



Strategic Plan 2017 to 2019

Created	February 2017
Reviewed	
Next Review	February 2018

Our Key Priorities



1. Provide services to a greater diversity of Women in the Community with a focus on providing excellent customer service
2. Good governance that leads to increased capacity and growth of the Centre
3. Raise the profile of the Women's Centre in the community through Marketing and use of Social Media
4. Providing Leadership in the Community through key note speaking and presenting at conferences and events
5. Aggressively pursuing funding and income streams from multiple sources
6. A constitution and management practices that best serve the community
7. Well developed and diverse workforce with a warm and welcoming culture

OUR WOMENS CENTRE FOR HEALTH AND WELLBEING



The Women's Centre for Health and Wellbeing (Albany-Wodonga) Inc. (CENTRE) offers a range of women's health and wellbeing services including health promotion programs, a health clinic, a No Interest Loans scheme, generalist and specialist domestic violence and sexual assault counselling including information, advocacy and referral, domestic violence court advocacy assistance. Services at the Centre are run for women, by women.

The business plan is based on the strategic plan and will be developed by the Manager in consultation with stakeholders.

Given the current climate and possible changes to funding arrangements in the 2015-2018 cycles this plan is focused on short and medium term strategies with the view to increasing the longer term goals when we have more clarity about the future.

1. Provide services to a greater diversity of Women in the Community with a focus on providing excellent customer service

The Centre provides valued services for women in the Albany, Wodonga and surrounding communities. To remain viable and relevant into the future, the Centre's focus is on service development and more broadly meeting community needs. Communities may be outside the Wodonga and Albany area and extend into rural communities. Service development can be achieved through a variety of approaches including:

- a. Increased focus on creating income streams that are independent of current funding arrangements in order to secure the Centre's financial security and stability.
- b. The creation of a volunteer program to broaden the scope of services that can be provided to the community through increased support by volunteers
- c. The development of a fundraising strategy as a resource for activities, specific goals, equipment and resources for the Centre which include upgrading the Website and increased marketing activities.
- d. The development and implementation of KPI's for programs and activities including Counselling, Health Promotion and NILS with data collection and analysis that is used to increase the effectiveness of programs.
- e. The development and implementation of evidenced based practice and planning which includes measuring outcomes through data analysis.

- f. The Centre identifies the specialist services provided by the Centre as being one of the only specialist domestic violence services in the region. The Centre aims to continue to provide and expand this specialist work within the community through continuing programs, education, involvement in networks, raising awareness, social action and service delivery.
- g. The role the SDVCAS plays in supporting vulnerable women is very much in line with the Centre philosophy and beliefs. For this reason we believe in the ongoing partnership through our auspice of the SWDVCAS as its Service Provider and will continue to foster the relationship and service delivery in accordance with the WDVCAP model.

2. Good Governance that leads to increased capacity and growth of the Centre

For good governance our Centre has to maintain regular planning and review of strategic goals, as well as continuing a high standard of financial accountability, service plans and risk management of the Centre.

a. For Good Governance the Board will ensure:

- The constitution is reviewed and updated to bring it into line with modern good governance practices and principles
- That the Board have access to resources and training in regards to sound governance
- That the Board will be representative of the community and be made up of members from a diverse background with a broad range of skills and experience
- That all Board related documents are held electronically and available to Board members for review, input, and oversight
- The development and implementation of a version control system for all policies
- That policies and procedures are streamlined and appropriate to the organisation in order to remove unnecessary complexity and red-tape
- The development and implementation of a process for reporting against the Strategic Plan, for example, via regular reports against the Business Plan which is directly linked to the Strategic Plan
- That regular planning and strategic workshops will be undertaken
- The establishment of a Quality Improvement Register by the Manager, for the recording and review of strategies for organizational improvement
- The Board will evaluate its own performance and recruit new Board members to ensure a mix of skills and experience are retained on the Board

b. For good Financial Management the Board will ensure:

- The implementation and maintenance of appropriate scrutiny of financial expenditure including monthly review by the Chair with the Manager
- The development and implementation of a formal decision-making process for the acquisition and disposal of assets which is tracked on an Asset Register
- The development and implementation of financial reporting to the Board that is appropriate and informative
- That proposed Budgets are presented to the Board in March to allow time for consultation and review by the Board prior to approval being given
- That any changes to an approved Budget must be submitted to the Board for approval
- That employment of new employees and changes to existing roles including pay-rises within the Centre are approved by the Board through the Chair
- The review /evaluation of finance sub-committee, its function, and appropriate membership

c. For effective Risk Management the Board will ensure:

- The development of a Risk Management Plan on which risks and control strategies are recorded and follow-up action documented
- That review mechanisms are built in to the Risk Management Plan.

- There is a system in place to assess the potential risks of significant projects and purchases and identify appropriate risk management strategies as needed.
- That continuity/recovery is part of the risk management plan

d. For effective People Management the Board will ensure:

- That the Centre has an appropriately skilled and competent Manager who will work closely with the Board to action the Mission, Vision, Values and achieve goals set in the Strategic Plan
- That employees are recruited who are appropriately qualified, skilled, and competent for roles within the Centre
- That the culture within the workforce is warm and welcoming with an absence of aggression and bullying behaviors
- That training and development for employees and the Board is based on the needs of the Centre, the available budget, employee development plans, and the community's needs
- Develop a skills matrix for employees and the Board to ensure the Centre maintains the capacity to serve the community
- Ensure employees and management have a performance review at least yearly

3. Raise the profile of the Women's Centre in the community through Marketing and use of Social Media

- Develop a marketing strategy which includes the use of social media
- Raise the profile of the Women's Centre in the community through a greatly increased reputation and community awareness of the existence of and services provided by the Centre
- Keep the Website current, interesting, and relevant for the community with an increased focus on providing information and resources
- Explore opportunities for radio spots, media stories, and information featured on television
- Partner with female leaders and champions within the community

Develop an effective communication strategy including:

- A website, social media, and traditional media resources
- Seeking feedback in variety of ways (including) the website
- Reviewing the effectiveness of communication methods on a regular basis
- Seek feedback to ensure a regular gap analysis of programs and activities that includes a wider catchment than Albury/Wodonga

4. Providing Leadership in the Community through key note speaking and presenting at conferences and events

- Develop a plan for the year for local and regional events to be attended
- Develop a plan for key note speaking and conference presentations
- Plan a big event for International Womens Day celebrations which enhances the profile and respect for Women in the community
- Plan a big event for the yearly AGM which showcases the achievements of the Centre

5. Aggressively pursuing funding and income streams from multiple sources

Some services provided by the Women's Centre including women's health and domestic violence related programs rely on formal and informal agreements. These programs provide stability for the Centre and some financial security into the future. It is essential for the Centre to attract more like minded programs and agreements that will benefit the Centre and the community.

Building Partnerships

- Annually conduct an environmental scan to identify our stakeholders.
- Explore opportunities for innovation and potential alliances

Pursue Fund Raising/Donations/Grants/Sponsorship

- Plan and execute fund raising events
- Seek donations and sponsorship from organisations and business
- Apply for grants as they become available
- Seek donations from philanthropic trusts

Building Capacity

- a. The employees and volunteers within the Centre are essential to maintaining partnerships and to achieve high quality services that result in increased levels of customer service and satisfaction
- b. It is important that the employees within the Centre are diverse and accepting of all people within the community, demonstrating their capacity to build strong, positive relationships with all key stakeholders of the organisation including the Board
- c. Measure customer satisfaction yearly through surveys and feedback

6. A constitution and management practices that best serve the community

Customer feedback is sought through a variety of means to ensure that we are meeting best practice and serving the community. The constitution is relevant and reflective of modern practices and requirements of sound governance.

- a. The constitution is reviewed regularly and updated to bring it into line with modern good governance practices and principles
- b. Ensure management practices align with the principles of good governance, enhancing accountability, transparency, and open communication with the Board
- c. Ensure all employees work in a respectful and transparent manner taking direction from management whilst demonstrating a spirit of cooperation and desire to achieve the mission and vision of the Women's Centre
- d. Ensure that the feedback and complaints policy is adhered to and that all complaints are taken seriously and actioned appropriately
 - Develop a register of feedback and complaints including actions taken that tracks resolutions
 - Report on complaints annually as required to Funding bodies
 - Undertake root cause analysis to improve practice and prevent issues leading to complaints
- e. Publishing and seeking feedback in regard to the Constitution, Strategic Plan, and public policies
 - Feedback to be collated and provided to the Board for development and monitoring the plan and performance
 - Publish public policy documents on the organization's website
 - Develop a complaints brochure for customers which provides information about the complaints process in an accessible format including availability on the website. This should include the names and numbers of alternative options if the customer is not satisfied with the outcome of the internal process.

7. Well developed and diverse workforce with a warm and welcoming culture

The Board recognise and acknowledge that:

It is important that the employees within the Centre are diverse and accepting of all people within the community, demonstrating their capacity to build strong, positive relationships with all key stakeholders of the organisation including the Board

The Board will:

- a. Ensure that employees are recruited appropriately and ethically with transparency in the process to ensure confidence is maintained among key stakeholders including the Board
- b. Ensure that the Manager is an appropriately qualified, experienced, and skilled individual who is

- committed to serving Women and advancing the objectives of the Women's Centre
- c. Ensure that the Manager works closely with the Board in a spirit of cooperation and is transparent in all that is undertaken providing any information that is requested by the Board; accepting direction and guidance from the Board in all matters
 - d. Ensure that the Board support the Manager and offer leadership, encouragement, direction, and guidance
 - e. Ensure that the Chair of the Board meets regularly with the Manager and works in partnership in a reporting relationship where the Manager is managed by the Board through the Chair
 - f. Ensure that yearly performance reviews are undertaken with the Manager and by the Manager to meet the goals of a well-developed workforce who are performing their roles competently and meeting or exceeding expectations
 - g. Ensure a warm and welcoming culture is maintained in the workplace and within the Board room by valuing employees and Board members and interacting in a respectful and acceptable manner
 - h. Ensure that there is a zero tolerance approach to bullying, harassment, and aggression in the workplace

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