



**Wyong**  
**Neighbourhood**  
**Centre Inc**

# **Strategic Plan**

**2021-2025**

**Updates at 2022**

## Aboriginal and Torres Strait Islander Acknowledgement

*Wyong Neighbourhood Centre Inc* acknowledges the Darkinjung people, the traditional owners, and custodians of the land on which we live, work and play.

We pay our respect to Aboriginal and Torres Strait Islander peoples and cultures across Australia. We pay our respect to Elders, past and present, and acknowledge the emerging leaders of our future.

## Our Vision

An inclusive community where all people are welcome, and no-one is left behind.

## Our Purpose

Our purpose is to promote inclusiveness through a range of services and programs to strengthen our community.

## Strategic Goals

**Strategic Goal 1: Good Governance-** *We develop our capacity to meet the challenges of the future.*

**Strategic Goal 2: Resources and sustainability** -*We have the resources and finances to deliver quality services.*

**Strategic Goal 3: Community Engagement** - *We strengthen networks and partnerships through engagement with our local community and across the service delivery network.*

**Strategic Goal 4: Quality Service Delivery** - *We develop and maintain quality practice to continually improve service delivery to our community.*

**Strategic Goal 5: Safe Environment** - *We are committed to ensuring the safety and well-being of staff, volunteers, and community members at all times.*

## EEO, Equity and Diversity

*Wyong Neighbourhood Centre Inc.* is committed to ensuring that its operations are informed and guided by human rights and anti-discrimination legislation that ensure it delivers services and staffing free from any form of discrimination, harassment, or victimisation.

*Wyong Neighbourhood Centre Inc* accepts and values all community members inclusive of ethnicity, cultural background, religion, gender, and ability.

## 2022 Review and Reflection of Strategic Plan

The Strategic Plan has provided an overall guide to our intentions and priorities for the years 2021 - 2025.

We established **Five Strategic Goals** to reflect our emphasis on developing and consolidating *Wyong Neighbourhood Centre Inc* as an ethical and accountable entity. WNCI has capacity to support a well-qualified workforce who not only contribute toward a positive culture of teamwork but will also offer responsive and innovative programs within the community services sector.

Implementation of the Strategic Plan should be regarded as a dynamic process, such that the progress of Actions to meet Strategic Objectives necessarily provides lessons that impact the priorities for future planned Actions and can also lead to recommendations to rationalise or add to the list of tasks ahead.

After 12 months, it is important to document the Actions that have progressed our Strategic Objectives and reflect on the impact that those Actions have had on the work of the organisation at all levels.

The aim of this review and reflection is to ensure that we can continuously improve at all levels of the organisation and to identify how we can continue to provide high quality services that are responsive to community needs. The next step in this evaluation process is to work at identifying what impact those actions and the services provided have had on the target communities.

**Evaluation:** An impact measurement framework:

<i>What did we put in?</i>	<i>What did we do?</i>		<i>How much does it matter?</i>	
<b>Inputs</b>	<b>Activities</b>	<b>Outputs</b>	<b>Outcomes</b>	<b>Impact</b>
money/time/resources	What we are doing for who & how	Measurable results the program delivers	Changes in behaviour/ attitudes / circumstances	Sustained social change
Eg's materials and resources, funding accountability	Eg's target demographic for material assistance and community referral	Eg's numbers of service users who participate	e.g. did we make a difference – document the stories, celebrating successes	Eg broad quality statements about change & empowerment

**President & Chair:**  **2021 – 2022 Board of Management**

## Strategic Goal 1: Good Governance

*We develop our capacity to meet the challenges of the future.*

Strategic Objective	Actions	Comments on Progress @ 2022	Reflections @ 2022
1. Board manages organisation effectively and efficiently	<ul style="list-style-type: none"> <li>a) Board has broad range of skills &amp; expertise.</li> <li>b) Board makes decisions in a timely manner.</li> <li>c) Board ensures WNCI has strategic plan in place, which is reviewed annually.</li> <li>d) Board establishes subcommittees as required</li> </ul>	<ul style="list-style-type: none"> <li>- Welcome 2 x members to casual vacancies.</li> <li>- Work with Central Coast Volunteering and Women on Boards for recruitment</li> <li>- Review Board performance and respond with targeted training &amp; development</li> <li>- Regular access to AICD Australian Institute of Community Directors by Executive members of the Board</li> </ul>	<ul style="list-style-type: none"> <li>Develop succession plan</li> <li>Review the efficacy of Board executive roles: Secretary &amp; Vice President</li> </ul>
2. The organisation complies with legal and funding requirements	<ul style="list-style-type: none"> <li>a) Board meetings held in accordance with constitution.</li> <li>b) All accountability requirements are lodged with appropriate bodies on time.</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of 3 year terms at 2022 AGM.</li> <li>Transparency of protocols for Banking signatories.</li> <li>Reporting to Funding agreements on time and on budget.</li> </ul>	
3. Control potential fraud & corruption across the organisation	<ul style="list-style-type: none"> <li>a) Develop and review a Risk Management Framework</li> <li>b) Undertake internal audit of compliance.</li> <li>c) Create action list from audit.</li> <li>d) Conflict of Interest policy implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Draft guidelines proposed for Policy and Compliance Committee</li> <li>Declaration of Interest Register attendant to every board of Management meeting</li> </ul>	<ul style="list-style-type: none"> <li>OXFAM Risk Management Appetite Statement was recommended as a useful guide</li> </ul>
4. The organisation has effective structures, people and processes	<ul style="list-style-type: none"> <li>a) Review organisational structure to ensure best fit for purpose.</li> <li>b) Develop clear guidelines for all delegations for the Board, Manager &amp; staff.</li> </ul>	<ul style="list-style-type: none"> <li>Delegation &amp; Control Framework approved March 2022</li> </ul>	
5. Organisational policies are up to date	<ul style="list-style-type: none"> <li>a) Policy manual reviewed and updated regularly.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing process</li> <li>Approval of key policies such as a) Fraud and Corruption</li> <li>b) Strategic Plan c) Board of Management Confidentiality</li> <li>d) Conflict of Interest</li> </ul>	<ul style="list-style-type: none"> <li>All Board members should consider specific tasks when requested Policy Committee</li> </ul>

6. Constitution is up to date.	b) Review Constitution for resolutions prior to Annual General Meeting	Updated and accepted by Special resolution at 2021 AGM. Included the necessary clause defining use of electronic conferencing as a legitimate meeting procedure.	Further updates required at Paragraph 4. a) & 4.d)
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## Strategic Goal 2: Resources and sustainability

*We have the resources and finances to deliver quality services.*

Strategic Objective	Actions	Responsibility	Timeframe	Status	Comments on Progress
1. WNCI develops a diverse funding base	a) WNCI keeps informed of any changes to government funding processes and approaches and assesses implications. b) Identify potential additional funding sources, with a view to diversifying income streams.	Manager Board	Immediate & Ongoing	Ongoing	Subscribed to The Funding Centre to receive list of current grants, updated several times a week. Staff research and apply for grants as they become available.
2. WNCI maintain best practice financial management processes	a) Annual audit undertaken and reported to appropriate bodies in a timely manner. b) Range of financial management policies in place to prevent fraud and mismanagement. c) Financial report provided to the Board, as decided by Board. d) Establish tender process for appointment of Auditor.	Treasurer Financial Administrator Manager Board	August 2021  Ongoing  Quarterly  Dec 2021	In progress	Auditor has agreed to and adhered to the timeline for Audit to ensure the Board has the financial statement by 22 September 2022. Financial management policies in place to prevent fraud and mismanagement. Financial reports completed by the Treasurer for each board meeting with Quarterly analysis of the finances provided.
3. Quality tenders and submissions are developed for ongoing funding	a) Tenders and submissions are prepared, reviewed and submitted on time.	Board Manager	Immediate & Ongoing	Ongoing	Manager prepares submissions by the deadline after review by all interested parties.
4. Maintain IT systems to support	a) Assess organisational IT requirements and update/improve systems when necessary.	Manager	Sept 2021	Ongoing	Work has been completed on the IT

<p>organisational needs.</p>	<p>b) Ensure all staff receive appropriate training.</p>		<p>Annually</p>		<p>systems in 2022 to ensure that staff use Multi-factor Authentication for accessing their organisation emails and other Microsoft platforms. This is a proven method of preventing unauthorised access. Staff receive annual IT Training from Loyal IT.</p>
<p>5. Review options for capital investment &amp; infrastructure</p>	<p>a) Investigate &amp; assess existing situation. b) Ensure the physical space used by WNC supports effective service delivery. c) Consider options for new premises in future.</p>	<p>Manager  Board</p>	<p>February 2022  Ongoing to June 2025</p>	<p>Ongoing</p>	<p>Manager consistently working with Central Coast Council to ensure the physical space at WNC supports service delivery. Leases for Buildings 2, 3, &amp; 4 are now in place at the Wyong site (July 2022). In terms of future premises, there shouldn't be a need for this unless things change with Council.</p>
<p>6. Build and Maintain Organisational Knowledge</p>	<p>d) Corporate information systems used consistently across organisation e) Electronic Documentation of meetings; policies and procedures; funding agreements; roles and tasks; key communication.</p>	<p>Manager Staff Board</p>	<p>Immediate &amp; Ongoing</p>	<p>Ongoing</p>	<p>Board training should be an objective – keeping up to date on governance &amp; leadership. By December 2022, all staff, board and volunteers will be using organisation emails to</p>

					<p>access official Microsoft platforms used across the entire organisation. All staff and board members will be registered on the Volaby platform to ensure a record of induction, training and policy awareness is maintained across the organisation.</p>
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### Strategic Goal 3: Community Engagement

*We strengthen networks and partnerships through engagement with our local community and across the service delivery network.*

Strategic Objective	Actions	Responsibility	Timeframe	Status	Comments on Progress
1. WNCI ensures relevant and strategic relationships with key organisations and networks are in place.	<ul style="list-style-type: none"> <li>a) Identify key relationships and assess existing and potential partnerships against service delivery priorities.</li> <li>b) WNCI considers new partnerships which enhance service delivery.</li> <li>c) Staff are encouraged to seek collaborative partnerships with other community groups and service providers.</li> </ul>	Board Manager	Immediate & Ongoing  Ongoing	Ongoing	Staff and management consistently seeking support and collaboration with external groups and services. Some key partnerships: St Vincent De Paul & Everyday Ability – gardening/social participation activity; SecondBite, FoodBank, OzHarvest & Coast Hands – supplementing Emergency Relief to address food security.
2. WNCI utilises a range of media to ensure its services are promoted	<ul style="list-style-type: none"> <li>a) Media/communication strategies are targeted to specific audiences to promote WNCI's services and programs and enhance community accessibility to same.</li> <li>b) All staff &amp; volunteers are aware of Social Media policies</li> </ul>	Manager & staff	Feb 2022 Ongoing	Ongoing	WNC uses strategic placement of boosted social media posts to target specific and appropriate audiences. In promoting activities and events, WNC makes an effort to place information in frequently visited places, like schools, preschools, shopping centres etc as well as using traditional methods like radio community noticeboards. Staff using social media are given training and feedback about appropriate use in line with policies and procedures. All social media use is monitored by the Manager and team leaders.

<p>3. WNCI participates in relevant forums and network meetings</p>	<p>a) Calendar of forums &amp; networks developed and updated annually, with priorities identified. b) Schedule of staff attendance developed.</p>	<p>Manager &amp; staff</p>	<p>Jan 2022  Feb 2022</p>	<p>Ongoing</p>	<p>Networking meetings are attended by team leaders and manager where possible as well as open to students to attend in conjunction with staff. Networks regularly attended include, Youth Interagency, Central Coast NH Centres Alliance, Fams, LCSA, NCOSS, FCAN.</p>
<p>4. WNCI actively engages with LGBTQI communities</p>	<p>a) Develop strategies and programs aimed at improving access to WNCI activities for those identifying as LGBTQI. b) Staff receive training in working with different communities.</p>	<p>Manager &amp; staff</p>	<p>June 2022 Ongoing  Ongoing</p>	<p>Ongoing</p>	<p>Inclusive language and images used where possible in all communications. Staff encouraged to display their pronouns on email communications. Staff provided with enamel pins displaying the Pride Progression rainbow and Trans rainbow with the words “You are Safe with Me”. Plans in place to make training available to team leaders to complete the HOW2 program from Rainbow Health Australia and achieve accreditation based on the 6 Rainbow Tick Standards.</p>
<p>5. WNCI actively engages with ATSI (Aboriginal &amp; Torres Strait Island) communities</p>	<p>a) Reconciliation Action Plan developed and implemented. b) Develop strategies, programs and partnerships that increase engagement. c) Staff receive training in working with ATSI communities and cultures.</p>	<p>Manager &amp; staff</p>	<p>March 2022</p>	<p>Ongoing</p>	<p>Annual access to Aboriginal Cultural Competency Training for staff and management. Partnerships fostered with Aboriginal organisations in Wyong – GNL, Yerin. Manager attended Aboriginal Cultural Awareness for</p>

					Workplaces presented by Blakworks in August 2022 to learn how best to attract, recruit and support Aboriginal staff in our organisation.
6. WNCI actively engages with people with a disability	<ul style="list-style-type: none"> <li>a) Staff receive training in working with people with disabilities.</li> <li>b) Develop strategies, programs and partnerships that increase engagement with people with disabilities.</li> </ul>	Manager & staff	June 2023		
7. WNCI is known to the Central Coast community and funding bodies for its good work	<ul style="list-style-type: none"> <li>a) WNCI showcases its work through active engagement with a diversity of digital &amp; communication modes.</li> </ul>	Board & Manager	Ongoing		<p>Regular social media posts are made to highlight the good work done by the centre and its programs. Photos and text that speaks to the quality of our services are used.</p> <p>Digital reporting of outputs and outcomes is completed on a daily basis, maintaining a high level of quality. Staff receive regular training on how to input quality data.</p>

#### Strategic Goal 4: Quality Service Delivery

*We develop and maintain quality practice to continually improve service delivery to our community.*

Strategic Objective	Actions	Responsibility	Timeframe	Status	Comments on Progress
1. WNCI delivers quality advice and assistance to a diverse range of community members	<ul style="list-style-type: none"> <li>a) WNCI considers the demographic profile of its communities when planning service delivery.</li> <li>b) WNCI accesses current ABS and other relevant data to develop community profiles.</li> </ul>	Manager	Dec 2021 Ongoing	Ongoing	Every activity is planned using a planning template that includes a needs assessment and links to Program Logics which include ABS data and community profiles.
2. WNCI strives for a systematic approach to best practice in all aspects of organisational practice and service delivery	<ul style="list-style-type: none"> <li>a) Review organisation's service delivery to ensure it is evidence-based and consistent with funding program directions and requirements.</li> <li>b) Develop an evaluation plan for regular planning, reflection and evaluation, relating to explicit program and strategic outcomes.</li> </ul>	Board  Manager	March 2022 Ongoing  June 2022	Ongoing	Service delivery is regularly reviewed using SCORE in the DEx reporting. Surveys are delivered to participants, at every activity/event and service session to ask for feedback and impact measurement.
3. WNCI has a culture of continuous quality improvement in its service delivery	<ul style="list-style-type: none"> <li>a) Staff are encouraged to identify and respond to areas of potential improvement.</li> <li>b) Staff are supported to respond to changing social environments.</li> <li>c) Ensure all staff have a current job description.</li> <li>d) Ensure all staff receive regular supervision.</li> <li>e) Provide professional development in response to identified skill gaps.</li> </ul>	Manager	Immediate & Ongoing	Ongoing	Staff receive a variety of opportunities for supervision, daily with on the spot reflection/debriefing, quarterly with supervision session with Manager/Team Leader, Annually with supervision session with Manager. Staff encouraged to keep an up to date Individual Work Plan. They should highlight areas for potential professional development and identify skill gaps.

					<p>Job descriptions are reviewed by the staff and manager to ensure they are relevant and accurate for the role.</p> <p>Manager uses communication through Microsoft Teams to ensure all staff are kept abreast of changes to social environments at work.</p>
4. WNCI has a culture of teamwork and support for its staff	<p>a) Opportunities for team building and shared working knowledge are developed.</p> <p>b) Review internal communication processes to ensure staff are informed and engaged and to improve collaborative work practices.</p>	<p>Manager</p> <p>Manager</p> <p>Manager/ Staff</p>	<p>Immediate &amp; Ongoing</p> <p>Ongoing</p>	Ongoing	<p>Staff have access to Microsoft Teams for communication and collaboration on working documents.</p> <p>Training is regularly received on how to use these platforms appropriately.</p> <p>Team building activities are provided at least 3 to 4 times per year, including 4 days of training, team building, planning and socialising in early January each year.</p>
5. The organisation supports volunteers and students.	<p>a) Review the role of volunteers and students on placement in the organisation.</p> <p>b) Roles for volunteers are clarified through reviewed position descriptions.</p> <p>c) Student involvement in organisation is assessed and clarified.</p>	Manager	<p>Dec 2021</p> <p>June 2023</p> <p>Dec 2021</p>	Ongoing	<p>The organisation has created opportunities for students and volunteers in a range of roles. Intake &amp; Assessment, Emergency Relief Provision, Information/Advice &amp; Referral, Frozen Meals Program, Community Pantry, Maintenance &amp; Gardening.</p>

					<p>The introduction of the Volaby volunteer management program has allowed us to disseminate information about the service, policies, procedures and induction. More will be added.</p> <p>Student involvement at various levels is clarified:</p> <ul style="list-style-type: none"> <li>• Highschool – highly supervised and limited to non-client facing duties.</li> <li>• Cert III – highly supervised and limited to admin and food relief.</li> <li>• Cert IV – moderately supervised and incorporating client facing duties under instruction.</li> <li>• Diploma – minimally supervised, incorporating client facing duties including Assisted Referral and Activity Planning.</li> <li>• Bachelor - minimally supervised, incorporating client facing duties including Assisted Referral,</li> </ul>
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					Activity Planning and Research/Development.
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## Strategic Goal 5 Safe Environment

*We are committed to ensuring the safety and well-being of staff, volunteers and clients at all times.*

Strategic Objective	Actions	Responsibility	Timeframe	Status	Comments on Progress
1. WNCI has an effective risk management framework, policies, and protocols.	<ul style="list-style-type: none"> <li>a) Risk Management Policy is developed.</li> <li>b) Conduct a risk assessment of WNCI.</li> <li>c) Appropriate insurances are maintained.</li> <li>d) Establish and monitor a register to ensure currency of workplace requirements, (eg Driver's licenses, WWCC, Police Checks, First Aid training, Professional Qualifications)</li> </ul>	<ul style="list-style-type: none"> <li>Board</li> <li>Manager</li> </ul>	<ul style="list-style-type: none"> <li>December 2021</li> <li>Mar 2022</li> <li>Immediate</li> <li>Dec 2021 &amp; Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Started</li> <li>Ongoing</li> <li>Ongoing</li> </ul>	Reviewed Annually. In Volaby.
2. Work Health & Safety (WH&S) practices are clear for all personnel in organisation.	<ul style="list-style-type: none"> <li>a) Staff are aware of risk assessment framework and WH&amp;S policies.</li> <li>b) Appropriate signage is in all workplaces.</li> <li>c) Implement a system of safety reporting that is responsive.</li> </ul>	<ul style="list-style-type: none"> <li>Board</li> <li>Manager</li> </ul>	<ul style="list-style-type: none"> <li>January 2022</li> <li>Ongoing</li> </ul>	Ongoing	Signage added as risks identified. Reporting system in Volaby.
3. WNCI maintains a work environment in which the physical and mental health of staff, volunteers and clients is supported.	<ul style="list-style-type: none"> <li>a) Conduct an annual risk assessment of WNCI, including all work sites and individual staff roles.</li> <li>b) Develop Mental Health policy and procedures including the role of EAP (Employee Assistance Programs).</li> <li>c) Review physical space requirements for effective service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Manager</li> <li>Board</li> <li>Manager</li> </ul>	<ul style="list-style-type: none"> <li>March 2022</li> <li>December 2021</li> <li>March 2022</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> </ul>	Manager working with CCC to provide adequate spaces. Redesign of work stations – July 2022 Redesign of kitchen spaces – August 2022
4. WNCI creates a workplace culture which supports diversity and	<ul style="list-style-type: none"> <li>a) Develop and maintain a code of conduct which is behaviour-defined and included in staff annual reviews.</li> </ul>	Board	January 2022	Ongoing	Manager provides behaviour-defined code of conduct at Annual



<p>inclusiveness and a safe working environment.</p>	<p>b) Staff and volunteers undertake training in discrimination law, including understanding the nature of bullying and harassment. c) Grievance/feedback mechanisms in place.</p>	<p>Manager  Board</p>	<p>January 2022  December 2021</p>	<p>Training and for every new recruit. Feedback/grievance procedure explained to all staff. Volaby has mechanisms for reporting bullying &amp; harassment etc.</p>
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