

2021 – 2024

STRATEGIC DIRECTION

This document encompasses the development and implementation of key goals, strategies, and targets for a four-year period.



With the development of the Strategic Plan delayed due to the global novel coronavirus pandemic in 2020, this document seeks to guide the direction of the centre in three key areas of the Centre's vision, as detailed in the constitution:

- Hearing community voices
- Responding to community needs
- Organizational learning and growth

The intended outcome of this document is a set of strategic plans and actions, which includes a development phase that includes consultations with community members, staff and stakeholders, to inform future activities and programs.

Strategic Plan Aim

The 2021 – 2024 Strategic Direction aims to give broad direction to the work of Wingate Avenue Community Centre and guide the direction of centre services, programs, activities, and events over the coming years. It is expected that this document will be reviewed and reported on annually.

Our Mission

Wingate Avenue Community Centre is committed to being a centre which focuses on social justice, advocacy and action on behalf of local people who are experiencing disadvantage.

We believe this commitment will lead to improved quality of life and empowerment for all in the local community.

Our Values

- Compassion
- Diversity
- Inclusion
- Quality

Our Vision

To build and promote a sense of community and neighbourliness based on harmony, understanding and respect for difference

To be aware of, and responsive to the changing needs and aspirations of local residents, particularly those experiencing vulnerabilities

To remove barriers to participation by providing a safe, welcoming, accessible programs and services which are affordable, relevant and inclusive

To liaise and consult with local residents and agencies to plan and develop programs and further develop the aims of the centre

Strategic Focus Area One

HEAR COMMUNITY VOICES

Strategy	2021/22	2023	2024
1.1 Understand the current aspirations and needs of local residents, particularly those experiencing vulnerabilities	Conduct research across community demographics	Develop three case studies for in depth understanding	Investigate partnership with tertiary institution to understand the impacts of vulnerabilities on local residents
1.2 Understand barriers and vulnerabilities that local residents may be experiencing	Conduct targeted research of vulnerable residents	Develop three case studies for in depth understanding	
1.3 Understand where people come from to use centre services and why they choose to access them, or not	Conduct data and literature review of current users	Data and literature review of current users	Data and literature review of current users

Strategic Focus Area Two

RESPOND TO COMMUNITY NEEDS

Strategy	2021/22	2023	2024
2.1 Continue to deliver current services, programs, activities, and events	Maintain services that community members engage in		
2.2 Remove barriers to accessing the centre wherever possible, including providing safe and welcoming access	Increase points of connection such as social media and referral points, with a focus on welcoming language and systems	Using data from focus area one, identify barriers and create two-year action plan to increase access to centre services	Continue (and complete) implementation of two-year action plan to increase access to centre services
2.3 Provide services, programs, activities, and events that respond to community need	Implement three projects that respond to community need	Create and implement a two-year service plan that responds to community need, based on findings from focus area one	Continue (and complete) implementation of plan that responds to community needs

Strategic Focus Area Three

LEARN and GROW

Strategy	2021/22	2023	2024
3.1 Invest in staff to grow a community development model of service delivery	Trauma informed practice professional development for all staff conducted	Community development framework developed, and training provided	Third annual team planning day conducted to inform next strategic plan
3.2 Continuously improve operations of the centre to grow organizational excellence	Self-audit operations and create a two-year continuous improvement plan	Annual full review of CIP and continued implementation	Annual full review of CIP and continued implementation
3.3 Continued strong and transparent governance, which is accountable to the local community	Solidify transparent and consistent reporting to CoM	Conduct annual self-assessment on CoM purpose, resources and effectiveness	CoM Workshop conducted to inform next strategic plan