

## Strategic Direction 2016-2018

### Introduction

NNC revisited its Strategic Plan in 2015 in line with the arrival of a new CEO and in light of continuing changes in the external environment impacting on community organisations like ours. NNC's revised Strategic Direction is the result of contributions from the NNC Board, staff, service users and stakeholders.

During this process, we tested and confirmed NNC's longstanding vision and agreed it remains strong and relevant - "A just community which includes and acts". We added that our Purpose is "To work with the community to fulfil its potential". The values that remain core at NNC include justice, inclusion, action and fun.

This document captures our areas of focus for the next 3 years as we strive to achieve our vision and fulfil our purpose.

### The current context - challenges and opportunities

The challenges we identified for our organisation included:

- A reduction in grant funding from all levels of government, and a preference for government to deal with fewer but larger non profit organisations
- Significant changes in funding models (eg NDIS), resulting in a more competitive environment, particularly in disability and aged care
- More competition for the fundraising dollar
- A growing demand for services
- Service users with increasingly higher needs than our current funding and staffing levels reflect
- Inadequate technological systems and processes
- The impact on staff of change and uncertainty

The opportunities we identified for our organisation included:

- The chance to build on our solid reputation and long history in the community services sector, particularly for our work in Boarding Houses with some of the most disadvantaged and marginalised members of the community
- Being located in a highly socially progressive community in the inner west – the opportunity to harness the goodwill, skills, ideas and resources of the broader community
- The possibility of taking a lead role in shifting to a more outcomes oriented approach (despite most of our current government contracts being for hours of service or numbers of clients)

This strategic direction aims to address the challenges and seize the opportunities.

## **The future**

By 2019, NNC will be well known as the organisation which is playing a lead role in creating a more just and inclusive community by:

- Providing direct assistance for people who are the most vulnerable, with a particular focus on those at risk of social isolation and homelessness
- Building the resilience and capacity of individuals and the community to tackle the issues they care about and are impacted by
- Maintaining the vibrant, quirky, inclusive feel of Newtown through creative social and cultural events and initiatives.

### ***Our five key strategic focus areas to create “Newtopia”:***

1. Peoples human rights and basic needs are met
2. People have appropriate affordable places to live
3. Newtown has a vibrant social and cultural life which reflects its diversity
4. Our community is safe, connected, inclusive and respectful
5. The community is pro-active and creating social change

Please see the following page for strategies and proposed 2016-2017 priority actions.

## NNC strategies and priority actions in 2016-17

<p>1. Enhance our ability to measure and report on outcomes</p>	<p>1.1 Undertake a pilot Results Based Accountability project            1.2 Identify key partners to work with on different population level outcomes in our 5 focus areas            1.3 Determine population level indicators we will use over time to track progress            1.4 Implement consistent performance measures for all NNC programs (using RBA)            1.5 Implement systems for tracking and reporting on outcomes</p>
<p>2. Increase wider community awareness of NNC</p>	<p>2.1 Develop an NNC look and feel (“brand”) which more clearly links NNC programs and events, starting with the Festival            2.2 Grow NNC’s audience to 7,500 email subscribers, 5,000 active supporters on the new CRM, 5,000 instagram subscribers and 5,000 Facebook likes by June 2017            2.3 Grow our profile in local media to 50 mentions            2.4 Establish Neighbourhood Centre week as a higher profile event on the local community calendar, starting with a 40<sup>th</sup> anniversary celebration in 2017</p>
<p>3. Increase opportunities for community members to take collective action on social justice issues</p>	<p>3.1 Conduct at least 1 annual public forum, and/or 1 general community consultation (such as through the markets)            3.2 Facilitate the establishment of at least one community action group in an area of community interest</p>
<p>4. Grow and diversify our income from a broader mix of government, philanthropic, business and individual donations</p>	<p>4.1 Develop and implement a fundraising strategy for the next 3 years            4.2 Identify 1-2 priority high profile programs or initiatives aligned to our strategic focus areas which can be a focus for fundraising efforts            4.3 Increase the revenue raised through the Festival to \$100,000            4.4 Set fundraising targets for the next 3 years</p>
<p>5. Improve our technological systems and processes</p>	<p>5.1 Implement a Customer Relationship Management (CRM) System            5.2 Identify further opportunities to streamline and improve administration systems and processes</p>
<p>6. Provide high quality and safe services which meet compliance and best practice standards</p>	<p>6.1 All Quality standards are met            6.2 All Policies and Procedures are reviewed and updated in accordance with required timelines and standards            6.3 All WHS policies, procedures and practices are implemented and monitored</p>
<p>7. Determine NNC’s future service delivery profile</p>	<p>7.1 Evaluate NNC’s future ability and positioning to deliver services in homelessness, aged care and disability            7.2 Identify new opportunities for NNC’s work in addressing social isolation and homelessness</p>