Strategic Plan 2023-2026

GRANITE BELT

NEIGHBOURHOOD CENTRE

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A VIBRANT ORGANISATION GROWING, BUILDING AND NURTURING OUR COMMUNITY.

8 Corundum Street, Stanthorpe

Introduction

Community Development Services Inc is a not-for-profit, community organisation that through its trading name – Granite Belt Neighbourhood Centre - provides an ever-growing range of services that respond to the unmet needs of individuals, families and the Granite Belt communities since 1986.

Our services and ways of working are underpinned by the philosophical principles and practices of the ARACY Common Approach. ARACY is a practical approach to improving the wellbeing of individuals and families as self-reported by them using 6 dimensions:

- ✓ Loved and safe
- ✓ Healthy
- ✓ Learning
- ✓ Material basics
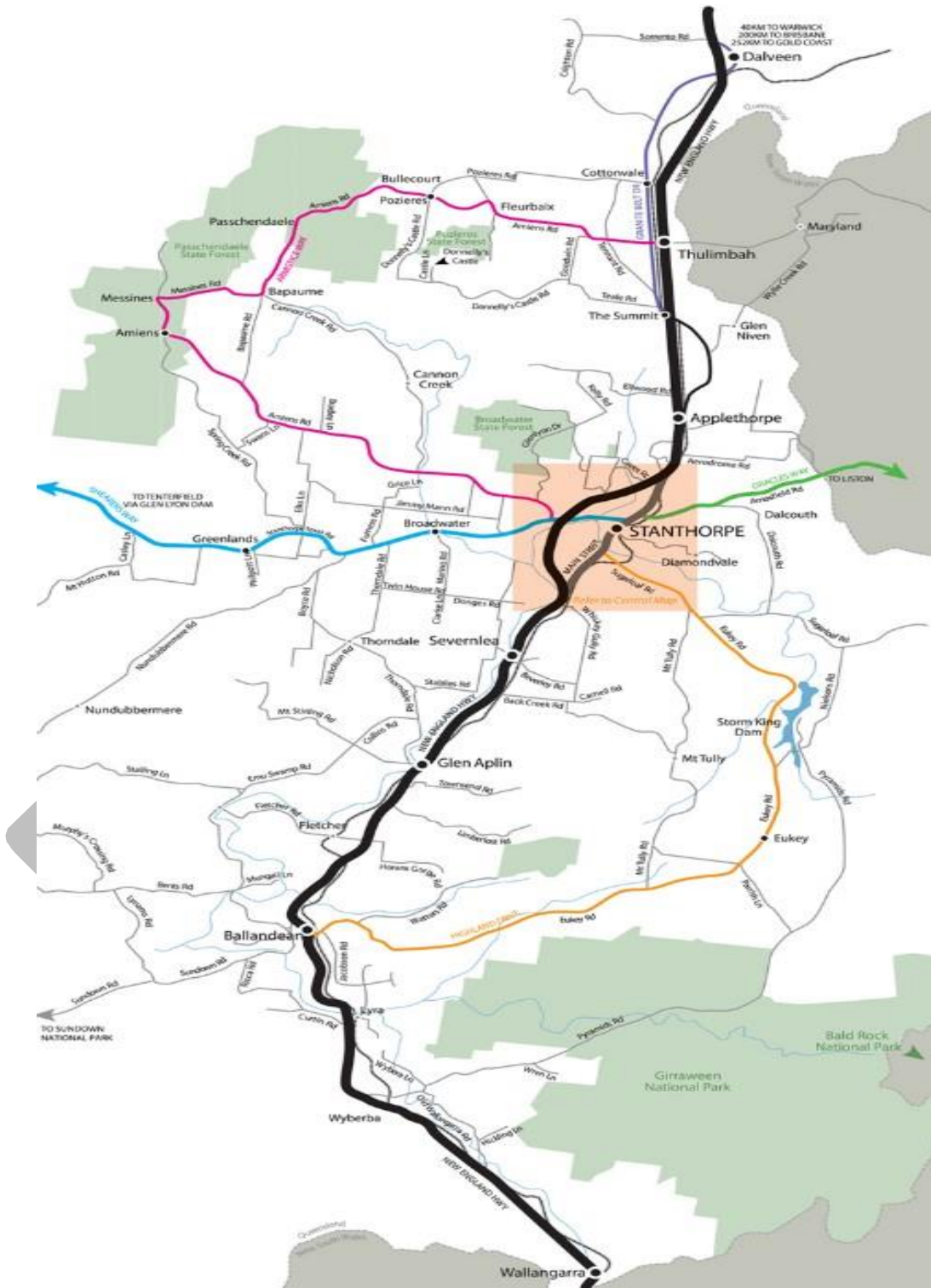- ✓ Identity and culture
- ✓ Participating

Our Key Business Imperatives

Continue to improve the awareness of GBNC and its services within the Granite Belt community.

Continue to build a strong and focused sense of team internal to GBNC that is committed to working with GBNC clients in a way that is respectful, dignified, protective of their privacy and brings to life the tenets of the ARACY framework.

Continue building a continuum of support services across the lifespan that is reflective of Granite Belt residents plus address identified gaps in service delivery.

Plan for succession of the Executive positions and Service Manager.

Our Mission & Goals

Goal 1 - Continue responding to unmet and/or emerging needs of individuals, families and Granite Belt communities through proactive community development approaches within capacity.

Goal 2 - Recruit and professionally develop appropriate staff (paid and/or volunteer)

Our Mission

A vibrant, accessible, inclusive and resilient organisation growing, building and nurturing our communities.

Goal 3 - Be sustainable and legally compliant

Goal 4 - Continue to ensure GBNC is viable via:

a) consolidating organisational systems and processes
b) growing funding for existing programs

c) exploring targeted and manageable growth

d) collaboratively working with other agencies to address identified unmet and/or emerging need

MAP OF OUR SERVICE REGION

Plus the communities of Texas Qld + Liston and
Jennings NSW

OUR KEY BUSINESS GOALS

Goal #1	Strategies	KPIs	How/when reported
Continue responding to unmet and/or emerging needs of individuals, families and Granite Belt communities through proactive community development approaches within capacity	1.1 Monthly by program report on client numbers, contract outputs, future plans 1.2 Themes of complaints and compliments 1.3 Promote GBNC programs to broader community to gain new clients and improve knowledge of GBNC services. 1.4 Develop new and targeted programs arising from identified unmet needs through: a) Collaboration with another agency and/or b) Forwarding awareness of other agency's program tips etc. c) Targeted & managed growth within GBNC capacity 1.5 Create a 1file system and processes based on social outcome measurement using ARACY's 6 dimensions	Annually: 1.1 The numbers of people who participate in our programs / services 1.2 Themes of complaints / complements 1.3 Recognition of GBNC presence in community and its services 1.4 Increase in the lifespan range of services and/or number of new programs being available and/or number of room renters programs being delivered through partnership with another agency 1.5 Build the 1 client file and move to electronic record keeping as much as possible	1.1 Mthly Program reports + contractual output reports 1.2 Complaints/Compliments register tabled each meeting 1.3 Annually canvas community via a straw poll to gauge brand recognition and digital footprint on FB, Instagram, directory usage reported on the AGM report 1.4 Manager's mthly report + AGM report + room rental register monthly 1.5 annually establish social outcome measurement of self-perceived improvement (or not) of clients serviced through GBNC

Goal #2	Strategies	KPIs	How/when reported
Recruit and professionally develop appropriate staff (paid and/or volunteer)	2.1 HR activities: resignations, recruitment, reasons scheduled & unscheduled performance appraisals, number of people undergone training and professionally developed 2.2 Table staff complaints (from clients or other staff) and workplace accidents and incidents of bullying 2.3 Annual calendar of training (mandatory) & associated approved budget. 2.4 Annual lunch and informal chat of board and staff purpose to conduct informal organisation review/satisfaction survey 2.5 Develop a workforce plan with focus on succession planning for Service Manager and Board of Management Executive positions	Annually: • Staff turnover rate • Number of unsolicited applications • Number of, and any trends in, workplace incidents and accidents • Staff internal survey of organisational cultural 'fit' and satisfaction via informal lunch process	2.1 HR Officer's mthly and AGM report and operational plan entries plus programs' mthly reports to Board on training undertaken 2.2 HR Officer's monthly report + programs' mthly reports to Board have headings for incidents/accidents + incident register is tabled at meetings by HR Officer 2.3 Annual calendar of mandatory training and assoc budget approved June yearly 2.4 Annual informal lunch in December with findings of staff 'survey' tabled in the Feb board mtg 2.5 HR Officer develops & maintains a workforce plan and a position description exist for Service Manager. Reported via HR monthly report to Board

Goal #3	Strategies	KPIs	How/when reported
Be viable and legally compliant	3.1 Annual budget (operational and for each program) with monthly monitoring 3.2 Meet funding body contractual obligations – outputs and reporting requirements & within timeframes 3.3 Ongoing write and review of policy and procedure manual(s) and annually an internal systems review 3.4 Annual auditor's report 3.5 Membership of appropriate employer advisory services and peak bodies	Annually: • Fulfill all legal obligations – quality, financial, industrial, HR • Fulfill contractual obligations • Selective backfill recruitment of all positions • Successful quality standards audit • Thorough financial audit	3.1 Annual budget, operational plan approved in June Yearly 3.2 Manager and programs' report to Board re: whether met contractual obligations – outputs and reporting within timeframes 3.3 Mthly HR Officer's report on what p & p have been written. Then ongoing review of P&P at frequency set when written via an internal Qlty systems audit and review +mthly table internal qlty review register. 3.4 Annual auditor's report tabled by Treasurer 3.5 Register of subscriptions maintained on the Xero system by the Finance Officer

Goal #4	Strategies	KPIs	How/when reported
Continue to ensure GBNC is sustainable	4.1 Conduct a social needs mapping of the GB community 4.2 Wherever & whenever pursue opportunities to: - attract funding for targeted programs within org capacity - work with other agencies to deliver programs to the benefit of GB residents that address unmet needs and/or community service gaps - collaborate with others to advance the addressing of unmet needs of GB individuals, families or the community	• # of enhancement to current funded programs and/or new funded one & number of collaborative partnerships	4.1 Social mapping when completed is tabled at Board and shared with other agencies 4.2 Manager's mthly report to Board and AGM report

SWOT Analysis (Internal Scan)

Domain	Ideas	Theme
Strengths	• Inclusiveness • Working together to service each individual • Staff & competent board members • Teamwork x 2 • Staff • Dedicated/committed staff • Genuine desire to help and contribute • Staff knowledge • Consistent committee • Board is very stable at present • A board that is involved in the day to day by volunteering • Knowledge • Great staff who work collegially • Great team has mix of skills/knowledge, wisdom, interests, links into the community • Security of contracts especially for core • MC and staff communication • Reputation with funding bodies • Data collection improved • Skills of Manager (CD)	HR & Culture
	• Service Delivery • Allowing voices to be heard • Matrixing between programs • Increased funding for new programs • Referring pathways, internal & external • Almost achieved 'womb to tomb' by direct service delivery • Wide range of programs • Define cohorts (First Nations, Multicultural, LGBTIQA+, Family & Domestic Violence, Housing) • Emergency Relief • Driver program • Survey • Directory & Diary • 3-5 year funding • ARACY Training	Service Delivery
	• Support of Community • Better community understanding and knowledge of services available • Mapping needs and community	Community
Weaknesses	• Succession plan • Backfill for staff emergent leave • Rural community = staff recruitment with skills difficult; revolving door • Our own story/humanity/bringing up • Risk of FIGJAM • Secular teaming internally • Diversity • Writing up of procedures and practices needs more time	HR & Culture

	• No. of 'no show' appointments • How to encourage clients/companions to take up offers (supports) • Outreach to outer villages • Procedures for different support so there is an holistic approach by the whole centre • Diversity • Kids Korner still under the older Limited Hours Care model which affects funding accessibility	**Service Delivery**
	• Public Community Awareness • Awareness of all services available • Website is out of date	**Marketing**
	• Needs a community needs analysis (annually) • Need data on unmet need in the community	**Community**
Opportunities	• Changing our mindsets by having open conversations • Utilise staff wider skills	**HR & Culture**
	• To make a difference • Able to legitimately do more CD & it counts for a contract • State government recognising Neighbourhood Centres are vital to community	**Service Delivery**
	• Facebook posts for outreach • Use Social Media and publicity to put 'GBNC' in public sphere	**Marketing**
	• Lots of funding around to tap, not always for the things we really need though • Growth through funding • Tap into new funding sources • Differing needs in the community • Social change	**Growth**
Threats	• Use of limiting language • Succession planning of Board & Manager role • Board succession x 2 • Is organisation core robust enough in terms of role • Personally absorbing surrounding negativity from external and internal • Judgement • Lack of volunteers to continue and assist with programs. • No community members interested in becoming involved in Committee. • Burn out of individual. • A board that is involved in the day to day by volunteering	**HR & Culture**
	• Lack of government funding x 2 • Funding (could be) cancelled • Funding availability and limits • Funding x 2 • Reliance on continued government funding • Funding continues to go to larger organisation i.e. Headspace/Beyond Blue	**Funding**
	• General uncertainty • Over commitments with new programs • Increase in cohorts requiring assistance including aged, young people, mental health and FDV	**Service Delivery**
	• Data security (cyberattacks) • Complacency • Increase in natural disasters are straining resources • Increase in population after COVID impacts • Recession means higher demand for services (Cost of Living) • Neighbourhood Centre in Warwick?	**Other**

PESTEL (External Scan)

Political	• Government change in CSS
	• Could change with change in government
	• <5 years
Economic	• Cost of living, fuel, rents/interest rates
	• Increased pressures on villages
	• NDIS / Aged Care
Social	• Effects of climate change (moving populations/mental health)
	• Supply of fuel and essentials
	• Global conflicts
	• Olympic Games
Technology	• Cyber security
	• Artificial Intelligence
	• Spam (Vulnerable people)
	• Learning functionality of phone etc
	• Seniors funding
	• Older persons learning
	• 3G obsolescence impacting vulnerable people/health alarms
	• Ongoing costs of technology
Environment	• More droughts, fire
	• Parts of regions flood
	• The aftermath of climate events
	• Recovery phases
	• No 'vulnerable persons' list
	• Overall impact of climate change (heating/cooling)
Legal	• Industrial awards (being aware of changes)
	• Legislation
	o Coercive control
	o Human Rights
	o Anti-Slavery
	o Psychologically safe workplaces