



Joondalup family centre

STRATEGIC PLAN

2020-2025

DRAFT VERSION
18 JANUARY 2021

JFC STRATEGIC PLAN

2020-2025

BACKGROUND

The Joondalup Family Centre Inc. (“JFC” or “Centre”) is a not-for-profit community-based organization, which was established in 1992 to offer a range of programs and services to the people of Joondalup and surrounding areas.

A voluntary Management Committee, comprised of people from the local community, provides governance and leadership to JFC operations. The Management Committee has the vital role of providing strategic direction, support and collaboration to ensure that the Centre is able to be effective, efficient and sustainable and ensure necessary funding and oversee the high professional standards expected within the organisation.

JFC currently employs staff to manage programs and services, office administration, direct children’s services, and facilitate centre programs.

JFC’s programs, services and facilities are generously supported by the WA Government Department of Communities. The organisation also receives ongoing support from our peak body, Linkwest and the Department of Local Government and Communities Educational Regulatory Unit.

PURPOSE

The purpose of Joondalup Family Centre Inc. is to connect, inspire and support our community to grow together through the delivery of quality community and education programs that are inclusive and build cohesiveness.

VISION STATEMENT

Reconnect. Build. Grow a community.

CORE VALUES

Our core values are integrity, respect, collaboration and trust.

STRATEGIC PLAN AT A GLANCE

AIMS

1. **Quality education:** Provide quality education through our existing programs, develop new programs and increase enrolments
2. **Program Delivery:** Provide a greater variety of community services to a wider range of the community to increase community involvement in the Centre
3. **Centre Profile:** Actively increase the marketing of the Centre within the community and strengthen existing and develop new community partnerships
4. **Operational Strategic Goals:** Operational (internal) strategic goals for growth and improvements
5. **Long Term Strategic Goals**

OBJECTIVES

Aim 1 – Quality Education

- 1.1 Increase class enrolments (aided by marketing) to meet 25 enrolments per class/program
- 1.2 Increase to full day of classes at least 2 days per week
- 1.3 Develop and innovate new programs with input from staff
- 1.4 Expand service delivery to include vacation care and/or after school programs

Aim 2 – Community Program Delivery

- 2.1 Establish Programs Subcommittee to assist with creation and delivery of community programs
- 2.2 Develop new programs for various areas of community
- 2.3 Identify and secure new funding opportunities for new programs
- 2.4 Recruit volunteers to assist with providing/completing programs

Aim 3 – Centre Profile

- 3.1 Establish Marketing subcommittee including interested members of Committee and staff
- 3.2 Develop new Marketing Plan and implement
- 3.3 Review effectiveness of Marketing Plan and update accordingly
- 3.4 Develop further Membership categories and recruit new Members

Aim 4 – Operational Strategic Goals

- 4.1 Establish Financial Subcommittee
- 4.2 Obtain tax deductible gift recipient status
- 4.3 Review and update policies and procedures as applicable
- 4.4 Assess Centre's technology needs and plan to implement upgrades as required
- 4.5 Review Strategic Plan in 2022

4.6 Reapply for Department of Communities funding in 2023

Aim 5 – Long Term Strategic Goals

- 5.1 Obtain charity status with ACNC
- 5.2 Develop Outreach program for relevant community sector
- 5.3 Assess use for/purchase bus

DETAILED STRATEGIC PLAN

AIM 1 – QUALITY EDUCATION

Objectives	Target Completion/ Review Date*
1.1 Increase class enrolments to meet 25 enrolments per class/program for existing programs – to be aided by Marketing plan and Marketing Subcommittee	Mid-2021
1.2 Increase to full day of classes at least 2 days per week – to be aided by Marketing plan and Marketing Subcommittee	Start 2023
1.3 Develop and innovate new programs with input from staff (for example, innovation by staff in providing outdoor play program)	Ongoing
1.4 Expand service delivery to include vacation care and/or after school programs (run trial of at least one of these and assess success/failure/where to improve)	Mid-2022

*Target Date is based on no unexpected events (such as COVID lockdown)

AIM 2 – COMMUNITY PROGRAM DELIVERY

Objectives	Target Completion/ Review Date*
2.1 Establish Programs Subcommittee to assist with creation and delivery of community programs (including members of Committee, Programs and Services Manager and interested staff) to meet quarterly and to: <ul style="list-style-type: none"> identify community stakeholders (including venue hire clients) and potential programs – including input from staff identify resources needed/potential funding opportunities to obtain resources implement objective 2.2 below 	Mar 2021 Ongoing Ongoing Ongoing
2.2 Develop new programs for various areas of community <ul style="list-style-type: none"> Consider new youth areas, senior programs, Keep data on attendance and feedback on interest/success Report new programs/successes to Committee Build partnerships with other providers to joint offer programs where applicable 	Minimum one new program per quarter
2.3 Identify and secure new funding opportunities for new programs <ul style="list-style-type: none"> Apply for at least 3 new funding sources per quarter for potential programs Including look for opportunities to improve facilities/resources of Centre 	Ongoing
2.4 Recruit volunteers to assist with providing/completing programs <ul style="list-style-type: none"> Keep volunteer database and communicate regularly to volunteers 	June 2021 onwards Review annually

*Ongoing items to be reviewed/reported on no less than biannually in May and November each year

AIM 3 – CENTRE PROFILE

Objectives	Target Completion/ Review Date
3.1 Establish Marketing Subcommittee (including interested members of Committee and staff, Program and Services Manager): to meet monthly or every two months to develop new marketing materials and ideas	Mar 2021
3.2 Develop new Marketing Plan and implement, including: <ul style="list-style-type: none"> • Implement regular Centre communications such as newsletter and social media updates • Develop and distribute promotional materials for Centre and for programs • Input into volunteer communications once volunteer database is up and running • Image building -consider new logo/branding, uniforms, etc • Develop database of regular (successful) marketing avenues and target markets 	End Jun 2021 Review annually every June
3.3 Review effectiveness of Marketing Plan and update accordingly - Marketing Subcommittee	Annually every June
3.4 Develop further Membership: – Marketing Subcommittee <ul style="list-style-type: none"> • Develop categories • Recruit new Members • Establish annual membership targets per category • Provide incentives for longer term membership 	Upon Implementation Review annually every June

AIM 4 – OPERATIONAL STRATEGIC GOALS

Objectives	Target Completion/ Review Date*
4.1 Establish Financial Subcommittee – (Treasurer, interested members of Committee) to meet monthly to: <ul style="list-style-type: none"> • Work with Programs and Services Manager to establish and monitor budget • Ensure there is sufficient cash in reserve including sick leave, long service leave, annual leave and regular operating expenses • Ensure there is an appropriate delegate of authority for spending (and associated amounts) • Ensure spending is appropriate and transactions are transparent • Input/data from bookkeeper as required • Treasurer to oversee all Xero usage • Develop procedures to ensure processes are documented • Report to Committee updates/progress • Review need for Subcommittee in September 2022 	Mar 2021 Report Quarterly
4.2 Obtain tax deductible gift recipient status	By August 2021
4.3 Review and update policies and procedures as applicable – create Policy Subcommittee (interested Committee Members): meet monthly <ul style="list-style-type: none"> • Develop succession plan for executive roles – Chairperson, Secretary, Treasurer • Develop procedures and timing for performance reviews of staff and role descriptions are current 	Mar 2021 Completion September 2021

Objectives	Target Completion/ Review Date*
<ul style="list-style-type: none"> Ensure Centre policies are compliant with various legal requirements and create new policies where none exist – develop list and action 	
4.4 Assess Centre’s technology needs and plan to implement upgrades as required <ul style="list-style-type: none"> Databases: venue users, enrolments, service providers/partners, potential programs, member details, asset register, etc Potential Education platforms Potential social media platforms Investigate security key card system (which can be coded for set period of access) rather than handing out physical keys 	
4.5 Review Strategic Plan in 2022 <ul style="list-style-type: none"> Hold strategic planning meeting with Committee and staff and feed back into plan, updating to new version 	August 2022
4.6 Reapply for Department of Communities funding in 2023	2023

AIM 5 – LONG TERM STRATEGIC GOALS

Objectives	Target Completion/ Review Date*
5.1 Set up ACNC Subcommittee in 2023 to obtain charity status with ACNC over 2023-2024	2024
5.2 Develop Outreach program for relevant community sector closely aligned with Centre's values and objectives	2025
5.3 Assess use for/purchase small bus	2024/2025

APPROVAL

Title	Name	Signature	Date
Chairperson	Julie Zajer		/ / 2021
Program and Services Manager	Maree Jones		/ / 2021

