

# Strategic Plan 2021 - 2025



## About us

Victoria Walks is an evidence-based health promotion charity, leading the move for walkable communities in Australia since 2009.

We work primarily in Victoria, but increasingly nationally and internationally, to enable all types of walking – recreational, incidental and transport related.

Our work builds on our history and strengths and we prioritise activities that will have the greatest influence on walking and walkability. We aim for scalable, systemic impact: anything we do on a small-scale or local neighbourhood level has potential for wider application.

We offer leadership and independent expertise and make timely and evidence-based contributions to influence policy and practice. In everything we do, we demonstrate the critical role walking plays in health, well-being and economic productivity.

## Context

A truly liveable community is a walkable community. Lots of people walking is a sign of a healthy, vibrant and connected community.

We are facing many major challenges, such as the rising costs of road congestion, physical inactivity, social isolation and climate change which can be lessened with targeted investment in walking and walkable neighbourhoods.

The COVID-19 pandemic reframed our lives, providing an opportunity for localised walking to become more central to health and well-being.

Walking is already the most popular recreational activity, particularly for women and seniors, and one in six transport trips are undertaken entirely on foot. But the value we place on walking has not been reflected in the Government's planning and financial investment in walking which has been minimal in comparison to other forms of active recreation and modes of transport.

## Our Strategy

Our strategy for the next five years can be characterised by seeking action. Action by government, by industry and within our community. Our experience has shown us how investment that inspires and gets more people walking more every day can make a significant difference to the health and connections for people and whole communities. This strategic plan will help us focus our resources and inform decisions that will drive positive investment and strengthen our organisation.

## Our Vision

**Healthier, connected communities**  
through more people walking more every day

## Our Purpose

To influence investment and inspire **more people**  
**to walk more every day**

## Our Role

To facilitate and inspire more walking  
throughout the community

To capture, translate and promote  
evidence on the impact and  
value of walking

To be a trusted expert, positively  
influencing decision-makers

## Our Impact

### The outcomes we seek...

#### **INCREASED walking participation:**

We see more people walking more every day throughout the community.

- Communities we build and engage have a measurable increase in walking activity; and
- Growth in participation in Victoria Walks led and supported programs and/or communities.

#### **DEMONSTRABLE investment:**

Meaningful action and investment from government at all levels and decision-makers throughout the community.

- Measurable and attributable action and/or investment demonstrated through public policy and investment agendas prioritising walking and walkability; and
- Direct recognition and consideration of walking in the design and development of metropolitan and regional infrastructure and planning.



## Our Priorities

### THRIVING walking community

Facilitate and inspire walking communities that promote participation; and provide our voice and experience to mobilise and influence.

#### Our actions:

- Seek partnerships that allow us to develop, deliver and/or facilitate community projects within priority groups across our community.
- Facilitate, celebrate and inspire through sharing and positioning of stories through our digital channels, in the media and with decision-makers on the value and benefits of walking.
- Strengthen and extend resources and tools that facilitate growth in walking communities and encourage peer sharing and connection.
- Work with local government, organisations and communities to directly invest in programs or actions that enable participation in walking.
- Continue investment in Walking Maps accessibility, useability and financial sustainability.

### MEANINGFUL influence

Purposeful and prioritised engagement to maximise our impact; participate in the most relevant forums; and be focused on getting direct action and/or investment.

#### Our actions:

- Develop, maintain and continually evaluate a stakeholder map, to inform resource and prioritisation of key engagement and relationships.
- Build individual and organisational profile through engaging media and influencers in the value and importance of walking.
- Lead and/or partner with others to deliver forums and events for decision-makers that profile best and emerging practice and encourage the prioritisation of walking in metropolitan and regional infrastructure and planning.
- Identify and seek representation through forums, bodies and groups that have demonstrable influence.

### INFLUENTIAL data and evidence

Capture, translate and promote data and evidence that influences the conversation and action of decision makers; helps focus our resources; and positions us as trusted experts, impacting investment decisions.

#### Our actions:

- Create a research framework that informs the evidence and data we prioritise and collect.
- Undertake, partner and translate research that builds the evidence base to inform policy and advocacy.
- Leverage data sources within and outside the organisation to inform and shape policy and investment.
- Explore and test different channels and partners with which to disseminate research, data and evidence to generate discussion, action and investment.



## Our Enablers

### MEASURABLE impact

Develop an impact framework that enables us to capture and communicate our outcomes; and inform our investment, resources and decisions.

#### Our actions:

- Develop an impact measurement framework to capture, translate and communicate the organisation's impact.
- Align our impact with global impact frameworks, such as the United Nations Sustainable Development Goals.
- Celebrate our success both internally and externally and showcase our role in delivering demonstrable outcomes.
- Prioritise activities that achieve our purpose, have the opportunity for demonstrable action and/or investment; sound cost-benefit; and/or potential to leverage revenue to support organisational priorities.

### SUSTAINABLE organisation

Financial diversification that helps us invest in technology; fund organisational growth; and increases our capacity and capability.

#### Our actions:

- Explore, scope and pursue alternative revenue sources that align with our purpose and impact – from philanthropy, business and government support to earned revenue.
- Invest in the capacity and capability to drive scalable approaches to extend our digital reach, including commercial partnerships for Walking Maps.
- Develop and embed a organisational structure that leverages our expertise and seeks to maximise our resources.
- Develop and support our people and build leadership capabilities for succession planning.

### EFFECTIVE collaboration

Establish meaningful partnerships that open doors; increase our reach; and lead to tangible action and value for everyone involved.

#### Our actions:

- Deliver value for money to our funding partners and report on outcomes against agreed goals.
- Develop partnership criteria to inform prioritisation, decisions and actions.
- Establish partnerships with organisations and communities that are demonstrably well-placed to engage and influence our priority audiences.

