

EMILY's List Australia Strategic Plan 2017-2020

Goal 1: EMILY's List supports the election of progressive Labor women candidates in federal, state/territory elections		
Objective	Strategies	Key Performance Indicators
1.1. Identify and endorse progressive Labor women candidates.	1.1.1 National Office (NO) works with EMILY's List Action Groups (ELAGs) to identify ALP candidates as soon as possible after preselection to ensure timely support.	i. Candidates interviewed and endorsed, Early Money is distributed in accordance with the Candidate and MP Support Protocols and a Mentor allocated within six weeks of pre selection.
1.2. Increase Early Money funds and distribute to EMILY's List endorsed candidates.	1.2.1 ELAG's coordinate profitable National Events and reach fundraising targets to grow the Early Money Fund.	ii. National Events achieve budget annually and Early Money Fund increases by \$20 000 per Federal Election cycle.
1.3. Facilitate and promote the attraction of directed donations to targeted candidates	1.3.1 Review the current process and practice in relation to directed donations and develop a policy for endorsement by the National Committee	iii. Directed Donations Review complete and recommendation made to National Committee by end 2017.
1.4. Provide candidate and MP Training	1.4.1 NO develops and refreshes training materials, promoting training sessions to candidates and MP's.	iv. Candidate Training provided by NO annually and prior to each State Election by ELAGs.
1.5. Allocate a mentor to new endorsed candidates who request mentor support	1.5.1 National Mentoring Coordinator identifies and allocates mentors.	v. Every candidate who requests a mentor is matched with a mentor and receives regular contact from a mentor.
1.6. Provide Joan Kirner Gender Gap Research (JKGGR) findings to endorsed federal election candidates to inform their campaign strategies	1.6.1 NO in conjunction with a pollster conducts private polling in a minimum of three seats selected by NC and shared with candidates a minimum of three months prior to the Federal Election	vi. The JKGGR Fund raises a minimum of \$10,000 per annum and research undertaken every three years.

Goal 2 EMILY's List encourages, informs and educates progressive Labor women		
Objectives	Strategies	Key Performance Indicators
<p>2.1 Provide members and other progressive women with up to date information on how to get preselected and campaign.</p> <p>2.2 Educate members and other progressive women about EMILY's List key principles.</p> <p>2.3 Deliver programs to increase the participation of priority cohorts - Aboriginal women and young women.</p>	<p>2.2.1 NO develops and refreshes training materials, promoting an annual training day to potential candidates and members.</p> <p>2.2.2 NO presents, in conjunction with annual training day, a forum on policy development aligned to ELA key principles.</p> <p>2.3.1 Aboriginal women are encouraged into public life by hosting a National Partnership for Equity (PEN) event annually.</p> <p>2.3.2 Young women encouraged through the Julia Gillard Next Generation Internship Program</p>	<p>i. Annual campaign school and policy forum hosted in Melbourne annually by EMILY's List National Office.</p> <p>ii. Annual training day held in each State and Territory by NO to potential candidates and members.</p> <p>iii. A Partnership for Equity event is held annually raising \$5000.</p> <p>iv. Julia Gillard Next Generation Internship is presented annually raising \$25,000.</p>

Goal 3. EMILY's List advocates for progressive policy change in accordance with the organisation's five key principles: equity (including Affirmative Action), diversity, reproductive choice, childcare, equal pay		
Objectives	Strategies	Key Performance Indicators
<p>3.1 Support EL members to champion the five EMILY's List key principles at ALP state/territory and national conferences and in other policy forums</p> <p>3.2 Support and promote the work of EMILY's List MP's championing public policy issues aligned to EMILY's List key principles.</p> <p>3.3 Engage with the ALP to undertake cutting edge research and campaigning to win the women's vote at federal, state and territory elections.</p>	<p>3.1.1. NO and NC Develop discussion paper and short policy platform on ELA's five key principles and engage with the membership, especially sitting MP's on their development.</p> <p>3.2.1 NO and NC Develop online and other campaign materials to support campaigns on EMILY's List five key principles.</p> <p>3.2.2 Interns undertake an Impact Analysis following the conclusion of Labor terms in office to assess policy impact in the areas of the five key principles</p> <p>3.3.1 NO and NC Continue to support candidates to develop new and innovative policy and campaigns to win the women's vote and inform the ALP in post election campaign reviews.</p>	<p>i. Discussion papers and short policy platforms on EMILY's List five key principles are developed prior to each National Labor Women's Conference.</p> <p>ii. Impact Analysis is completed by an intern at the end of each term of a Labor Government.</p> <p>iii. Submissions to ALP post-election campaign reviews are prepared by NC.</p>

Goal 4 EMILY’s List has a sustainable and diversified funding base to support the delivery of organisation’s goals.

Objectives	Strategies	Key Performance Indicators
<p>4.1 Develop and maintain a diverse range of income streams to ensure the national office is self-sufficient and relies less on event fundraising.</p> <p>4.2 Increase membership and EMILY’s Angels income aligned to budget.</p> <p>4.3 Make profit from the sale of feminist merchandise aligned to budget targets.</p> <p>4.4 Receive four high end donations or bequests annually.</p> <p>4.5 Target members for annually via donation drives for priority programs such as:</p> <ul style="list-style-type: none"> • Early Money • Joan Kirner Gender Gap Research Fund • Julia Gillard Next Generation Internship • Partnership for Equity Network for Aboriginal women 	<p>4.1.1 NC, with advice from CEO and finance officer, set an annual budget with sustainable & diversified funding.</p> <p>4.1.2 NO develops a fundraising operational plan to ensure all fundraising streams are performing in accordance with budget.</p> <p>4.1.3 NC, ELAGs and NO work in partnership to achieve fundraising goals overseen by the fundraising and finance committees.</p> <p>4.2.1 Membership Organiser and ELAGs increase membership through communications and strategic recruitment and retention campaigning.</p> <p>4.3.1 NO develops merchandise sales strategy and lines of for sale online and at events.</p> <p>4.4.1 Fundraising committee develops a strategic donor strategy including an up to date donor and bequest database.</p> <p>NO, particularly CEO and communications officer, schedule four digital and mail donation drives annually.</p>	<p>i. NO generates 75% of its income from streams other than ELAG National Events by the June 2020.</p> <p>ii. Membership increases by 15% and renewals for full, concession and supporting members are maintained at 80% while Angel members are retained at 95%</p> <p>iii. Merchandise delivers an annual profit.</p> <p>iv. High End donor strategy developed and implemented by June 2018.</p> <p>v. Quarterly digital and mail donation drives raise \$12,000 (\$3000 x 4).</p>

Goal 5: EMILY’s List is a strong, healthy and high functioning national organization

Objectives	Strategies	Key Performance Indicators
5.1 Strengthen the EMILY’s List National Committee and various sub committees by facilitating active engagement of members with diverse expertise.	5.1.1 NO supports NC producing high standard governance and finance papers on a quarterly basis, with more regular reporting to finance and fundraising committees.	i. An active and engaged leadership with National and sub-committee meetings well-resourced and occurring regularly with members from each state and territory and meet regularly.
5.2 Encourage the continuing development of functioning ELAGS in all states and territories	5.1.2 Alternate modes of meetings, using a combination of telephone, video links and face-to-face options.	ii. An active ELAG operates in each state and territory by the end of the strategic planning period
5.3 Recruit and retain interns and other volunteers to support the staffing of national office.	5.2.1 NO, particularly membership officer, supports ELAGs to grow and promote participation and organising activities.	iii. NO provides quarterly reports on the state of the office and performance in accordance with the strategic plan
5.4 Recruit and retain National Office staff based on equity and principles which meet the strategic aims of the organization	5.3.1 NO develops a strategy for recruiting interns and volunteers for National Office.	iv. NC conducts annual performance reviews
5.5 Support sound governance and OHS practices and ensure compliance with all relevant legislation, awards and conditions.	5.4.1 NC adopts HR practices that support, develop and monitor staff performance, including a State of the Office Review each strategic planning cycle.	v. NC conducts State of the Office Review by June 2020.
	5.5.1 Compliance register is reviewed monthly by the finance and compliance committee	vi. NO prepares Annual Reports and other compliance reporting as required.