



Pine Rivers Neighbourhood Association Inc. Strategic Plan 2011 - 2014

Organisational Vision	Connected, vibrant, resilient communities
Purpose	Enriching Community
Mission	Enabling and encouraging individuals and families to take informed control of their own lives and together enriching our community
Strengths	Robust Governance and Management Committee membership Community Owned and Operated Holistic approach to clients Positive organisational culture Reputation for high quality and integrated service delivery Positive connection with our community

EXECUTIVE SUMMARY

The Pine Rivers Neighbourhood Centre (PRNC) is a not for profit community owned and operated organisation for individuals and families in the Pine Rivers community. It was established in 1987 and has approximately 30 staff and 150 volunteers. The Centre responds to personal and community needs within a safe and welcoming environment through each of our focus areas which provide a flexible range of activities, supports and information. These include counselling, family therapy, family support, mentoring, housing support, community information, legal service, workshops/courses on a range of personal development and learning topics, adult literacy, employment support programs and community meeting spaces.

PRNC offers all its service using an approach which values each individual and their strengths. The Centre is committed to developing and maintaining services that respond to the needs of our community and enjoy working in partnership to make this happen. Eight Operating Principles guide and inform all aspects of service development and delivery. These are - social justice; respect; self-determination, partnership; transparency; professionalism; integrity and community development.

PRNC manages various funding contracts for short term non recurrent funding, one-off grants and triennial service agreements with various State and Federal Government Departments. Current service agreements include:

- Qld Government, Department Communities (4): Community Support Service, Family Support, Counselling, Homestay
- Federal Government, FAHCSIA (2): Family Relationship Services (Lead agent for a regional consortium delivering early intervention services), Families in Transition
- Legal Aid Queensland (administers State and Federal funding): Legal service

- Barnardos Australia (HSBC Bank) and Defence Department Family Support: Kid's Friends Mentoring program
- Scanlon Foundation: Multicultural support activities
- Good Shepherd Family Services and National Australia Bank: No Interest Loans Scheme
- DEEDI – Productivity Places program

The centre is supported locally by a number of service clubs and a small donation from the Moreton Bay Regional Council. PRNC also accesses philanthropic grants to meet service needs and fund innovative solutions to local issues. Our budget for 11/12 exceeds \$2.1M.

SITUATION ANALYSIS

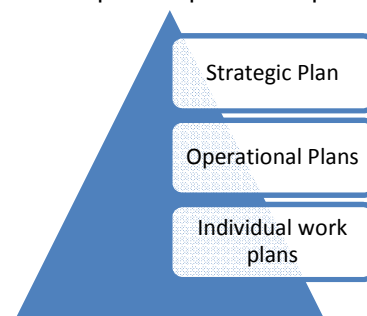
In line with the 2008-11 Strategic Plan, PRNC engaged its stakeholders in an organisational review during 2008. This resulted in a solid structure that has successfully carried the centre through an expansion in funding and programs. Over the past five years PRNC has experienced exponential growth as it responds to the growing population and subsequent needs within the Pine Rivers district.

In 2010 the Department of Communities announced a new, purpose-built facility would be built for the Centre at 865 Gympie Rd. Land allocation and the design of the facility are still in negotiation and the facility is expected to be completed by the end of 2012. In response to the need for more space, Community Learning moved off-site to the Undurba State School Community Hall in 2010 under the “Local Schools Working Together” partnership. A temporary venue is currently being sought to accommodate the growing staff team pending construction of the new facility.

2010-11 has seen the addition of a large Homestay team of five full time staff join PRNC. In addition to this, the organisation has ventured into the domain of employment support to fill long running service and funding gaps. Success has been achieved with the approval of funding for two additional programs – Accredited training, job preparation and work placement - Kick Start; and an intensive case management employment pathways program - Participate in Prosperity (PiP). During 2011 a new focus area will be added to incorporate the expanded Homestay program and the addition of the PiP program.

STRATEGIC FRAMEWORK

The Centre's Strategic Plan sets the future direction for the organisation. It is developed in a process that seeks broad input from volunteers, staff, community members, external agencies and supporters. Its implementation is overseen by the Management Committee and is reviewed every three years, with annual planning events supporting its progress. The Strategic Plan is implemented through the development of focus area operational plans which detail objectives, strategies and outcomes. Individual work plans are then developed for each staff member based on their relevant focus area operational plan. Operational plans and work plans are reviewed annually.



ORGANISATIONAL STRUCTURE AND COMMUNICATION CHART 2011



General Association Membership

Operational – 6 Focus Areas with Managers and steering groups

FAMILY & INDIVIDUAL SUPPORT

- Counselling
- Family therapy
- Family Support
- Kid's Friends

CENTRE OPERATIONS (Finance, Administration and Property)

- Finance
- Reception
- ICT
- Administrative Support
- Centre Maintenance

LEGAL (Legal Framework)

- Advice
- Education
- Casework (Wills)
- Law Reform

COMMUNITY DEVELOPMENT (Community Participation – Internal/External)

- Volunteer recruitment, training and review
- CD projects
- Community Centres' Development
- NILS

COMMUNITY LEARNING (Training/Development)

- Group supports
- Education courses/workshops
- Adult Literacy
- Employment training

NEW FOCUS AREA

- Intake and Response
- Homestay
- Participate in Prosperity

Participants and visitors to the centre

Goal 1	Maintain and continue to develop responses that are transformational in nature and build community capacity.
Outcome	Effective responses that increase capacity of individuals and families, build resilience and community connectedness.
Objectives	
<ol style="list-style-type: none"> 1. Identify, reflect upon and maintain an understanding of our community demographic and environment. 2. Provide a range of flexible and integrated service and support options that respond to community need. 3. Maintain a commitment to continuous improvement to ensure best practice. 	
Goal 2	Support all human resources in a collaborative environment.
Outcome	A motivated, productive and multi-skilled staff and volunteer team with a high retention rate.
Objectives	
<ol style="list-style-type: none"> 1. Utilising contemporary practices to: <ul style="list-style-type: none"> ➤ maintain an emphasis on learning and development ➤ recruit staff and volunteers with a focus on best fit for role and organisation. 2. Provide opportunities to facilitate and sustain a positive and dynamic organisational culture. 	
Goal 3	Ensure accountable governance, model innovative leadership and promote a positive organisational profile.
Outcome	A well governed organisation that is professional, accountable, highly regarded and has a strong profile in the community.
Objectives	
<ol style="list-style-type: none"> 1. Develop and action a marketing/business plan. 2. Ensure the organisational Policy and Procedure is comprehensive, reviewed, updated and implemented. 3. Develop leadership qualities that support a robust and dynamic organisation. 	
Goal 4	Ensure strong networks and partnerships to enhance capacity.
Outcome	A well connected organisation with ongoing, effective working partnerships that meet the needs of community.
Objectives	
<ol style="list-style-type: none"> 1. Ensure a coordinated strategic approach to networking. 2. Seek, develop and maintain collaborative and co-operative partnerships. 	
Goal 5	Ensure accountable financial and assets management and plan for sustainability and future growth.
Outcome	A well resourced, financially sustainable, future focussed organisation.
Objectives	
<ol style="list-style-type: none"> 1. Accurate and transparent financial management. 2. Ensure the ICT infrastructure effectively meets organisational requirements. 3. Equip the work environment with appropriate resources and tools. 4. Well maintained and managed assets. 	