



Strategic Direction

2014/15 – 2016/17

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Foreword from the Chairperson

This strategic plan will guide the direction of The Spiers Centre Inc for the next three years and builds on the work undertaken in previous years.

The plan was developed following considerable consultation with key stakeholders through questionnaires, interviews and workshops. This feedback, coupled with analysis and observation, was used by the Board and Chief Executive Officer of The Spiers Centre Inc to inform the strategic planning process.

Over two days of planning workshops, facilitated by an external consultant, six strategic themes were identified:

- Growth
- Sustainability
- Internal capability and capacity
- Core services
- Anticipating and responding to change
- Profile

These themes helped determine our objectives for the next three years and assisted in development of the key actions to be undertaken.

Whilst it was a time-consuming process, I believe the plan will help The Spiers Centre Inc focus and grow and become more sustainable into the future. I wish to thank everyone who participated in the development of this important document including the previous Chairperson, Sarah Schmitt, who was a key driver.

Lisa Nicolaou
Chairperson
October 2014

CEO Report

The Spiers Centre Inc (TSC) undertakes a strategic planning process every three years to ensure our priorities reflect the needs of the community and that our resources are used to the best advantage. This plan builds on the previous strategic plan which guided TSC for the last three years. The new strategic plan will enable us to prioritise current and future needs of the community and address our services to where needs are most.

The PESTEL framework was used to look at the factors impacting on service delivery and helped inform development of the strategic plan.

Political factors

At the time of development of the strategic plan, both State and Federal governments are Liberal which means there is some consistency in their views and actions. As noted by Elena Douglas (Convenor at the Centre for Social Impact, UWA Business School, 1/4/2014), the Coalition government:

- Sees employment as the best form of welfare.
- Wants to unwind universal service provision wherever possible and have more user-pays.
- Believes in market-solutions wherever possible, and people having choice, not being dictated to by bureaucrats.
- Is on a crusade to reduce regulation, 'red-tape', bureaucracy, 'rent-seeking', and the big new enemy: "entitlements".

Not for profit organisations such as TSC need to identify and work closely with collaborators across sectors, and develop working partnerships in projects that support the community's needs. The difficulty is that many not for profit organisations competing in the past now need to learn how to partner efficiently and effectively without damaging their credibility in their community.

All Government's in recent years have talked about "evidence based" reporting. This will continue and will pressure small organisations like TSC to keep up with technology to be able to fulfil their reporting requirements for funding bodies.

In addition to the above there are changes on the policy horizon, with changes to the ACNC, the Charities Act, and a new State Incorporated Associations Act to come. These changes all need to be kept up with to help maintain accountability. The recent Commission of Audit has recommended a variety of reductions in funding and increases in costs of services and whilst these are yet to be endorsed, there will need to be a more intense lobbying strategy in the future to highlight our dissatisfaction.

Economic factors

Western Australia has been in a resources boom for some years but is gradually starting to slow down with a decline in business investment and a slower growth in job creation. WA is currently transitioning towards a production phase in the resources sector. Even so, WA has just had its 8th biggest quarter on record. (Ryan Buckland: Senior Economist, CCI Economics, 1/4/2014).

There have been substantial positive benefits from the current mining expansion; however, non-mining regions have been unnecessarily adversely impacted on, as have other industries such as housing. Costs of housing have grown substantially in terms of building costs and private rentals which puts pressure on new homebuyers and people wanting to rent. Within the cities of Joondalup and Wanneroo, housing rental is between \$50-70 more than the WA median price. People on government payments are finding it harder to secure rental property as they are in competition with others who are in paid employment.

Population growth in WA has seen an unprecedented 1500 people per week coming from interstate and overseas which has put pressure on the labour market and on available services with the average unemployment likely to increase. This also puts pressure on housing availability.

The push by the Federal government to reduce spending across all areas will have an impact on service delivery and will increase pressure on all not for profit organisations. The State government has seen a falling share of GST, the loss of stamp duties and must also reduce spending, again putting pressure on organisations such as TSC.

Social Factors

About 45% of the people residing in the cities of Wanneroo and Joondalup were born overseas in England, New Zealand, South Africa, Scotland, Vietnam and Ireland. Many of these populations are culturally and linguistically diverse and their service needs are additional to the cultural issues they face when trying to settle in a new area. Currently our clients and course participants reflect this diversity.

Of the 86,363 people in Joondalup who reported being in the labour force in the 2011 Census some 58.3% were employed full time, 32.0% were employed part-time and 3.9% were unemployed. There were 77,134 people in Wanneroo who reported being in the labour force in the 2011 Census. Of these 60.7% were employed full time, 27.9% were employed part-time and 4.9% were unemployed.

Our client make-up primarily comprises those who are employed part-time, are unemployed or who are retired. However we are seeing some people who are employed full time who are facing mortgage stress.

The age group that is most concerning in both cities are those over 50yo with 84,000 people in the cities of Wanneroo and Joondalup being over this age. We currently have numerous clients in this age group and have many grandmothers attending playgroup.

From a Western Australian perspective there is increasing evidence of poverty and inequality within the following vulnerable groups:

- Older unemployed, divorced women with lack of superannuation
- Culturally and linguistically diverse groups
- People with dementia
- Single parents
- Mentally ill
- Long term unemployed.
- Homeless
- People with a disability
- Sole fathers have nowhere to go with kids when in a crisis.

Many of these are mirrored in both cities and within our clients.

Technological factors

Advances in technology mean that there is a need to for TSC keep up with the latest trends in order to maintain quality services. The use of Cloud for MYOB and file storage and the use of data collection programs are but a couple of areas that need our attention. The pace of technological obsolescence is also one that will affect our budget as programs become outdated and new ones need to be purchased. Additionally, training may need to be provided.

Environmental factors

Environmental factors that may impact on TSC include energy and waste. We continue to seek ways of saving energy and waste and are currently in the first stage of going paperless.

An environmental audit undertaken of TSC in August 2010 provided some 28 recommendations of which 15 have been undertaken.

Legal factors

Legal factors affecting TSC include:

- Maintaining our lease conditions.
- Maintaining appropriate insurances.
- Fulfilling all funding contract requirements.
- Providing staff conditions as per the appropriate award.
- Responding appropriately to all legislation affecting not for profit organisations.

Who We Are

The Spiers Centre Inc (TSC) is a not for profit charity that provides helping services to people who are disadvantaged and live in the Cities of Joondalup and Wanneroo. TSC is governed and provided strategic direction by a Board and is managed by a Chief Executive Officer. TSC has some 15 employees and 20 volunteers who assist us in supporting our community. As increasing numbers of individuals and families are finding themselves in the position of not being able to provide even the most basic of necessities for themselves and their children, our work becomes more vital and under more pressure. The need for committed volunteers, funding and corporate donations has never been greater.

The Spiers Centre currently has three main programs: The F.A.I.R. program (Financial awareness, information and resources); the Individual and Family Support Program (providing opportunities for learning and growth); the Community and Social Support Program (providing opportunities to make new friends, share experiences and connect with the community).

Each program has a variety of activities and/or assistance provided which supports, nurtures or empowers individuals to make appropriate lifestyle choices. Within these programs, our most commonly used services are: Financial Counselling (support and assistance for clients who want help in addressing issues of a financial nature); Emergency relief (assisting clients in crisis with bill payments, food or food vouchers); personal development activities (such as workshops, courses or groups); and SKIPS (a group that supports families who have a child with a disability). As well, many community groups also use the centre outside our normal hours.

In addition to the above, we are the local Community Neighbourhood House and Learning Centre which means we are linked to around 1000 other centres throughout WA and Australia and are able to access their ideas and resources to assist or support our own community development activities.

Our Charter

Vision:

Building a strong caring community free of adversity

Purpose Statement:

We make a positive difference through supporting and empowering individuals in the northern suburbs of Perth by relieving poverty, misfortune and distress

Our Personal and Professional Values

Caring

Accountable

Responsive

Integrity

Non-judgemental

Growth



Strategic Focus

In fulfilling our Charter, the strategy focuses around six priority themes that could impact on our services over the next three years and beyond. To bring our themes to life, we have developed six strategic objectives, to which our Vision and Values are fundamentally aligned. These objectives are:

1. **To ensure responsive growth**
2. **To achieve financial and non-financial sustainability**
3. **To build internal capability and capacity**
4. **To optimise our services**
5. **To recognise and adapt to the changing environment**
6. **To build the image and profile as a proactive, contemporary and responsive service**



These objectives will be key drivers in achieving successful outcomes for all our stakeholders.

We will measure our success from four perspectives:

Clients	How we create value for our clients; and how we continuously improve our level of service
Financial	How we add value for our clients whilst ensuring we remain financially viable into the future; and how we provide a balanced approach to investment in a full range of services
Internal Business Processes	How we improve and excel in our business processes
Learning and Growth	How we build our people and system capacity to meet future needs

Strategic Logic Pathway

Strategic Logic

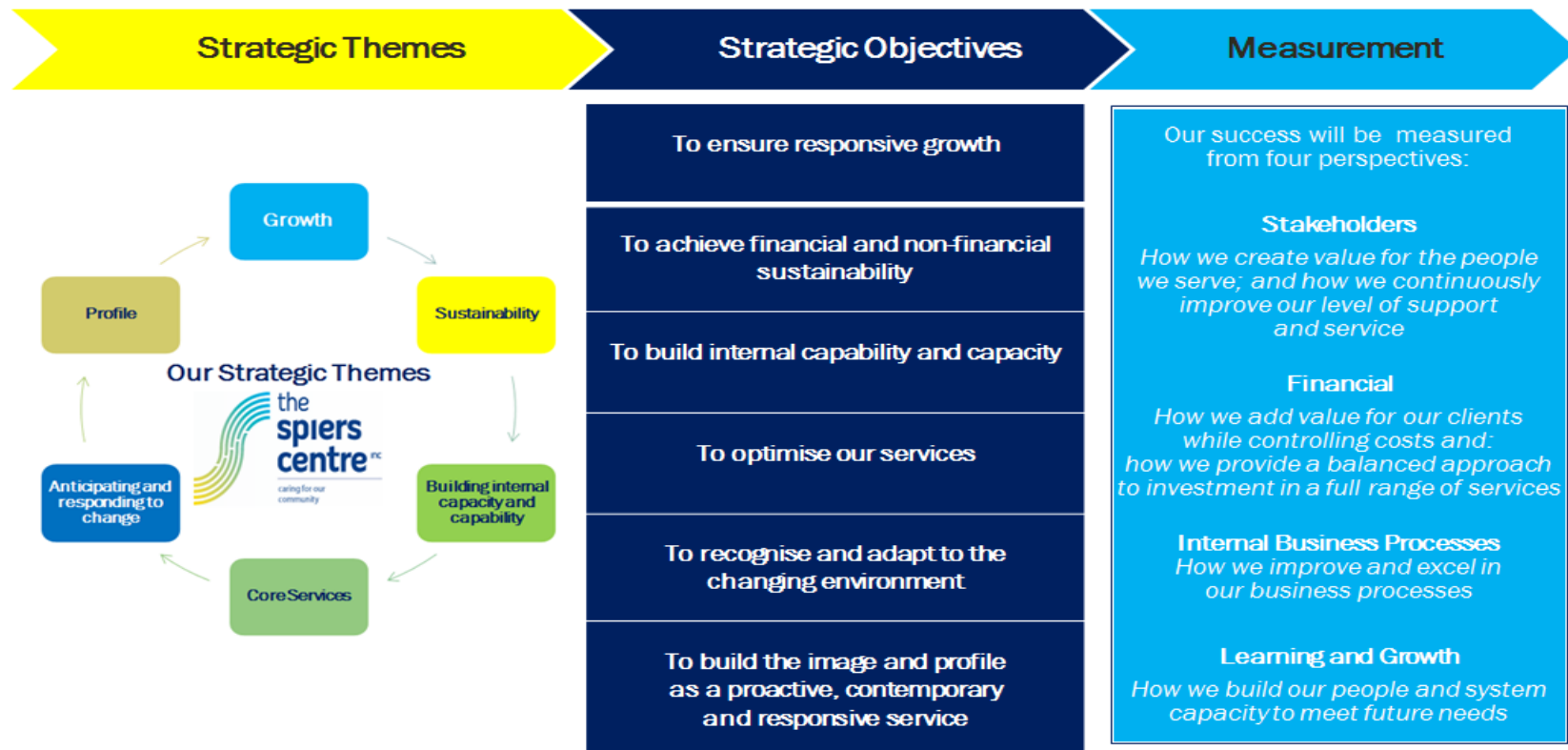


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Strategic Objectives

Strategic Theme: Growth

Strategic Objective One: To ensure responsive growth

Driving Statement: We are committed to developing and growing resources in a sustainable way to meet demand whilst managing those resources effectively and efficiently

	Key actions to achieve the objective:	Key measurements of achievement:	Timeline		
			1	2	3
1.1	Provide the infrastructure to sustain the expected growth and needs of our community and workplace	1.1.1 Relevant infrastructure needs are identified 1.1.2 Strategies are developed for asset redevelopment where required 1.1.3 Regular environmental scans undertaken to measure impact of community needs		✓	✓
1.2	Identify and monitor the corridors for growth and optimise opportunities	1.2.1 Demographic spread and locational disadvantage monitored and associated plans developed where necessary	✓	✓	✓

Strategic Theme: Sustainability

Strategic Objective Two: To achieve financial and non-financial sustainability

Driving Statement: We are committed to developing strong and diverse revenue streams for sustainable outcomes

	Key actions to achieve the objective:	Key measurements of achievement:	Timeline		
			1	2	3
2.1	Compile a range of success stories to demonstrate funding outcomes	2.1.1 Collated stories; testimonials; and relevant qualitative data to showcase success 2.1.2 Assessment conducted of finances required to meet outcomes	✓	✓	✓
2.2	Increase opportunities for new funding streams	2.2.1 New working relationships formed 2.2.2 Productive networks and partnerships built and maintained	✓	✓	✓
2.3	Timely and accurate reporting to all funding bodies and separate regular face-to-face engagement with key stakeholders	2.3.1 Potential funding bodies and partners identified 2.3.2 Documented funds / goods received from donors 2.3.3 Regular reporting of stakeholder engagement	✓	✓	✓
2.4	Develop a Strategic Fundraising Plan	2.4.1 Plan developed and endorsed by the Board 2.4.2 Target list of high impact / high influence stakeholders identified including donors, sponsors and supporters		✓	✓

		compiled 2.4.3 Achievement of fundraising targets			
2.5	Develop a robust and sustainable Three Year Financial Plan	2.5.1 Plan developed and endorsed by Board 2.5.2 Plan updated annually on a three year rolling basis		✓	✓

Strategic Theme: Internal capability and capacity

Strategic Objective Three: To build internal capability and capacity

Driving Statement: We are committed to developing our capability and capacity to meet current and future community needs

	Key actions to achieve the objective:	Key measurements of achievement:	Timeline		
			1	2	3
3.1	Identify human services systems and processes to achieve the objectives of the Strategic Plan	3.1.1 Allocation and actualisation of objectives	✓	✓	✓
3.2	Establish a robust recruitment process for staff, board and volunteers	3.2.1 Recruitment process documented 3.2.2 Appropriate mechanisms are in place		✓	✓
3.3	Develop a Customer Charter and complaints mechanism to ensure objective and effective resolution	3.3.1 Customer Charter developed 3.3.2 Complaints process documented		✓	
3.4	Develop professional development plans and formal review mechanisms and ensure it is adhered to	3.4.1 Documentation related to career plans is developed	✓	✓	✓

3.5	Develop succession plans for Board and key staff positions	3.5.1 Documentation related to succession planning is developed 3.5.2 Develop procedure manual for all key positions	✓		
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Strategic Theme: Core Services

Strategic Objective Four: To optimise our services

Driving Statement: We are committed to providing a range of high quality services that identify and respond to the diverse needs of our community

	Key actions to achieve the objective:	Key measurements of achievement:	Timeline		
			1	2	3
4.1	Conduct a review of current TSC services	4.1.1 Participant surveys undertaken to determine individual benefit and satisfaction 4.1.2 Services evaluated and compared with other service providers	✓		
4.2	Review the relevancy and number of services provided by TSC	4.2.1 Other service offerings identified 4.2.2 Gaps and duplication of service identified with a view to improving, discarding or adapting	✓		
4.3	Identify opportunities and new ways of working	4.3.1 New models identified and reviewed 4.3.2 Skills needed to develop new models and ways of working are identified	✓	✓	✓

Strategic Theme: Anticipating and responding to change

Strategic Objective Five: To recognise and adapt to the changing environment

Driving Statement: We are committed to monitoring and anticipating change

	Key actions to achieve the objective:	Key measurements of achievement:	Timeline		
			1	2	3
5.1	Gain an understanding of our PESTEL environment and be aware of the impact of any changes	5.1.1 Knowledge information system to capture ongoing environmental data is developed	✓	✓	✓
5.2	Be prepared to respond appropriately and efficiently to relevant changes	5.2.1 Enterprise risk management plan to manage and mitigate environmental risk factors is developed 5.2.2 Business continuity plan is developed	✓	✓	✓

Strategic Theme: Profile

Strategic Objective Six: To build the image and profile as a proactive, contemporary and responsive service

Driving Statement: We are committed to positively promoting The Spiers Centre to create better outcomes for the community

	Key actions to achieve the objective:	Key measurements of achievement:	Timeline		
			1	2	3
6.1	Raise The Spiers Centre profile in the wider community	6.1.1 TSC's current profile and level of community awareness of the brand is assessed 6.1.2 Marketing plan developed and implemented 6.1.3 Qualitative data that showcases TSC's success stories captured and formalised	✓	✓	✓
6.2	Develop process for stakeholder engagement	6.2.1 Stakeholder management plan developed and implemented		✓	✓
6.3	Optimise on opportunities for information sharing and profile raising	6.3.1 Opportunities for high value relationships with government, business and other agencies identified and explored 6.3.2 The number of strategic networks to share information is increased	✓	✓	✓
6.4	Review the impact of the stakeholder management plan	6.4.1 The effectiveness of the stakeholder management plan is reviewed and evaluated; and interventions implemented			✓

Balanced Scorecard

