

North Carlton Railway Neighbourhood House Strategic Plan 2019 - 2021

Vision

Railway House will create a fairer and more sustainable community by providing opportunities for celebrating diversity, community participation, learning and friendship

If We:

By:

This will result in:

And eventually lead to:

The Challenges:

To ensure a resilient sustainable organisation supporting the needs of the diverse North Carlton community by harnessing community energy and prioritising RH activities and initiatives

Have confidence in our understanding of the needs of the community

Develop and adopt a feasible community engagement strategy

Engage diverse group leadership in RH programs

Promote and support effective governance practices within RH

Collecting focussed neighbourhood data through targeted consultation

By prioritising initiatives that have the potential to strengthen the connections between RH and local community groups and agencies

Using mentorship to encourage community leadership contribution at program advisory levels

Modelling, identifying and sharing effective governance practices with and within the Community

A greater understanding, quantification and description of community needs

A greater capacity to provide opportunities for celebrating diversity, community participation, learning and friendship

An increase in the engagement of people from diverse groups

A greater capability to utilise resources effectively to meet community needs

Enhanced capacity to identify and implement programs and services relevant to neighbourhood needs

Increased range of services and opportunities provided for diverse community participation

Diverse group representation on RH governance / management committees

Greater community confidence in the quality of RH programs and services delivered in an ethical manner

And contribute to:

Increased community connectedness arising from the provision of targeted RH programs and ease of access to services relevant to individual and community needs

North Carlton Railway Neighbourhood House Implementation Plan

Strategic Goal 1	Strategy	Steps	Responsibility	Timeframe
Enhanced capacity to identify and implement programs and services relevant to neighbourhood needs	Identify key sources of information about our community	Obtain demographic data of local area via City of Yarra and Australian Bureau of Statistics	CoM	Feb 2020 and annually
		Identify groups deemed to be priority by funders	Manager/Administrator	March 2020 and annually
		Report to CoM on demographic data of Railway House community obtained via Railway House enrolment forms and annual surveys.	Manager	March 2020 and annually
		Ensure RH enrolment captures relevant demographic data	Manager/Administrator	January 2020; review annually
	Identify key sources of information about RH existing programs and services	Twice yearly audit of programs and activities	Manager/Administrator	End of Terms 2 and 4, annually and ongoing
		Twice yearly participant surveys		
		Informal gathering and recording of participant feedback		
	Formalise reporting to CoM	Develop reporting process to CoM, including reporting schedule	Manager/CoM	December 2019
		Manager reports to CoM as per agreed schedule	Manager	Ongoing
		Annual review by CoM of programs and services to assess possible gaps against community needs	Manager/CoM	August 2020 and annually

Strategic Goal 2	Strategy	Steps	Responsibility	Timeframe
Enhanced opportunities for celebrating diversity, community participation, learning and friendship	Strengthen collaborations with relevant organisations	Identify key current partnerships	Manager	Dec 2019
		Develop guidelines for collaboration	Manager	December 2019 for current collaborations and ongoing
		Apply guidelines to all potential and current collaboration opportunities	Manager/Staff	Ongoing
		Evaluate guideline effectiveness	Manager	January 2021
	Build strong volunteer base	Review current volunteer recruitment strategies	Manager/Community Engagement	December 2019
		Develop volunteer recruitment plan	Manager/Community Engagement Worker	March 2020
		Communicate regularly with volunteers to seek feedback	Manager/Community Engagement Worker	Ongoing
	Source new income streams	Develop annual fundraising plan	CoM	February 2020
		Review mechanisms for people to make donations to the RH	CoM	February 2020
		Appoint Member of CoM to assist with grant submissions	CoM	November 2019
	Provide more opportunities for participation by different cultural groups, ages, genders and socio economic status	Collect demographic data via enrolment form and Annual Survey and identify gaps	Administrator	Twice yearly ongoing
		Annual review of promotional materials to see if they can be made more accessible to people of CALD background	Administrator	January 2020 and ongoing
		Develop an annual schedule of events designed to engage diverse groups within the community	Community Engagement Worker	December 2019 and annually
		Support those from CALD backgrounds in accessing programs and services	All staff	Ongoing
		Ensure cost of programs is not a barrier to participation	Manager	Ongoing

Strategic Goal 3	Strategy	Steps	Responsibility	Timeframe
Diverse group representation on RH governance / management committees	Ensure CoM is representative of Railway House members, participants and local community	Encourage Railway House participants to become Members of the association	Manager	Ongoing
		Ensure CoM positions are advertised broadly in the community and particularly within the communities not currently represented on the CoM	Manager	September 2019 and annually
		Identify potential new CoM members amongst Railway House participants and particularly within the communities not currently represented on the CoM	Manager	September 2019 and annually
	Develop CoM Mentor Program	Identify potential and willing mentors on the CoM	Chair	December 2020
		Identify suitable / effective training program for identified Railway House participants	CoM	February 2020
		Identify potential mentees within Railway House and broader community	Manager	February 2020 and ongoing

Strategic Goal 4	Strategy	Steps	Responsibility	Timeframe
Greater community confidence in the quality of RH programs and services delivered in an ethical manner	Modelling, identifying and sharing effective governance practices with and within the Community	Align existing policy against key company compliance requirements (OHS, HR, Association Board financial reporting etc.)	COM	December 2019
		Identify gaps and outdated policies	Manager	December 2019 and annually
		Prepare policy review schedule and register	Manager	December 2019
		Ensure new COM members receive induction to the Board	Chair	November 2019 and annually
		All Committee members attend governance workshops conducted by NH Vic (or other) 50% each year	Chair	Ongoing
	Build biennial independent review of NCRNH governance practices	Identify sources of skilled independent governance assessors / advisors / methods	COM	Sept 2019
		Determine method of self-assessment and independent assessment	COM	February 2020
		Implement sub -committees for key objectives	COM	December 2019
		Develop and regularly review Risk Register	Manager	March 2019 and ongoing
	Develop Strategic Plan	Engage all COM members and staff in the plan development	COM	September 2019
		Review plan every 2 years	COM	September 2021
	Develop and consult on Business Plan	Develop and review Operational Plan	Manager	March 2020 and annually