



Graham House Community Centre
Strategic Plan for
2017 - 2020

Developed

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Last Reviewed on:

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Where we are at in 2017

Our strengths at the beginning of 2017

- Our staff, volunteers and manager. They are loyal, committed and bring many skills and potential to Graham House
- Our policies are comprehensive. We have paid special attention to personal safety, induction procedure, intellectual property and asset security
- Our systems are effective
- We are well-resourced and we have some financial reserve for entitlements and seed funding
- We have a good reputation in the community
- There is increased recognition of Graham House in the community
- We have grown in the last 5 years especially in the transport and family support services such as PHaMS
- Our staff have had increased access to training
- We rebranded – new logo, uniforms, webpage, social media
- We have received increased sponsorship
- In turn, we auspiced The Men's Shed in Murgon
- We have successfully passed our audit requirements
- We have run multiple successful community events
- We have increased the number of our community partnerships
- We successfully navigated several difficult personnel issues.

Our weaknesses at the start of 2017

- We don't have enough money to achieve our dreams and operate more effectively. We would like to backfill staff, offer more training and train all staff to be able to fill all roles
- We aren't commercial enough in our thinking
- We struggle to compete with CTC and UCC
- We are vulnerable to changes in government and politics
- We aren't forward-thinking enough in terms of funding and revenue generation
- We lack 'ideas' people
- Our building is run down, overcrowded and we are working across multiple sites. This leads to problems with a 'them and us' attitude among staff and makes it difficult for Linda to manage operations of the whole organization
- A lack of transparency, respect and professionalism is sometimes seen in staff
- Our management committee meetings are often not professional. They focus too much on operational issues and not enough on generating and assessing ideas to make Graham House better
- There has been a decline in membership and we haven't found a way to successfully recruit and retain members

- Our staff don't have university degrees

Some trends we have observed

- Casual way of working is changing – need to become more professional
- Increase in demand for services and complexity of issues
- Struggle to hold onto holistic service model (helping everyone) because of funding models
- The way we're funded – expectations, service agreements
- Less social activities between staff because of increasing demand
- Service provision is reactive rather than being proactive and preventative
- Monday morning staff meetings and team meetings are not held regularly
- Volunteerism is a dying practice in society
- Volunteers in admin and reception hasn't worked well. Programs like ER and family support would require volunteers with specialized skills

How we do things

- Reporting to funding bodies
- Meeting audit requirements
- Direct supervision by Linda to all staff
- We have done a survey of staff regarding their job satisfaction
- We have a 'Client satisfaction' survey
- Transport staff do training for volunteer drivers
- Direct oversight of financials [and other things?] by Linda
- Reports to committee
- Apply for grants as we become aware of them. We subscribe to all known avenues
- Evaluation is by observation and anecdotal feedback re kitchen, garden, seniors, Family to Family
- Maintain records of NILS loan details, number of room bookings
- Maintain comprehensive Policies and Procedures
- We have good IT support
- We have several systems, policies and procedures in place for safety of staff

Our Vision

- To meet as many of the needs of the more vulnerable members of our local community as possible
- To be the most respected and sought after service provider in the South Burnett
- To be a truly local community organization with staff and volunteers who are dedicated to Graham House and our community and who will go above and beyond for all clients
- To provide unique services that foster independence, respond to crises and make a positive change in our community

Our Mission

Graham House Community Centre provides a high quality inclusive service that responds to the needs of individuals with empathy and dignity.

Graham House Community Centre provides holistic assistance and nurtures the strengths of individuals and the community to empower them to meet their own needs.

Our Values

(See Orientation kit p.12 – 14)

- Social justice
- Respect
- Self-determination
- Partnership
- Transparency
- Professionalism
- Integrity
- Community development

What we need to do in the next 3 years

Quality Business and Governance:

By 2020 Graham House will have informed direction and effective governance

- ✚ Review business plan
- ✚ Research community needs
- ✚ Accreditation / Meet requirements of funding bodies
- ✚ Recruit and retain an effective Management Committee
- ✚ Review organizational structure
- ✚ Become more business-like and professional
- ✚ Source 'ideas' people to join committee or advise committee
- ✚ Increase membership
- ✚ Strengthen the relationships between management committee and staff
- ✚ Have a clear and visual mission statement
- ✚ Ensure we keep funding for IT needs

Service Delivery:

By 2020 Graham House will be a viable organization that is responsive to South Burnett community needs

- ✚ Access non-government funding
- ✚ Investigate partnerships to assist with meeting community needs
- ✚ Grow existing services
- ✚ Develop a stronger income base
- ✚ Source ways of generating ideas for revenue generation and marketing
- ✚ Ensure that we are aware of current community needs, interests and trends
- ✚ Maintain current quality and sustainable programs before we take on new services
- ✚ Source opportunities for further growth of programs that align with the current mission and values of the organisation
- ✚ Become more self-sufficient financially
- ✚ Define Graham House's role in meeting community need
- ✚ Find out what our community needs
- ✚ Consider further partnerships and collaboration
- ✚ Do more community awareness and education programs
- ✚ Look at how we deliver ER – making it more a gateway to other services

Develop, Train and Retain Staff:

By 2020 Graham House will maintain a stable and skilled workforce

- ✚ Train staff to improve and maintain skills so they have a stronger skill set and qualifications
- ✚ Empower staff to keep them committed
- ✚ Attract volunteers with specific skills such as admin, marketing
- ✚ Recruit suitably qualified staff
- ✚ Support management committee members to be suitably qualified/educated for their role
- ✚ Give staff and volunteers opportunity to use their skills to full potential
- ✚ Build a cohesive, supportive and professional workplace culture that reflects Graham House values
- ✚ Find out about the Community Development work that all staff do
- ✚ Find out if our staff and volunteers have skills that we aren't using (revise our existing qualifications data base)
- ✚ Survey staff and volunteers about their job satisfaction
- ✚ Put up a suggestion box

Marketing and Promotion:

By 2020 Graham House will have a strong, positive presence in the community and sector

- ✚ Improve marketing skills
- ✚ Promote ourselves and what happens here
- ✚ Build more solid relationships with local businesses, industry, local government, state government
- ✚ Promote Graham House more

Areas for Potential Growth

- ❖ Develop a contact centre
- ❖ Run school holiday programs