, and how this supports and improves health outcomes for PLHIV.

#### **MEASURE AND MONITOR THE EFFECTIVENESS OF THE ORGANISATION'S WORK**

- Develop and implement a consistent organisation-wide framework for monitoring the effectiveness and reach of programs and activities.

#### **HOW WILL WE KNOW WE ARE ACHIEVING?**

- Monitoring of membership, program use, and PLHIV peer contact demonstrates a greater reach and influence with a more diverse range of PLHIV.
- Living Positive Victoria has produced and disseminated outstanding evidence-based policies on key issues affecting PLHIV, and is regularly providing input into all levels of policy development that supports the goals of the *Victorian HIV Strategy 2017-2020* and the *Living Positive Victoria Strategy Vision*.
- Living Positive Victoria is represented on all relevant high-level state stakeholder/engagement bodies, and on a variety of relevant cross-agency groups.
- Living Positive Victoria is recognised as a knowledge-leader by all members of the Victorian HIV partnership, and this knowledge is regularly sought and accessed by PLHIV, the government, community-based organisations and health care providers.
- Living Positive Victoria is recognised and sought by the media as an authoritative source of information and comment on issues affecting PLHIV.
- Living Positive Victoria is regularly working with HIV social and clinical research organisations, and contributing to and helping advance the research agenda.
- The diverse experiences of PLHIV are strongly reflected in Victorian HIV health policies and programs.
- Living Positive Victoria is working formally with key stakeholders and partners to achieve specific advocacy and policy goals that will benefit a diverse community of PLHIV.
- Living Positive Victoria is meeting and working regularly with the State health department to review the progress of the *Victorian HIV Strategy*.
- New HIV transmissions continue to decline in Victoria. There is an increase in the numbers of PLHIV meeting the 95:95:95 targets over the life cycle of the plan.

## 2. PROMOTING UNDERSTANDING THROUGH THE VISIBILITY OF POSITIVE LIVES

- Strategies, activities and programs addressing the burden of HIV-related stigma and discrimination and the myths that lead to it.
- Strategies and activities to develop and promote broad community awareness about the experiences of living with HIV, including the impact of new developments in treatment and prevention.

### Living Positive Victoria will:

#### LEAD THE WAY ON ENDING STIGMA

- Develop and implement an organisation-wide action plan and strategy to further the goal of eliminating HIV-related stigma and discrimination.

#### BE A STRONG VOICE FOR LAW REFORM

- Be an active, strong and consistent voice for the reform of laws that have a negative impact on the lives of PLHIV, or which increase the risk or impact of HIV in the Victorian community.

#### PRIORITISE AND STRENGTHEN PROGRAMS FOR POSITIVE VOICES TO BE HEARD IN THE GENERAL COMMUNITY

- Review, support and strengthen programs and activities that ensure a diverse range of PLHIV experiences are being heard in the Victorian community. Develop and deepen the pool of available advocates and positive speakers through programs that develop positive life skills and leadership experience.

#### PROMOTE AND RAISE AWARENESS OF THE EVIDENCE THAT AN UNDETECTABLE VIRAL LOAD MEANS HIV CANNOT BE TRANSMITTED

- Promote the compelling scientific evidence for the role of HIV treatment in eliminating risk of HIV transmission where undetectable viral load is achieved to all PLHIV, including the specific priority communities identified by this Plan.
- Develop and promote resources to support PLHIV and give them confidence to incorporate this knowledge and its implications in their intimate and personal lives, and in negotiations around sex.

#### PROMOTE A WIDER COMMUNITY KNOWLEDGE ABOUT THE IMPACTS OF EFFECTIVE ANTIRETROVIRAL THERAPY

- Develop a specific media and communications plan to combat longstanding myths and outdated stereotypes about living with HIV, and negative myths about HIV treatment, drawing on the lived experiences of PLHIV.



## HOW WILL WE KNOW WE ARE ACHIEVING?

- Living Positive Victoria is using all of its current media and communications channels and resources – including social media – to broaden and deepen the community’s understanding of the experiences of PLHIV and in particular, the impact of developments in treatment and prevention. Programs and interventions are regularly reviewed, amended if needed, and monitored to track impact.
- There is increased participation of PLHIV community leaders from priority groups in among Living Positive Victoria’s organisational leadership, programs, and initiatives.
- There is an increase in the visibility and understanding of the relationship between viral load and HIV transmission among PLHIV, policy-makers, health care workers and the Victorian media, including the compelling evidence that an undetectable viral load means HIV cannot be transmitted.
- Culturally appropriate and sensitive resources are developed to promote the message and combat myths about HIV treatment in priority communities. The effectiveness and reach of these resources is monitored.
- Living Positive Victoria has an active and responsive media plan that includes proactive media, a timely response on key issues, and a measure for tracking stories.
- Victoria leads the way on championing model legislation that supports the health and wellbeing of PLHIV and reduces the burden of stigma and discrimination.

### 3. SUPPORTING THE WELLBEING OF PEOPLE WITH HIV

- Strategies and activities to support all PLHIV to access care and support and to reduce the health and social burdens on the lives of people with HIV.
- Strategies to ensure that the benefits of new developments in treatment and biomedical prevention are equitably flowing to all people with HIV.

#### Living Positive Victoria will:

##### **MAINTAIN AND STRENGTHEN A PEER-BASED APPROACH**

- Maintain and strengthen the successful peer-based and peer-focused approach in the delivery all of programs and activities.
- Harness international research to identify, pilot and implement effective novel strategies for peer-based interventions.
- Develop specific programs to increase peer-based support opportunities and programs for those PLHIV who may not be regularly accessing treatment or care. Specific priority communities include: PLHIV from culturally and linguistically diverse communities, Aboriginal and Torres Strait Islander PLHIV, women living with HIV, and heterosexual men.

##### **MAINTAIN AND STRENGTHEN THE EMPHASIS ON BUILDING LEADERSHIP IN THE COMMUNITY OF PLHIV**

- Support and strengthen the organisation's currently successful peer leadership and development programs.

##### **INCREASE THE DIVERSITY OF PLHIV PEER LEADERSHIP**

- Implement strategies to increase the participation of a diverse range of PLHIV in current peer leadership programs.
- Investigate opportunities to deliver culturally sensitive and targeted peer health leadership programs direct to priority communities, through partnership program development with other agencies.

##### **TAKE AN ORGANISATION-WIDE 'PEER PARTNER' LEARNING APPROACH**

- Work with peer leaders in priority communities to increase the knowledge of how Living Positive Victoria supports positive lives. Priority communities are: culturally and linguistically diverse communities; Aboriginal and Torres Strait Islander communities; trans and gender-diverse communities; women living with HIV and heterosexual men.
- Apply the knowledge gained in these partnerships to ensure Living Positive Victoria Board and staff work is informed about and sensitive to the needs of diverse communities of PLHIV. Implement regular training and skills development opportunities to support this goal.

#### **LEAD EFFORTS TO EDUCATE HEALTH CARE PROFESSIONALS ABOUT HIV**

- Develop and implement a specific strategy and program of activities to increase knowledge about HIV among general medical practitioners and health care workers who may not provide regular clinical management of PLHIV.

#### **PRIORITISE INITIATIVES TO SUPPORT THE MENTAL HEALTH AND WELLBEING OF PLHIV**

- Develop and implement an organisation-wide mental health and wellbeing strategy.
- Partner with other relevant mental health organisations and service providers to ensure their services are safe and informed places for PLHIV.
- Investigate research opportunities to increase understanding of the mental health needs of PLHIV, and communicate recommended priorities to research agencies.
- Pilot initiatives identified by the evidence as having an impact on mental health and wellbeing, such as those, which have been identified in Knowledge-to-action plans.

#### **PROMOTE EQUITABLE ACCESS TO TREATMENT AND CARE**

- Develop specific strategies and policies to support and increase HIV antiviral treatment uptake in culturally and linguistically diverse communities, in Aboriginal and Torres Strait Islander communities, and among HIV positive women.
- Develop specific strategies, including peer-based strategies, to address the needs of those living long-term with PLHIV, and PLHIV who may not be able to achieve sustained viral suppression.

#### **VISIBLY SUPPORT THOSE PLHIV WITH MORE CLINICALLY COMPLEX NEEDS**

- Recognise the ongoing and unique care and support needs of PLHIV as they age, and support their needs through programs, peer services and an inclusive approach.
- Provide information and support for PLHIV with clinically complex experiences, to ensure that they are able to obtain their best health outcomes.

#### **WORK WITH PARTNER ORGANISATIONS TO IMPROVE RATES OF HIV DIAGNOSIS ACROSS THE COMMUNITY**

- In partnership with relevant community-based organisations and agencies, work to improve rates of timely HIV diagnosis: priority populations include gay men; women; Aboriginal and Torres Strait Islander people; and people from culturally and linguistically diverse communities.

#### **HOW WILL WE KNOW WE ARE ACHIEVING?**

- Living Positive Victoria supports a successful and wide range of best-practice peer-led initiatives.
- There is a clear path to peer support available for all PLHIV. Culturally-sensitive and appropriate peer support is available, and the pathways for access and referral for that support both within and outside of the organisation are clear, understood by staff and partner organisations, and clearly promoted.
- There is an increased engagement of health care workers from across the Victorian community with the organisation and its policies. Health care workers regularly refer PLHIV to Living Positive Victoria and recommend its programs.
- Current organisational resources, including knowledge-to-action plans and the Community Engagement Strategy, are assessed, and relevant recommendations are piloted and implemented.
- Data shows increases in the uptake of HIV treatment in Victorian-specific treatment and care cascades. Disaggregated data shows an increase in HIV treatment uptake in the priority communities of women, Aboriginal and Torres Strait Islander PLHIV, PLHIV from culturally and linguistically diverse backgrounds, and heterosexual men.

## 4. DEVELOPING AND FURTHERING STRATEGIC PARTNERSHIPS AND ALLIANCES WITH COMMUNITIES OF SHARED INTEREST

- Strategies to strengthen and sustain relationships with HIV organisations and other key health partnership organisations within the GLBTI sector.
- Strategies to support and develop and to capacity for organisations and agencies working with people living with HIV.
- Strategies to improve outcomes in health service delivery for Victorians.

### Living Positive Victoria will:

#### **BUILD UPON AND STRENGTHEN CURRENT PARTNERSHIPS**

- Maintain its focus on working in partnership with key agencies, including:
  - HIV community-based organisations
  - LGBTI community-based and health organisations
  - health profession and health services organisations
  - key individual leaders in the state and national HIV response
  - research organisations; and
  - the State government.
- Increase the diversity of partnerships and inter-agency contact to ensure Living Positive Victoria is maximising its reach and influence with priority communities.
- Recognise the role and importance of faith-based organisations in contributing to the health and wellbeing of many PLHIV, and develop and maintain networks with relevant faith-based organisations.

#### **FORMALISE PARTNERSHIPS AND SET GOALS**

- Formalise relationships through MoUs and through joint policies and programs with identified goals and outcomes for specific high-priority issues.

#### **RESPECT THE LEADERSHIP OF PARTNER ORGANISATIONS**

- Develop and maintain a register of key statewide HIV and health services and their work and roles, and ensure this is available to staff and on the website.
- Recognise where existing community-based organisations and health service providers have cultural authority within those communities, and consult or formally partner with those organisations when developing policies and programs.
- Work to support the capacity of other organisations to support PLHIV.
- Draw on the work of partner organisations to strengthen and support Living Positive Victoria's programs.

#### CONSERVE RESOURCES AND MINIMISE DUPLICATION

- Promote and share resources, including programs and training, with other organisations.
- Use the website and social media to disseminate information and share knowledge in a cost-effective way.
- Develop specific work plans for key identified populations that assess and track Living Positive Victoria's goals of increasing engagement. Priority communities are: culturally and linguistically diverse communities; Aboriginal and Torres Strait Islander communities; trans and gender-diverse communities; women living with HIV; and heterosexual men living with HIV.

#### CHAMPION SUSTAINABILITY ACROSS THE HIV SECTOR

- Identify and implement new models, including novel funding models, to support and fund the work of the community sector in delivering on the aims of the *Victorian HIV Strategy 2017-2020*.

#### HOW WILL WE KNOW WE ARE ACHIEVING?

- Living Positive Victoria has developed specific and formal agreements with a diverse and relevant set of key partner organisations. These clearly document joint goals and outcomes sought from partnership.
- Within the HIV community sector and the LGBTI community sector, there is a clear awareness of the specific role of Living Positive Victoria, and a strong understanding of how it works with other partner organisations.
- Staff members in the organisation are clearly aware of the role and work of partner agencies, and refer to and work with these agencies where appropriate.
- There are examples of successful joint programs with partner agencies supporting the needs of PLHIV and developing the capacity of organisations.
- Living Positive Victoria has updated its own programs with insights drawn from its work with partner agencies. Program design is consistently aware and inclusive of the diversity of PLHIV.
- Living Positive Victoria is sharing its knowledge, resources and programs with other agencies, using the resources developed by others, and developing joint resources where applicable.
- Living Positive Victoria is working jointly on submissions and on policies with other relevant agencies.
- Living Positive Victoria is regularly assessing opportunities to partner with organisations to conserve resources, such as joint-funding specific initiatives.

## 5. KEEPING THE ORGANISATION SUSTAINABLE AND ADAPTABLE

- Strategies and activities to maintain strong governance, board diversification and planning.
- Strategies to increase the diversity of HIV positive engagement and leadership.
- Strategies to ensure that Living Positive Victoria maintains the funding and resource levels it needs to deliver on its goals.

### Living Positive Victoria will:

#### **BUILD A STRONG BOARD AND STAFF**

- Increase the diversity of Board over the life of the plan.
- Review its organisational staffing model and direct resources and efforts to those supporting the achievement of the five planks of The Strategy Vision.
- Provide a strong staff training program and career pathway.
- Link leadership development programs and initiatives to Board governance opportunities.

#### **MEASURE PERFORMANCE**

- Develop a range of measures and indicators for successful engagement of PLHIV and priority communities.
- Develop and implement a clear and consistent approach to monitoring and evaluation of programs and activities.

#### **SUPPORT THE BOARD AND STAFF WITH PLANNING AND BEST PRACTICE GOVERNANCE**

- Develop a detailed and costed biennial Business, Program and Activity Plan.
- Review the outcomes and progress of the Strategic Plan every four years, measuring it against indicators including the goals of The Strategy Vision and relevant Victorian HIV data sets.
- Biennially review and update all internal policies for compliance and currency.
- Provide sufficient opportunities for governance training, including training in financial governance of not-for-profit organisations.
- Regularly assess the strength and responsiveness of Board and succession planning.

#### **BE DILIGENT AND RESPONSIBLE FINANCIAL PLANNERS**

- Be aware of and regularly assess developments affecting health and sector funding.
- Diversify organisational income.



## HOW WE WILL KNOW WE ARE ACHIEVING?

- There is a unity of purpose and a cohesive commitment to The Strategy Vision among Board, staff and members.
- There is a diverse Board whose members reflect the range of PLHIV in Victoria.
- Regular assessment and review of Board and staff shows that Board members and staff find their roles and work fulfilling, and have a work/volunteer life-balance.
- There are strategies to support staff and volunteer wellbeing.
- The organisational and staffing structure is appropriately weighted and directed to the achievement of The Strategy Vision, with an emphasis on policy and advocacy capacity, leadership, partnership development and peer programs.
- The organisation meets or exceeds expectations in terms of its financial and reporting responsibilities.
- There is a strong internal leadership capacity within the staff and on the Board.
- There are strong Board and governance policies, and clear and compliant internal policies and procedures and board members and staff are familiar with and responsive to them.
- There is a costed and clear Business, Activity and Programs Plan.
- Board elections are contested by a wide range of PLHIV with strong leadership capacities and potential.
- Living Positive Victoria is able to measure the success of its reach beyond membership numbers.
- Diverse income streams support the organisation's work. Living Positive Victoria monitors and is ready to adapt to the changed environment as work towards the *Victorian HIV Strategy 2017-2020* goals continues.

the 1990s, the number of people in the UK who are employed in the public sector has increased by 1.5 million, from 2.5 million in 1980 to 4 million in 1998. The public sector has become a major employer in the UK, and its growth has been a key factor in the overall growth of the economy.

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