

Western Sydney Community Forum (WSCF) Strategic Plan 2008 – 2011

WSCF Vision

Leading Western Sydney community organisations to enhance strong, democratic, vibrant, socially just local communities.

Description

WSCF is the Western Sydney regional peak organisation providing regional leadership, facilitating collaborative action and developing resources to enable community organisations to effectively address issues relating to social justice and social inclusion.

Purpose

Western Sydney Community Forum strengthens the work of community organisations across the Western Sydney region to increase the capacity and resilience of disadvantaged communities.

WSCF Works with and for...

Funded and unfunded community-based organisations / services working for social justice in Western Sydney.

WSCF Strategic Directions

All projects work towards -

- Facilitating collaborative action on social justice issues and leading responses to government policy
- Building strong resilient community organisations in Western Sydney
- Connecting pro-actively with marginalised groups to increase equity of access to resources
- Demonstrating and practicing models of good governance and sustainability



WSCF has three Programs for project work in 2008 - 2011

The Regional Resource Program supports and resources collaboration between sub-regional/regional groups and networks; responds to current and emerging issues and needs in the region; facilitates participation and representation in planning and decision making processes and supports the development of services that better meet the needs of marginalized and disadvantaged people and communities in Western Sydney.

The Learning and Development Program provides non-government organisations and groups with learning opportunities, resources and training. It supports the development of services that meet the needs of marginalised and disadvantaged people and communities. It also provides translation of written materials into a range of community languages.

The Service Network Development program provides opportunities to build collaborative working partnerships between services working with families with children (0-8) to enhance the development of good practice models which effectively support families.

Western Sydney population results sought

- People's wellbeing is central to policy decisions, supporting safe healthy communities
- People in Western Sydney have the opportunity to participate in everyday life including access to transport, affordable housing, good food, employment and income
- Western Sydney has sustainable, democratic and inclusive communities that seek the common good.

In 2009, Funding to WSCF is provided by the NSW State Government

- Department of Community Service (DoCS)
- Department of Aging and Disability (DADHC)
- Transport and Infrastructure (formerly Ministry of Transport)



Strategic Direction One 2008 to 2011

Facilitating collaborative action on social justice issues and lead responses to government policy

Goals -

- Western Sydney community sector is resourced with relevant information to participate in decision-making on social policy issues
 - * Transport disadvantage
 - * Workforce issues
 - * Affordable Housing
 - * Social inclusion
 - * Indigenous disadvantage
 - * Climate change and sustainability
 - * DoCS CSGP Reform and other funding program reviews
 - * Other relevant emerging social justice issues
- Western Sydney community sector has documented input and responses to social policy issues

Strategies -

- Hold Forums on public and social policy issues
- Build coalitions with other Western Sydney and state-wide peaks focused on social and public policy issues
- Build partnerships with University of Western Sydney
- Consult with stakeholders on responses to Government policy and reviews
- Document policy and review responses and submit to relevant decision-makers and stakeholders
- Work pro-actively with Aboriginal organisations in Western Sydney to develop strategies to address indigenous disadvantage
- Promote the values of Voice for SONG (Small Organisations, Non-Government)



Strategic Direction Two 2008 to 2011

Building strong resilient organisations in Western Sydney

Goals -

- Learning and development opportunities meet the needs of a diverse sector
- External opportunities through partnerships with other agencies developed
- The community sector workforce in Western Sydney is sustained and strengthened
- Interagencies and Forums provide support to organisations
- Effective sector communication strategies extended
- Culture of learning organisations in sector encouraged
- Models of alliances between sector organisations to build sustainability explored
- Aboriginal organisations in Western Sydney have necessary resources to develop strategies to strengthen community capacity

Strategies -

- Support and resource Interagencies /networks and collaborative projects
- Promote innovation and best practice in service, organisational and community development
- Produce WSCF Training Calendar and quarterly Child and Family Group Work Calendar
- Implement Community Services Management Diploma with Harris Bromley
- Partner with Family Worker Training and Development (FWT&DP) to implement Results Based Accountability (RBA) training strategy
- Partner with TRI Community Exchange to develop aligned communication strategies
- Engage Western Sydney community sector in CARE Workforce sustainability'
- Build WSCF E-Flash and Child and Family Newswire
- Engage membership by holding Forums, Conferences, streamed meetings as appropriate to ensure a well-informed community sector
- Target resources to 'harder to reach' community organisations
- Develop, implement and promote WSCF 'green' strategies and practices
- Facilitate and develop training partnerships such as Training Directions Network
- Develop resources to build Aboriginal organisational capacity
- Build links between small organisations and large charities in the sector



Strategic Direction Three 2008 to 2011

Connecting pro-actively with marginalised groups to increase equity of access to resources

Goals -

- Increased training and resources accessed by identified and targeted disadvantaged groups
- Consistent good relationships with key Aboriginal organisations / communities developed and maintained
- Reach of mainstream organisations to CALD communities increased
- Aboriginal staff working at WSCF by 2010
- Cultural diversity of staff at WSCF maintained
- 'Hard to reach' communities are identified, supported and resourced
- All WSCF strategies are linked to access and equity actions

Strategies -

- Develop and implement on-going WSCF Aboriginal strategy with a focus on building and maintaining good relationships and communication with key organisations / community members / workers
- Ensure culturally appropriate working conditions
- Identify and develop strategies for working with 'hard to reach' communities
- Provide translation of materials to support the sector's work with CALD communities
- Include access & equity strategies in workplans



Strategic Direction Four 2008 to 2011

Demonstrating and practicing models of good governance Ensuring Western Sydney Community Forum's sustainability

Goals -

- WSCF Organisation, Board and staff have a clear sense of the organisation's purpose and direction
- WSCF is effectively led by the Board and Management Team
- Improved WSCF sustainability through the development of WSCF enterprise strategy
- Effective WSCF promotional material developed and distributed
- Strong WSCF Board and Staff team
- Strong consistent workforce with good staff morale at WSCF
- WSCF is a model of sustainable workplace

Strategies -

- Document WSCF 2008 / 2011 Strategic Plan with input and commitment from Board and staff. Review annually and develop annual organisational plan.
- Maintain effective and reflective WSCF governance practices
- Develop and distribute promotional material to profile WSCF
- Ensure staff can work effectively, using the best tools and technology for the job
- Develop plan to build WSCF into model of 'green' sustainable workplace
- Explore partnerships with TRI, FWT&DP, WESTIR and other organisations to add strategic value to WSCF work
- Develop enterprise initiatives that further WSCF objectives and increase our capacity
- Develop and maintain WSCF's Policy Manual
- Maintain good financial systems that provide relevant information to all internal stakeholders
- Develop a data system for effective feedback about WSCF's quality of service provision
- Develop data systems to evaluate WSCF effectiveness



Western Sydney Community Forum (WSCF) Organisational Plan 2009–2010

Our Focus for 2009-2010

- WSCF working in partnership with other organisations in our projects
- WSCF activities run in the sub-regions (Penrith, Blacktown, Liverpool)
- WSCF profile / membership increased by 5%
- Small organisations resourced – capacity building approach
- Community Development / Advocacy approach
- WSCF as learning organisation – many diverse projects working together

Performance measures:

- Attendance at WSCF Training and Forums - Numbers and percentage of members participating over the year and giving positive evaluation from sessions
- Number of website hits for e-Flash (measuring engagement)
- WSCF Conference involvement
- Annual external WSCF users survey
- Membership increased by 5%
- Annual WSCF internal self assessment
- Evaluation of Training and Forums extended to system of checking with participants six months later

Data Development

- Evaluate training six months later



Strategic Direction One 2009 to 2010

Facilitate collaborative action on social justice issues and lead responses to government policy

Goals -

Social Inclusion issues are investigated and opportunities of influence identified and acted upon. Specific issues are addressed through purposeful coalitions and relationships:

- Transport disadvantage
- Community sector workforce issues
- Housing / Homelessness
- Multiculturalism and Equity of Access
- Aboriginal disadvantage
- Climate Change and Sustainability
- Disadvantaged HACC client group
- Other emerging social justice issues as relevant in 2009-2010

Strategies –

Partnerships:

- Develop consultative structure with key organisations in each region
- Work with MoT Metro Transport Development Officers
- Focus on Aboriginal disadvantage in partnership with Aboriginal organisations
- Work with WSROC on WS coalition to develop a stronger WS voice
- Work with LCSA on WS Neighbourhood centres resourcing / policy issues
- Work with UWS on research including “Voice for SONG”, “Common Language”

Events:

- Hold WSCF Conference in partnership with community organisations and UWS
- Hold 4 Forums on public and social policy in different regional areas

Resourcing

- Build WS Transport Users Coalition
- Build CARE workforce coalition across WS with ASU and workplace delegates
- Work with sector on funding campaigns



Strategic Direction Two 2009 to 2010

Building strong resilient community organisations in Western Sydney

Goals-

- Western Sydney organisations have increased capacity to build community
- Training and learning opportunities extended to meet needs of sector
- WS community sector workforce in WS maintained and strengthened
- Effective communication strategy for sector developed

Strategies-

Training:

- Develop and implement WSCF Training Calendar
- Develop WSCF speciality in Management training with a focus on small and emerging organisations
- Continue partnership with FWT&DP to implement RBA training strategy
- Continue to provide leadership and facilitate Training Directions Network
- Explore WSCF niche training opportunities
- Develop longer term effective evaluation processes

Managers:

- Run second Community Sector Management Diploma for 18 Managers
- Provide leadership to small organisations through Voice for SONG
- Continue Managers Network & CEOs Forum

Interagencies / Collaborations:

- Facilitate linkages between services
- Involve Interagency members in WSCF Conference / Forums agenda
- Prioritise specialist support and planning for Interagencies
- Target support and resources to 'harder to reach' organisations and encourage collaborative practices to strengthen capacity
- Actively participate in Funding reviews
- Explore development of effective 'Interagency' tools - Apply T for engagement and communication – focus on video conferencing

Communication:

- Continue WSCF EFlash / HACC Flash – work towards continuous improvement
- Continue to partner with TRI Community Exchange with Community Net
- Increase sector expertise and usage of new technology



Strategic Direction Three 2009 to 2010

Work pro-actively with marginalised groups to increase equity of access to resources

Goals –

- Uptake of training and resources by identified and targeted disadvantaged groups increased
- Consistent good relationships with key Aboriginal organisations / community. Aboriginal staff at WSCF developed.
- Extensive links with Migrant Resource Centres
- Cultural diversity of staff at WSCF valued
- 'Harder to reach' communities engaged and supported by WSCF
- All WSCF strategies linked with A&E actions

Strategies –

- Implement on-going WSCF Aboriginal strategy, with a focus on building partnerships Aboriginal organisations
- Identify resources and employ Aboriginal resource worker / consultant to assist
- Western Sydney Reconciliation Network
- Diploma students
- Development of Reconciliation Action Plans at WSCF and across WS
- Develop and promote Western Sydney Aboriginal organisational resources
- Provide leadership and support to the Western Sydney Reconciliation Network
- Build partnerships with Aboriginal Development workers in Councils
- Build Gilgai / link-up partnership
- Implement WSCF CALD strategy, identify opportunities to assist CALD organisations, work closely with Migrant Resource Centres and emerging groups.
- Focus on A&E in generalist work
- Ensure culturally appropriate working conditions
- Identify and develop commitments for working with 'hard to reach' communities that are currently not supported by WSCF
- Provide translation of materials to support community sector's work with CALD communities
- Serve on relevant reference groups



Strategic Direction Four 2009 to 2010

Demonstrate and implement models of good governance Ensure Western Sydney Community Forum sustainability

Goals –

- Clear framework of WSCF direction developed and implemented
- Clarity and reach of WSCF's profile extended
- WSCF on-line and well connected through effective IT systems
- WSCF sustainability increased through development of WSCF enterprise arm
- WSCF sustainability increased through 'green practices'
- Co-operative, dynamic team at WSCF
- Data measurement tools developed
- WSCF funding base increased
- AGM celebrated 30 years of WSAAS

Strategies - (to be built into 2008/2009 workplans)

Organisational Direction:

- Document 2009/2010 Plan; gain commitment from Board and staff
- Ensure Board is well- resourced to make informed decisions and to be actively involved in growth of WSCF
- Explore partnership / amalgamation options with TRI Community Exchange and WESTIR
- WSCF AGM focus on increasing profile as well as WS sector reach
- Distribute membership and promotional material to profile WSCF

Finances

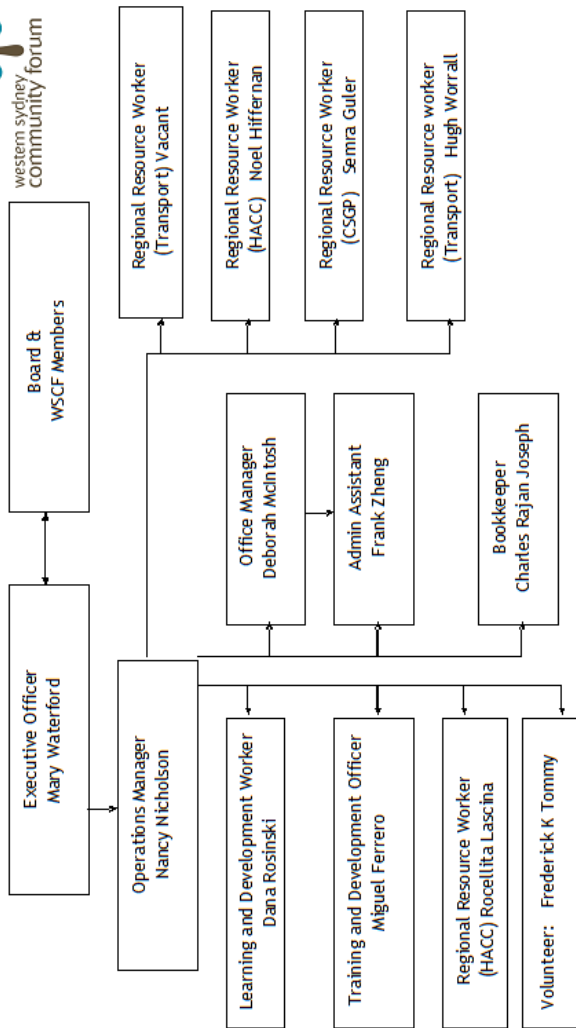
- Ensure WSCF has resources to be effective and sustainable
- Implement new financial systems
- Develop Business Plan for income generating projects for WSCF
- Carry out a cost benefit analysis of WSCF Training Room
- Implement 'green practices' in WSCF operations - build WSCF into model of sustainable workplace.

Promotion

- Distribute membership and promotional material to profile WSCF



WSCF Organisational Structure at June 2009



Updated July 2009