

2023-2025 STRATEGIC PLAN



SouthPort
Community
Centre Inc.

SouthPort Community Centre (SPCC) Strategic Plan – 2023 - 2025

Welcome to the SouthPort Community Centre Strategic Plan for 2023 – 2025. Our Plan seeks to identify our priorities and strategic goals for the next three years, aligned to our purpose and vision. It will enable us to identify and align resources and funding to achieve our goals, and initiatives and will be used as the primary instrument for directing activities and reviewing progress against critical success factors.

The development of the Strategic Plan has considered the following factors:

- Who we are, what we do, and what we have achieved since our last plan in 2019 - 2022
- The external environment, including our changing community, which has the potential to impact on our programs and services
- Our changing community and who it includes
- 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.

SouthPort Community Centre (SPCC)

SPCC is located at 154 Liardet Street in the heart of Port Melbourne. The centre aims to provide programs for the most disadvantaged residents of the Port Melbourne and South Melbourne communities. The centre also attracts participation from residents of other locations in the City of Port Phillip, such as St Kilda. Over the last three years, SPCC has experienced success in positioning itself with credibility as an advocate for disadvantaged residents with local government, community health and community stakeholders.

SPCC operates within strong values and a culture of strategic thinking and entrepreneurship, particularly in relation to future opportunities and relationships. The Neighbourhood Centre has developed a good reputation with community and stakeholders, managed by a dedicated leadership team and supported by engaged staff and volunteers. SPCC activities have a strong creative and diversity balance, reflective of the local community.

Our 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.

Our Vision

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

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.

Our Values

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

Defining our priorities

SPCC has developed an innovative plan for the next three years that strengthens its leadership role in community programs with the aim of empowering the disadvantaged, socially isolated and diverse communities; encouraging creativity and innovation; and supporting the overall wellbeing of its community and the people in it.

In accordance with SPCC's purpose, vision and guiding principles, it has identified key strategic priorities and goals, with strategies to 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 2023-2025, SPCC will focus on the following priorities:

1. Developing organisational sustainability and long-term viability
2. Developing relevant and effective social, educational and development programs
3. Strengthening community engagement and empowering the community to engage

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

2023-2025 goals, key strategies and critical success factors

Goals	Key strategies	Critical success factors
Priority 1 - Developing organisational sustainability and long-term viability		
<p>Our people – ensure SPCC’s people are, and feel, valued, committed and engaged and that the culture of SPCC is positive and inclusive</p>	<p>Consultation and training to ensure positive workplace culture and staff who are fully engaged in the goals and values of the organisation</p>	<p>High staff, volunteer and Committee member retention rate</p> <p>Low absenteeism among staff and volunteers,</p> <p>Positive feedback by staff in surveys</p> <p>Volunteer engagement level</p> <p>Demonstrated commitment to SPCC’s values, vision, mission and programs</p>
<p>Financial viability – develop revenue streams that enable financial security for the long-term</p>	<p>Ensure a diversity of revenue streams to cover the life-time of the plan, with a focus on securing multi-year funding agreements where possible.</p> <p>Proactively review funding opportunities from existing stakeholders/funding bodies and seek new opportunities</p>	<p>Strong relationships with key funding partners.</p> <p>Robust financial management controls.</p> <p>Focus on revenue raising at senior management level.</p>

<p>Good governance and safety first – ensure SPCC is well governed, and its people understand and work to ensure operational and legal obligations and requirements</p>	<p>Ensure appropriate Board competence, diversity and skills through access to professional development and training, and appointment of new members as required.</p> <p>Strong financial management and controls</p> <p>Develop and maintain appropriate range of policies and procedures and build a risk aware and safety first culture</p>	<p>Continuity of expertise to fulfil duties of the Board and diversity reflected in Board membership</p> <p>All members have a complete understanding of their duties and obligations</p> <p>Strong strategic oversight of SPCC direction into the future</p> <p>Regular and accurate financial reporting and comparison to budget</p> <p>Policy register maintained and up to date</p> <p>Develop a Risk Framework checklist for risk assessment</p>
<p>Secure premises – secure space that meets the needs of the organisation both now and into the future</p>	<p>Retain ongoing security of adequate premises with City of Port Phillip</p>	<p>Tenure of premises for at least five years</p>
<p>Stakeholder partnerships and relationships – develop strong relationships and partnerships with stakeholders, working collaboratively to meet needs</p>	<p>Delivery of key partner engagement plans</p>	<p>Successful highlighting of SPCC programs and achievements cementing the ongoing relationships</p> <p>Identification of new opportunities for collaboration and funding.</p> <p>SPCC is a key partner in the development of new programs by stakeholders</p>

Goals	Key strategies	Critical success factors
<p>Priority 2 - Developing relevant and effective social, educational and development programs</p>		

<p>Leadership – develop leadership & resilience capacity for SPCC participants in the local community</p>	<p>Focus on increasing higher level programs that further reinforce skills confidence and abilities of participants</p> <p>Focus on strengthening each stage of learning/engagement, and improving opportunities for pathways between programs</p>	<p>Increase in delivery and participation in higher level leadership programs</p> <p>Evaluation indicates greater participation and engagement between leadership participants and decision-makers and increased knowledge and participation in pathways programs to include a plan of action</p>
<p>Addressing need – increase relevant program development for disadvantaged groups and young people</p>	<p>Using community research and consultations to collect evidence and feedback, listen to, understand and respond to community needs</p> <p>Identify and develop new programs based on evidence to meet identified gaps, needs and wants across the diversity of our community demographic</p> <p>Strengthen stakeholder engagement and collaborate to identify opportunities to partner for community</p>	<p>Submissions for funding and support clearly identify community needs</p> <p>Collaborative projects introduced into City of Port Phillip that value-add to SPCCs expertise and resources</p> <p>Conduct evaluation on key programs and outcomes including surveying participants</p> <p>Development of programs, projects and activities that the community wants and supports and include recommendations for improvement based on outcomes of evaluation.</p>

Goals	Key strategies	Critical success factors
Priority 3 – Strengthening engagement, leadership, empowerment & resilience in the community		
<p>Engagement & pathways – improve engagement strategies and pathways into and beyond SPCC programs</p>	<p>Develop an effective external communication strategy on engagement projects for community & stakeholders</p> <p>Evaluate the effectiveness of engagement initiatives</p>	<p>Continued support from SPCC, stakeholders and community for programs and projects</p> <p>Community surveys indicate increased benefits through engagement, social, wellbeing, education and employment</p>
<p>Focus on volunteers – Increase engagement, support & skills for SPCC’s volunteer base and develop and implement volunteer training packages</p>	<p>Continue to develop and support programs and opportunities for people in the community, artists and businesses</p> <p>Increase recognition of volunteers and the contributions they make</p> <p>Build SPCC’s volunteer training programs and volunteer base, and extend out into the community</p> <p>Identify and support programs and opportunities for community, artists</p>	<p>An increase in Community members contributing to volunteering at the neighbourhood centre and in the community</p> <p>Facilitate pathways for volunteers into community, education and employment opportunities</p> <p>Feedback from volunteers indicates a reduction in social isolation and mental health issues and an increase in wellbeing.</p>
<p>Advocating Leadership – use SPCC’s leadership and expertise to advocate for resources to address identified local needs</p>	<p>Use SPCC’s experience and understanding to take a leadership role in advocating for resources to address gaps in community needs</p> <p>Play an active leadership role in external organisations – ACFE, NHVic, CHN Southern, CHN Cluster</p>	<p>Membership of key advisory committees</p> <p>Regular Reporting on Advocacy outcomes to the Board</p>