



SouthPort
Community
Centre Inc.

2019-2022 STRATEGIC PLAN

2021 refresh.

at the heart
of an active,
vibrant, and
engaged
community.

contents.

WHO?	5	WHY?	8
our organisation.....	5	our values.....	8
Operations	5	HOW + WHEN?.....	9
Programs	5	our priorities.....	9
WHERE?	6	Priority 1: PARTICIPANTS + PROGRAMS.....	10
our community.....	6	Priority 2: PARTNERSHIPS + PROMOTION	11
Location	6	Priority 3: PEOPLE + PERFORMANCE.....	12
Facility.....	6		
WHAT?	7		
our purpose.....	7		
Purpose.....	7		
Guiding Principles.....	7		
Vision	7		

ABOUT.

introduction.

Welcome to the SouthPort Community Centre Strategic Plan for 2019 - 2022.

Our Plan seeks to identify our priorities and strategic goals, aligned to our purpose and vision.

It will enable us to identify and align resources and funding to achieve identified initiatives and used as the primary instrument for directing activities and reviewing progress against critical success factors.

The development of the Plan has considered the following factors:

- Who we are, what we do, and what we have achieved since our last plan in 2015
- The external environment, our changing community and who it includes, which has the potential to impact on our programs and services
- Government, community and other stakeholders that influence what we do, and how we align to their priorities
- The availability of resources including finances, human resources, facilities, time and relationships.

In 2020/21 we undertook a small refresh of our Plan.

We did this in light of a recent rejuvenation of our Board, which has seen the addition of five new members since the Plan was first developed.

We have reviewed our priorities in line with ongoing efforts to respond to the coronavirus global pandemic.

Our aim has been to consolidate and strengthen existing operations and identify core areas for further development in the second half of this planning cycle.

This will set the organisation up for a renewed focus beyond 2022.



WHO?

our organisation.

Operations

Since 1986 Port Melbourne Neighbourhood Centre Inc. has been regarded as a highly valued resource for the local community.

In 2019 we changed our name to SouthPort Community Centre, to better reflect our area of operation and acknowledge the communities we serve.

Over the last three years, SPCC has experienced success in positioning itself with credibility as an advocate for disadvantaged residents with local government, health and community stakeholders.

We have developed a good reputation with community and stakeholders, managed by a dedicated leadership team and supported by engaged staff and volunteers.

We operate with strong values and a culture of strategic thinking and entrepreneurship, particularly in relation to future opportunities and relationships.

Programs

SPCC programs have a strong creative and diversity balance, reflective of the local community.

Over the past few years we have been responsible for a range of innovative programs such as:

- Port Melbourne Community Carnival
- City of Voices Community Theatre
- Get Out of Town program (a holiday excursion program for disadvantaged families)
- Recreational groups for socially isolated people with disabilities
- Dig In Community Garden
- Exercise and health promotion activities
- Adult education classes funded by ACFE



WHERE?

our community.

Location

The communities of Port Melbourne, Garden City and South Melbourne have experienced much urban development and gentrification over the past 15 years.

Port Melbourne and South Melbourne in particular has experienced large scale medium and high-density housing construction in Beacon Cove and Southbank.

This has meant a huge influx of people into Port Melbourne and surrounding areas and a population explosion.

We have developed a range of activities and programs targeted to meet the needs of this changing and diverse community.

We aim to provide programs for the most disadvantaged residents of the Port Melbourne and South Melbourne communities.

However, our programs also attract participation from residents of other locations in the City of Port Phillip, such as St Kilda.

Facility

In somewhat unique circumstances for a Neighbourhood or Community Centre, SPCC does not solely own or operate a single facility - we utilise a range of venues with the support of Port Phillip City Council.

Over the past few years, we have been located primarily across two buildings in the heart of Port Melbourne – 147 Liardet Street and Liardet Community Centre (corner of Liardet Street and Nott Street).

At Council's request, we have recently consolidated all of our administrative functions to operate solely out of the Liardet Community Centre.

A senior citizens centre in the 1970s, a community centre and children's library in the 1980s, and today a busy centre full of life and activity, we share the Liardet Community Centre with a number of other community organisations such as South Port Day Links and South Port Legal Service.



WHAT?

our purpose.

Purpose

SPCC provides a welcoming and inclusive environment for the community, in particular those experiencing disadvantage, by:

- Encouraging the participation of all residents in the social and cultural life of the community
- Supporting people's aspirations and interests
- Developing and providing affordable and inclusive learning, social and recreational opportunities
- Facilitating opportunities for social change.

Guiding Principles

- Connect with our community, particularly those experiencing disadvantage, by providing a welcoming and inclusive environment
- Develop and provide learning, social and recreational opportunities that are affordable and inclusive
- Advocate for community needs and change as SPCC becomes aware of them

Vision

We are at the heart of an active, vibrant, engaged community.

WHY?

our values.

The values that underpin SPCC's operations include **respect, honesty, trust, communication** and **transparency**.

SPCC's social values are outlined in the table below.

Social Value	Encompassing:
Social justice	<ul style="list-style-type: none">• Working with and supporting communities that lack resources to engage with civil society• Treating all people equally• Advocating for disadvantaged community members
Community participation	<ul style="list-style-type: none">• Seeking to actively engage community members irrespective of backgrounds
Lifelong learning	<ul style="list-style-type: none">• Providing opportunities for pathways skills• Encouraging personal development• Overcoming disadvantage through learning• Flexible and diverse learning• Adapting learning to current life stages
Inclusiveness	<ul style="list-style-type: none">• Welcoming all• Tolerance of all• We consult with the community, members, volunteers and staff
Creativity	<ul style="list-style-type: none">• Open to new ideas• Finding new and innovative solutions



HOW + WHEN?

our priorities.

SPCC has developed an innovative plan for the 2019-22 period that strengthens its leadership role in community programs.

The aim is empowering disadvantaged, socially isolated and diverse communities; encouraging creativity and innovation and supporting the overall wellbeing of our community and the people in it.

In accordance with SPCC's purpose, vision and guiding principles, it has identified key strategic priorities and goals.

Underlying strategies guide its focus to achieve success over the period of the Strategic Plan and beyond.

This does not ignore the success of SPCC's work undertaken throughout the previous strategic plan period, and programs currently operating in support of our purpose.

Much of this work will continue as is and will not change.

However, for the period 2019-2022, SPCC will focus on the following priorities:

- Priority 1: PARTICIPANTS + PROGRAMS

Developing relevant and effective social, educational and development programs

- Priority 2: PARTNERSHIPS + PROMOTION

Strengthening engagement, leadership, and advocacy in the community

- Priority 3: PEOPLE + PERFORMANCE

Developing organisational sustainability and long-term viability

The following table outlines SPCC's goals, key strategies and critical success factors in support of its priorities.

Priority 1: PARTICIPANTS + PROGRAMS

Developing relevant and effective social, educational and development programs

Goals	Key strategies	Critical success factors
Leadership --- Continue to build on the success of SPCC's community development, arts and education programs to establish SPCC as a leader in the sector	SPCC is identified as the leader/voice for specific community development & innovative education opportunities in the CoPP	Program evaluation indicates community benefits through engagement, social, wellbeing, education and employment outcomes
	Source funding to maintain and build successful community programs and projects	Financial security of existing programs and projects
Addressing need – increase relevant program development for disadvantaged groups and young people	Use community research and consultation to understand community needs	Submissions for funding and support clearly identify community needs
	Identify and develop new programs based on evidence to meet identified gaps	Development of new and expansion of existing programs, projects and activities
Pathways – improve pathways between programs as well as entry into programs	Focus on strengthening each stage of learning/ engagement, and improving opportunities for pathways between programs	A pathways matrix and action plan is developed and delivered Evaluation indicates increased knowledge and participation in program pathways
	Focus on increasing higher level programs that further reinforce skills, confidence and abilities of participants	Increase in delivery and participation in higher level leadership programs

Priority 2: PARTNERSHIPS + PROMOTION

Strengthening engagement, leadership, and advocacy in the community

Goals	Key strategies	Critical success factors
Stakeholder relationships – develop strong relationships and partnerships with stakeholders, working collaboratively to meet needs	Strengthen engagement with existing stakeholders	MOU with CoPP recognising SPCC role and programs
	Collaborate to identify opportunities to partner on programs and projects	SPCC is a key partner in the development of new programs with stakeholders
	Obtain ongoing security of adequate premises with City of Port Phillip	Tenure of premises for at least five years
Advocating for our community – use SPCC’s understanding and expertise to advocate for resources to address local needs	Take a leadership role in advocating for resources to address gaps in community needs	Membership of and submissions to key advisory bodies
	Develop leadership & resilience capacity for SPCC participants to develop skills to advocate in and for the community	SPCC graduates become members of key advocacy groups
Community engagement – improve engagement strategies and community awareness	Develop an effective external communication strategy	Continued support from SPCC, stakeholders and community for programs and projects
	Evaluate the effectiveness of engagement initiatives	Increased recognition and understanding of SPCC and what it does
	Focus on monitoring and evaluation and sharing community outcomes	Conduct evaluation on key programs and outcomes

Priority 3: PEOPLE + PERFORMANCE

Developing organisational sustainability and long-term viability

Goals	Key strategies	Critical success factors
Financial viability – develop revenue streams that enable financial security for the long-term	Ensure a diversity of revenue streams to cover the life-time of the plan	Certainty of funding to cover commitments
	Proactively review funding opportunities from existing stakeholders/ funding bodies and seek new opportunities	Introduction of additional funded programs and new funding sources
Good governance – ensure SPCC is well governed and works to ensure all operational and legal obligations are achieved	Ensure appropriate Board competence, diversity and skills	Recruitment and appointment of new members All members understand their duties and obligations Access to training and skill development
	Strong financial management and controls	Regular and accurate financial reporting and comparison to budget
Our people – ensure SPCC's people are, and feel, valued, committed and engaged and that the culture of SPCC is positive and inclusive	Focus on the development of organisational strategies, policies, procedures, consultation and training to ensure positive workplace culture and staff who are fully engaged in the goals and values of the organisation	High staff, volunteer and Board member retention rate Low absenteeism among staff and volunteers Positive feedback by staff in surveys
	Build SPCC's volunteer training programs and extend volunteer base out into the community	Continue to develop volunteer programs and opportunities Increase recognition of volunteers and the contributions they make



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