

# Joondalup family centre

## Tactical Plan 2025-2026



*Joondalup Family Centre wishes to acknowledge and thank the traditional custodians of the land, the Whadjuk people of the Noongar nation on which we meet, work, and live. We acknowledge the Elders of the past, present and future.*

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## INTRODUCTION

In May 2024, the Joondalup Family Centre held a collaborative planning day, marking an important step in shaping the Centre's immediate priorities and actions. Facilitated by Team Buffalo, this session brought together staff and members of our volunteer Committee to reflect on our shared purpose, identify key challenges, and explore practical opportunities for the next 12–18 months.

This Tactical Plan 2025–2026 outlines the specific initiatives, actions, and priorities that will guide our not-for-profit Community Centre over the coming year. It represents our commitment to delivering impactful programs and services while remaining responsive, inclusive and community-led.

Joondalup Family Centre is located within the City of Joondalup, a diverse and vibrant region in Perth's northern suburbs. We acknowledge the Yellagonga Aboriginal people as the Traditional Owners of the land on which we live, work, and gather. The name "Joondalup" is derived from an Aboriginal word meaning "place of whiteness or glistening," in reference to the nearby Lake Joondalup.

European settlement in the area began in 1838, initially focused on farming and market gardening. Significant residential growth occurred from the 1970s, accelerating in the 1980s and 1990s under the Government's North-West Corridor Plan. Today, Joondalup is a well-established metropolitan area with a population of approximately 169,657 (2023), including:

- 36,235 children
- 87,387 adults
- 39,387 seniors

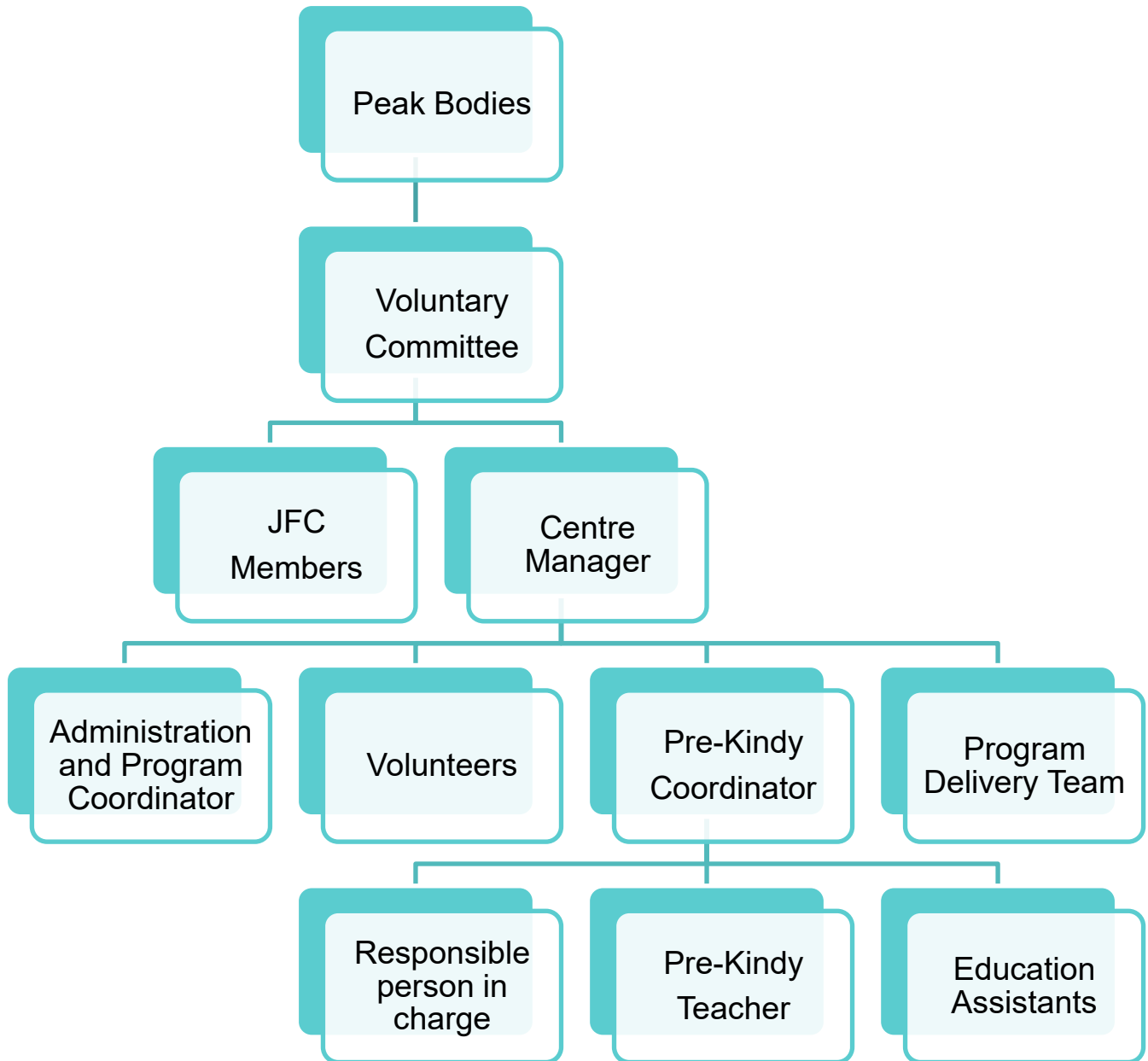
The community is also culturally rich, with residents born in countries including the United Kingdom, South Africa, New Zealand, Ireland, India, Zimbabwe, Malaysia, Germany, China, and Italy. Established in 1992, Joondalup Family Centre Inc. is a not-for-profit, registered charity that exists to meet the evolving needs of the local community. We offer a range of programs, services, and facilities that foster connection, empowerment, education, and wellbeing.

Our work is made possible through the generous support of the WA Department of Communities via the Empowering Communities Program, and we are proudly supported by our peak bodies Linkwest, WACOSS, and ANHCA.

As a regulated organisation, we operate in accordance with the Australian Charities and Not-for-profits Commission (ACNC), the Department of Energy, Mines, Industry Regulation and Safety (DEMIRS), and the Department of Communities' Education and Care Regulatory Unit (ECRU). Governance and leadership are provided by our dedicated volunteer Committee, whose stewardship ensures the Centre remains transparent, accountable, and aligned with the needs and values of the community.

This Tactical Plan 2025–2026 focuses on actionable priorities and initiatives designed to strengthen our programs, services, and facilities over the next year, reflecting our ongoing commitment to building a thriving, connected community.

## ORGANISATIONAL STRUCTURE



## CENTRE PHILOSOPHY

### Our Vision

**Empower. Educate. Thrive.**

To build strong, inclusive relationships and inspire positive change for generations to come.

Where families and individuals are empowered, educated, supported and connected to sustain a thriving community.

### Our Mission

Joondalup Family Centre will connect, inspire and support our community to grow together through the delivery of quality community and education programs that are inclusive and resilient.

### Our Values

**Integrity, Respect, Collaboration, Trust**

At the Joondalup Family Centre, we believe that every individual should be cared for and educated in a positive, nurturing manner.

We work to support families and encourage them to be active participants in our service.

## EXECUTIVE SUMMARY

The Joondalup Family Centre Tactical Plan 2025–2026 outlines the Centre’s immediate priorities and actions for the coming year, building on our vision: Empower. Educate. Thrive. This plan focuses on translating our strategic goals into practical, achievable steps that will strengthen programs, services, and community engagement in 2025–2026.

As a not-for-profit community organisation, we will continue to deliver high-quality programs and services that are accessible to all ensuring every person has the opportunity to participate, grow and belong. These offerings will reflect our core values of Integrity, Respect, Collaboration and Trust and will be designed to strengthen resilience, enhance wellbeing and promote inclusion across our diverse community.

Our Mission to connect, inspire and support our community to grow together remains at the heart of everything we do. Through early childhood education, youth engagement programs, inclusive events, and family support services, we are committed to ensuring that no one is left behind.

The Tactical Plan 2025–2026 focuses on three key areas:

- **Thriving & Sustainable Centre** Ensuring Joondalup Family Centre remains financially stable, well-governed and equipped to meet the evolving needs of our community. Key priorities include securing diverse funding streams, retaining and supporting skilled staff, maintaining business continuity, upgrading and modernising facilities and meeting governance and compliance standards.
- **Positive Community Impact** Delivering high-quality programs and services that enhance learning, wellbeing, and inclusion for all. This includes maintaining excellence in early childhood education, advancing our Reconciliation Action Plan (RAP) to strengthen cultural respect and connection, and promoting inclusive practices that ensure every community member feels welcomed and supported.
- **Voice & Brand Recognition in the community** Raising the profile and visibility of Joondalup Family Centre to strengthen community trust and engagement. Focus areas include strategic marketing, building meaningful partnerships with local organisations, and clearly communicating our value proposition so the community understands who we are, the services we provide, and the impact we deliver.

By staying true to our mission and values and by actively listening to the voices of those we serve, Joondalup Family Centre will continue to grow as a hub of connection, education and empowerment a place where every person feels they truly belong. This plan is a living document, intended to evolve alongside the changing needs of our community, ensuring we remain responsive, inclusive and impactful in everything we do.

## KEY ACHIEVEMENTS FROM OUR LAST STRATEGIC PLAN 2020-2025

### Quality Education

1. *Expanded Pre-Kindy Program (Full-Day, 5 Days a Week)*  
The transition to full-day, 5-day-a-week Pre-Kindy sessions provided children with a more consistent and immersive learning experience. This change not only supported the developmental needs of young learners but also increased overall enrolment and retention by meeting the needs of working families.
2. *Experienced Team Development*  
Building a strong team of educators and care professionals led to the development of innovative programs tailored to children's interests and developmental milestones. The team's collaboration in designing educational activities helped create an enriched environment for children, promoting creativity and learning.
3. *Childcare Subsidy Registration for Pre-Kindy Families*  
By registering for the Childcare Subsidy, the centre made quality early education more accessible to families, reducing financial barriers and supporting families with younger children who may not have previously been able to afford full-time care.
4. *Community Engagement and Increased Enrolment*  
Proactive communication efforts such as community information sessions, social media updates and outreach through local channels enabled the Pre-Kindy program to reach a wider audience. This outreach led to full enrolments each year, with a growing waitlist of families eager to participate.
5. *ECUR Rating (Meeting)*  
The centre achieved a "Meeting" rating in the Early Childhood Education and Care (ECUR) assessment, demonstrating its commitment to providing high-quality education and care. This rating is crucial in maintaining trust with families and showcasing the centre's adherence to national standards.
6. *Renovation and Facility Updates*  
Renovating the Pre-Kindy space allowed for a more engaging and safer environment. The addition of modern learning materials and creative play areas enhanced the educational experience, fostering an atmosphere of exploration, discovery and collaboration among the children.
7. *Resource and Environment Updates*  
Regular updates to educational resources ranging from books and learning tools to interactive play items ensured the children always had fresh, exciting materials to engage with. This helped support diverse learning styles and developmental stages, encouraging growth in cognitive, physical and social domains.

### Community Program Delivery

1. *Growth in Centre Programs and User Engagement*  
The centre expanded its program offerings to include various community-focused initiatives, such as family support programs, youth activities, wellness workshops and cultural events. This diversification attracted a wider range of participants, from local families to broader community groups.
2. *Securing Empowering Communities Funding*  
Over a five-year period the centre successfully secured substantial funding through the Empowering Communities program, totalling \$556,111. This financial support allowed for the

expansion of programs designed to improve social inclusion, skill development and overall community well-being.

3. Grant Achievements

Through proactive grant writing and networking, the centre was awarded nine grants totalling \$312,608 over 9 grants. These grants enabled the centre to run diverse programs, such as educational workshops, mental health support groups and family advocacy services, contributing to a broadening of the centre's impact in the community.

4. Volunteer Recruitment and Engagement

The recruitment and training of volunteers created a strong support system for program delivery. Volunteers not only helped with day-to-day tasks but also brought new perspectives and energy to the centre's initiatives. This helped to expand the range of services offered while fostering a sense of community involvement.

### Centre Profile

1. Enhanced Communication and Visibility

The centre recognized the importance of regular, clear communication with the community. This was achieved through:

- Newsletters that kept families informed about upcoming programs, successes and any updates.
- Social Media Outreach via Facebook, which included event promotions, highlights, and community spotlights.
- A new website designed to be user-friendly, with easy access to information about programs, enrolment and upcoming events.

2. Rebranding: Logo and Signage Update

To make the centre's identity more appealing, the logo was redesigned to reflect the values and mission of the organization. Along with new signage, this branding update helped position the centre as a dynamic and approachable community hub.

3. New Member Recruitment

Efforts in outreach, improved visibility and clear communication resulted in an influx of new members who engaged with the centre's programs. Through consistent marketing and word of mouth, the centre saw growth in both family enrolments and participation in community events.

4. Uniform Implementation for Staff

The introduction of uniforms for staff provided a professional, unified look, promoting a sense of pride and identity within the team. It also created a more approachable atmosphere for families and community members visiting the centre.

5. Document Style Guide

The development of a professional document style guide ensured consistency in communication materials, from letters and flyers to reports and newsletters. This step helped enhance the centre's image and professionalism across all written materials.

### Operational Strategic Goals

1. Technology Upgrades

The centre invested in upgrading its technological infrastructure, including software, hardware, and digital tools to streamline administrative tasks, improve communication and enhance learning resources. This made internal operations more efficient and allowed for better tracking of program outcomes and user engagement.

2. *Complaint Policies and Procedures*

To improve transparency and ensure that concerns were addressed promptly, the centre reviewed and updated its complaint policies. Clear procedures were put in place for resolving issues raised by families, staff, or volunteers, creating a supportive environment where concerns could be heard and resolved.

3. *Strategic Planning Sessions*

A dedicated session with the staff and committee members to discuss the centre's goals for the next five years was held. This process involved setting concrete objectives for growth, program expansion, community outreach and sustainability. It also created a shared vision among staff, ensuring everyone was aligned and motivated to achieve these goals.

4. *Charity Status and Regulatory Compliance*

In response to new regulations, the centre maintained its charity status by ensuring full compliance with the latest legal and financial requirements. This helped maintain public trust and access to funding, as well as the centre's ability to continue providing services to those in need.

5. *Cash Flow Management and Revenue Growth*

Focused financial planning ensured strong cash flow management and operational sustainability. The centre's income revenue increased each year, allowing for reinvestment into key areas such as program expansion, staff development and facility improvements.

These achievements laid a strong foundation for the next phase of our journey and we're excited to build upon this momentum through our 2025–2030 Strategic Plan.

## SITUATIONAL ANALYSIS (SWOT)

As part of our strategic planning process, we undertook a comprehensive analysis of our current position, identifying our internal strengths and weaknesses, along with external opportunities and threats. This SWOT analysis provides a snapshot of where the Joondalup Family Centre stands today and helps inform the priorities and actions outlined in this plan. It ensures our goals are grounded in reality and responsive to the evolving needs of our community.

### Strengths

- *Clear Vision and Purpose:* A strong commitment to inclusivity, empowerment and positive change that underpins all activities.
- *Established Community Reputation:* A trusted, long-standing centre known for delivering quality programs and support services.
- *Diverse Program Offerings:* A wide range of community and educational programs designed to meet varied needs and promote resilience.
- *Dedicated Staff:* A passionate and skilled team committed to supporting children, families, and community members.
- *Forward-Thinking Leadership:* Strong strategic aims with plans for succession, business continuity and modernisation of the facility.

### Weaknesses

- *Limited Brand Awareness:* The broader community has limited knowledge of our centre and the services we provide.
- *Volunteer Strategy Gaps:* Opportunities to better attract, engage and retain volunteers.
- *Physical Facility Limitations:* Need for ongoing upgrades to maintain a modern and visually appealing environment.
- *Governance and Committee Oversight Needs Strengthening:* Room to improve proactive governance and compliance to ensure the Committee is fully supported in meeting regulatory requirements.

### Opportunities

- *Partnership Growth:* Potential to expand local business, school, and cultural partnerships to strengthen brand and reach.
- *Reconciliation Action Plan (RAP):* A key opportunity to meaningfully engage Aboriginal and Torres Strait Islander communities.
- *Cultural Inclusion & Events:* Increased promotion and engagement through culturally diverse events and targeted community initiatives.
- *Volunteer Engagement:* Designing a volunteer program to enhance community connection and resource capacity.

### **Threats**

- External Disruptions: Risks from pandemics, natural disasters or cyber-attacks without adequate risk mitigation plans.
- Staff Retention Challenges: Difficulty in maintaining staff due to market competition.
- Regulatory Pressure: Evolving compliance requirements that require ongoing training and governance focus.
- Resource Limitations: Limited staff or financial capacity to implement all strategic priorities concurrently.

## STRATEGY AREAS AT A GLANCE

Our strategic priorities have been shaped by community feedback, team insights and SWOT. These focus areas will guide our efforts over the next five years, helping us stay true to our mission while responding to the changing needs of our growing community.

### **Strategy Area 1 – Thriving & Sustainable Centre**

1. Funding
2. Staff retention
3. Business continuity planning
4. Modern facility
5. Governance & compliance

### **Strategy Area 2 – Positive Community Impact**

1. Program quality/education (ECT)
2. Reconciliation Action Plan (RAP)
3. Inclusion

### **Strategy Area 3 – Voice & Brand Recognition in the community**

1. Marketing
2. Partnerships
3. Clear value proposition that reflects our proposition & is recognised (who we are & are not)

## DETAILED TACTICAL PLAN

Strategy Area	Focus Aims	Objectives	Focus Action	Target Completion/Review Date
<b>Strategy 1</b>  Thriving & Sustainable Centre	<b>Retain high quality staff to maintain the growth and safety of the Centre.</b>	Foster a culture of continuous learning and development where employees are encouraged to pursue growth opportunities, share knowledge, and stay updated on industry trends.	<u><i>Stay Updated on Industry Trends:</i></u> Encourage staff to attend industry conferences and webinars, stay informed through journals, and subscribe to education-related newsletters or online platforms.	December 2025/Ongoing
		Incentivise appropriately, including flexibility.	<u><i>Employee Wellness Programs:</i></u> Provide wellness programs, stress management workshops, mental health resources to support employee health and happiness.	July 2025
	<b>Ensure a sustainable business.</b>	Work on building an endowment fund to provide a steady stream of income for long-term sustainability.	<u><i>Ongoing Fundraising Campaigns:</i></u> Launch annual or biennial campaigns to raise contributions toward the fund. Showcase the impact of donations on the center's success to inspire future contributions.	December 2026
		Expand Centre's activities or services to reach new audiences or address emerging needs. By diversifying our offerings, this will attract different	<u><i>Partnerships with Other Local Organizations:</i></u> Collaborate with other nonprofits, schools, or governmental agencies to develop new initiatives that meet community needs while gaining access to new	October 2026

		sources of funding and support.	funding sources and expanding visibility.	
		Create a business continuity plan to cover key risks such as pandemics, cyber, etc.	<u><i>Establish Emergency Response Protocols:</i></u> Create detailed contingency plans for emergencies. For example, develop health and safety protocols for pandemics or outline steps for transitioning to remote operations in case of a sudden closure or shutdown.	December 2026
	<b>Governance &amp; Compliance</b>	Strengthen governance structures by recruiting experienced board members and engaging in strategic planning sessions.	<u><i>Develop a Recruitment Plan:</i></u> Create a clear recruitment strategy, which includes job descriptions for board roles, responsibilities, and expectations. Consider the diversity of skills, experience, and perspectives that can benefit your organization.	September 2025
		Ensure adherence to legal and regulatory requirements, maintaining transparency and accountability.  Offer governance training to current and new board members to ensure they understand their roles and	<u><i>Implement Periodic Internal Audits:</i></u> Develop a system of internal checks to regularly monitor compliance with governance standards, financial transparency and adherence to bylaws.	December 2026

		responsibilities clearly.	<p><u><i>Stay Informed on Legal Updates:</i></u> Subscribe to newsletters, attend webinars, and join local nonprofit associations to stay informed about changes in regulations and laws that may affect the center’s operations, especially those related to education, child care, labor laws, and financial reporting.</p> <p><u><i>Workshops and Seminars:</i></u> Organize annual or semi-annual workshops for current and new board members on key governance topics such as strategic planning, nonprofit financial oversight, risk management, child development, and legal responsibilities.</p>	December 2025/ Ongoing
				December 2025
<b>Strategy 2</b> Positive Community Impact	<b>Educational Programs</b>	Enhance the centre’s educational offerings to benefit the community, create meaningful learning experiences and support lifelong development.	<p><u><i>Local Needs Assessment:</i></u> Regularly conduct surveys or focus groups within the community to understand the needs and interests of local families.</p>	December 2026
	<b>Volunteer Engagement</b>	Develop a structured volunteer program to support events, administration and service delivery.	<p><u><i>Event Support Roles:</i></u> Create volunteer roles specifically to assist in organizing and running community events, such as educational fairs, family nights,</p>	December 2025

			fundraisers, or seasonal celebrations. Volunteers can help with event logistics, registration, crowd control, and participant engagement.	
<b>Strategy 3</b>  Voice & Brand Recognition in the community	<b>Marketing</b>	Develop targeted campaigns to attract new participants and increase attendance in programs.	<u><i>A/B Testing:</i></u> Try different versions of ads or emails to see which ones have the highest response rates. Test different headlines, images, or call-to-action buttons to find the most effective approach.	December 2026/ Ongoing
			<u><i>Marketing subcommittee:</i></u> create a marketing subcommittee to meet once a month to evaluate the needs of the center.	April 2025
	<b>Grants and Partnerships</b>	Develop partnerships with local businesses, philanthropists, and corporate sponsors to support program sustainability.	<u><i>Local Businesses:</i></u> Reach out to businesses in your community that could benefit from a partnership. These could include local retailers, real estate companies, banks, restaurants, or service providers.	December 2026

## REVIEW AND EVALUATION

To ensure the Joondalup Family Centre Tactical Plan 2025–2026 remains effective, responsive and aligned with our goals, a structured process of monitoring and evaluation will be implemented throughout the year.

Each of the strategy areas Thriving & Sustainable Centre, Positive Community Impact and Voice & Brand Recognition in the Community includes clear objectives, measurable actions and target completion or review dates. This will allow us to regularly assess progress, celebrate achievements, and make timely adjustments where necessary.

Evaluation Measures Will Include:

- **Progress Reviews:** Each tactical action will be reviewed quarterly or as scheduled to ensure targets are being met and remain relevant.
- **Staff and Committee Reflection:** Input from staff and the Committee will be sought regularly to evaluate what's working well and where improvements can be made.
- **Community Feedback:** Community members and program participants will be engaged through surveys, focus groups or informal feedback to ensure our work remains aligned with community needs.
- **Annual Reporting:** A summary of progress will be included in our annual report, including updates on strategic actions, governance, partnerships and program outcomes.
- **Flexibility and Responsiveness:** The plan will be adjusted as needed in response to significant internal or external changes, ensuring our work remains agile and community-led

Through ongoing monitoring and evaluation, the Centre will maintain a culture of accountability, learning, and improvement, ensuring that all actions for 2025–2026 contribute meaningfully to our mission and community impact.

## CONTACT US

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