

Wyong
Neighbourhood
Centre Inc

Strategic Plan

2021-2025

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.

Our values:

- ❖ Inclusiveness offering a respectful, safe, and welcoming environment
- ❖ Fairness creating equal opportunities for participation in community life
- ❖ Empowerment building on the strengths of individuals, families, and community
- ❖ Integrity honesty in professional, business, and organisational relationships
- ❖ Transparency individual and organisational evaluation and accountability
- ❖ Innovation creativity and openness to learning, change & development
- ❖ Professionalism reliability and collaboration in high quality service provision

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.

Our Organisation

The Board of Management

Wyong Neighbourhood Centre Inc (WNCI) is governed by a Board of Management made up of people who have skills and experiences in such areas as community service, HR management & training, risk management & certification, legal frameworks, and financial efficacy. They volunteer their time to ensure the good governance and organisational accountability of WNCI.

The Staff

As a typical reflection of the industry and community-based organisations our staff, are generally employed part-time and often on funding-dependent contracts. They hold tertiary level qualifications with expertise in youthwork, community services and financial literacy. WNCI works in partnership with the University of Newcastle to provide supervised work placements for social work students. The organisation also has a volunteer workforce through the 'Work-for-the-Dole' and mutual obligation schemes, and others referred from Volunteering Central Coast.

WNCI staff are led by a committed and determined Manager who has created a strong culture of professionalism and accountability.

The Location

WNCI is a well-known and continuing presence on the hilltop at the Old Wyong School Community Centre in Wyong and has now established a second Community Hub in the heart of Gosford, opposite the railway station. WNCI also continues to offer flexible and responsive services and programs to the young people of Wyong via its Phoenix Youth Support Services team.

We have maintained a strong tradition of providing welcoming and accessible neighbourhood services, where professional and volunteer-based support is offered to people who are experiencing significant challenges in life.

Revenue Sources

Our income is primarily generated through successful funding applications to both State and Federal government agencies including the NSW Dept of Communities and Justice TEI (Targeted Early Intervention) program and the Federal Government Dept of Social Services.

We have also developed fee-for-service income via contracts with Dept of Housing and Job Network providers. Additionally, we have grant funded projects through Central Coast Council and local business opportunities.

A small percentage of our income comes from donations, membership, and bank interest. This revenue is not tied to any grant and is therefore available for creative opportunity.

Our Strategic Plan

The 2021 Chair and Board Members would like to thank the Manager and staff for their thoughtful contributions and our consultants Ruth Jordon & Deb Tipper for their facilitation of the processes that led to the development of this 2021 – 2025 Strategic Plan.

The Strategic Plan provides an overall guide to our intentions and priorities for the next 4 years.

We have established **Five Strategic Goals** that 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.

Annual Operational Plans will be developed as the basis for ongoing monitoring and evaluation of our progress toward achieving stated goals. This will also allow us to reflect on how we can continuously improve at all levels of the organisation and ensure that we are continuing to provide services responsive to community needs

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.

President & Chair:  **on behalf of 2021 Board of Management**

Strategic Goal 1: Good Governance

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

Strategic Objective	Actions	Responsibility	Timeframe	Status	Comments on Progress
1. Board manages organisation effectively and efficiently	<ul style="list-style-type: none"> a) Board has broad range of skills & expertise. b) Board makes decisions in a timely manner. c) Board ensures WNCI has strategic plan in place, which is reviewed annually. d) Board establishes subcommittees as required 	Board	Immediate & Ongoing		
2. The organisation complies with legal and funding requirements	<ul style="list-style-type: none"> a) Board meetings held in accordance with constitution. b) All accountability requirements are lodged with appropriate bodies on time. 	Board	Immediate & Ongoing		
3. Control potential fraud & corruption across the organisation	<ul style="list-style-type: none"> a) Develop and review a Risk Management Framework b) Undertake internal audit of compliance. c) Create action list from audit. d) Conflict of Interest policy implemented. 	Board Manager	June 2022 June 2022 August 2022 Ongoing		
4. The organisation has effective structures, people and processes	<ul style="list-style-type: none"> a) Review organisational structure to ensure best fit for purpose. b) Develop clear guidelines for all delegations for the Board, Manager & staff. c) Ensure all staff have up to date job descriptions, which are reviewed regularly. 	Board & Manager Board Board	ongoing Dec 2021 Sept 2021		
5. Organisational policies are up to date	<ul style="list-style-type: none"> a) Policy manual reviewed and updated regularly. 	Board	Immediate & Ongoing		
6. Constitution is up to date.	<ul style="list-style-type: none"> b) Review Constitution for resolutions prior to Annual General Meeting 	Board	October 2021		

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		
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		
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		
4. Maintain IT systems to support organisational needs.	a) Assess organisational IT requirements and update/improve systems when necessary. b) Ensure all staff receive appropriate training.	Manager	Sept 2021 Annually		
5. Review options for capital investment & infrastructure	a) Investigate & assess existing situation. b) Ensure the physical space used by WNC supports effective service delivery. c) Consider options for new premises in future.	Manager Board	February 2022 Ongoing to June 2025		
6. Build and Maintain Organisational Knowledge	d) Corporate information systems used consistently across organisation e) Electronic Documentation of meetings; policies and procedures; funding agreements; roles and tasks; key communication.	Manager Staff Board	Immediate & Ongoing		

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.	a) Identify key relationships and assess existing and potential partnerships against service delivery priorities. b) WNCI considers new partnerships which enhance service delivery. c) Staff are encouraged to seek collaborative partnerships with other community groups and service providers.	Board Manager	Immediate & Ongoing Ongoing		
2. WNCI utilises a range of media to ensure its services are promoted	a) Media/communication strategies are targeted to specific audiences to promote WNCI's services and programs and enhance community accessibility to same. b) All staff & volunteers are aware of Social Media policies	Manager & staff	Feb 2022 Ongoing		
3. WNCI participates in relevant forums and network meetings	a) Calendar of forums & networks developed and updated annually, with priorities identified. b) Schedule of staff attendance developed.	Manager & staff	Jan 2022 Feb 2022		
4. WNCI actively engages with LGBTQI communities	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.	Manager & staff	June 2022 Ongoing Ongoing		
5. WNCI actively engages with ATSI (Aboriginal & Torres Strait Island) communities	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.	Manager & staff	March 2022		

6. WNCI actively engages with people with a disability	<ul style="list-style-type: none"> a) Staff receive training in working with people with disabilities. b) Develop strategies, programs and partnerships that increase engagement with people with disabilities. 	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"> a) WNCI showcases its work through active engagement with a diversity of digital & communication modes. 	Board & Manager	Ongoing		

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	a) WNCI considers the demographic profile of its communities when planning service delivery. b) WNCI accesses current ABS and other relevant data to develop community profiles.	Manager	Dec 2021 Ongoing		
2. WNCI strives for a systematic approach to best practice in all aspects of organisational practice and service delivery	a) Review organisation's service delivery to ensure it is evidence-based and consistent with funding program directions and requirements. b) Develop an evaluation plan for regular planning, reflection and evaluation, relating to explicit program and strategic outcomes.	Board Manager	March 2022 Ongoing June 2022		
3. WNCI has a culture of continuous quality improvement in its service delivery	a) Staff are encouraged to identify and respond to areas of potential improvement. b) Staff are supported to respond to changing social environments. c) Ensure all staff have a current job description. d) Ensure all staff receive regular supervision. e) Provide professional development in response to identified skill gaps.	Manager	Immediate & Ongoing		
4. WNCI has a culture of teamwork and support for its staff	a) Opportunities for team building and shared working knowledge are developed. b) Review internal communication processes to ensure staff are informed and engaged and to improve collaborative work practices.	Manager Manager Manager/ Staff	Immediate & Ongoing Ongoing		

<p>5. The organisation supports volunteers and students.</p>	<p>a) Review the role of volunteers and students on placement in the organisation. b) Roles for volunteers are clarified through reviewed position descriptions. c) Student involvement in organisation is assessed and clarified.</p>	<p>Manager</p>	<p>Dec 2021 Jan 2022 Dec 2021</p>		
--	--	----------------	---	--	--

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.	a) Risk Management Policy is developed. b) Conduct a risk assessment of WNCI. c) Appropriate insurances are maintained. d) Establish and monitor a register to ensure currency of workplace requirements, (eg Driver's licenses, WWCC, Police Checks, First Aid training, Professional Qualifications)	Board Manager	December 2021 Mar 2022 Immediate Dec 2021 & Ongoing		
2. Work Health & Safety (WH&S) practices are clear for all personnel in organisation.	a) Staff are aware of risk assessment framework and WH&S policies. b) Appropriate signage is in all workplaces. c) Implement a system of safety reporting that is responsive.	Board Manager	January 2022 Ongoing		
3. WNCI maintains a work environment in which the physical and mental health of staff, volunteers and clients is supported.	a) Conduct an annual risk assessment of WNCI, including all work sites and individual staff roles. b) Develop Mental Health policy and procedures including the role of EAP (Employee Assistance Programs). c) Review physical space requirements for effective service delivery.	Manager Board Manager	March 2022 December 2021 March 2022		
4. WNCI creates a workplace culture which supports diversity and inclusiveness and a safe working environment.	a) Develop and maintain a code of conduct which is behaviour-defined and included in staff annual reviews. b) Staff and volunteers undertake training in discrimination law, including understanding the nature of bullying and harassment. c) Grievance/feedback mechanisms in place.	Board Manager Board	January 2022 January 2022 December 2021		