



Bellambi Neighbourhood Centre Strategic Plan 2019 - 2020



Vision (Our hope for the future)

A place that supports the people within the community to make informed choices for their future and to connect people together to support each other to reach their full potential.

Mission (How does BNC contribute to the vision?)

Be part of Collective Impact – bringing together people from different sectors to address complex social issues

Take affirmative action towards disadvantaged groups and people.

Be a safe place for people to learn, contribute, connect and play.

Values (How will we act?)

Engage with community to assess our local community's needs and respond to them

Promote community based decision making and planning

Improve the quality of our service

Act with honesty and integrity

Be fair and equitable

Encourage teamwork and co-operation to build strength



Strategic priorities (What will we concentrate on?)

A safe and welcoming place that enhances community spirit and celebrates the positive.

A service that supports building strong connections within community, between community and services, and between services and services

A Board and staff that focus on sustainability through proactive decision-making and innovations that will minimize negative impact and maintain a balance between ecological resilience, economic stability, and cultural vibrancy.

A service that addresses social sustainability within the community by cultivating local talents and skills, and by empowering people in their own and their communities decision making.





- Objective 1** A well-maintained facility that is safe and accessible and suits the current & future needs of the community.

- Objective 2** Provide and encourage volunteering within the community.

- Objective 3** Celebrate our community through a program of festivals, events and activities which focus around cultural sustainability.

- Objective 4** Increase community activities, groups and services that support financial sustainability and help strengthen individuals and the community.

- Objective 5** Provide effective information and referrals.

- Objective 6** To consider all aspects of sustainability in decision making



Objective 1:

Priority projects 2019: A well maintained facility that is welcoming, safe and accessible, and suits the current & future needs of the community

Ensure centre is welcoming to all cultures, refugees, people with disabilities and LGBTQI+

Audits should include accessibility (eg, autism, refugees, LGBTIQ, ATSI), disabilities, culturally diverse

Formal Acknowledgement of Country which is standard and used at any formal meeting through the organisation

WHS training updates for staff and volunteers. Actioned within centre and to include revised sign in procedures.

Risk Assessment Matrix complete and in use

Child Safe Environment ongoing assessments

Incident Reports give actions for improvement, maintenance or need for training

Induction for all volunteers and new hirers

Current facility is cleaned and maintained to a high standard and as per license agreement

Work with WCC, staff and volunteers on future kitchen refurbishment and garden plans as per Community Builders Grant.

Plan for possible service disruption during proposed works for Kitchen Refurbishment and Garden Plans

Develop Environmental Policy to include waste management systems such as recycling and composting



We know we are successful by:

- Include acknowledgement of country at the beginning of Board meetings and other events.
- Register with ACON's
- Involvement with WINDAC
- Links to SCARF and ASPECT
- Increase usage and referrals from the centre for cultures, refugees, people with disabilities and LGBTQI
- Monthly reporting to the Board to include WHS issues, critical incidents, statistics of client base and service provided, evidence of compliance with policies
- All programs and activities have documented and actioned risk assessments
- Reduced to nil **re-occurring** Incident reports
- Cyclical maintenance and cleaning implemented. WWC inspections.
- Coordinator will be responsible for working with staff and volunteers on regular maintenance and cleaning schedules.
- The coordinator and key volunteers will develop systems to ensure ad hoc maintenance is completed quickly and within budget.
- Kitchen refurbishment to be completed by end 2020. Garden refurbishment to be completed and acquitted by end 2019 Display and acknowledge history of local aboriginal art works.
- Reduced waste and cost of waste disposal. Reduced "rubbish build up in the centre"
- Willingness by volunteers to bring non-compliance issues to attention
- Volunteers and members participate in this objective and adopt practices which minimise the need for corrective practices



Objective 2:

Priority projects 2019: To encourage and support volunteers in their roles as key personnel within the centre

Implement regular volunteer meetings to support volunteers in their role, resource and establish team building

Ensure BNC has suitable, trained and professional volunteers as team leaders and will upskill volunteers through provision of training.

Work with Volunteering Illawarra to recruit skilled volunteers and to develop volunteer recruitment opportunities and best practices for volunteering

Ensure all volunteer roles at BNC have up to date job descriptions and rostered hours and volunteers are informed of these.

Ensure volunteers are familiar with all appropriate Operational Manuals and that these are kept up to date and in line with centre policy

Volunteer procedures ensure that volunteers do not feel obliged to work excessive hours and that volunteers have the opportunity of being familiar with policies and procedures

Ensure all volunteers (including Work Order Placement and Work for the Dole) complete Working With Children's Checks and induction training prior to commencement of work at BNC

Acknowledge volunteer contributions to the centre



We know we are successful by:

- Complete Volunteer skill audit
- An increase in the number of skilled volunteer hours
- Budget for annual training of volunteers and completion of training.
- Volunteer identification (shirts or lanyards)
- Celebration during volunteers week and luncheon at the end of the year
- Recruitment of a volunteer to support volunteers and do volunteer rosters
- Working with Volunteering Illawarra on developing best practice P&P
- Regular induction training to ensure all volunteers are inducted prior to commencement of work.
- Knowledge of and compliance with policies and procedures by all volunteers The flexibility and ability of volunteers to rotate through existing roles



Objective 3:

Priority projects 2019: Celebrate our community through a program of festivals, events, and activities which focus on cultural sustainability.

Audit - Engage with Community around what is important to celebrate

Audit – what communication systems are best for you

To include arts and culture in celebrations

Preserve and promote local heritage and contributions from the past.

Create a calendar of cultural celebrations that BNC will support

1) NAIDOC

2) Reconciliation walk

3) South Sea Festival

4) Bellambi Festival (2019 BNC 40th Birthday)

Work with local school, Our Place and other local organisations to ensure all local events are captured, and put into print calendar.

Devise ways to celebrate local successes and people

Investigate possibility of creating an outdoor gathering place at the centre (yarning Circle)



We know we are successful by:

- Numbers attending events, and feedback from events.
- Increase in community members linking together
- Dedicated spaces on notice boards and keeping them up to date
- Clarity on noticeboards on: Centre-based activities, other activities, and “instructions”
- Respond to audit on what communication works best for you by implementing methods from audit result (eg: Verbal feedback updates at Community Lunch; newsletter, FB presence)
- Include art exhibition, music and dance at 40th birthday celebrations.
- Include history at birthday celebration - involve past staff, and clients
- Expansion of the geographical area which is covered by social activities
- Social activities provide opportunity for friendship development with growth of independence in social activities



Objective 4:

Priority projects 2019: Increase community activities, groups and services that help strengthen individuals and the community

Trained Volunteers to distribute EAPA vouchers

Welcome Packs for new people moving into Bellambi

Increase the number and type of outreach activities that target identified groups from TEI reforms (SCARF, Aboriginal health, Women's Centre) Including inviting organisation into the centre to offer support to increase capabilities of community (Eg: Mission re Financial Counselling; Ombudsman, Health Expo)

Increase the number for Hirers that support BNC Vision and Mission Statements making sure hirers abide to BNC Code of Ethical Behaviour

Working Party supported by Community Engagement Group to investigate support for mental health within community

Seek regular hirer feedback on their centre based actives

Re-establish support of DV Mentor Group



We know we are successful by

- Completion of Activity Mapping Template for TEI reforms. Followed by development and implementation of plans.
- An increase in the number of people coming to all activities at the Centre.
- Increased independence of community individuals
- Decrease in need for Crisis Management and increase in successful referrals
- Success in gaining grants for Young Beans and developing business plan for Social Enterprise
- Launch Welcome Packs
- Display BNC Vision and Mission Statement and Ethical Code of Conduct in all activity rooms in the centre
- Increased hirers
- Links to external services supporting mental health issues



Objective 5:

Priority projects 2019 Provide Effective Information and Referrals

Develop an intake, referral and data collection process for all clients of BNC, including outlook appointment schedule and case note procedures.

Ensure full and up-to-date information service information is available and accessible for referrals

Information about BNC services freely available to other relevant services

Provide parent training groups through Family Support (EIPP) program based on assessed needs of families in the community

Advocacy

Customer service training for all customer facing volunteers – communication, referral and record keeping

Volunteers trained on how to use foyer computer so that they can assist clients needing to access internet for up to date details for all available services and that support centre clients to access service information and support. Review appropriateness of location of computer in foyer.

Assess the best use of media for communication. Marketing through school newsletters, advertiser, community radio, termly newsletter, Facebook and website with reference to BNC policy



We know we are successful by:

- Number of likes on FB and persons looking at Web page
- An increase in the number of new people using the centre.
- Increase in positive feedback from clients.
- Number of referrals made.
- Decrease in crisis management
- Increase in number and range of appropriate referrals
- Clear data and case notes maintained relating to referrals



Objective 6:

Priority projects 2019 Provide To consider all aspects of sustainability in decision making

Meet funding requirements with focus on the target population for the Targeted Earlier Intervention (TEI) this being vulnerable children, young people, families and their communities, within NSW. Within the target population, the TEI priority groups are Younger parents (under 20 years); Children 0-3 years and Aboriginal children, young people, families and communities.

Apply for grants to further develop existing programs ie Young Beans as a Volunteer run Social Enterprise – social connecting, skill building and employment pathways; Community Lunch - Making Healthy Normal Grant; Family Support – Making Healthy Normal Grant Mental Health and Wellbeing

Connecting with Corrimal Chamber of Commerce to support programs in the Centre through Business sponsorship (in kind or financial)

Grow positive relationships with local service clubs and organisations which may support BNC financially or in kind

Ensure sustainability of breakfast and lunch programs by working in partnership with other supporting organisations

Ensure financial viability of the shop while meeting the needs of community in regards to food security.

Support a positive culture within the Centre

Celebrate our history and the skills and talents of local people through weekly acknowledgements at Community lunch, tapping into existing skills of volunteers and 40th birthday celebrations.

Continual skill audit as part of succession planning for the Board

Review financial policy and procedures

Increase overall usage of the Centre



Increase out of core business hours usage of the Centre for hirers who pay full fees.

Reduce waste in the Centre

We know we are successful when:

- Data collection and statistics provide evidence that funding requirements are being met
- Case notes document the nature of the support BNC is providing to the people identified in the TEI intervention
- Grant applications and approaches to local service clubs for additional financial or in kind support are successful
- Relationships with other organisations, eg, schools, enable a collaborative relationship for valuable and meaningful programs
- Positive collaborations with businesses and services support BNC to sustain the shop as a financially viable enterprise while maintaining support of food security for community
- Communication and sharing of knowledge of Centre activities enhances the culture within the Centre
- Recognition of volunteers and community members is regularly promoted
- Any vacancy on the Board is able to be filled by a person with the skills identified as needed
- Promote availability of the Centre for hire by outside fee-paying services
- Waste is visibly reduced, which will be visible on site and will also reduce costs of waste disposal



Pathways: Priority projects 2019

Effective Governance

Policy Development and review (four policies to be reviewed each meeting)

Effective reporting and documentation of service delivery

Strategic Plan guides decisions and directions

Compliance with privacy and confidentiality requirements

Regular reports to Board which address identified issues and within set formats

Accountability to community, association members and funding bodies

Strong Partnerships

Organisational structure – Board, Coordinator, Staff and volunteers – working towards shared goals of strategic plan

Collective Impact through involvement on ISSIT Advisory Board

Community Engagement Group – board reps, manager and open to all community members

Actively pursue partnerships which will help BNC achieve its objectives

Put clear agreements in place to ensure partnerships are successful. Partnership policy. Seek pro-bono legal advice if possible.



Great People

Fortnightly staff and volunteer meeting – support and supervision

Shared custom feedback

Publically acknowledge of success of Volunteers, staff and BNC in general

Look at range of workplace placements which may be available, eg, graphic art, communications, marketing

Continuous Improvement

Feedback mechanisms in place for all programs to coordinator

Feedback processes in place with board and coordinator

Performance reviews for staff

Work plans for staff

Comment box in foyer – actioned

The Strategic Plan is a working document and all decisions must refer back to the Plan



Excellent Systems and processes

Improve staff/ board utilisation of IT solutions

Improve volunteer processes and systems

Improve building management systems

Strong Communication

Internal communication improved through sharing feedback to staff from Board meetings and Community Engagement Group, fortnightly formal staff meetings, formal volunteer's meetings min once a month

External communication improved through termly newsletters, website and social media

Staff to do weekly welcome, acknowledgements and update at community lunch

Weekly program calendar displayed in centre

Organised notice Boards and improved community access to foyer computer