

## 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