

# Strategic Plan

July 2017 - June 2020

*Strong, caring and resilient communities.*

# INTRODUCTION

The Spiers Centre is a not-for-profit charity based in the northern suburbs of Perth. We work with individuals, families and communities to enhance their abilities to cope with the challenges of life. Our approach is to assist people through each stage of their life and to provide support and hope.

Our service offer has been developed to help address the needs of the community. Our core services include: financial counselling; emergency relief; social and support groups; and a crèche service.

This strategic plan will guide the Spiers Centre over the next three years and build on the previous plan which laid a solid foundation on which to build. Analysis of what is happening in the sector, expectations of all levels of government, plus client needs helped inform development of the plan.

From an aspirational perspective, in 2020:

- The Spiers Centre will be delivering service to more people from multiple locations, working independently and in partnership with other like-minded organisations.
- Our clients will value our professionalism and effectiveness and refer others to our service.
- Our bottom line will have been strengthened through additional funding sources, including more funding independent of government.
- We will be champions and advocates for the communities and sectors in which we work.
- We will provide a community centre with information and programs offered by us and other members of the local community.
- We will be acknowledged as an innovator in the not-for-profit sector.

I wish to thank everyone involved in development of this new strategic plan, which will lead to growth and sustainability.

George Cowcher  
Chairperson

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# VISION

Strong, caring and resilient communities.

# MISSION

A centre for support, information and empowerment of individuals, families and communities.

# SHARED VALUES

- Integrity – Honesty and fairness in all we do.
- Respect – Compassion without judgement.
- Collaboration – Connections that add value.

# OBJECTIVES

1. Quality programs delivering empowerment and sustained outcomes.
2. Proactive, caring, skilled staff and volunteers.
3. Well positioned and well respected across the sector and community.
4. Sound governance, strong financial performance and long term sustainability.
5. Welcoming settings, appropriate systems and adequate resources.

# OBJECTIVE 1

## QUALITY PROGRAMS DELIVERING EMPOWERMENT AND SUSTAINED OUTCOMES

Strategy	1.1. Understand and align services to the needs of the community.	1.2. Support programs that offer empowerment and sustained change for clients.	1.3. Facilitate services for the community by the community.	1.4. Review and enhance programs to ensure ongoing quality.
Performance Measures	<ul style="list-style-type: none"> <li>• Annual needs analysis undertaken.</li> <li>• Increase in the number of people accessing our services.</li> <li>• Increase in the percentage of people who express satisfaction with the services received.</li> </ul>	<ul style="list-style-type: none"> <li>• Decrease in the percentage of clients that return for the same service and reason.</li> <li>• Increase in clients expressing increased confidence in their own capacity to manage their affairs.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of community led courses and programs increase by 20% per annum.</li> <li>• Total attendees at community led courses and programs increase by 25% per annum.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in the percentage of people who express satisfaction with the services and programs.</li> <li>• Evidence of implementation of participant feedback into services and programs.</li> </ul>
Report	Annual	Annual	Annual	Annual
Priority Actions	<ul style="list-style-type: none"> <li>• Research community needs beyond current clients.</li> <li>• Identify services that align with our mission.</li> <li>• Conduct and collate participant feedback for programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Review programs to reduce the need for repeated need for the service (empowerment).</li> <li>• Identify and trial new community programs for delivery by the Centre.</li> <li>• Determine the desired nature of sustained change.</li> <li>• Evaluation framework for programs and services developed and implemented.</li> <li>• Outcomes measured at an individual level post service provision.</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing the availability of the centre for programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish evaluation and data collection process.</li> <li>• Feedback and scorecard to benchmark quality.</li> </ul>

# OBJECTIVE 2

## PROACTIVE, CARING, SKILLED STAFF AND VOLUNTEERS

Strategy	2.1. Ensure an appropriate organisational structure.	2.2. Build and maintain a professional, capable and skilled workforce.	2.3 Sustain a positive and engaged workplace.	2.4 Recruit and retain skilled volunteers.
Performance Measures	<ul style="list-style-type: none"> <li>• Structure enables greater efficiency of operations.</li> <li>• Job descriptions reviewed and roles clarified.</li> <li>• Increase in service delivery outputs with existing resources.</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of staff trained to an agreed level of competency.</li> <li>• Adherence to workforce plan.</li> <li>• 50% of staff completing additional development opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Overall positive results from staff engagement survey.</li> <li>• Comparative rate of staff turnover.</li> <li>• Comparative rate of sick/stress leave.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of volunteers increases by 25% per annum.</li> <li>• Job descriptions developed for volunteers following identification of skills required.</li> <li>• 100% of volunteers complete the required induction and training within 3mths.</li> </ul>
Report	Annual	Annual	Annual	Annual
Priority Actions	<ul style="list-style-type: none"> <li>• Review and define the organisational structure.</li> <li>• Check JDFs and roles align to the required structure.</li> </ul>	<ul style="list-style-type: none"> <li>• Understand the current capabilities of staff.</li> <li>• Prioritise development needs (Training needs analysis).</li> <li>• Deliver ongoing professional development.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue staff engagement survey.</li> <li>• Articulate the desired workplace culture.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify the skills and attributes required for volunteers.</li> <li>• Marketing and recruitment for volunteers to these skills and attributes.</li> <li>• Promote the range of volunteering models available (onsite, remote, skill based).</li> </ul>

# OBJECTIVE 3

WELL POSITIONED AND WELL RESPECTED  
ACROSS THE SECTOR AND COMMUNITY

Strategy	3.1. Increase awareness and recognition of the centre, our mission, values and capabilities.	3.2. Build and maintain strategic relationships/ partnerships that progress our vision.	3.3. Establish the Centre as the 'go-to' point for community advocacy.
Performance Measures	<ul style="list-style-type: none"> <li>• Number of website hits increases by 25% per annum.</li> <li>• Number of Facebook friends increases by 25% per annum.</li> <li>• Number of public enquiries to Centre increase year on year.</li> <li>• Profile and community awareness assessed annually (including level of media coverage).</li> </ul>	<ul style="list-style-type: none"> <li>• Level of corporate support (financial and other) increases each year.</li> <li>• Number of formal and informal partnerships increase each year.</li> <li>• Number and nature of involvement in external sector policy and reference groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of approaches from media and organisations in the sector increase each year.</li> <li>• Number of client referrals from other organisations increase each year.</li> </ul>
Report	Annual	Annual	Annual
Priority Actions	<ul style="list-style-type: none"> <li>• Develop and implement marketing plan to be able to speak to sector and community (in person, online and across the community).</li> </ul>	<ul style="list-style-type: none"> <li>• Define what we mean by partnership.</li> <li>• Complete a stakeholder analysis.</li> <li>• Build representation of TSC on various sector and community bodies.</li> </ul>	<ul style="list-style-type: none"> <li>• Build our profile as a source of information about the community.</li> </ul>

# OBJECTIVE 4

## SOUND GOVERNANCE, STRONG FINANCIAL PERFORMANCE AND LONG TERM SUSTAINABILITY

Strategy	4.1. Maintain and/or grow existing funding.	4.2. Grow the diversity and sustainability of income streams.	4.3. Maintain skilled and engaged board.	4.4. Comply with contractual, policy and legislative requirements.
Performance Measures	<ul style="list-style-type: none"> <li>• Level of government funding increases each year.</li> <li>• Level of donations increases each year.</li> <li>• Level of non-government funding increases each year.</li> <li>• Increase in weighting of overall funding mix to non-government sources.</li> </ul>	<ul style="list-style-type: none"> <li>• Revenue from crèche services increases by 20% each year.</li> <li>• Increase in the diversity of revenue streams from service provision.</li> </ul>	<ul style="list-style-type: none"> <li>• Board turnover rate compared to previous year.</li> <li>• Annual board skills audit undertaken.</li> <li>• Annual self-evaluation conducted.</li> <li>• Number of governance related professional development hours undertaken by board members.</li> </ul>	<ul style="list-style-type: none"> <li>• 100% compliance with contractual and legislative requirements.</li> <li>• Policy reviews completed annually.</li> </ul>
Report	Quarterly	Quarterly	Annual	Annual
Priority Actions	<ul style="list-style-type: none"> <li>• Ensure program outcomes are being achieved.</li> </ul>	<ul style="list-style-type: none"> <li>• Explore diversified income streams.</li> <li>• Explore viability of external crèche as a social enterprise.</li> <li>• Build corporate social investment to deliver new programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Financial literacy.</li> <li>• Skills audit of board.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement quality management system.</li> <li>• Diarise regular review of policies and risk registers.</li> <li>• Digitise historic documents.</li> </ul>



# OBJECTIVE 5

## WELCOMING SETTINGS, EFFECTIVE SYSTEMS AND ADEQUATE RESOURCES

Strategy	5.1. Ensure adequate resources to allow optimal service delivery.	5.2. Create and maintain welcoming and safe spaces for people to use.	5.3. Build and sustain robust systems to support service delivery.
Performance Measures	<ul style="list-style-type: none"> <li>• Compliance with assets and IT maintenance plan.</li> <li>• Staff survey result reports no major gaps in facilities and resource.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of drop-ins increases each year.</li> <li>• Staff and client feedback about venue amenity.</li> <li>• Outreach locations meet documented standards.</li> <li>• Number of critical incidents reported.</li> </ul>	<ul style="list-style-type: none"> <li>• Time taken to complete required reporting.</li> <li>• Changes implemented because of quality management system.</li> </ul>
Report	Six Monthly	Six Monthly	Annual
Priority Actions	<ul style="list-style-type: none"> <li>• Identify required resources.</li> <li>• Respond to NBN roll out.</li> <li>• Review tool for remote service provision.</li> <li>• Explore opportunities for self-service facilities (in person/online).</li> </ul>	<ul style="list-style-type: none"> <li>• Review physical layout of outreach locations, the centre to identify how to make the space more welcoming and effective.</li> <li>• Review the lease agreement to identify what can be done.</li> <li>• Identify funding for renovations.</li> <li>• Maintain the Centre and outreach locations.</li> </ul>	<ul style="list-style-type: none"> <li>• Review and enhance database.</li> <li>• Implement and maintain quality management system.</li> <li>• Identify data back up and security procedures.</li> </ul>



# OUTCOMES

Implementation of the strategies will lead to a number of outcomes including:

- Individuals, families and communities are appropriately connected and supported through our services and facilities.
- Staff and volunteers have the capacity and capability to achieve positive community outcomes.
- The Spiers Centre is recognised as being at the cutting edge of service delivery to the community.
- Strong leadership and a sustainable organisation.
- Our facilities, services and partnerships are effective in providing connected, holistic and responsive services in meeting diverse community needs.





Strategic planning  
process assisted by

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