



STRATEGIC PLAN 25-29





ACKNOWLEDGEMENT OF COUNTRY

Harm Reduction Victoria acknowledge the Wurundjeri Woi-wurrung people as the original and continued Custodians of these beautiful, unceded Lands and Waters that nourish and inspire us where we work.

We pay our respects to the Culture and to Elders - past and present.



HEALTH PROMOTION



ACKNOWLEDGEMENT OF COMMUNITY

Harm Reduction Victoria (HRVic) is a peer run community organisation for people who use and inject drugs.

Our roots run deep into the diverse communities we serve.

We recognise and acknowledge the contribution and impact of the many people who risked and/or lost their lives while defending basic human and health rights and exposing and challenging stigma, discrimination, and the criminalisation of people who use drugs.

Prohibitive policies and laws create the very harms often weaponised to justify the criminalisation of people who use drugs.

We recognise those we have lost in this ongoing struggle under prohibition, and celebrate those who are still here.

Our very survival is a demand for a safer future grounded in self-determination and bodily autonomy.

The background of the page features a grayscale photograph of two skateboards leaning against a wall. The skateboard on the left has a graphic of a police officer and the text 'I ♥ COPS'. The skateboard on the right has a graphic of a gas cylinder. A teal-colored rounded rectangle is overlaid on the right side of the image, containing the title and table of contents.

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INCLUSIVITY

NOTHING ABOUT US— WITHOUT US.



Harm Reduction Victoria (HRVic) is a peer and member-based organisation with deep roots in the diverse communities it serves.

Our communities comprise people with lived and living experience of Viral Hepatitis and HIV, and of drug use along a continuum from dependence to occasional or historical use, and of a variety of drugs.

We are Aboriginal, multi-ethnic, LGBTQIA+ and neurodiverse communities that overlap and enrich one another.

For the purposes of this plan, we use the term 'our communities' but far from owning our communities, we believe we are owned by them.

Our strength comes from the lived and living peer experience of our communities, our team, our members, and our board.

We uphold this peer experience as a guiding principle as we strive to innovate in step with these communities, while delivering many important programs focused on injecting harm reduction, hepatitis C prevention, testing and treatment and peer education; overdose education; festival harm reduction; service navigation and pharmacotherapy support work.

Along with our diverse communities we welcome working with allies who will partner with us to create a world where our communities are liberated from prohibition, inequity in health and social outcomes and the normalisation of stigma and dehumanisation.

A black and white photograph of a public housing complex. In the foreground, two people are sitting on a concrete ledge. The person on the left is wearing a light-colored hoodie and dark pants, while the person on the right is wearing a dark jacket and dark pants. Behind them is a chain-link fence. In the background, there are several multi-story apartment buildings with many windows. A tall street lamp is visible on the left side of the image. The sky is overcast.

COMMUNITY OWNERSHIP AND ACCOUNTABILITY

A MESSAGE FROM OUR PRESIDENT



ON BEHALF OF THE HARM REDUCTION VICTORIA BOARD,
I AM PLEASED TO PRESENT OUR STRATEGIC PLAN FOR 2025 - 2029

Harm Reduction Victoria has a proud history of activism and community leadership in health promotion for, and by, people who use drugs.

This continues today, with our peer-based and peer-run organisation being recognised as a leader in a range of areas: from harm reduction service delivery, to living experience peer work, through to research and policy support.

Over the past few years, the HRVic staff team have achieved substantial growth for the organisation, taking on more work, a wider range of activities and greater responsibilities.

This work continues in the face of the ongoing harms of drug prohibition, criminalisation, stigmatisation and discrimination against people who use drugs. For a long time, peer organisations like ours have not been afforded the resources to engage effectively in advocacy over the long term. Similarly, much of our health promotion service delivery has been based on outreach; with us often not having the time or facilities to focus on bringing our diverse communities together in one place.

This Plan comes at an exciting time for Harm Reduction Victoria; with growing staff capacity and a dedicated community headquarters established. In this context, we require a Strategic Plan that supports us to grow sustainably and which is focused, always, on our members and diverse communities.

We have developed this Plan through a series of workshops and consultations with our Board, staff, sector partners and, of course, our communities of people who use drugs. In keeping with our mission and values, this Plan is the product of collective and consensus effort that genuinely reflects the democratic, equity and justice principles that guide us as an organisation.

I am sincerely looking forward to working with you to realise this Plan, which provides us with a strong foundation and bold vision to continue our vital work.



PARTNERSHIP & COLLABORATION

A MESSAGE FROM OUR CEO

OUR DIVERSE COMMUNITIES OF PEOPLE WHO USE DRUGS ARE AT THE HEART OF THIS STRATEGIC PLAN.

As a peer organisation, we are part of these communities, and they are part of us. Our communities are always changing. Our organisation should reflect this change to stay relevant while also providing a stable platform to deliver programs, services and advocacy for and with our communities.

There is so much that needs to change in the way our society approaches the use of drugs. It is important that we platform people who use drugs as well as advocate as an organisation for the policy and legal changes that we believe will make a real difference in the long term for our communities.

It is also necessary that we continue to offer innovative service responses for our communities in the face of the overwhelming harm that is inflicted upon people who use drugs.

This Strategic Plan positions Harm Reduction Victoria to focus on supporting and building networks in the community while continuing to develop and deliver quality peer-led programs and services that support health and wellbeing.

We must maintain the trust of both our communities and our funders, and I believe that this Plan will enable us to do that.

This Strategic Plan seeks to thread a path through these two imperatives: the need for community advocacy, which is not usually directly funded; and the need for peer-led services and supports, which are funded and are therefore what our organisation must be primarily focused on delivering.

We will seek to bring together and hold space for our communities to drive and make change, while continuing to deliver on our funded priorities.

A key component in this is a commitment to step away from colonising practice. This is not for us to define alone or something we can do alone, and so we will reflect on our practice and learn from and engage Aboriginal people and organisations throughout every activity in this plan.

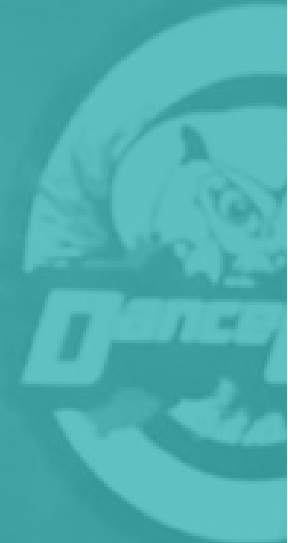
Finally, I would like to thank our team and our communities, who have developed, refined and approved this Strategic Plan and whose involvement made it stronger.



OUR VISION

AN INCLUSIVE, RESPECTFUL AND
EQUITABLE WORLD FOR
PEOPLE WHO USE DRUGS
AND THE COMMUNITIES
WE ARE A PART OF.

DanceWize



BRING TOGETHER
DIVERSE COMMUNITIES OF
PEOPLE WHO USE DRUGS
TO IMPROVE OUR SHARED RIGHTS
AND WELL-BEING.

OUR MISSION

YOU CAN TALK
TO ME ABOUT
DRUGS
NO JUDGMENT
NO STIGMA

HOW TO GROUND YOURSELF
Tips to manage overwhelm

NUDGING -
ADJUST YOUR
ENVIRONMENT



LEARN HOW
NOT LET YOUR
FEELINGS TAKE
OVER

FIND A FRIEND -
OPEN UP AND

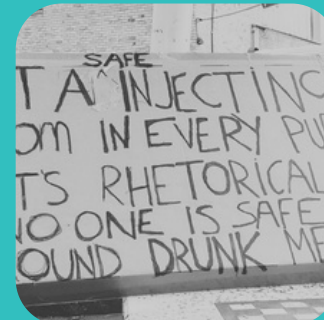
OBJECTIVES

AS A LEADING PEER-BASED ORGANISATION,
OUR OBJECTIVES ARE:

OBJECTIVE 1.

Work with our diverse communities of people who use drugs to co-create shared understanding and priorities, so we can take more effective action together.

Our communities are our strength and purpose, and we recognise the many great opportunities that come from deep and meaningful engagement. This objective is focused on building ever stronger connections and relationships with the diverse communities we serve, in order to bring about changes we all need and deserve.



GOALS

GOAL 1.1

Nurture partnerships through the co-creation of a community space and event schedule with our communities and sector.

GOAL 1.2

Showcase the diversity, common ground, priorities and activities of our communities.

GOAL 1.3

Work with our communities to strengthen our advocacy and policy impact throughout society.

GOAL 1.4

HRVic will support the activities of our communities and partner's.

WHY

We aim to provide a safe and inspiring place for communities and close allies to meet, plan and strategize, to help achieve our desired future together.

WHY

We want to be strategic in our ability to make change together and therefore need to understand who we are and our biggest challenges.

WHY

We want to be more effective when communicating with government, research, media and the broader community.

WHY

We want to show cross-movement solidarity and support our partners, communities and members to be more able and effective in their action, when it is aligned with our mutual interests and while safe guarding our operational sustainability.

HOW

We envision regular events, forums and other opportunities, developed and delivered in collaboration with our communities.

HOW

We will work with our communities to map our diverse perspectives, interests and strengths to highlight our common goals.

HOW

To do this, we will amplify our collective voices by developing a communications and engagement plan that is informed by and aligned with our communities and partners.

HOW

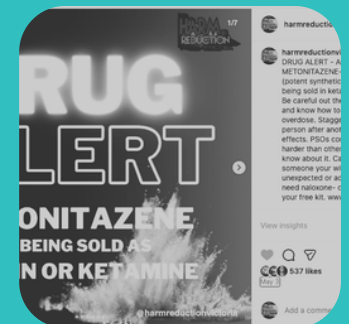
Establish processes for HRVic to support sector, community and partner activity based on our aligned and shared priorities

OBJECTIVES

OBJECTIVE 2.

Advance Harm Reduction Victoria's leadership, advocacy, and engagement capabilities so we can be more impactful and innovative with our communities and the sector.

Harm Reduction Victoria needs to be a strong and innovative organisation that continues to be a respected collaborator with its communities and sector. This objective focuses on the organisational improvements needed to continue to lead on issues of importance to our communities and developing best-practice for the sector. While making these improvements, we will continue to meet and exceed the goals of our services, programs and activities.



GOALS

GOAL 2.1

Highlight our innovations and expertise, and support the development of our organisation by documenting, evaluating and communicating our practices and programs.

WHY

When we and those around us are better able to learn about and benefit from our achievements, then our organisation's opportunities to grow and support our communities improves.

HOW

To do this, we will improve the way we develop, maintain, review and communicate our approaches and program outcomes.

GOAL 2.2

Provide clear pathways and support for people to get involved and build their skills, in order to strengthen our entire team of volunteers, staff and leadership

WHY

People with lived or living experience need support to engage and access volunteer and employment opportunities in the sector as they are often not clear or known.

HOW

To do this, we will create professional development opportunities and programs that support progression from entry-level through to leadership roles.

GOAL 2.3

Strengthen our organisational capacity to grow and innovate sustainably.

WHY

To support our organisation's delivery and development of programs and services, we need to strengthen our business foundation and resourcing.

HOW

To do this, we will engage staff in developing a business plan that outlines and tracks our ambitions for growth and innovation, while creating a supportive environment for new ideas to be developed.

GOAL 2.4

Increase our impact and reach by developing advocacy capability and capacity across Harm Reduction Victoria.

WHY

We want to leverage our entire organisation's potential to participate in advocacy, to have more effective influence through the opportunities our programs, activities and networks provide.

HOW

To do this, we will establish internal processes, groups and communication to align and coordinate advocacy opportunities across the organisation.

ONWARDS & UPWARDS

HRVIC HAVE SPENT DECADES EVOLVING TO BE THE BEST
WE CAN FOR OUR DIVERSE COMMUNITIES.

An ongoing focus is the promotion of better health to our community via resources & peer-to-peer training about the issues that affect us directly: safer using practices; blood-borne virus education; overdose prevention and response and naloxone administration and distribution to name a few.

Our peer written and designed magazine WHACK, is free to all community members.

The PAMS phone service facilitates access to pharmacotherapy for community members and is Victoria's only mediation and advocacy service for people on pharmacotherapy.



HARM REDUCTION VICTORIA

Our Fuse network offers support and training for harm reduction peer workers and the organisations and services who employ us.

Since 1995, our DanceWize program has been attending dance parties, 'bush doofs' and festivals offering peer to peer event care including supporting people having difficult substance related experiences and advocating on behalf of party goers to promoters and event managers to keep parties safer for those attending.

HRVic advocates for people who use drugs in the development of policy and encourage our community to have a voice in the policies that affect us.

See a full list of our services, programs, upcoming events and our latest advocacy projects on our website or contact us through our social media channels.

www.hrvic.org.au

