

**NORTH SHORE
COMMUNITY CENTRE
INC.**

**STRATEGIC
BUSINESS PLAN**

2020-2023

OUR MISSION

“To encourage our community to Be Involved, Be Inspired & Be Connected”

OUR PURPOSE

- To reduce social isolation for individuals and groups by offering a positive empowering environment.
- To continually improve the health and wellbeing of the people within our community, with particular focus upon the vulnerable and disadvantaged.
- To continually form and strengthen local area collaboration, networking and partnerships in addressing social change and disadvantage.
- To value and respect the diversity within our community.
- To meet the needs of our community where possible.

OUR VISION

A community where all community members feel heard, included and valued. Community members thrive through effective local community collaboration, support and advocacy for social change and the utilisation of available community assets.

VALUES

Respect

We value the inherent worth, dignity, diversity, and abilities of all individuals, families, groups and communities. By working together in solidarity with people, we create improved conditions for wellbeing and productive relationships.

Equality

We value fairness and justice and believe that we must strive to reduce inequality within our community.

Participation

We value inclusive participation meaningful to all people in decisions that affect their lives; we believe that this is fundamental to wellbeing. We will make efforts to include people who are least heard, to participate in a meaningful way, in decisions that affect their lives.

Meaningful Process

We value hope. We believe that community development and change begins with individual people and that they must have hope that things change through collective action. We believe that community development is an on-going, dynamic process of social change that can lead to sustained improvements in people's lives.

Integrity

We value honesty and transparency of our intent and priorities and believe that we must demonstrate our accountability to all with whom we work. Integrity is our commitment to act in ways that enhance, and to not detract from, community development values.

Inclusion

We value the diversity within communities and their contributions.

Collaboration

We value working together with communities and partners within or across sectors.

Hope

We value hope. We believe that community development and change begins with individual people and that they must have hope that things change through collective action.

Strengths Based Assets

We value building on local strengths and assets of the community to achieve local vision.

KEY OUTCOME AREAS

Four key outcome areas drive the NSCC Strategic Plan (2020-2023).

Each set of goals drives strategies and is defined in terms of the outcomes sought and the indicators of achievement. The articulation of sought outcomes and key indicators is an important tool for the NSCC Management Committee to assess how they, management and staff are achieving their goals.

The goals, outcomes, indicators and strategies are detailed below;

KEY OUTCOME AREA 1

Leadership & Governance

We will progress this key outcome area by:

1. Creative re-structuring of our organisation to allow for strategic leadership and retention of quality trained and experienced staff members
2. Further developing our volunteering base to assist in achieving more within the centre for our community.
3. Investing in further Education, Self-Development and Training of staff members, volunteers and committee members to maximise potential and ensure best practice within the organisation
4. Continuously striving for Innovation within the organisation
5. Management Committee leadership and governance of the organisation with greater emphasis on community development principles and values
6. Succession Planning by the Management Committee underpinned by community development principles and values
7. Aligning our centres best practice procedures and policies with the Human Services Quality Framework
8. Ensuring efficient, transparent and thorough accounting records and overall financial governance
9. Ensuring available resources are effectively allocated to areas of greatest need.
10. Extending leadership to support and auspice smaller organisations or individuals in our community to achieve shared and common goals aligned with our community development principles.

We will measure our achievements through:

1. The implementation of an operational plan that advises of a set of SMART goals (Specific, Measurable, Achievable, Realistic, Timely) identified as a result of the above progressions listed under Key Outcome Area 1.
2. A strategic and operational plan that advises of future direction of the organisation
3. The creation and implementation of a Succession Plan by the Management Committee that incorporates the principles and values of this strategic plan.

KEY OUTCOME AREA 2

Centre Facilities & Activities

We will progress this key outcome area by:

1. Greater promotion of the facility with respect to available services, programs and projects addressing community needs and disadvantage.
2. Greater promotion of the facility with respect to commercial and other groups who have the financial capacity to increase our revenue.
3. Greater collaboration with outreach services and mobile organisations providing services or complimentary projects that align with our community development goals.
4. Offering free or low-cost room hire and support where needed to valuable community groups and organisations offering services and support aligned with the needs within the community.
5. Maximising the potential of our centre and its unique resources to offer innovative programs and projects.
6. Maximising the potential of our centre for large event opportunities that will increase revenue.
7. Working with current community groups hiring the centre to offer support and partnership in maximising their potential to address needs within the community.

We will measure our achievements through:

1. The implementation of an operational plan that advises of a set of SMART goals identified with time frames as a result of the above progressions listed under Key Outcome Area 2.
2. Services, both inhouse and outreach are offered from our centre that meet our communities needs
3. Effective collaboration between all service providers operating from the centre
4. Annual evaluations of service providers operating from the centre
5. Annual report of revenue base

KEY OUTCOME AREA 3

Community Engagement & Participation

We will progress this key outcome area by:

1. Local Point of Contact – information, support and referrals for all areas within our community.
2. Short Term Focus on the Following Key Areas;
Empowering Families Program – Supporting, advocating for and empowering our local families, children, carers, grandparents and parents.

Healthy Active Seniors Program – Supporting, advocating for and empowering our local seniors.

Strengthening Abilities Program – Supporting, advocating for and empowering our local people with disabilities.

3. Long Term Focus - Working developmentally to provide opportunities for people and groups to participate in identifying issues not currently being addressed, projects and activities compatible with their needs, and interests.

We will measure our achievements through:

1. The implementation of an operational plan that advises of a set of SMART goals identified with time frames as a result of the above progressions listed under Key Outcome Area 3 including the following;

****Empowering Families Program***

- A. Social Inclusion – Playgroups, Homework/After School Groups, Family Events (NSCCC) and Advocacy Events - Child Protection Week, National Families Week, National Playgroup Week, National Childrens Week, School holiday programs
- B. Family Support Program – Home visits – early intervention - Volunteer Program lead by Paid Social Worker (This program is already established at the MNC, NCC and CCC)
- C. Parenting Education – Triple P Parenting Education Programs or Similar, Coping Strategies workshops,

****Healthy Active Seniors Program***

- A. Digital Literacy Be Connected Program & Digital Literacy Events
- B. Health My Way Digital Program & Health My Way Digital Events
- C. Social Groups – Seniors Casual Chat & Learn Computer Group, Meet & Greet Groups, Cook & Share a Meal Groups
- D. Low Cost Exercise & Wellbeing Programs
- E. Seniors Advocacy Events – National Seniors Week, Active Aging Week, Volunteering at NSCC

****Strengthening Abilities Program***

- A. Social Inclusion – Tempo Troupe Music & Dance Program Partnership, Reaching for the Stars Dance Partnership, Social Groups, Art Groups, Celebration of Abilities Week Event during Disability Action Week, Disability Awareness Week,
 - B. Education, Job Training & Employment – From our Commercial Kitchen (Certification required) Develop a Community Café in partnership with a Disability Employment Services that provides job training, skills development & flexible employment to persons with disabilities.
1. Assessing the level of satisfaction from participants, leaders and service providers involved with the above programs and services.
 2. Assessing the numbers of people using the above programs and services.
 3. Effective procedures in place in order to respond efficiently and with meaningful process to community needs and issues.

KEY OUTCOME AREA 4

Collaboration in Partnerships

We will progress this key outcome area by:

1. Forming improved partnerships with key organisations and groups within our local area and the greater sunshine coast region.
2. Forming new and improved local corporate partnerships for sponsorship and financial growth
3. Forming new larger scale community support partnerships with both federal and state departments such as Department of Communities, Disability Services & Seniors, Department of Child Safety, Youth and Women, Department of Employment, Small Business & Training & Department of Social Services
4. Improving partnerships with other community and neighbourhood centres.
5. Participating as a member of the Sunshine Coast Community Co-operative to create strong partnerships, receive and give support, knowledge and experience

We will measure our achievements through:

1. The implementation of an operational plan that advises of a set of SMART goals identified as a result of the above progressions listed under Key Outcome Area 4.
2. Annually assessing the number and value of active funding that is in place
3. Annually assessing the number and value of active partnerships that are in place
4. Annually assessing the number and value of active sponsorships that are in place
5. Feedback from our partnerships, funding bodies, sponsors and collaborators to ensure all opportunities arising from the partnership for both sides are maximised in the best interests of the community.
6. Feedback from our partnerships, funding bodies, sponsors and collaborators to ensure full transparency and accountable practices.

IMPLEMENTING AND MONITORING THE STRATEGIC AND OPERATIONS PLAN

KEY ACTIONS	COMPLETION DATE	RESPONSIBILITY
Adopt Plan	February 2020	Management Committee
Operational Plan	February 2020	Manager/ Community Development Coordinator/ Coordinator
Communicate the Plan	February 2020	Manager
Implement Strategies	Ongoing	Manager/ Community Development Coordinator/ Coordinator
Six Month Progress Report	July 2020 – Every 6 Months	Manager
Review Annual Achievements in line with Strategic Plan	Annual	Management Committee and Manager
Develop new 3 year Strategic Plan	2023	Management Committee, all staff, volunteers and stakeholders