

# CAMBERWELL COMMUNITY CENTRE STRATEGIC PLAN 2022-2025



## OUR COMMUNITY BUILDING APPROACH

We are a place where people meet and grow through wellbeing, language, creative practices, and community gathering. We enrich people's lives by delivering vibrant and varied programs for our diverse community.

We are an inclusive community where everyone is welcomed.



Our programs respond to local need. We listen, engage, and involve our community in the design of everything we do. We are an innovative and dynamic destination venue.

## OUR VISION

A creative, connected, diverse community.

## OUR PURPOSE

To connect people and enrich lives by fostering creativity and wellness.

## OUR VALUES

Our values inform our thoughts, words and actions. We value:

- **Creativity:** by facilitating self-expression
- **Excellence:** by pursuing high standards in all we do
- **Community:** by celebrating all people and enriching the diversity of our membership
- **Wellness:** by strengthening our members' physical, mental, social and emotional health.

## OUR PROGRAMS

We provide:

- Social and cultural gatherings to redress the impacts of COVID-19 on community connectedness
- Art therapy programs using creative processes to explore emotions and build psychological strength
- Wellbeing programs to address the determinants of health and bolster community vitality and happiness
- A central, state of the art facility for business to gather and meet
- Specialist art and craft programs to build skill and foster and celebrate creativity
- Language programs where small groups can learn in a supportive, nurturing environment
- A vibrant place where partnerships with and between community organisations can flourish.

## WHO WE ARE

We are an association of passionate professionals and volunteers. Our success is built on the hard work of our dedicated staff team, our skills-based Board and our creative tutors and facilitators.

- Our tutors come from all walks of life, from professional educators to passionate enthusiasts and hobbyists. Makers, creatives, designers, and skilled class facilitators are part of our learning community.
- Our Board includes collective expertise in retail management, graphic design, university project management, urban planning, law, financial management, and health and community wellbeing.
- Our staff team and volunteers bring a wealth of technical expertise and a palpable commitment to deliver welcoming and responsive, high-quality programs and activities.
- We work in active partnership with community groups and services. We are part of your community.

## OUR STRATEGIC PRIORITIES

- To celebrate our venue by becoming a recognised creative and wellbeing destination
- To expand our programs and diversify and grow the number of people who patronise our dynamic hub
- To strengthen our governance, invest in our people, and bolster our financial sustainability
- To support our community to recover and rebuild from COVID-19.

## OUR STRATEGIC PRIORITIES IN ACTION

*To celebrate our new venue by becoming a vibrant art and wellbeing destination we will:*

- Provide a welcoming place where people create, learn, and belong
- Deliver innovative programs that spark interest and fuel imagination
- Drive excellence and growth
- Expand our marketing reach and impact.

*To expand our program offer and grow the number of people who patronise our dynamic hub we will:*

- Honour the voices of our community in our program design and scheduling
- Grow local partnerships to deliver new offerings to new members
- Utilise place-based strategies to design programs that inspire, engage, and reflect the needs of our community
- Proactively engage our diverse communities to understand and redress barriers to participation.

*To strengthen our governance, invest in our people, and bolster our financial sustainability we will:*

- Strengthen our Board diversity and capability
- Invest in our people
- Meet our fiduciary obligations
- Review and enhance our governance structures and practices
- Manage a sustainable budget and maintain our financial strength
- Diversify our income streams.

*To support our community recover and rebuild from COVID-19 we will:*

- Redress COVID-19 generated isolation and loneliness
- Address virtual burnout, fatigue, and mental health issues arising from living online
- Embrace collaborative and collective program planning to meet emerging community need.

# CAMBERWELL COMMUNITY CENTRE STRATEGIC PLAN 2022-2025



## OUR STRATEGIC PRIORITIES

Our Strategic Action Plan 2022-2025 includes actions to:

- To celebrate our venue by becoming a recognised creative and wellbeing destination
- To expand our programs and diversify and grow the number of people who patronise our dynamic hub
- To strengthen our governance, invest in our people, and bolster our financial sustainability
- To support our community to recover and rebuild from COVID-19.
- Specialist art and craft programs to build skill and foster and celebrate creativity
- Language programs where small groups can learn in a supportive, nurturing environment
- A vibrant place where partnerships with and between community organisations can flourish.

### Strategic Priority One

### Celebrate our venue by becoming a recognised art and wellbeing destination

We will provide a welcoming, inclusive and connected hub where people meet and express themselves through language, wellbeing and creative practices and community gathering.

Our goals	What we will do to achieve our goals	How we will measure success	Timeline	Lead
1.1 ● Provide a welcoming place where people create, learn, and belong	● Develop and implement diversity and inclusion policies	● Policies endorsed and implemented ● Policies reviewed	July 2022 July 2024	Chair
	● Support our staff and tutors to welcome and engage our diverse community	● Annual community feedback scores	November each year	Executive Officer
1.2 ● Deliver innovative programs that spark interest and fuel imagination	● Listen to community feedback on program quality and appropriateness	● Annual community feedback scores	November each year	Executive Officer
	● Regularly refresh our programming to remain innovative, and current	● Annual community feedback scores ● Achievement of yearly objectives	November each year	Executive Officer
1.3 ● Drive excellence and growth	● Implement continuous quality assurance protocols	● Protocol implemented ● Annual reporting on improvement outcomes	July 2022 December each year	Executive Officer
	● Implement operational risk management protocols	● Risk Register established ● Register monitored at Board meetings	August 2022 Quarterly	Executive Officer
1.4 ● Expand our marketing reach and impact	● Implement digital marketing strategy and refresh website design and content	● Integrated strategy implemented ● Website content refreshed	August 2022 Quarterly	Executive Officer
	● Establish web analytics pipeline to monitor impact and traffic	● Quarterly analytics show 12% cumulative annual growth	Quarterly	Executive Officer

## Strategic Priority Two

## Expand our programs and diversify/grow the number of people who patronise our dynamic hub

We will expand our program offer and diversify and grow our participant numbers and memberships as we support our community recovery from COVID-19 restrictions.

Our goals	What we will do to achieve our goals	How we will measure success	Timeline	Lead	
2.1	<ul style="list-style-type: none"> <li>Honour the voices of our community in our program design and scheduling</li> </ul>	<ul style="list-style-type: none"> <li>Apply asset-based community development approaches</li> </ul>	<ul style="list-style-type: none"> <li>Annual community feedback scores</li> </ul>	November each year	Executive Officer
		<ul style="list-style-type: none"> <li>Administer participant satisfaction surveys to inform programming</li> </ul>	<ul style="list-style-type: none"> <li>Survey results evaluated biannually</li> <li>Programming adjusted to reflect community need</li> </ul>	Mar/Nov each year Ongoing	Executive Officer
		<ul style="list-style-type: none"> <li>Establish a representative community programming panel</li> </ul>	<ul style="list-style-type: none"> <li>Panel established</li> <li>Community panel meets biannually</li> </ul>	March 2023 Mar/Nov each year	Executive Officer
2.2	<ul style="list-style-type: none"> <li>Grow local partnerships to deliver new offerings to new members</li> </ul>	<ul style="list-style-type: none"> <li>Undertake stakeholder analysis to identify new partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder plan updated</li> </ul>	October each year	Executive Officer
		<ul style="list-style-type: none"> <li>Implement new formal and informal partnership arrangements with other organisations</li> </ul>	<ul style="list-style-type: none"> <li>A minimum of one new co-design partnership implemented per annum</li> </ul>	December each year	Executive Officer
2.3	<ul style="list-style-type: none"> <li>Utilise place-based strategies to design programs that inspire, engage, and reflect the needs of our community</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to City of Boroondara and government community building</li> </ul>	<ul style="list-style-type: none"> <li>CCC represented on council and related reference and planning groups</li> </ul>	As required	Executive Officer
2.4	<ul style="list-style-type: none"> <li>Proactively engage our diverse communities to understand and redress barriers to participation</li> </ul>	<ul style="list-style-type: none"> <li>Work with our representative community programming panel to survey community need</li> </ul>	<ul style="list-style-type: none"> <li>Actions implemented to deliver on CCC's diversity and inclusion policies</li> </ul>	July each year	Executive Officer
		<ul style="list-style-type: none"> <li>Maintain a representative and skills-based Board</li> </ul>	<ul style="list-style-type: none"> <li>Annual review of Board membership</li> </ul>	May each year	Executive Officer

## Strategic Priority Three

## Strengthen Our Governance, Invest in Our People and Bolster our Financial Sustainability

We will Govern ethically, strategically, and inclusively and strive to deliver responsive services into the future. To remain successful, we will diversify our income streams, proactively communicate what we do and expand our partnerships so more community members can engage in creativity and wellness through art and community connection.

Our goals	What we will do to achieve our goals	How we will measure success	Timeline	Lead	
3.1	<ul style="list-style-type: none"> <li>Strengthen Board diversity and capability</li> </ul>	<ul style="list-style-type: none"> <li>Conduct Board skills audit and recruit new members to address skill gaps</li> </ul>	<ul style="list-style-type: none"> <li>Audit conducted and membership refreshed as required</li> </ul>	July each year	Chair
		<ul style="list-style-type: none"> <li>Recruit sub-committee members as needed to bring new skills and ideas</li> </ul>	<ul style="list-style-type: none"> <li>Sub-committee members recruited to meet identified needs</li> </ul>	July each year	Chair
3.2	<ul style="list-style-type: none"> <li>Invest in our people</li> </ul>	<ul style="list-style-type: none"> <li>Enable the Executive Officer, Board and other volunteers to access professional development</li> </ul>	<ul style="list-style-type: none"> <li>Diverse array of training accessed to broaden organisational capability</li> </ul>	Ongoing	Chair

Our goals	What we will do to achieve our goals	How we will measure success	Timeline	Lead	
3.3	<ul style="list-style-type: none"> <li>Meet our fiduciary obligations</li> </ul>	<ul style="list-style-type: none"> <li>Set clear organisational objectives, oversee the means of attaining those objectives and monitor performance</li> </ul>	<ul style="list-style-type: none"> <li>Minimum of 8 Board meetings held per annum</li> </ul>	Dec 2022+	Secretary
		<ul style="list-style-type: none"> <li>Refresh action plans and KPIs to oversee achievement of each strategic priority</li> </ul>	<ul style="list-style-type: none"> <li>Plans and KPIs developed</li> <li>KPIs achieved/exceeded</li> </ul>	October each year	Chair
3.4	<ul style="list-style-type: none"> <li>Review and enhance our governance structures and practices</li> </ul>	<ul style="list-style-type: none"> <li>Monitor Board and organisational compliance with reporting obligations in response to critical reflection</li> </ul>	<ul style="list-style-type: none"> <li>Compliance, accreditation and reporting requirements exceeded</li> </ul>	Ongoing	Secretary
		<ul style="list-style-type: none"> <li>Implement governance risk management protocols</li> </ul>	<ul style="list-style-type: none"> <li>Risk Register established</li> <li>Register monitored at Board meetings</li> </ul>	August 2022 Quarterly	Executive Officer
3.5	<ul style="list-style-type: none"> <li>Manage a sustainable budget and maintain our financial strength</li> </ul>	<ul style="list-style-type: none"> <li>Refresh costing models to reconfirm the full cost of running each program in our new venue</li> </ul>	<ul style="list-style-type: none"> <li>Individual activity/program costs documented annually</li> </ul>	March each year	Treasurer
		<ul style="list-style-type: none"> <li>Set annual growth income targets from fees, memberships, and partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Income growth target established and achieved</li> </ul>	March each year	Treasurer
		<ul style="list-style-type: none"> <li>Establish and monitor annual sustainable budget</li> </ul>	<ul style="list-style-type: none"> <li>Budget prepared and reviewed by Board</li> <li>Monitor and Review at the end of each quarter</li> </ul>	November each year April, July, Oct, Feb	Treasurer
3.6	<ul style="list-style-type: none"> <li>Diversify our income streams through partnerships, new fee for service offers, grant funding and expanded room hire</li> </ul>	<ul style="list-style-type: none"> <li>Obtain new grant, sponsorships and nonrecurrent income to fund our strategic priorities</li> </ul>	<ul style="list-style-type: none"> <li>5% new income obtained per annum</li> </ul>	March each year	Executive Officer
		<ul style="list-style-type: none"> <li>Form a minimum of two new partnerships with other community organisations to expand program delivery and income opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Two new partnerships established with other community organisations to expand program delivery and generate new income</li> </ul>	March each year	Executive Officer
		<ul style="list-style-type: none"> <li>Engage key stakeholders including council via conferences, forums meetings, our website and social media</li> </ul>	<ul style="list-style-type: none"> <li>Annual stakeholder reviews demonstrate growth</li> </ul>	March each year	Executive Officer

## Strategic Priority Four

## Support our Community Recover and Rebuild from COVID-19

We will listen to our community and deliver programs, events and informal gatherings to reconnect our community and explore ways to rebuild and overcome the impact of COVID-19.

Our goals	What we will do to achieve our goals	How we will measure success	Timeline	Lead	
4.1	<ul style="list-style-type: none"> <li>Rebuild community connectedness to redress COVID-19 generated isolation and loneliness</li> </ul>	<ul style="list-style-type: none"> <li>Welcome our community and actively create opportunities for people to meet and build social and support networks</li> <li>Bring people together in safe, connected, and engaging ways</li> </ul>	<ul style="list-style-type: none"> <li>Observation and narrative evidence</li> </ul>	November 2022	Executive Officer
4.2	<ul style="list-style-type: none"> <li>Address virtual burnout and fatigue from living online</li> </ul>	<ul style="list-style-type: none"> <li>Embrace collaborative program planning to meet emerging community need</li> <li>Support our members and community groups to come together to achieve shared goals</li> </ul>	<ul style="list-style-type: none"> <li>Observation and narrative evidence</li> <li>Annual community feedback scores</li> </ul>	November 2022	Executive Officer
4.3	<ul style="list-style-type: none"> <li>Deliver social and cultural gatherings to explore the impacts of COVID-19</li> </ul>	<ul style="list-style-type: none"> <li>Explore the impacts of COVID-19 and ways to rebuild in our programs and informal gatherings</li> </ul>	<ul style="list-style-type: none"> <li>Observation and narrative evidence</li> <li>Annual community feedback scores</li> </ul>	November 2022	Executive Officer

# STRATEGIC PLAN 2022-2025

## VISION

A creative, connected, diverse community

## MISSION

To connect people and enrich lives by fostering creativity and wellness



## WHAT WE DO

Events and Celebrations

Art and Craft Programs

Create and Build Communities

Language Programs

Wellbeing Programs

Art Therapy

Involve Our Community in All We Do

To be a creative and wellbeing destination

- Provide a welcoming place where people create, learn, and belong
- Deliver innovative programs that spark interest and fuel imagination
- Drive excellence and growth
- Expand our marketing reach and impact
- Redress COVID-19 generated isolation and loneliness

To expand our programs and the number of people who patronise our hub

- Honour the voices of our community in our program design and scheduling
- Grow local partnerships to deliver new offerings to new members
- Utilise placebased strategies to design programs that inspire, engage, and reflect the needs of our community
- Proactively engage our diverse communities to understand and redress barriers to participation

To strengthen our governance, invest in our people and bolster our financial sustainability

- Strengthen our Board diversity and capability
- Invest in our people
- Meet our fiduciary obligations
- Review and enhance our governance structures and practices
- Manage a sustainable budget and maintain our financial strength
- Diversify our income streams

Support our Community Recover and Rebuild from COVID-19

- Rebuild community connectedness to redress COVID-19 generated isolation and loneliness
- Address virtual burnout, and fatigue from living online
- Deliver social and cultural gatherings to explore the impacts of COVID-19