



# Norlane Community Centre

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## STRATEGIC PLAN 2012 - 2015

**Vision: We see a community where everyone has the opportunity to be engaged, accepted and active and their contributions are valued.**

**Mission: The Norlane Community Centre is a leader in empowering our community to build it's capacity.**

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**In addition the Norlane Community Centre is a service hub that involves collocation with services from:**

- Northern Futures
- Encompass
- BRACE
- New Horizons.

**The development of the current services and programs involved a wide range of planning and consultation processes with the community, service providers and the Board of Management.**

**The Board of Management is a group of people elected by members of the Norlane Community Centre Inc who accept responsibility for the overall direction and purpose of the Centre.**

**This Strategic Plan has been developed by the Board, but this is not the first time the Board has undertaken careful planning. Formal vision and mission statements were developed in 2003, 2006, 2008 and 2012. This sequence of plans has enabled the Board and the community to identify a clear direction for the development of the Centre.**

**This Strategic Plan for the period 2012 to 2015 is based on the following statements:**

**Vision: We see a community where everyone has the opportunity to be engaged, accepted and active and their contributions are valued.**

**Mission: The Norlane Community Centre is a leader in empowering our community to build it's capacity.**

**Goal 1: Helping to shape our immediate and broader community**

**Goal 2: Supporting initiatives that address identified local under-resourcing**

**Goal 3: Facilitating the delivery of services and programs that meet local need and encourage community participation**

**Goal 4: Strengthening governance.**

## **2. CONSULTATION**

**Norlane Community Centre has developed many approaches to consultation and this Strategic Plan is based on these previous consultation activities, whilst at the same time highlighting further opportunities for consultation in the future.**

**Some of the consultation processes used to date include:**

- **Stakeholders and local community members consultation**
- **Continually seeking feedback from people involved in Centre activities**
- **Active participation on the Corio Norlane Development Advisory Board**

**A major forum of community agencies and stakeholders was held in mid 2011 as a community planning day.**

**In a way this Strategic Plan is an invitation to share both a vision and a sense of responsibility for the future. The Board is interested in future consultation activities that would consider the strategic themes themselves and the opportunities to further collaborate in both planning and programming.**

**Future consultation activities could involve asking questions such as:**

- **Has the Board identified the key strategic themes correctly?**
- **What are the priority themes?**
- **What are the important actions that will really make a difference?**
- **Will this Strategic Plan support good partnerships arrangements with other agencies?**

**The Board would appreciate comment and feedback on this Strategic Plan.**

### 3. STAKEHOLDERS

In developing this Strategic Plan the Board has considered the needs and expectations of a number of stakeholders. These are people who have a connection with the Centre and a desire to see the programs, services and activities continuing to grow and develop.

The following comments summarise Board discussions about the 'expectations' of various stakeholders. This answers the simple, but challenging, question: "What do these people expect from the Norlane Community Centre?" In asking and answering this question the Board is seeking to think more broadly than individual personal opinion. Some of the discussions around each stakeholder have included the following thoughts:

**PEOPLE WHO USE NORLANE COMMUNITY CENTRE:** These people are looking for a welcoming, accessible, supportive, warm, safe place. They seek information, social connections, activities and services. They expect good 'customer service' and also expect to have a say in their community centre. They also need the programs and activities to be affordable.

**PEOPLE WHO DO NOT USE THE NORLANE COMMUNITY CENTRE:** These people may choose not to use the Centre for many reasons but would expect to be consulted about the Centre and to be aware that the Centre is there if they need or want to make use of it. These people also seek to be reassured that the services are there for people who need them.

**GROUPS WITHIN THE COMMUNITY:** There are many distinctive groups within the community, for example young people or people from culturally and linguistically diverse backgrounds. Whilst each of these groups will have various needs and wants they all share an expectation that the Centre will embrace diversity, respect individual choice and support groups to become involved in all aspects of the Centre.

**TAXPAYERS:** Almost all Centre funding comes from taxpayers who want to know that the Centre is properly operated and managed in an open and accountable way. Taxpayers also want to see a sense of community engagement where people can have a say and provide feedback and input into the operation of the Centre.

**BUSINESSES, BIG AND SMALL:** There are many connections between businesses in the area and the Centre and the people involved in business are seeking to promote local community participation. They offer their expertise, not just money, and are looking for a wide range of ways to contribute to the community.

**SERVICE PROVIDERS AND PARTNERS:** These are organisations such as schools, community agencies, churches and service clubs who seek to work in an open partnership that respects the specialist skills and knowledge that each group brings to the partnership. The people in these organisations want to share a vision and work collaboratively on important joint projects.

**COLLOCATED SERVICES:** The group of agencies collocated within the Centre have made this decision as a means of being literally closer to the community and they seek a professional work environment, welcoming reception services and to feel part of the whole centre.

**THE CITY OF GREATER GEELONG:** As the owner of the building the City expects that the building will be properly maintained and that all safety requirements will be met. The City also wants to see the building being fully used by the community.

**OUR STAFF – BOTH PAID AND UNPAID:** People who work in the Centre, either as paid staff or volunteers seek opportunities to both make a contribution to the community whilst growing and developing new skills and knowledge. These people expect a well managed community Centre with clear direction and job roles and opportunities to be heard. Many volunteers are looking to the experience of working in the Centre as a step towards employment and training opportunities.

**FUNDING BODIES:** There are many funding bodies contributing to the Centre. All of these funding bodies expect to see clear evidence that programs and services are delivered, monies are wisely spent and that all regulatory requirements are fully met.

#### 4. KEY STRATEGIC THEMES – SUMMARY

There are many influences on the future of the northern suburbs of Geelong, including ‘macro’ factors like the health, economy, transport and climate change. The Board of the Norlane Community Centre has considered an important question: “What is the role of this community centre in addressing these complex factors that shape our community?”

The Board has identified five strategic themes for development over the next three years:

- |   |   |
|---|---|
| <p><b>Goal 1: HELPING TO SHAPE OUR IMMEDIATE AND BROADER COMMUNITY</b></p>  | <p>We aim to work alongside local groups and others to identify needs and work positively to assist in shaping our local area.</p>                                  |
| <p><b>Goal 2: SUPPORTING INITIATIVES THAT ADDRESS IDENTIFIED LOCAL UNDER-RESOURCING</b></p>   | <p>We seek and use local knowledge, advocacy and partnerships to support local initiatives that increase access to services and resources within our community.</p> |
| <p><b>Goal 3: FACILITATING THE DELIVERY OF SERVICES AND PROGRAMS THAT MEET LOCAL NEED AND ENCOURAGE COMMUNITY PARTICIPATION</b></p> | <p>We regularly review the programs and services provided in the centre to identify opportunities to improve or add / remove these services and programs.</p>       |
| <p><b>Goal 4: STRENGTHENING GOVERNANCE</b></p>  | <p>We accept the responsibility for providing effective governance for Norlane Community Centre that focusses on improving quality and managing risk.</p>           |

## 5. KEY STRATEGIC THEMES – PLANS FOR ACTION

The Board has developed the following action plans for each strategic goal.

<b>GOAL 1:</b>	<b>HELPING TO SHAPE OUR IMMEDIATE AND BROADER COMMUNITY</b>
<b>OBJECTIVE</b>	<b>We aim to work alongside local groups and others to identify needs and work positively to assist in shaping our local area.</b>
<b>WHY</b>	<b>Our community is changing rapidly and there are many local and regional groups looking to plan a positive future for the community. We share the same goal and play a positive role in working with these partners to identify community needs and opportunities.</b>
<b>HOW</b>	<b>Members of the Board and Staff will remain directly involved with a wide range of networks, planning processes and groups, including Northern Futures, Corio Norlane Development Advisory Board, City of Greater Geelong, Shell, the Department of Human Services. Board members and staff will continue to represent the Centre, advocate for the community and foster partnerships that benefit the community.</b>
<b>BY WHEN</b>	<b>This is an ongoing activity.</b>
<b>WHO</b>	<b>Board members and Staff of Norlane Community Centre.</b>

<b>GOAL 2:</b>	<b>SUPPORTING INITIATIVES THAT ADDRESS IDENTIFIED LOCAL UNDER-RESOURCING</b>
<b>OBJECTIVE</b>	<b>We seek and use local knowledge, advocacy and partnerships to support local initiatives that increase access to services and resources within our community.</b>
<b>WHY</b>	<b>The Centre is committed to linking, supporting and delivering priority activities that meet identified need and make best use of local strengths and assets.</b>
<b>HOW</b>	<b>The Board will assess and prioritise initiatives and determine action such as:</b> <ul style="list-style-type: none"> <li>• <b>Advocacy – lobbying for change</b></li> <li>• <b>Supporting others with initiatives – partnering for change</b></li> <li>• <b>Directly delivering initiatives – leading for change.</b></li> </ul>
<b>BY WHEN</b>	<b>This is an ongoing activity – the Board will identify at least three priority initiatives per year.</b>
<b>WHO</b>	<b>Board and Staff members.</b>

<b>GOAL 4:</b>	<b>FACILITATING THE DELIVERY OF SERVICES AND PROGRAMS THAT MEET LOCAL NEED AND ENCOURAGE COMMUNITY PARTICIPATION</b>
<b>OBJECTIVE</b>	<b>We regularly review the programs and services provided in the centre to identify opportunities to improve or add / remove these services and programs.</b>
<b>WHY</b>	<b>We seek to ensure that programs at the Centre are relevant, safe and meet identified community need; even as the community changes.</b>
<b>HOW</b>	<p><b>The Board will review all programs every six months to ensure balance, mix, purpose and connections between services and activities.</b></p> <p><b>The Board will develop a wide range of consultation activities (surveys, forums and shopping centre chats) to promote programs and seek feedback from people who use the Centre, people who do not use the Centre and people who have used the Centre in the past.</b></p> <p><b>The Board will make changes to the program to ensure that identified needs of the community are being met.</b></p>
<b>BY WHEN</b>	<b>The Board will plan, implement and evaluate at least three consultation activities each year.</b>
<b>WHO</b>	<b>Board and Staff members.</b>

<b>GOAL 5:</b>	<b>STRENGTHENING GOVERNANCE</b>
<b>OBJECTIVE</b>	<b>We accept the responsibility for providing effective governance for Norlane Community Centre that focusses on improving quality and managing risk.</b>
<b>WHY</b>	<b>Good governance is essential to ensuring the delivery of service and programs meets current and future community need by preserving and growing the assets and good will within the Centre.</b>
<b>HOW</b>	<p><b>The Board will regularly review its Constitution, structure, operation and values to manage risk and focus on improving quality.</b></p> <p><b>The Board will engage in development activities to ensure growth of individual members and increased capacity of the overall Board.</b></p> <p><b>Members of the Board and Staff will continue to make use of skill and knowledge development opportunities.</b></p>
<b>BY WHEN</b>	<b>The Board will plan an annual calendar of review, reflection and development.</b>
<b>WHO</b>	<b>The Board members.</b>

## **6. NEXT STEPS**

**This Strategic Plan is an ambitious agenda for the Norlane Community Centre over the next three years.**

**It is clear that the Centre is currently at maximum capacity and that any additional activities will require careful planning and additional resources.**

**One of the key success factors for the Centre is the capacity for the many partnerships involved to add tremendous value to the services, programs and activities of the Centre and the community.**

**The Board extends a warm welcome to all partners to continue to collaborate on a shared vision. To explore this vision further the Board welcomes feedback on this Strategic Plan.**