

**STRATEGIC PLAN**  
**The Grange Community Centre**  
**2023 – 2027**

**Final at 17 March 2023**

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## From the Board of Governance

We are excited to present the new Strategic Plan for The Grange Community Centre to guide our decisions, programs, and engagement with our community over the next 5 years and beyond. The Board of Governance and staff have worked hard to develop a Plan which reflects the needs of our community, the opportunities and challenges we are facing, and the resourcing capability of our organisation.

Our Board of Governance is made up of local community members who bring a diversity of experience, cultures and knowledge to The Grange Community Centre, and we believe that by working in partnership with our community and collaborating with other organisations, we can facilitate great outcomes in our community.

We love and are proud our community, and we see this Strategic Plan as an important part of how we will continue to support and strengthen our community. We look forward working with you to develop strong, innovative, and responsive partnerships that support great outcomes for our community.

## The Grange Community Centre

Located in Hoppers Crossing, The Grange Community Centre is a hub for people of all ages, backgrounds, and abilities. The Centre provides opportunities for lifelong learning, delivers early years services, supports community gatherings and events, and has a focus on improving the health and wellbeing of all who access the Centre. We aim to provide programs and services which respond to the needs of our community, are accessible for everyone, and most importantly are offered in a welcoming and friendly environment.

## The plan

This Strategic Plan is underpinned by thorough background research and consultation, and it builds on the directions and priorities set out in the previous strategic plan 2019-2022. The planning process has included assessing the current and forecast demographic profile of the community and users of the Centre, an analysis of programs and enrolments, and of other community centres or neighbourhood houses in the area, a review of best practice in the sector, and a program of consultation and engagement with the community, staff, board members and partners. A summary of the research outcomes is provided as part of this document.

The Strategic Plan seeks to position The Grange Community Centre for a sustainable future and build on our current strong relationship with the community.

The Plan identifies ***areas of focus for the next 5 years with a sharp eye on the next 10 years***, to position the Centre to proactively respond to community needs.

***It is a living document***, which will be reviewed and updated regularly in response to new issues identified, changes in community needs, and new opportunities which emerge.

Priority actions are provided as an attachment to the Strategic Plan and will form part of the Business Plan. These actions will be reported upon and updated each year, to ensure the Grange Community Centre responds to emerging issues and opportunities.

## The value of community centres

Neighbourhood Houses and Community Centres are highly valued in communities as a place for life-long learning, as a hub for services supporting the health and wellbeing of families, children, and older people, as a focus for community connections and socialisation, and as a source of information about services and supports available.

Neighbourhood Houses Victoria is the peak body for the neighbourhood house sector and each year prepares a report from data collected from 400 Victorian neighbourhood houses. The results from the 2021 survey demonstrate the *scale and impact of neighbourhood houses and centres* across Victoria.

Number of people attending a Neighbourhood House each week	Around 200,000
Visits to Neighbourhood Houses in a year	10 million
Their value in creating community connections	\$162 million
Value produced for every \$1 of income received	\$4.27
Active partnerships in any given month to deliver on community needs	3,600+
Community groups supported by Neighbourhood Houses	4,090
Neighbourhood House staff working to support their communities	5,460
Volunteers each week	6,940
Total Neighbourhood House management / coordination / community development experience	2,500 years
Group activities delivered during over 1 million hours of Neighbourhood House use	Over 5 million

Table 1. Results from annual survey of neighbourhood houses in Victoria, 2021. Source: nhvic.org.au

## Policy environment

The Grange Community Centre operates in a complex policy environment which is shaped by sector guidelines and requirements for programs funded by the State Government and the partnership and funding agreement with Wyndham City Council. The Centre's program and activities are also informed by Council's community planning which captures the community's needs and aspirations. Key policy directions and obligations are discussed below:

### State Government influences

The activities of local community facilities including community centres and neighbourhood houses are supported with State Government funding through the **Neighbourhood House Coordination Program**. The adult community and further education sector in Victoria is led by the **Adult, Community and Further Education Board (ACFE)** which oversees funding to the Learn Local sector.

- **Neighbourhood House Coordination Program Guidelines 2016-2019** set the parameters for the operation of the program and the roles and responsibilities for Neighbourhood Houses/Committees of Management. Neighbourhood Houses are required to enter into a Service Agreement with the Department of Health and Human Services prior to receiving funding. The agreement identifies the responsibilities of the Neighbourhood House, Neighbourhood House Network or Neighbourhood Houses Victoria and the Department. The service agreement sets out the key obligations, objectives, rights, and responsibilities of the organisations delivering services and the department providing funding to the organisation. A review of these Guidelines has commenced but the timelines for its finalisation remains unclear.
- **The ACFE Board's 2020-2025 Strategy** sets out a target audience for vocational and educational training, and expectations of providers that vary significantly in size, focus and scope. Funding is provided to meet agreed targets and outcomes, and providers have periodic reporting obligations to the Board.

### Local Government influences

**Wyndham City Council** has a range of planning documents which inform its recognition and support to community organisations, and which provide valuable context for the activities of community centres. Of particular note is the **Partnership Agreement** between Council and all Wyndham's community managed centres including The Grange Community Centre, which outlines roles, and the support Council will provide. The Centre operates from a Council owned building and also has a **Funding and Licence Agreement** with Council which sets out funding support, operating principles and responsibilities in relation to management of the facility.

More broadly there are a number of key Council planning documents which outline Council and community priorities. Alignment with these priorities is an important consideration for the development of this Strategic Plan. Key plans documents include:

- **Wyndham City Council Plan 2021-2025** which describes how Council will work towards achieving the community's priorities and long-term aspirations. This was developed in the context of **Wyndham 2040**, the community's vision for Wyndham. Of particular relevance are

aspirations around *a healthy and accessible city, a welcoming and inclusive city and a liveable city*.

- The **Wyndham Municipal Public Health and Wellbeing Plan 2021-2025** concentrates on public health and wellbeing priorities for Council and the community and has a long-term *focus on health, safety, education, and environmental outcomes*.
- **Wyndham Learning Community Strategy 2018/2023** expresses Council's commitment to *ensuring the benefits of learning are available to all residents* and foreshadows advocacy for improved government investment in education and in *collaborating and partnering with community organisations* to meet local needs.
- **Wyndham Volunteering Strategy 2019-2024** *recognises and promotes the important role of volunteers* in the community and outlines Council's role in attraction, retention, and recognition of volunteers.
- A **Community Infrastructure Pipeline** sets out the proposed timing of new planned community facilities for Wyndham out to 2035. *Community facilities are proposed for Truganina in 2028 and Mossfiel (Hoppers Crossing) in 2024 and their location and programs offered may impact on The Grange Community Centre*.
- **Council's Reconciliation Action Plan (RAP) 2023 – 2025** which provides a framework for Council to understand and achieve its vision for reconciliation with Aboriginal and Torres Strait Islander Peoples.

### **The Grange Community Centre**

The Grange Community Centre maintains its own policy framework including preparation of this **Strategic Plan** and policies to guide and support specific activities, particularly in relation to the delivery of early years services and programs.

The **Reconciliation Action Plan** is important in communicating the Centre's commitment to the principles of reconciliation and sets out actions to ensure that programs and activities are undertaken in a way that is consistent with the sentiment in the plan.

## Our community

The primary catchment for The Grange Community Centre is residents from Hoppers Crossing which includes the small areas of The Grange, Kingston, Cambridge, Mossfiel and Bellbridge (see image 1 below). The Centre also attracts and supports residents from surrounding suburbs including Tarneit, Wyndhamvale, Truganina and Werribee.

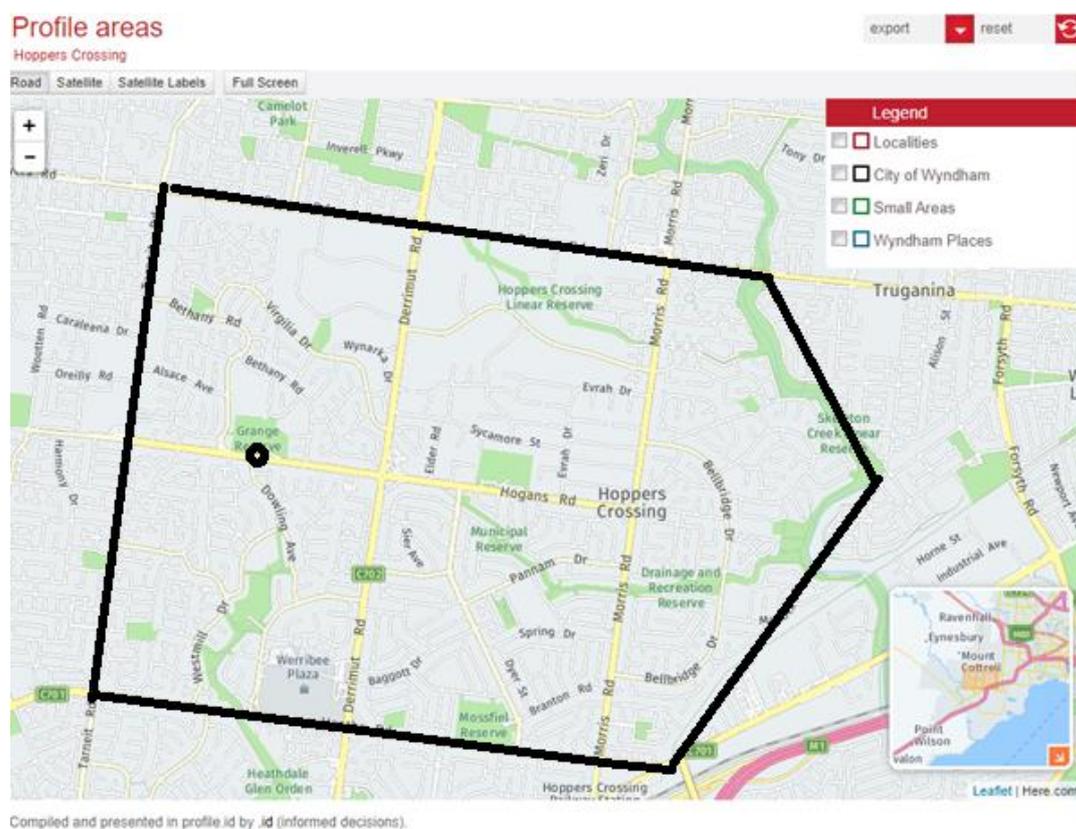


Image 1: Primary catchment of The Grange Community Centre. Source City of Wyndham Community profile.

### Key characteristics of our community (2021 Census)

- **An older community.** A significantly higher population of people aged 50 year to 84 years (34%) compared with the City of Wyndham (19%).
- **A culturally diverse community.**
  - The top 5 countries of birth (outside of Australia) are India, New Zealand, Philippines, United Kingdom and Burma.
  - An increasing number of people who speak a language other than English at home.
  - 40% of people were born overseas, compared with 35.7% for Greater Melbourne.
- **Lower weekly household income.** More households in the Grange community have low incomes, below \$800 per week (20%) compared to the City of Wyndham (14%).
- **Smaller households and higher home ownership.** 50% of households are single person or two person households, and a high percentage fully own their home (32%). This is almost twice the percentage for the City of Wyndham.

## Key characteristics of users of The Grange Community Centre

- **Participants in the early learning programs and OSHC are largely from Hoppers Crossing and Tarneit.**
  - For participants in the 3+ Early Learning Program, 40% live in Hoppers Crossing, 37% in Tarneit, 13% Werribee. Small numbers also come from Truganina, Wydham Vale, Altona North and Point Cook.
  - For participants in the Outside School Hours Care program, 48% live in Tarneit, 36% Hoppers Crossing, 11% Werribee. Small numbers also come from Truganina, Wydham Vale, Altona North and Corio.
- **The majority of other program and event participants are from Hoppers Crossing 57%.**
- **Many participants are aged between 40 and 89 years.** The majority of centre users (outside of children’s services) of users are aged between 40—89 years (59%) and many are aged 60—79 years of age.

## Programs and participation

The Grange Community Centre offers a range of programs and activities comprising:

- **Children's Programs** including 3+ Early Learning Programs, funded 3 year old Kindergarten program, Out of School Hours Care programs, and playgroup.
- **Recreational health and wellbeing** activities and classes, such as Yoga, Tai Chi, Balance Flex and Fun, Walking Group, Chair Fitness and Ballroom Dancing.
- **Community development and support programs** including chatty café, knitting and the seniors' social group—'Senior's House of Fun'.
- **Room hire** options for not-for-profit groups, community benefit organisations and private hirers. These hirers provide educational services, employment support, psychological services and a variety of recreational classes. The Centre also manages the hiring of 3 spaces at Central Park Community Centre.

The wider building and precinct is also a hub for community services and activities including Wyndham City Council's Kindergarten and Maternal and Child Health Service, and a local soccer club.

Across the range of programs and activities offered by the Grange Community Centre, enrolment and participation numbers are growing to being close to pre Covid-19 levels.

## Community centres and neighbourhood houses in the area

There are multiple community centres located close to The Grange Community Centre including:

- **Tarneit Community Learning Centre (4.5km)**
- **Wyndham Park Community Centre (4km)**
- **Quantin Binnah Community Centre (3.9km)**
- **Wunggurrwil Dhurrung Community Centre (8.7km)**
- **Iramoo Community Centre (8.7km)**
- **Wyndham Community and Education Centre (6.2km)**
- **Central Park Community Centre (4.1km).**

These seven facilities largely operate in a similar and complementary way to The Grange Community Centre, aiming to deliver programs which respond to the needs of their local communities. As noted previously, a further two community centres are outlined in Council's Infrastructure Pipeline including Mossfiel in 2024 and Truganina in 2028. The Mossfiel Centre will be in Hoppers Crossing and therefore very close to The Grange Community Centre.

### Comparing and contrasting programs, activities and services offered

Table 2 below provides a high-level summary of the range of programs offered by The Grange Community Centre and the seven other centres. Areas of similarity and contrast include:

- All centres offer programs that promote social connections.
- Seven centres offer programs that specifically support children and young people.
- Six centres offer social support programs including support for parents and veterans.
- Three offer programs that encourage gardening and food preparation.
- Five centres offer programs with an arts and creativity focus.
- Two centres offer employment programs.
- Pre-accredited and accredited training programs are only offered by Wyndham Community and Education Centre.
- Hire of rooms and spaces is offered by all seven centres.
- Five offer health and wellbeing / environmental programs.
- Programs delivered by Wunggurrwil Dhurrung Community Centre have a strong focus on supporting the local indigenous community.
- The Grange Community Centre programs that support children and young people and health and wellbeing programs are more extensive than the other centres.

	Children and youth	Social support	Social connections	Food	Art and creativity	Emp programs	Health and wellbeing / enviro	Pre-accredited classes/not accredited language classes	Accredited classes	Other
Grange Community Centre										
Tarneit Community Centre										
Wyndham Park Community Centre										
Quantin Binnah Community Centre										
Wunggurrwil Dhurrung Community Centre										
Iramoo Community Centre										
Wyndham Community and Education Centre										
Central Park Community Centre										

Table 2: High level summary of programs offered by neighbourhood houses and community centres close to The Grange Community Centre, November 2022.

## Consultation and engagement

Consultation and engagement occurred with community members, current and past users of The Grange Community Centre, staff and Board members during November and December 2022. The consultation sought to understand people's experience of The Grange Community Centre including what people love, value or see as a strength of the Centre, anything that makes it difficult to access or is a challenge or limitation of the Centre, and ideas about doing new and different things at The Centre. The engagement with staff and Board members also explored the vision, values, themes, and priorities for the Strategic Plan.

The consultation program consisted of:

- An online community survey completed by 48 people.
- A postcard survey completed by 25 people. The purpose of the postcard survey was to provide an easy and quick way for community members to share their thoughts and experiences about the Centre.
- A workshop with staff and Board members from The Grange Community Centre. Fifteen people attended this workshop.

### Key themes identified

- The things people love and value about The Grange are *the programs and activities offered* including the children's programs, recreation, wellbeing, and community programs, *and the people* which includes staff and members of the community. The knowledge, experience and welcoming approach of staff is acknowledged as being a key part of what makes the Grange a welcoming and safe place for all community members.
- There are multiple factors which make it easy for people to use or be involved with The Grange, but the number one factor is *the sense of feeling welcome and comfortable*. Followed closely by it is *close to my home* and so easy to get there. Other factors are the Centre offers programs and activities of interest to me or that suit my needs, the cost is reasonable and affordable, and it is easy to access information and to enrol in activities or programs.
- Interestingly while the cost of accessing programs and activities was largely acknowledged as being reasonable and affordable, *cost is also identified as a key barrier*. This highlights how important it is to have genuine concession pricing to ensure all members of the community can access programs and activities. The availability of information about the Centre is also acknowledged as barrier and is likely to be a key reason why people are not engaged with The Grange. It is important *not to assume people who live close to the Centre, know it is there* and what it offers.
- There is strong interest in The Grange *offering new and different activities and programs* with a focus upon *art and creative activities*, and *wellbeing and fitness* programs. Other areas of interest are programs for parents and families to connect e.g. playgroups, new mums groups, support groups for families with additional needs, and community events;

more programs that are accessible for people who work; and offering programs which connect to the Wyndham Learning Strategy e.g. VCAL, ACFE.

- The Centre supports a diverse community and there is opportunity for the programs, activities and services to *better reflect this diversity e.g. multicultural, LGBTIQ plus, disability*. The children's services programs have a strong focus upon diversity and inclusion, and there is much which can be learnt from this and applied to other aspects of the Centre.
- There is a need for a stronger focus upon working with a promoting *First Nations* community and voice. The Grange has begun developing partnerships with local First Nations groups and hopes to continue strengthening this over time.

## Our organisation

The Grange Community Centre was established in 1993 with the assistance of Local, State and Federal Government funds. The Centre is a funded Neighbourhood House and is also registered to provide a 3+ Early Learning Program, funded 3 year old Kindergarten, and Out of School Hours Care Programs that receive Child Care Subsidy.

The Centre's current programs and services are supported by Wyndham City Council and by Federal and State Governments. Significant capital works were undertaken in 2019 to create additional community spaces, additional meeting room and to improve facilities for staff.

The Grange Community Centre has a large range of partnerships which assist in the shaping and delivery of programs. Established partnerships include:

- Wyndham City Council
- Department of Education and Training
- Department of Families, Fairness and Housing
- Neighbourhood Houses Victoria
- Network West
- Reclink Australia
- Carers Victoria
- Bunnings
- The Grange Kindergarten
- The Grange P-12 College
- Hoppers Crossing Soccer Club
- Kolling Wada-Ngal.

## Board of Governance

The Grange Community Centre Board of Governance develops the strategic plan, oversees the operations and activities of the Centre to ensure that services are sustainable, that programs respond to community needs and are delivered in accordance with funding agreement obligations. The Board also employ and support the Chief Executive Officer (CEO) and provides an important link between the Centre, the community and stakeholders.

The Board is legally accountable for the management and operations of The Grange Community Centre. The role of the Board includes:

- **Legal** – meeting the requirements of relevant federal, state and local government laws and regulations.
- **Financial** – ensuring the financial sustainability of the organisation, that appropriate policies and systems are in place for allocation of funds, delegations and reporting arrangements are in place and that conditions are met for expenditure of grant funds.

- **Staffing** – recruiting and supporting the CEO.
- **Resources** – ensuring that the property, facilities and resources are provided and maintained so that services can be provided properly and safely, and staff are appropriately trained and supported.
- **Strategic directions** – setting and overseeing a strategic plan that informs all stakeholders of the mission, priorities and action plans for the Centre.
- **Promotion and marketing** - represent and advocate for The Grange Community Centre, its aims, services and achievements and the needs of the local community.
- **Reporting and accountability** – for users, members, funding bodies and the wider community.

## Staff

The CEO is responsible for overseeing the delivery of the Strategic Plan and all operational activities. Other responsibilities of the CEO include seeking funding sources and opportunities, networking and developing partnerships, funding body compliance, managing community development programs and ensuring that The Grange Community Centre is well maintained, safe and effectively used. The CEO is also responsible for day-to-day financial management.

The Operations Manager coordinates day to day operations of the Centre and the Children’s Services Manager is responsible for delivering early years programs. The Community Development Team Leader is responsible for delivering a broad range of social support programs and the Administrations Team Leader oversees all front of house functions and ensure a welcoming environment for all visitors using a values-based approach.

The Board, and core staff referred to above, are supported by early learning educators, part time and sessional staffing positions and volunteers.

## Operating policies

The Grange Community Centre has adopted a range of policies to guide operations and decision making and ensure transparency and consistency. The policies include but are not limited to:

- Administration of First Aid Policy
- Child Safe Policy
- Code of Conduct Policy
- Complaints and Grievance Policy
- Environmental Sustainability Policy
- Fee Policy
- Food Safety Policy
- Inclusion and Equity Policy
- Immunisation Policy
- Occupational Health and Safety Policy
- Staffing policy

## Assessment of The Grange Community Centre

A key aspect of developing this Strategic Plan has been an assessment by the Board of Governance and staff of the strengths, weakness, opportunities and threats (SWOT) for The Grange Community Centre. In addition an assessment of what the organisation could start, stop or continue has been completed and this section provides a summary of both assessments.

### SWOT

<p><b>Key Strengths</b></p> <ul style="list-style-type: none"> <li>• The variety of programs offered.</li> <li>• The spaces the Centre offers including the café and dedicated children’s spaces.</li> <li>• Our location in a wider community precinct.</li> <li>• The strong reputation, relationships, and financial position of The Centre.</li> <li>• The connections with our community.</li> <li>• The staff which are welcoming, experienced and knowledgeable about the local community.</li> <li>• The board which is invigorated and collaborative.</li> <li>• Our connection with Council and other community centres.</li> </ul>	<p><b>Key Opportunities</b></p> <ul style="list-style-type: none"> <li>• Increased engagement with the community and key partners e.g. hirers, community leaders, Council, existing participants.</li> <li>• Improve the way the Centre is marketed and promoted.</li> <li>• Developing a better understanding our community.</li> <li>• Expanding early education programs.</li> <li>• Pursuing grant and funding opportunities.</li> <li>• Providing a wider range of programs and activities.</li> <li>• Conducting or participating in community events as a way of promoting the Centre.</li> </ul>
<p><b>Key Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Marketing and promotion of The Centre</li> <li>• The cost of programs as a barrier to participation.</li> <li>• Transparency of internal processes.</li> <li>• Policies / procedures are not up to date.</li> <li>• Sharing children’s services spaces with Council operated services. This puts the services in competition with each other.</li> <li>• Despite renovations, the Centre is already operating at capacity.</li> <li>• Difficulty securing casual early years educators.</li> </ul>	<p><b>Key Threats</b></p> <ul style="list-style-type: none"> <li>• Offering similar early years services as Council in the same building i.e. in competition with each other.</li> <li>• Other providers offering similar services in the area (kinder, OSHC, neighbourhood house).</li> <li>• The rising cost of living and the potential barriers this may create to participation.</li> <li>• The recruitment and retention of staff.</li> <li>• The instability of the funding environment.</li> <li>• Reputational damage from external hirers using the building inappropriately.</li> <li>• Reliance on narrow income streams.</li> </ul>

## Stop, start, continue

### **Stop / change: *Varied but not extensive***

- Reputational issues with past hirers and users of the Centre.
- Address the need for more permanent staff for children's services.
- Improve marketing and promotion of the Centre.
- Don't underestimate ourselves and what we are capable of achieving.
- Engage more with our community.
- Other programs running in the Centre (Council kinder) i.e. can The Grange become the provider for this service.

### **Start: *Lots of ideas and initiatives identified***

- Offering training and education programs.
- Offering new events and programs, especially intergenerational programs.
- Engaging with different community members and different partners.
- Engaging with the environment e.g. a community garden.
- Improve our marketing and communication.
- Collaborating with other community centres and organisations.
- Pursuing opportunities to access more / different space in other locations.

### **Continue: *Recognition of the strong and important programs and initiatives***

- Children's care and education programs.
- Supporting older members of the community.
- Links with indigenous communities.
- Intergenerational approach
- Retain the positive work environment and skilled team
- The collaborative approach.

## Our focus for the future

**Our Vision** Where everyone matters and is welcome.

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**Our Mission** A community where everyone is welcome into a safe and caring space to connect with meaningful opportunities and resources. We provide high quality, innovative approaches to wellbeing, support and learning, and by using a strength based approach we seek to build our community's capacity. In responding to the needs of our community we strive for excellence in everything we do.

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**Our Values** **Inclusion** We are inclusive of all, embracing and celebrating diversity in our community, our partners, and our team. We actively foster First Nations people and ensure inclusion and representation of our community, underpins all that we do.

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**Innovation** We embrace new ideas and approaches, always looking for ways we can do things better.

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**Accountability** From our governance structure made up of community, to the delivery of our programs, The Grange Community Centre values compliance, integrity, and accountability. We are transparent in all our dealings and accountable to the community we serve.

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**Sustainable** Environmental, community and financial sustainability underpins our planning, programs, and decisions.

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**Quality** The Grange Community Centre intentionally strives for excellence and delivering high quality outcomes in everything we do.

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**Collaboration** The Grange Community Centre operates within networks, values all partnerships and understands that these make our organisation and services more robust.

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**Gratitude** We recognise we are privileged to operate within our community and make it our practice to say yes to opportunities that serve them.

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- Strategic Priorities**
- A sustainable future
  - Inclusion and diversity
  - Community participation
  - Our people
  - Partnerships and collaboration
  - Community learning
- 

- A sustainable future**
- We will build a sustainable future by:
- Having effective compliance and risk management processes
  - Undertaking regular and thorough financial planning
  - Having a policy framework which is current and responsive
  - Planning for current and future infrastructure needs for our Centre
  - Increasing participation in programs and activities offered by the Centre
  - Implementing practices to reduce our impact on the environment.
- 

- Inclusion and diversity**
- We demonstrate our commitment to inclusion and diversity by:
- Our inclusive practices and by implementing social justice principles
  - Increasing cultural awareness amongst our team, our community, and our partners
  - Our recognition and support for First Nations people
  - Providing a safe and welcoming space for LGBTQIA community members
  - Supporting older community members to remain socially connected and active
  - Delivering programs, services and spaces which are universally accessible for all community members.
- 

- Community participation**
- We demonstrate our commitment to community participation by:
- Implementing participatory practices
  - Facilitating and implementing intergenerational practices and initiatives
  - Offering and maintaining opportunities for feedback
  - Responding effectively to issues and opportunities identified by community members
  - Having a welcoming and friendly culture
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**Our people**

We support our people by:

- Having clear reporting lines
- Making professional development opportunities available to strengthen their skills and capabilities
- Recruiting and retaining skilled and experienced staff
- Providing the right systems and processes to facilitate a supportive and safe working environment.

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**Partnerships  
and  
collaboration**

We demonstrate our commitment to partnerships and collaboration by:

- Actively participating in forums and networks
- Identifying and pursuing new partnership opportunities
- Bringing people and organisations together to deliver benefits for the whole of the community
- Strengthening our existing partnerships including with existing hirers.

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**Community  
learning**

We demonstrate our commitment to community learning by:

- Offering programs and opportunities for all ages, abilities, and backgrounds
  - Regularly reviewing our activities to make sure they are viable and responsive to the needs and interests of our community
  - Supporting people to share their skills and experience in our local community
  - Working with education providers to develop supportive learning programs for our community.
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## Monitoring and review

The priority actions outlined as an Attachment to the Strategic Plan will be monitored annually, with new actions agreed to by the Board and relevant actions included in the Annual Business Plan. The Board will track the progress of these and organisation's financial performance quarterly or more regularly as needed.

Evidence based decisions will inform the priority actions and the Annual Business Plan, with community need and organisational sustainability key drivers. Performance measures have been developed to assess and monitor delivery against the Plan. The measures are grouped under the strategic priorities to reinforce the strategic intent of the Plan.

The following measures will be used to assess the performance of the Plan:

### A sustainable future

- A positive annual financial result.
- Sustained increase in the total number of enrolments and attendance at the Centre.

### Inclusion and diversity

- Number of programs and activities that respond to the cultural diversity of the local community.
- Implementation of local indigenous pillars and priorities established.
- Development of programs that support local First Nations people.

### Community participation

- Establishment of volunteer led programs.
- Number of volunteers actively involved in the Centre's programs and activities.

### Our people

- Rate of staff turnover.
- Staff participation in professional development program.
- Succession planning for board members.

### Partnerships and collaboration

- Participation in sector forums and networks.
- Number of organisations with which the Centre has partnerships and collaborates with.

### Community learning

- Delivery of programs that are consistent with and respond to Wyndham City Council's Community Learning Strategy.
- Investigation of Learn Local programming.

## Our aspiration beyond the life of this plan

While this Strategic Plan has a lifespan of 5 years, the Board of Governance understands how important it is to think beyond this timeline to consider the aspirations and opportunities for The Grange Community Centre over the next 5 – 10 years.

The Board's 10-year aspiration is for The Grange Community Centre to be a thriving and welcoming place for all community members, which responds to the needs of our community through offering diverse programs and opportunities, having strong partnerships with our community and key organisations, and having great spaces to support all that the Centre offers.

The Board of Governance will continue to work on this aspiration by having regular discussions about **'blue sky thinking or ideas'** and will incorporate these into the Strategic Plan over time, as part of the process of maintaining the Plan as a living document.

## Attachment A: Year 1 priority actions

Strategic Priority	No.	Action
<b>A sustainable future</b>	<b>1.1</b>	Explore options and the viability of expanding early years services to support families and children.
	<b>1.2</b>	Prepare policies and operational procedures to position The Grange Community Centre to provide community support during times of disaster or community crisis.
	<b>1.3</b>	Review recordkeeping, reporting and compliance, systems to ensure they are effective and meet privacy and confidentiality requirements.
	<b>1.4</b>	Prepare and implement a Marketing Plan to promote the Centre's offering, role and value it provides to the community.
	<b>1.5</b>	Maintain accurate records of program enrolments and attendance at activities to support future planning.
	<b>1.6</b>	Prepare and implement a program to recruit, retain and develop volunteers.
	<b>1.7</b>	Explore opportunities for expanding recreational and cultural programs for children and young people.
	<b>1.8</b>	Prepare and implement a Sustainability Plan for both the early learning programs and the wider Centre.
<b>Inclusion and diversity</b>	<b>2.1</b>	Design and deliver a calendar of cultural events to respond to the rich cultural diversity in the local community.
	<b>2.2</b>	Work constructively with the local First Nations community to ensure The Grange Community Centre is a culturally safe place. This includes preparation of and annual review of a Reconciliation Action Plan.
	<b>2.3</b>	Examine our approach in supporting children with a disability, their families, and carers, to access programs and services offered at the Grange Community Centre.
	<b>2.4</b>	Prepare a cultural diversity statement as a demonstration of our commitment to supporting and welcoming people from culturally diverse backgrounds.

<b>Strategic Priority</b>	<b>No.</b>	<b>Action</b>
<b>Community participation</b>	<b>3.1</b>	Engage with the community to further understand needs and aspirations.
	<b>3.2</b>	Prepare multilingual information to support current and potential centre users from culturally and linguistically diverse backgrounds.
	<b>3.3</b>	Prepare and adopt policies and operating procedures for external hire of facilities and spaces in The Grange Community Centre to ensure accountabilities are clear.
	<b>3.4</b>	Develop an annual program for Board, staff and volunteers to attend community events to promote the Centre.
<b>Our people</b>	<b>4.1</b>	Undertake a review of the organisational structure to ensure reporting lines and accountabilities are clear.
	<b>4.2</b>	Develop a professional development program for staff to support a high performing organisation.
<b>Partnerships and collaboration</b>	<b>5.1</b>	Strengthen relationships with relevant Council staff.
	<b>5.2</b>	Actively seek out opportunities to auspice local groups where proposed activities and initiatives are consistent with the vision, values, and strategic priorities of The Grange Community Centre.
	<b>5.3</b>	Actively participate in sector forums and networks to develop constructive relationships and provide leadership to the sector.
<b>Community learning</b>	<b>6.1</b>	Identify opportunities to design programs that are consistent with and respond to Wyndham City Council's Community Learning Strategy.
	<b>6.2</b>	Develop programs that provide socialisation opportunities to support older adults to age well in Wyndham.