

## STRATEGIC DIRECTIONS 2013-2018

The Geraldton Regional Community Education Centre (GRCEC) will retain its status as a locally based, non government, not-for-profit, incorporated community organisation, operating in the Mid West Gascoyne and Murchison regions of Western Australia.

### SERVICE DELIVERY

#### High quality and innovative services

- Ensure existing services are achieving results and having a positive impact on children, young people and families and the wider community
- Involve service participants in service planning, design and delivery
- Ensure service participants are satisfied with service delivery and be responsive to their feedback
- Ensure innovative approaches are aligned with the needs of the communities we serve
- Ensure that the diverse needs of participants, including the needs of people from different cultures and background and people with disabilities are recognised and taken into account in service planning and delivery
- Work with Aboriginal organisations, community members and families to ensure our programs meet their needs and help build capacity

#### Resourcing

- Ensure resources allow staff to deliver the best service possible
- Deliver services in an integrated way, utilising the knowledge, skills and capacity of team members across programs and from our partners
- Enhance infrastructure to meet the needs of the organisation and services and provide opportunities for external utilisation
- Increase our membership base and utilise this effectively to improve access to resources

#### Reflective practice and evaluation

- Involve all staff in evaluation through reflective practice
- Contribute to the collection and analysis of data based on results
- Provide opportunities for service participants to provide feedback

## SERVICE DEVELOPMENT

### Organisational growth

- Identify new opportunities, while retaining a focus on providing services to children, young people and families in need through the provision of multi-faceted services including individual support services, education and transition support services and early intervention

### Fee for service

- Actively pursue opportunities to develop fee for service capabilities through training delivery and through partnerships with other service providers and business

### Innovation

- Encourage and promote innovative practices

### Early childhood services

- Identify an act upon opportunities to increase the delivery of services to young children and their families

## ORGANISATIONAL EFFECTIVENESS AND CONTINUOUS IMPROVEMENT

### Governance and leadership

- Build on and utilise the skills and experience of the Board in regards to strategic direction and leadership, providing opportunities for growth and development
- Ensure sound governance processes and policies are in place and understood
- Ensure the Senior Management team provides strong and effective leadership

### Staff recruitment, retention and development

- Ensure recruitment and induction processes contribute to engaging people with the skills, attributes and values that will enhance our service delivery
- Maintain and enhance family friendly practices, at the same time as ensuring organisational needs are being met
- Ensure working conditions and remuneration encourage staff to remain with the organisation and attract new staff
- Cultivate staff skills to work effectively, efficiently and to meet the needs of the community
- Provide opportunities for all staff to grow and develop

### Aligning staff skills and strengths with strategy

- Ensure that all staff share the organisations vision and values and clearly understand our purpose and strategic directions
- Provide staff with opportunities to utilise their strengths to enhance their effectiveness and the success of programs
- Provide regular, planned supervision and support through line management processes and workplace mentoring

### Measuring impact

- Use a range of qualitative and quantitative measures, including innovative approaches to accurately measure the impact of our services

- Provide regular and timely feedback to stakeholders

### **Implement and utilise ICT**

- Develop a new website that reflects our services and engages stakeholders
- Take advantage of the roll out of the National Broadband Network
- Ensure staff have access to and utilise new technologies

## **FINANCIAL VIABILITY AND SUSTAINABILITY**

### **Protecting and maintaining our assets**

- Utilise, improve and maintain assets in line with organisation, service and participant needs
- Ensure program budgets accurately reflect costs to enable assets, including buildings can be adequately maintained and improved
- Ensure reserves are sufficient to deal with risks and provide for costs, including additional costs associated with highly valued and successful, but low income, services or to implement new and innovative services
- Ensure fundraising efforts provide a reasonable return on the resources invested
- Ensure financial systems and processes meet or exceed the standards expected by funding bodies and the general community

### **Diversifying income streams**

- Reduce reliance on grants and tenders
- Identify and pursue opportunities for sponsorship from business and/or philanthropic support
- Develop fee for service capabilities, including through the delivery of training

### **Utilising our space**

- Improve amenity and effectively utilise our "spaces"

## **TELLING OUR STORY**

### **Market image**

- Develop a strategy to communicate more widely and more effectively with the broader community

### **Website/social media**

- Upgrade our website and utilise social media to enhance connections and our online profile

### **Credibility**

- Maintain our standing as a successful and proactive organisation
- Ensure that key stakeholders and partners have a clear understanding of what we do and what we achieve
- Improve our standing through increased connections to business

## **BUILDING SECTOR AND LOCAL CAPACITY**

### **Advocating for the community**

- Ensure we have an understanding of the needs of children, young people and families in the communities in which we work
- Keep informed of and influence the policy directions and priorities at local, state and federal levels
- Provide input into the development of community plans, ensuring they align with the needs of the people we work with

### **Developing and enhancing strategic networks and partnerships**

- Be regarded as a key partner in initiatives with schools, businesses, community organisations and government departments
- Represent our participants, our region and services for children, youth and families at local, state and federal levels
- Provide input into the establishment and ongoing development of strategic networks

### **Sector training and development**

- Utilise our experience and capabilities to develop and deliver training and support to the sector, as part of program delivery and as a fee for service

### **Raising profile of the sector and its successes**

- Proactively promote the value of services provided by the community sector, with a focus on programs for disengaged young people, particularly in the area of alternative education options