

WEDDERBURN COMMUNITY HOUSE STRATEGIC PLAN

JULY 2018 – JUNE 2023



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FOREWORD

The Wedderburn Community House (WCH) five year Strategic Plan (July 2018 – June 2023) is a blueprint from which the House can maintain and enhance its services to the community.

This Strategic Plan recognises the important role the Community House plays in providing vital services to the community.

The plan identifies a broad vision that encourages connectivity with other community organisations to ensure the community's vitality and wellbeing is not only preserved, but also augmented.

In developing the plan, an analysis and review was undertaken of the House's operations. Its strengths and weaknesses were examined and strategies developed to build on the strengths and mitigate weaknesses.

We conducted a public forum that provided considerable insight into community expectations. The outcomes from the forum were reviewed by the Board of Management and considered as to whether they would deliver the House's objectives.

I would like to take this opportunity to thank all those who provided input into the development of this plan. My gratitude also goes to the Board of Management for the many hours its members set aside to progress, review and finalise the plan.

Jon Chandler
Chairperson

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WHAT IS A COMMUNITY HOUSE

A Community House is a non-profit organisation providing educational and recreational services to local communities. Many Houses are also authorised agencies for Vicroads, Centrelink and the like.

A strong volunteer base staffs Community Houses with some full time or part-time employees.

Community Houses are also known as:

- Neighbourhood Houses
- Living and Learning Centres
- Resource Centres

Community Houses evolved from Neighbourhood Houses that began to grow in Victoria in 1973. Houses represent the community in which they are located and provide many and varied services they offer to that community.

HISTORY OF THE WEDDERBURN COMMUNITY HOUSE

The Wedderburn Community House was first established in 1991 (formerly known as the Loddon Neighbourhood House and the Wedderburn Neighbourhood House).

In 1999 the Victorian Education Department closed the Wedderburn State School in Wilson Street, Wedderburn. In 2001 the Loddon Shire purchased the old primary school to establish the now Wedderburn Community Centre.

The Wedderburn Community House, Inglewood and District Health Service and Wedderburn Tourism moved into the building in 2004 and commenced the operations we know today.

In 2004 the Community House became a Registered Training Organisation, a Vicroads agency and a Centrelink agency.

In 2014 stage 1 of a planned redevelopment of the Centre was completed and IDHS and Loddon Visitor Information Services moved into the new extension.

In 2017 Goldfields library set up an agency and we took over the Community Op Shop.

VISION

The vision of the Wedderburn Community House is for a thriving and connected community, which encourages vitality and wellbeing.

MISSION

The Wedderburn Community House's mission is to contribute to the vision by providing:

- high quality non-discriminatory services

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- assistance to community members to develop knowledge and skills thus allowing the achievement of individual potential
- a safe and friendly environment for learning, social, community and recreational activities
- enhancement of community connectivity through various social and educational activities

CORE VALUES

The Wedderburn Community House shares similar values with many other community houses and holds each one in high regard.

1. **Individual potential:** each person is an individual and will be treated separately. They each have something different to offer the community and we will strive to assist them to reach their potential.
2. **Non-discriminatory:** We respect and support the differences among the various cultures in our community and the value that this adds to our society.
3. **Flexibility (of approach):** Being responsible to follow the necessary processes but having the flexibility to cope with unexpected circumstances that may arise.
4. **Community:** We are a community owned and operated organisation. We will at all times strive to deliver outcomes that will enrich the community.
5. **Respect:** All staff and members will be encouraged to show respect for all individuals.
6. **Non-violence:** We do not tolerate the use of violence or bullying of any kind.
7. **Accountability:** Being prepared to accept the consequences of your actions and to hold others to the same standard.
8. **Responsibility:** To follow through with commitments and understand how our actions and decisions affect others.
9. **Integrity:** Adhere to morals and ethical principles. Display soundness in decision-making and actions and honesty in all dealings with others.
10. **Tolerance:** Be tolerant of others.

GOVERNANCE

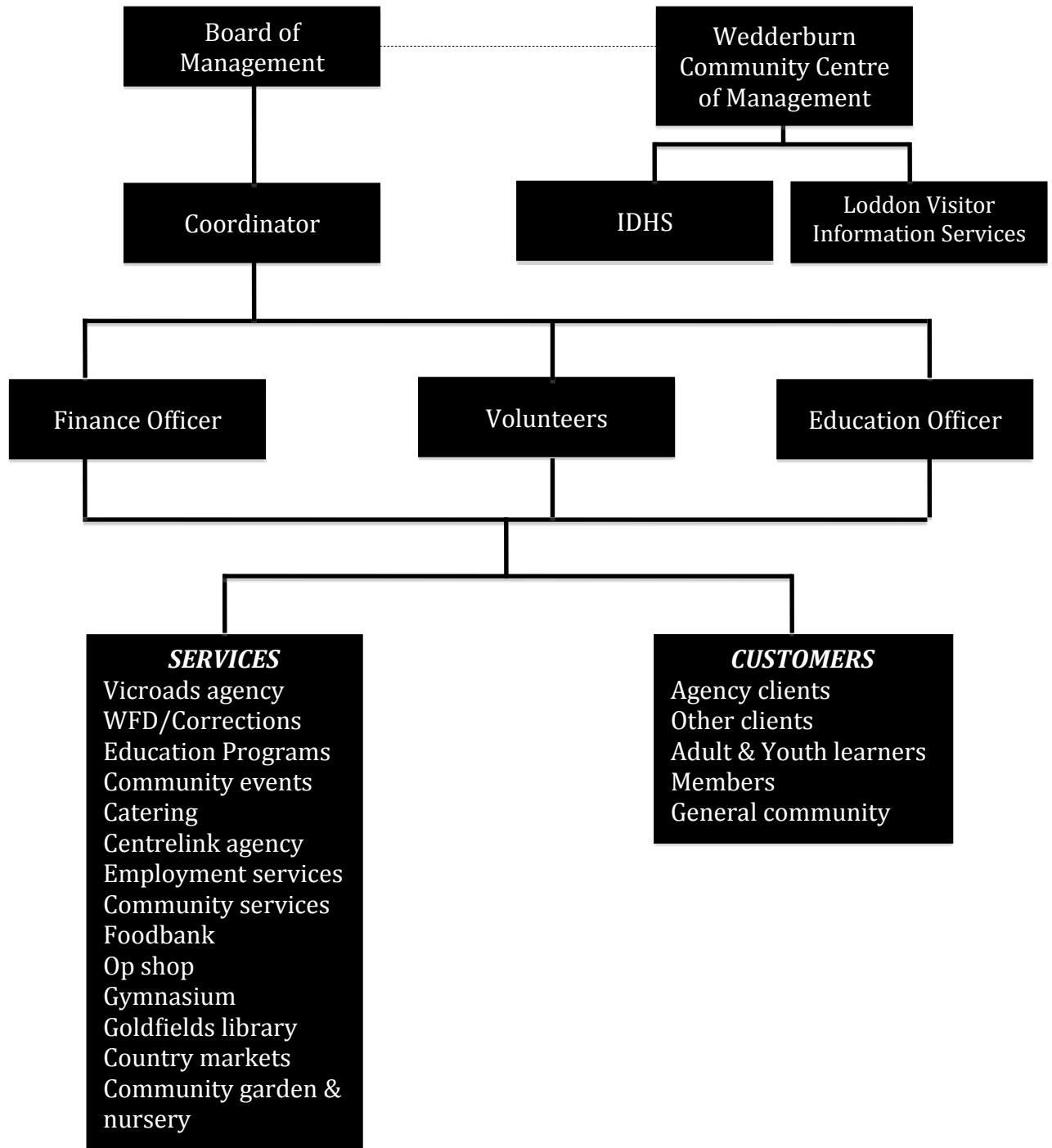
The Wedderburn Community House is governed by a Board of Management whose role is, among other things, to set organisational policies, monitor compliance with those policies, monitor reporting against agreed performance standards and ensure the smooth running of the organisation.

The Board comprises nine members who are elected annually and participate on a volunteer basis.

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The Coordinator is responsible for the daily operation of the House and reports to the Board.

The following diagram sets out the organisational structure of the Wedderburn Community House.



OBJECTIVES

The Wedderburn Community House commits to the following long-term objectives to achieve its Mission.

1. Increase general membership of the Wedderburn Community House.
2. Provide education/training relevant to community needs. For Accredited/Pre-Accredited (vocational) training courses.
3. Increase student participation in Accredited/Pre-Accredited (vocational) training courses.
4. Raise the profile of the Wedderburn Community House both with the private and commercial sector.
5. Provide lifestyle activities and courses.
6. Develop new, and nurture existing, partnerships with organisations and businesses to assist in the operation of the Wedderburn Community House.
7. Secure sustainable funding to ensure the Wedderburn Community House remains financially viable.
8. Advocate for stages 2, 3 and 4 of the Master Plan for the Wedderburn Community Centre (see Appendix A).
9. Develop Social/Community Enterprises that provide important services to the community and business opportunities for local people.

STRENGTHS, WEAKNESSES OPPORTUNITIES AND THREATS (SWOT)

The Board of Management reviewed and analysed the operation of the House and determined the following SWOT items apply to the House.

Strengths

- Relationships, networks and partnerships
- Government support
- Staff and volunteer network
- Facilities
- Board of Management skills and life experience diversity
- E-learning

Weaknesses

- Limited recurring funding and reliance on external funding
- Partial community awareness and support for the Wedderburn Community House
- Shortage of course participants
- Under-utilisation of physical resources

- Succession planning (limited opportunities)

Opportunities

- There is potential to expand the scope of Community Education and diversification of formal training in partnership with Bendigo Tafe, Charlton Trade Centre and other Neighbourhood/Community Houses in the region.
- Partnerships (including youth service groups), volunteer and social networks could be accessed more
- Facilities have the potential to be utilised more than current usage
- Income stream from donations to the Wedderburn Community House
- Resources are available for the House to increase local produce for trading
- A recognised need for mentoring to assist community members and support business ideals that match our objectives and mission statement.

Threats

- Unreliable nature of funding sources
- Maintaining training compliance requirements to expand the scope of delivery
- Compliance with legislative requirements
- Limited access to, and continuity of, qualified training and professional staff
- Changes in demographics including the growth of the aged population and unemployed/underemployed youth
- Diminishing income streams

SWOT STRATEGIES

The following strategies would build on the strengths, resolve the weaknesses and exploit the opportunities. These strategies will be interwoven with the everyday operations of the House.

Strengths

- Relationships, networks and partnerships:
 - Maintain and improve personal contact, information sharing and better communications
 - Encourage better use of social media, facebook page and website.
 - Continue to solicit new relationships, networks and partnerships (for example Preschool)
- Government support:
 - Continue to communicate directly with agencies
 - Establish regular contact (direct or indirect) with members from the two relevant tiers of government (state and local)
 - Presentation to Loddon Shire Council Forum
 - Annual Report
- Staff and volunteer network:

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- Actively recruit volunteer membership
- Ensure appropriate training is available to volunteers
- Create a cheerful work environment
- Provide an understanding of environmental issues
- Facilities
 - Advocate for stages 2, 3 and 4 of the Master Plan for the Wedderburn Community Centre (see Appendix A)
 - Access availability, subject to financial restraints
- Board of Management skills and life experience diversity
 - Targeting future potential members
 - Training, if and where needed
 - Information sharing
- E-learning
 - Continuing partnerships with Learn Local
 - Strengthen partnerships with other Community Houses
 - Promote use of the E-learning facility

Weaknesses

- Limited recurrent funding and reliance on external funding
- Diminishing income streams
 - Secure current community grants
 - Research other community grant opportunities
 - Develop internal funding streams
- Lack of community awareness and support for the Wedderburn Community House
 - Under utilisation of physical resources
 - Promotional materials in community papers
 - Board of Management advocacy promoting the Wedderburn Community House
 - Website information and “web alerts”
 - Facebook and Instagram promotions
 - Wedderburn Community House present at high profile events
- Shortage of course participants
 - Diversity in courses
 - Strengthen partnerships with other training organisations
 - Ensure RTO’s we partner with are of highest quality
 - Ensure courses are relevant to community needs
 - Review community needs annually
 - Increase course advertising, including local businesses and schools
- Succession planning (limited opportunities)
 - Identify those with the potential to assume greater responsibility in the organization
 - Provide critical development experiences to those that can move into key roles

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- Engage the Board in supporting the development of high-potential leaders

Opportunities

- There is potential to expand the scope of Adult Community Education and diversification of formal training
 - Review community needs
 - Apply to change scope to meet community needs
- Partnerships (including youth service groups), volunteer and social networks could be accessed more
 - Personal contact, information sharing and better communications
 - Encourage better website usage
 - Actively solicit new relationships, networks and partnerships
 - Involve more groups (bringing greater outcomes, new perspectives and fresh attitudes)
 - Create new avenues for public involvement (increasing the amount of good work being done, but also increasing the number of people aware of your partnership)
 - Holding more partnership events (if doing so would increase community benefit)
- Facilities have the potential to be utilised more than current usage
 - Increase advertising of activities
 - Encourage website use
 - Board of Management advocacy with other organisations (Lions, Men's Shed etc.)
- Income stream from donations to the Wedderburn Community House
 - Investigate the opportunity to develop sponsorships and identify possible sponsors from the business sector:
 - Type of sponsorships
 - Wedderburn Community House response to sponsorship
 - Resources are available for the House to make its own local produce for trading

Threats

- Unreliable nature of funding sources
 - Create higher cash reserves to fill in gaps
 - Greater management and board attention to cash management, financial systems, predicting shortfalls and allowing quick decisions
 - Use of volunteers, consultants and temporary employees to increase flexibility of the workforce
 - Develop close relationships with organisations in the same subject area to track industry changes
 - Continuously review systems and procedures to identify improvements in productivity to reduce resource needs
- Maintaining compliance requirements for ACFE to;

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- Continue to provide pre-accredited options to learners
- Ensure effectiveness of management systems, delivery strategies and other materials
- Ensure adequacy of records retained
- Ensure suitability of facilities and equipment
 - Ensure credentials of nominated delivery personnel.
- Compliance with statutory requirements
 - Ensure integrity of data
 - Instigate a change control process
 - Monitor new and potential legislation and regulatory pronouncements
 - Define necessary changes to meet new compliance requirements
- Limited access to, and continuity of, qualified training and professional staff
 - Recruit suitable qualified staff or volunteers
 - Ensure suitability of facilities and equipment
 - Increase course participants
 - Exploit partnerships with other training organisations to access trainers
- Diminishing income streams
 - Secure current community grants
 - Research other community grant opportunities
 - Develop internal funding streams
- The activities of the Wedderburn Community House in relation to community needs become obsolete.
- Continually review the objectives to ensure they deliver activities that are contemporaneous with community needs

GOALS

Goals are a realistic, measurable, time-dated target of accomplishment in the future and are steps to the objective, mission and vision. The following goals are to be achieved over the three-year life of the strategic plan.

Objective	Goal
1. Increase general membership to the Wedderburn Community House	1. Increased membership annually by 10 members
2. Provide education/training relevant to community needs. For Accredited/Pre-Accredited (vocational) training courses.	2. Community needs for training are identified 3. Scope of delivery is expanded to meet community needs for training 4. Trainer qualifications meet community expectations
3. Increase student	5. Increased student participation by 10

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Objective	Goal
participation in Accredited/Pre-Accredited (vocational) training courses	students annually
<p>4. Raise the profile of the Wedderburn Community House both with the private and commercial sector</p>	<p>6. Presentation to Loddon Shire Council as required</p> <p>7. Ensure the Wedderburn Community House remains relevant to community needs</p> <p>8. Increase awareness of what Wedderburn Community House provides across digital platforms.</p> <p>9. Annually conduct events which involves community, organisations and business</p>
5. Provide new lifestyle activities and courses	10. Review lifestyle activities and course annually making sure meets the communities needs
6. Develop new and nurture existing partnerships with organisations and businesses to assist in the operation of the Wedderburn Community House	<p>11. Meetings with existing partners, quarterly</p> <p>12. Review annually what services, activities and courses WCH is providing, sourcing opportunity to establish new partnerships</p>
7. Secure sustainable funding to ensure the Wedderburn Community House remains financially viable into the future	<p>13. Internal income stream increased annually</p> <p>14. Alternate government funding streams identified and utilised</p>
8. Delivery of Wedderburn Community House Community Enterprise or Pop Up Shops	15. Wedderburn Community House to be the leader of community enterprise and Pop Up Shops

Objective	Goal
9. Advocate to other service providers on behalf of the community	16. Submit requests to other services provides of needs requested by the community but out of Wedderburn Community Houses control example Inglewood and District Health Service and Loddon Shire Council
10. Advocate for stages 2, 3 and 4 of the Master Plan for the Wedderburn Community Centre	17. All meetings of the Wedderburn Community Centre relating to the completion of the new building attended

MONITORING AND EVALUATION

A strategic plan is an active document; it is a guide to the future direction of the organisation. However, changes or pressures from externalities may cause deviations from the Action Plan. Those deviations must be justified, and if so, they become part of the plan and must be monitored in the same way as if they were an original part of the Action Plan.

The Action Plan (see Appendix B) sets out the actions, timelines and nominates who is responsible for each section of the plans delivery.

The Coordinator will report to the Board of Management, at least monthly, on progress toward achieving all goals.

The Board of Management will regularly evaluate and monitor the plan and provide the necessary support to ensure its delivery.

When the strategic plan is reviewed, the Board will also assess whether the goals and objectives remain relevant and achievable as the best way to deliver the Community House Mission.



APPENDIX A – RE-BUILD OF COMMUNITY CENTRE

Stage 2

- Construction of gymnasium and associated multi-purpose space (if not completed in stage 1)
- Redevelopment of existing gymnasium building for use as Op Shop
- External landscape works relating to the new driveway, car-parking and existing tourist display area

Stage 3

- Construction of technology centre
- Construction of car parking to the north of the new technology and IDHS facilities
- Construction of car parking to the west and north of the technology centre (outside site boundaries)

Stage 4

- construction of art building
- landscaping to the east of the new building

APPENDIX B – ACTION PLAN

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Item	Objective	Goals	Action	Start date	End date	Action by	Comment/Progress
1	Increase general membership of the Wedderburn Community House.	Increased membership annually by 10 members	A. Visible presence at relevant events to promote membership	1/12/2018	1/12/2023	Coordinator	
			B. Course and gymnasium discounts for members	Ongoing	ongoing	Coordinator	
3	Provide education/training relevant to community needs for Accredited/Pre-Accredited (vocational) courses.	Community needs for training are identified	Annually through digital platforms and WCH newsletter seek from the community what courses WCH need to run to meet the communities needs	1/12/2018	1/12/2023	Ed officer	
		Scope of delivery is expanded to meet community needs for training	Subject to information provided from the community	ongoing	ongoing	Ed. officer	
		Trainer qualifications meet community/course expectations	Subject to information provided from the community	ongoing	ongoing	Ed. Officer	
6	Increase student participation in Accredited/Pre-Accredited (vocational) training courses	Increased student participation by 10 students annually	A. Advertise across the region to increase participation from other communities	1/12/2018	1/12/2023	Coordinator/ Ed. Officer	
			B. Offer courses both in Wedderburn and in surrounding communities. Ie: Korong vale	1/12/2018	1/12/2023	Coordinator/ Ed. Officer	
8	Raise the profile of the Wedderburn Community House both with the private	Presentation to Loddon Shire Council as required	Conduct presentations to Loddon Shire Council	1/12/2018	1/12/2023	Coordinator and Board	

Item	Objective	Goals	Action	Start date	End date	Action by	Comment/Progress
	and commercial sector						
		Ensure the Wedderburn Community House remains relevant to community needs	A. Review House activities via facebook surveys annually	1/12/2018	1/12/2023	Coordinator	
			B. Advertise through newsletters monthly	1/12/2018	1/12/2023	Coordinator	
			C. Use feedback from courses to monitor suitability of courses	1/12/2018	1/12/2023	Coordinator/Ed. Officer	
		Increase awareness of what Wedderburn Community House provides across digital platforms.	Increase Wedderburn Community House activity with the website, on Facebook. Measure engagement quarterly with Wedderburn Community House website through google analytics Measure "Followers" quarterly of Facebook and Instagram Have regular stories in Scoop and local newspapers regarding events and services at WCH.	1/12/2018	1/12/2023	Coordinator	Continual
		Annually conduct events which involves community, organisations and business	Organise events that go across all sectors of the community. Example Open evening finger food tea, Christmas on High	1/12/2018	1/12/2023	Coordinator	

Item	Objective	Goals	Action	Start date	End date	Action by	Comment/Progress
14	Provide lifestyle activities	The introduction of lifestyle activities that go across multiple age brackets	Engage with youth to find out what activities are required to meet their needs Revisit the activities that are listed from the strategic plan workshop making sure still meet the community's needs. Organise lifestyle activities that are relevant to the community at the time example yoga, cooking, writing/reading group, basic car maintenance and trivia night	1/12/2018	1/12/2023	Coordinator	Each new activity may be offered many times
15	Develop new, and nurture existing, partnerships with organisations and businesses to assist in the operation of the Wedderburn Community House	Meetings with existing partners, quarterly	Meeting with existing partners	1/12/2018	1/12/2023	Coordinator	
		Review annually what services, activities and courses WCH is providing, sourcing opportunity to establish new partnerships	Develop new partnerships that are in line with what WCH is providing at the time Join partnerships with relevant stakeholders to develop a Welcome Kit for new residents to Wedderburn and surrounds Partner with organisations to develop a comprehensive resource of services in the region to assist people.	1/12/2018	1/12/2023	Coordinator	
17	Secure sustainable funding to ensure the Wedderburn Community House remains financially viable	Internal income stream increased annually	A. Increase counter produce sales & look into developing online sales	1/12/2018	1/12/2023	Coordinator	
			B. Increase marketing and promotions of the Op Shop via social media to	ongoing	ongoing	Coordinator	

Item	Objective	Goals	Action	Start date	End date	Action by	Comment/Progress
			increase counter sales				
			C. Raise the profile of the community lunches promoting to the general community example Loddon Shire Council staff	1/12/2018	1/12/2023	Coordinator	
			D. Develop a Pop Up Café/Restaurant with sales going to WCH	1/12/2018	1/12/2023	Coordinator	
			E. Look into developing a catering business based in our kitchen				
			F. Increase membership	1/12/2018	1/12/2023	Coordinator	
			G. Increase student participation in vocational and lifestyle courses	1/12/2018	1/12/2023	Coordinator	
		Alternate government funding streams identified and utilised	Research and identify funding streams	1/12/2018	1/12/2023	Coordinator	
24	Delivery of Wedderburn Community House Community Enterprise or Pop Up Shops	Wedderburn Community House to be the leader of community enterprise and Pop Up Shops	Establishment of Wedderburn Hair and Beauty salon Pop Up Shop – international food	1/12/2018	1/12/2023	Coordinator	
25	Advocate to other service providers on behalf of the community	Advocate to relevant services providers	Pass on feedback to other service providers from the community that is out of WCH control example IDHS or Loddon Shire Council	1/12/2018	1/12/2023	Coordinator	
26	Advocate for stages 2, 3 and 4 of the Master Plan for the Wedderburn Community Centre	All meetings of the Wedderburn Community Centre relating to the completion of the new building attended	Actively participate on the Wedderburn Community Centre Committee of Management to ensure progress is maintained	1/12/2018	1/12/2023	Coordinator/Board	

APPENDIX C – SCHEDULE OF LIFESTYLE COURSES

Item	Activity Title
1.	Writing classes
2.	Cooking classes
3.	Exercise classes
4.	Movie sessions
5.	Yoga sessions
6.	Digital photography
7.	Car maintenance
8.	Guest speakers on a variety of topics
9.	Youth programs