

LISMORE NEIGHBOURHOOD CENTRE INC

Strategic Plan

2011/2013





About the Centre

Lismore Neighbourhood Centre Inc is a not-for-profit, incorporated community organisation formed in 1977 to provide a variety of community welfare services to people in Lismore and the Northern Rivers.

Lismore Neighbourhood Centre Inc is an organisation governed by a volunteer Board of Governance voted in at the Annual General Meeting (AGM) by the members of the organisation. The Centre receives funding for its projects from a variety of agencies, sponsors, donors and fund raising initiatives.

Lismore Neighbourhood Centre Inc operates from a facility owned by Lismore City Council which is leased to the Centre to provide a range of community services.

Traditional custodians

The Lismore Neighbourhood Centre acknowledges the traditional custodians of the lands on which we work.

Welcome message

It is with pleasure that I introduce the first strategic planning document for Lismore Neighbourhood Centre. The building of this plan involved consultation with all our stakeholders including; board, staff, clients and the broader community. This strategic plan establishes our future direction and objectives. It sets out why we exist as an organisation, where we intend to go, and how (in broad terms) we intend to get there. It is a public statement of how we will achieve our goals and how we will develop and expand over the coming two years (2011 -2013).

This Strategic Plan for Lismore Neighbourhood Centre is flexible and responsive. It builds upon our strengths and will allow for growth as well as adaptation to new business growth and opportunities. The plan grounds itself deeply within the Neighbourhood Centre's vision of many tracks one road; sustaining community. It will guide our development beyond 2013 to enable our organisational capacity to be able to respond to the changing needs of our clients, stakeholders and the broader community.

Suzanne Templeman
President

Service description

Lismore Neighbourhood Centre Incorporated operates a number of direct service delivery and community capacity building programs and services in the township of Lismore as well as the Northern Rivers region and the larger region of Far North Coast from Grafton to Tweed Heads. We receive funding from a number of sources including: government and philanthropic organisations. The Lismore Neighbourhood Centre provides direct service delivery from a number of locations and townships. These include, Community Aid and Information Service (CAIS), Volunteering Northern Rivers, tax help, Budget Counselling, No Interest Loan Scheme, access to low interest loans, corporate volunteering, Food Bank, showers, Vacation/Afterschool Care, Aged Care Visitors Scheme, Computer Tutoring, Sexual Assault service, Indigenous financial services, Case management services for at Aboriginal families who are homeless or at risk of homelessness, targeted support services for vulnerable families to prevent them from entering or escalating in the child protection system and refugee settlement services. The Lismore Neighbourhood Centre also offers low rental community access rooms and auspice a number of community groups and organizations such as; Mental Health Interagency, Mental Health Support Group, International Rainbow Club, Auslan Group and the Craft group.

This plan provides the Lismore Neighbourhood Centre with a clear overview of how we operate.

- Our Board with an overarching framework for making strategic choices about future growth and development opportunities.
- Our management team with a clear framework for the achievement of subsequent outcomes for the organisation.
- Our clients with information about how Lismore Neighbourhood Centre is responding to their expressed needs for future services.
- Our stakeholders with clarity as to our intentions and commitments.

This plan will provide supervisors and coordinators with clear direction on which they will further develop action plans at a local level. This will enable the management team and the board to report and monitor performance against clear objectives on a

month and annual basis. The Organisation will come together annually at a planning day to evaluate and review our achievements against our objectives and to develop new strategies based on changing community needs.

Jenni Beetson-Mortimer
Manager

Values Statement

The Lismore Neighbourhood Centre believes in:

- Enabling people to become aware of and make choices in their own lives
- The right of people to individuality, respect, privacy and confidentiality and to be treated with empathy and without judgment
- The right of the community to accountable and responsive service provision through implementing quality improvement processes
- Advocating for the right of people to access services on a non-discriminatory basis based on the principles of access and equity
- The right of children to be valued as individuals
- The right of people to live and work in a safe community free from all forms of violence
- Recognizing and valuing the contribution of volunteers
- The rights of staff and volunteers to a safe and supportive work environment
- Empowering staff and volunteers to develop their skills therefore providing better service to the community and increasing personal opportunities
- Collective and individual responsibility to organisational accountability





Vision

***“Many tracks, one road:
sustaining community”***

Purpose Statement

The Lismore Neighbourhood Centre Inc is a community based organisation that promotes, develops and delivers community services to individuals and groups in need. We achieve this by:

- Planning, establishing and managing a range of programs and services which provide information, advocacy and community-based support services to the Northern Rivers region;
- Providing facilities and support to community groups to carry out their activities including auspicing and/or acting as an umbrella organisation to community groups and services that promote community harmony;
- Providing leadership on community issues and trends;
- Advocating for reconciliation in Australia with Aboriginal and Torres Strait Islanders;
- Recognising that social disadvantage can affect people of all cultural, ethnic and economic backgrounds and advocates for social justice and equity for all;
- Actively sourcing and administering funds to provide programs and services for individuals and groups with an emphasis on disadvantaged and vulnerable individuals and families;
- Facilitating consultation and engagement with the community to improve service delivery and encourage service user involvement in the decisions which affect their lives;
- Maintaining best practice and strengths based approaches to service delivery; and
- Creating a supportive and safe work environment based on collective and individual responsibility for continuous improvement.

Strategic Directions

GOAL DIRECTION	GOAL DESCRIPTOR
1. Community development	To enhance community development initiatives and respond to emerging community needs through developing innovative partnerships with the private sector, government, other community organisations and educational learning centres.
2. Programs and services	To work collaboratively internally and externally to plan, deliver and evaluate a range of programs and projects which provide information, advocacy and community based support services to the local community.
3. Growth	To seek opportunities that build capacity for current and future programs and services to address community need in accordance with the strategic direction of the Centre.
4. Organisational capacity	To enhance the efficiency and accountability of resources to ensure attainment of strategic direction and sustainability whilst maintaining quality and flexibility and building a strong organisational culture.
5. Premises	To secure premises that accommodate the operations of the Centre today and into the future.





Objectives and Strategies

Goal 1: Community development	To enhance community development initiatives and respond to emerging community needs through developing innovative partnerships with the private sector, government, other community organisations and educational learning centres.
Objective 1.1	Maintain, enhance and evaluate community development initiatives to ensure client needs are being addressed.
Objective 1.2	Raise the profile of the Centre in the region.
Objective 1.3	Increase knowledge amongst staff and volunteers of activities offered by the Centre.
Objective 1.4 (cross ref: Obj. 2.2)	Actively seek the development of partnerships with other organisations to ensure a holistic approach to service delivery.
Objective 1.5	Increase the Centre's involvement in homelessness issues and forums, and other initiatives of relevancy to the Centre.
Objective 1.6	Increase and promote the Centres knowledge base on social issues relevant to the area.
Goal 2: Programs and services	To work collaboratively internally and externally to plan, deliver and evaluate a range of programs and projects which provide information, advocacy and community based support services to the local community.
Objective 2.1	Develop a program and organisational culture of reviewing programs and services to ensure relevancy and appropriateness.
Objective 2.2 (cross ref: Obj. 1.4)	Actively seek the development of partnerships with other organisations to ensure a holistic approach to client service delivery.
Goal 3: Growth	To seek opportunities that build capacity for current and future programs and services to address community need in accordance with the strategic direction of the Centre.
Objective 3.1	Identify the feasibility of establishing a position/s within the Centre to identify and prepare funding submissions.
Objective 3.2	Identify the feasibility of establishing a position within the Centre to develop and coordinate marketing and events activities.
Objective 3.3	Via identified program/ service gaps (Strategy 2.1.2) and community development issues (Strategy 1.1.2) apply for funding opportunities that provide for Centre growth.
Objective 3.4	Increase the opportunities for smaller groups and services to be supported by the Centre.
Objective 3.5	Seek sustainable business opportunities that assist in the financial viability of the Centre.
Objective 3.6	Expand services to children with disabilities.
Objective 3.7	Develop capacity to provide emergency relief.

Objectives and Strategies

Goal 4: Organisational capacity	To enhance the efficiency and accountability of resources to ensure attainment of strategic direction and sustainability whilst maintaining quality and flexibility and building a strong organisational culture.
Objective 4.1	Implement a comprehensive human resources strategy to meet the current and future needs of the Centre.
Objective 4.2	Formalise an agreed culture of collective and individual accountability to the Centre.
Objective 4.3	Develop, implement and evaluate a staff learning and development plan.
Objective 4.4	Implement and evaluate an annual staff/volunteer satisfaction survey.
Objective 4.5	Implement and evaluate an annual planning cycle/processes and team building initiatives.
Objective 4.6	Develop, implement and evaluate a volunteer recognition and professional development program for volunteers within the Centre.
Objective 4.7	Adopt risk management strategies.
Objective 4.8	Increase knowledge amongst staff and volunteers of all programs and services offered by the Centre.
Objective 4.9	Increase the capacity to support volunteers.
Objective 4.10	Continued and increased relationships with funding bodies.
Objective 4.11	Continue to enhance the “reception/front-of-house experience” of clients of the Centre by ensuring safety and an atmosphere of ‘welcome.’
Goal 5: Premises	To secure premises that accommodate the operations of the Centre today and into the future.
Objective 5.1	The Board of Governors leads the development of a Premises Action Plan to meet the current and future growth needs of the Centre in consultation with staff, volunteers and key stakeholders and partners.
Objective 5.2	Review CAIS reception/interview/work and waiting areas.



Lismore Neighbourhood Centre

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