



**STRATEGIC PLAN 2024 – 2027**



# FOREWORD FROM THE CEO AND CHAIR

The 2023-24 financial year marks a pivotal time for Midlas. As the organisation celebrates 35 years supporting people and community, there is growing need for our services, and increased opportunities for Midlas to partner with other organisations to expand its impact and influence.

In recognising the changing needs of community and moving landscape of community support services, we have taken time to develop our new Strategic Plan. We have consulted broadly, seeking the views of our clients, stakeholders, staff, and the community. We have explored our strengths and opportunities for development and have considered the forces that impact Midlas and the people we support. We have also considered Midlas' history and legacy; the organisation's prior successes and achievements provide strong foundations upon which the organisation's future can be built.

Our Strategic Plan charts the path for how Midlas will over the next three-years respond to new and existing challenges, pursue new possibilities, and continue to adapt, grow and transform. The Plan presents refreshed vision, purpose, values, and establishes new strategic priorities for Midlas. The new strategic priorities are underpinned by a commitment for continuous improvement, strong governance, and visionary leadership; each critical to delivering long-term sustainability, growth, and ensuring Midlas' workforce has the skills, engagement, and ongoing support to meet changing community needs.

We are excited about the future and believe this Strategic Plan will assist us to create that future. A future where all people are empowered and enjoy equal access to rights, and where social justice and equity prevail. We remain steadfastly committed to working in partnership with our clients and stakeholders to create meaningful opportunities, to build resilience and strength.

We are thrilled to share Midlas' new Strategic Plan with you and look forward to celebrating our progress, learnings, and successes over time.

Our deepest thanks to everyone who has contributed to the development of the Plan, particularly the dedicated and compassionate Midlas team.



**Merissa  
Van Der Linden**



**Gaelle Guillou**

**Merissa Van Der Linden**  
Chair

**Gaelle Guillou**  
Chief Executive Officer

# STRATEGIC PLAN 2024-2027

## OUR VISION

Social justice and equity through access to rights and opportunity.

## OUR CONTEXT

Midlas provides inclusive, accessible, holistic, safe, and culturally appropriate community and legal services for individuals, families, and communities.

We support people across Western Australia who experience financial hardship, family domestic violence, exploitation, abuse, neglect, and risk of homelessness. Building resilience, providing access to safety and social justice, and driving positive social change through advocacy, education, and legal advice.

## BY 2027

We will deliver sustainable, effective, and inclusive services to people who have a right to social justice and equity in our communities by providing our clients with the tools needed to build and sustain resilience and self-advocacy skills.

## OUR STRATEGIC PRIORITIES



**IMPACTFUL SERVICES**

We deliver and partner with others to provide services that create positive and meaningful impact on people's lives.



**WORKFORCE**

Skilled, engaged, and well-supported staff deliver our purpose.



**SUSTAINABILITY**

Strong foundations in governance, financial performance and infrastructure supports our growth.

## OUR PURPOSE

Providing advocacy, education, information and advice that empowers people to thrive.

## OUR VALUES

We place value on:

- Collaboration
- Inclusion
- Compassion
- Excellence



## IMPACTFUL SERVICES

**We deliver and partner with others to provide services that create positive and meaningful impact on people's lives.**

- We will continue to put the voices and experiences of our clients at the centre of all we do.
- Our services will be adaptive and flexible to the needs of our clients.
- We will nurture strategic partnerships that add value to our services and build the collective will and resources to achieve our vision.
- Through developing a stakeholder engagement framework, we will ensure we have purposeful and consistent relationships with our partners.
- We will partner to develop programs to ensure our services are responsive and inclusive to the needs and trends of our community.
- We will understand the effectiveness, impact and value of our services supported by an outcome measurement framework.
- We will continue to grow our reputation as a well-known and trusted organisation in WA.
- We will continue to increase our network of referral partners to ensure clients access timely and meaningful services.
- We will be a trusted partner for government; recognised for our leadership and advocacy and valued for our high-quality services.



## WORKFORCE

**Skilled, engaged, and well-supported staff deliver our purpose.**

- The establishment of a learning and development framework will ensure our staff have the skills and support required to excel and continue to grow in their roles.
- We will develop an employee value proposition to attract and retain high calibre staff.
- We will continue to create a welcoming, diverse, inclusive, and compassionate workforce.
- We will continue to encourage and support innovative thinking across the organisation.
- Our wellbeing programs will demonstrate our commitment to a safe and mentally healthy workplace where all employees are encouraged and supported to thrive at work.
- We will recruit, support, and develop our capabilities and skills to ensure we are a diverse, high-performing workforce.
- Our organisational structure enables responsive, effective, and sustainable services.



# SUSTAINABILITY

**Strong foundations in governance, financial performance and infrastructure supports our growth.**

- We will consistently deliver funding contract and outcomes to a high-level through our responsive service offerings.
- We will advocate for contracts to be sustainable and fit for purpose.
- Our strategy for growth will be purposeful, aligned to our organisational vision and values, and guided by the unmet needs of our clients and community.
- Growth will be supported by a sustainable organisational structure.
- We will strengthen our financial sustainability through pursuing diversified revenue sources, long-term strategic partnerships, and increased support from funders and donors.
- We will continue to embed effective governance and strong financial practices and will actively identify and mitigate risks to our organisation.
- Our Board Directors and Leaders have the skills, experience and passion required to support the organisation and its staff to deliver its strategy.
- Our infrastructure will support our organisation to deliver our vision.



# HOW WE WILL MEASURE SUCCESS

## In three years, we will have...

- Grown in a purposeful way to meet the changing needs of the community.
- Strengthened our financial sustainability through diversifying our revenue, increasing donations, and establishing long-term strategic partnerships.
- Positioned Midlas as a sector leader, through our impactful services, strong partnerships, and effective advocacy at the individual, service, and systemic levels.
- A place at the table with government to contribute to policies that impact our clients and community.
- Embedded a culture of continuous learning and development, supporting our workforce to grow and develop their skills and competencies.
- Reinforced our deep commitment to inclusivity and to creating a welcoming and safe environment for all people.



## OUR VALUES



### Collaboration

We combine our strengths and resources with those of our clients and agency partners, to achieve meaningful and sustainable positive change.



### Inclusion

We embrace and value diversity, and support others to express themselves. Every voice is welcome, heard, and respected, and all individuals have the opportunity to thrive and fulfil their goals.



### Compassion

We actively listen to our clients and take time to get to know them and understand their unique circumstances and needs; our clients are at the centre of our work.



### Excellence

We adhere to the highest professional standards and ethical practice in the revision of services and in our interactions with others.



*Artwork created by Aboriginal Artist Wiló depicting Midlas' community services.*



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