



LIVING POSITIVE VICTORIA

**STRATEGIC PLAN
2023-2028**

Living Positive Victoria has been dedicated to creating a world where people living with HIV (PLHIV) are empowered to lead healthy, fulfilling lives free from stigma and discrimination since 1988, 35 years. We are proud of the progress we have made so far, but we understand that the world is changing rapidly and the needs of our communities are continuously evolving.

Ground Floor, 95 Coventry St
Southbank VIC 3006
(03) 9863 8733

info@livingpositivevictoria.org.au
livingpositivevictoria.org.au

ANNA

Cover Image:
As one of many HIV-positive individuals, being involved in this photo shoot allows me to amplify the voices of those affected and contribute to breaking the stigma surrounding HIV. LPV's mission resonates deeply with me, as they provide invaluable support, education and empowerment for people living with HIV. Therefore I am honoured to be a part of this meaningful project. Moreover, participation in the photoshoot would help me boost self-confidence and self-esteem by allowing me to see myself in a positive light and appreciate my unique features. Not to mention, it would allow me to preserve this special moment and experience in my life.

CLINT

Cover Image:
For more than a decade I was silent about my status, telling only my sexual partners and a select group of friends. I hadn't even told my parents, who are amazing humans that love me so much. It wasn't until recently I realised this was not due protection as I told myself, but shame and internalised stigma. Through finding my positive community, being supported and embracing my status I'm finally ready to stand up, be proud and live a happy, positive life.

As an organisation, we recognise the importance of adapting to these changes and developing innovative solutions to meet emerging challenges. Our five-year Strategic Plan represents our commitment to remaining agile and responsive to the needs of our diverse communities.

We remain steadfast in our dedication to creating a brighter future for PLHIV in Victoria and beyond and this Strategic Plan represents a significant milestone on that journey.

STEPH

I wanted to be a part of this campaign because we need more people to speak out. There's a huge fear, and reasonably so for most of us, so I feel as though I want to take on that responsibility and speak for those that can't. Working alongside LPV has been an amazing healing journey, not just for myself personally but others too. I wouldn't change it for the world. We need to normalise HIV and end stigma.



Our Strategic Journey

Living Positive Victoria's strategic planning journey was undertaken with a highly consultative and inclusive process, involving both internal reflection and external feedback. This process has enabled us to stay true to our mission and vision, while also responding to the changing needs and priorities of the communities we serve.

INTERNAL REFLECTION

The journey started with internal reflection through workshops involving Living Positive Victoria's Board, CEO and staff. These sessions provided valuable opportunities to share experiences, perspectives and ideas on the challenges and opportunities for the organisation and the communities we serve.

EXTERNAL REFLECTION

Following internal reflection, Living Positive Victoria conducted focus groups with members and surveyed partner organisations to understand the evolving needs of our diverse communities. We also sought direct feedback at events and through member surveys, ensuring our responsiveness to their needs and perspectives.

ALIGNMENT

Living Positive Victoria's strategic planning process was also informed by its alignment with broader sector goals and priorities. Specifically, Living Positive Victoria was guided by The Victorian HIV Plan 2022- 2030 and the National Association of People With HIV Australia (NAPWHA).

OUR FIVE-YEAR STRATEGIC PLAN

Our five-year Strategic Plan embodies the transformative power of insights and perspectives gained through internal and external reflection. Aligned with broader sectoral goals and priorities, it brings our mission and vision to life, paving the way for impactful action and positive change.

Strategic Context

Through this process, we have created greater clarity about our purpose and defined boundaries for the outcomes that will guide us in directing resources. A number of key strategic themes were unearthed during the process, and our Strategic Plan is built around responding to the challenges and leveraging the opportunities that these present. The strategic themes which underpin this Strategic Plan are summarised as follows:



The composition of Victoria's community of PLHIV is increasingly diverse.

In response to the shifting demographics of PLHIV in Victoria, we are partnering with diverse communities and organisations. This Strategic Plan not only sets targets for us to increase the diversity within our organisation, it also reaches out through new cultural and community partnerships so that everyone can be connected on this journey.



The need to develop our first Reconciliation Action Plan.

The needs of Aboriginal and Torres Strait Islander PLHIV are varied and Living Positive Victoria needs to proactively reach out to community groups to develop an action plan for real change and engagement.



Many PLHIV experience health inequity across our structural systems.

Everyone has the right to access the services they need for a healthy life. Unfortunately, many systems and the professionals within them perpetuate unhelpful attitudes that stigmatise PLHIV. We are not able to provide services that cover all sectors, such as housing and disability care. However, we are able to advocate in and influence these sectors to build their capacity to meet the evolving needs of PLHIV in Victoria. Developing partnerships and memorandums of understanding with other organisations will help leverage their expertise and drive advocacy and change.

JAY JAY

I understand the importance of raising awareness about HIV and reducing stigma for those living with the virus. Education and understanding are crucial in preventing the spread of HIV and supporting those who have been affected by it. Raising awareness can help educate individuals about the importance of safe sex practices and regular testing, reducing the spread of the virus. It is vital that people understand the need for early detection and treatment to support those living with HIV. Raising awareness can also help to combat the stigma associated with HIV and encourage those affected to seek the necessary support and medical care needed for long-term health management and I wanted to be part of it.



CARLOS

LPV has supported me from the very beginning of my diagnosis, as well as in my first steps as an advocate. LPV's workers and volunteers have provided me a safe network where I had the space to heal but also find my voice to bring more diversity to our community. As an advocate, it is important to me that more people that look like me can find a sense of belonging. I truly believe that we can empower each other to make a difference.



We are entering uncharted territory with ageing PLHIV.

The needs of PLHIV in the later stages of life are becoming more evident as we are living longer and healthier lives. Many PLHIV will need help navigating pathways for support. Recognising this, we have built strategies that call for sector collaboration in responding to the needs of older PLHIV and providing clear pathways, so that people know how to access the right support at the right time, delivered in the right way.



Unhelpful narratives continue to perpetuate stigma towards PLHIV.

Stigma against people living with HIV has persisted for decades and we must continue to work to reduce its effects. Internalised feelings of shame, fear or guilt can make accessing health care and essential services, or just living everyday life difficult.

Discrimination within societal institutions, such as government, insurance and health care, compound our struggles by codifying and enforcing outdated misconceptions. For this reason, stigma reduction is embedded across our entire Strategic Plan; with improving quality of life for PLHIV as the priority.



PLHIV in regional and remote areas do not have the same opportunities for support and connection as those in metropolitan Melbourne.

Victoria's geographic spread is vast and it can be difficult to meet the needs of those located far from the city centres and clinics. Harnessing our learnings from the lockdowns of COVID-19, we are placing strategic focus on creating ways for PLHIV in regional and remote areas to connect with us via digital means. This also facilitates opportunities for those in our community who are not comfortable with face-to-face engagement and allows for personal flexibility. Furthermore, we will seek out regional partners to ensure PLHIV in regional and remote areas feel supported and connected.



With so many different entities and groups, it can be difficult for someone who is living with HIV to know where to turn.

We are committed to partnering with other organisations in order to achieve our goals. By working with other organisations and leveraging expertise and knowledge from across the sector we will deliver even better outcomes for PLHIV.

Our Five-Year Strategic Plan

With the strategic context in mind and building on our strengths as an organisation, we have developed a framework to guide our decisions over the next five years.



OUR VISION

A world where people living with HIV live their lives to their full potential, in good health and free from discrimination.



OUR MISSION

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.



STRATEGIC AGENDA

Our focus for this five-year period is to reduce HIV related stigma. We will do this through strategies that build on what we do well (our 'Defend' objectives) as well as innovate into new areas (our 'Extend' objectives).

OUR PILLARS



OUR ENABLERS

THE VOICE OF LIVED EXPERIENCE:

We will elevate the voice of lived experience to help change the narrative of PLHIV and combat both internal and external stigma. We will challenge outdated and discriminatory narratives, provide a platform for the voice of lived experience and build capability in systems and sectors.

STRATEGIC PARTNERSHIPS:

We will partner within our sector and across our communities to extend reach, avoiding duplication and increase overall impact.

SUSTAINABLE ORGANISATION:

We will ensure we have appropriate business and operating models to support our work. We will remain financially stable, supported by fit for purpose technology, systems and service provision. We will value, support and invest in staff and board members. We acknowledge the crucial support of volunteers.

DEODATA

I want to show how as a HIV+ person I am happy and well and I have a good body image and good self esteem. Being involved with LPV means we can do things together to create a better future for myself and a good future for my job.



PILLAR 1

We support PLHIV at every stage of their lives, through our evidence-based, peer-led models and services.

SUPPORT

OBJECTIVE	ACTION	MEASURE
Apply a continuous improvement lens across all program areas to address emerging priorities and communities.	Defend	All programs are aligned to the Strategic Plan and annual business plan. All programs are measured consistently through LPV evaluation frameworks.
Develop Living Positive Victoria's first Reconciliation Action Plan to strengthen our commitment to working with First Nations communities and individuals.	Extend	Framework for our Reconciliation Action Plan developed by 2024.
Collaborate across the sector to develop a needs analysis for ageing PLHIV and plan for how to meet those needs.	Extend	Needs analysis for ageing complete and corresponding collaborative strategy established in 2024.

PHILLIP

I was diagnosed in 1988. It was a stigma and an almost certain death sentence then. I kept it to myself and even now 35 years later only a handful know. It is no longer a death sentence; now just a treatable illness. I live a normal, healthy life so I am able to give back to my community and this led me to become an LPV volunteer



PILLAR 2

We advocate for equity across the health, housing, disability and legal sectors.

ADVOCATE

OBJECTIVE	ACTION	MEASURE
Continue our advocacy regarding immigration law reform for PLHIV.	Defend	Completion of advocacy plan, outlining how we will work with NAPWHA to influence issues at the Commonwealth level, by end of 2023.
Advocate and educate aged care, housing and disability organisations to reduce discrimination against PLHIV.	Extend	Identify, develop and maintain partnerships with peak bodies and organisations with expertise to represent PLHIV. Each year identify gaps and new relevant key strategic partnerships to address those gaps and support advocacy efforts.
Advocate and educate regional health care services to reduce stigma and enhance access to support, treatment and care.	Extend	Develop one new key regional partnership each year

JESSI

As a non binary/trans person-representation is everything, joining the LPV board two years back seemed like a logical next step along my journey within mine and the broader HIV+ communities. Visibility is also a great way to combat the stigma that we as HIV+ people still face in the day to day- so I am proud to lend both my image and voice to this important document as it continues to shape the focus and direction of our organisation over the coming years.



PILLAR 3

We provide safe spaces for PLHIV to connect.

CONNECT

OBJECTIVE	ACTION	MEASURE
Build on current event and program offerings to ensure no one is left behind.	Defend	More than 90% of members surveyed feel that there are connection opportunities welcoming to their demographic.
Continue to develop ways to connect with PLHIV from migrant and multicultural backgrounds through internal capability and strategic partnerships.	Defend	5% annual increase of LPV members and clients from migrant and multicultural backgrounds.
Enhance offerings to be more inclusive of those outside of metropolitan Melbourne and those who are not comfortable with face-to-face events.	Extend	30% increase in regional participation in programs.

We are committed to partnering with other organisations in order to achieve our goals. By working with other organisations and leveraging expertise and knowledge from across the sector we will deliver even better outcomes for PLHIV.

Bringing the Strategic Plan to life

To ensure that this Strategic Plan is implemented across the five-year timeframe, the Living Positive Victoria management team will develop annual business plans that align to the strategic objectives. This Strategic Plan will guide the Board of Directors in their governance role and the measures of success will form the key performance indicators of the Living Positive Victoria Chief Executive Officer.

The President and the CEO will report on progress towards each strategic objective at the Annual General Meeting.



We are excited by this next step in our journey, but we can't do this alone.

We invite any feedback on this Strategic Plan and welcome conversations on how to eliminate stigma faced by PLHIV in Victoria.

ADAM

My name is Adam and I am HIV+. I chose to be part of this photo shoot to help show the diversity of LPV members. Getting involved with LPV as a volunteer has really helped me accept my HIV status. Volunteering takes many forms but at core is a way to give back to an organisation that does so much from the heart for those Victorians living with HIV.

SARAH

LPV allowed me to not only come to understand and accept my diagnosis, it provided me with a community I never knew existed. I have been privileged to be surrounded by trailblazers leading the way in reducing stigma and changing the old narrative for PLHIV. As a volunteer, an employee and now a Board Member of LPV, my life has been completely revolutionised by the greatness around me.



Thank you

We extend our sincere gratitude to the individuals and organizations who have played a vital role in bringing this Strategic Plan to life:

Our Passionate Team: We are incredibly grateful to our dedicated staff, volunteers and committed Board of Directors. Your tireless commitment to our mission, expertise, diverse perspectives and unwavering support have been instrumental in crafting this plan.

Our Guiding Voices: We express our heartfelt appreciation to our community members, stakeholders and partner organizations. Your valuable feedback, engagement and trust have guided us, ensuring that this plan truly represents the needs and aspirations of the communities we serve.

Expert Guidance: Special thanks to Felicity Green of Ensemble Strategy for her invaluable insights and expert guidance throughout the strategic planning process. Her strategic acumen has shaped the direction of our organization, ensuring that our plan is robust and aligned with our vision.

Creative Vision: We extend our appreciation to Daniel Corder of Daniel Corder Design in partnership with Phil Soliman for their exceptional visual design of our strategic documents. Their creativity and meticulous attention to detail have transformed our materials, making them visually engaging and impactful.

Art Direction and Design:
www.danielcorderdesign.com

Photography:
Phil Soliman

Community Representatives: A special thank you goes to the community representatives who graciously agreed to appear in the images used throughout the documents. Your willingness to share your stories and be part of this journey reflects the strength and resilience of our diverse community.

Through the collaborative efforts of these individuals and organisations, we have created a strategic plan that will guide us in making a positive impact and creating a brighter future.

Thank you all for your unwavering commitment and invaluable contributions.

