



ASHBURTON  
COMMUNITY  
CENTRE

# STRATEGIC PLAN

**2024 - 2026**

**INCLUDES:**

- Strategic Plan 2024-2026 - Summary
- Strategic Plan 2024-2026 - Detailed
- Strategic Plan 2021-2023 Achievements

# STRATEGIC PLAN / 2024-2026

## A SUMMARY

**Vision:** An empowered community that is vibrant, diverse, and inclusive.

**Purpose:** To cultivate a welcoming, supportive, and safe environment that fosters connections, facilitates learning, promotes fun and delivers over-all wellbeing for participants

**Values:** Our values underpin our behaviours and culture. We value:

- Respect, honesty, and accountability,
- Creativity and innovation,
- Collaboration and inclusivity,
- Environmental responsibility,
- Individual and community wellbeing.

**Our Key Challenges** in the near future include generating financial sustainability, increasing diversification at all levels including offering activities at new times targeting new demographics.

**Our Strategy** can be summarised:

If we:	This will result in:	Eventually leading to:
Create a welcoming centre, with appropriate facilities, policies and procedures and valued, diverse, staff, tutors and volunteers...	A visually appealing, well maintained Centre equipped with appropriate amenities and a diverse team...	A welcoming, suitably equipped, and resourced Centre for our community.
Participate in partnerships, review and evaluate current activities and trial new activities...	An expanded range of activities available for diverse community members...	A diverse range of accessible activities <sup>[1]</sup> responsive to current and emerging community needs.
Promote the Centre's activities and resources through a range of avenues and participate in relevant networks and create a strong marketing plan...	Better targeted current and new activities and resources ...	A recognised asset (the Centre and its activities) within the wider community.
Implement effective financial management and Centre procedures and diverse income stream managed by an effective Committee of Management...	Our Centre's governance and finance structures being able to manage the peaks and troughs which may occur...	A financially stable and sustainable Organisation with high standards of governance.
Identify initiatives and values which promote community wellbeing and integrate them into our Centre's activities...	Our Centre's activities representing more diverse values and communities and attracting more people seeking these activities...	An organisation that advocates and supports social and environmental values and initiatives promoting community well-being.

The Strategic Plan sets the parameters for Centre's Operation Plan, which determines how the Centre operates on a day-to-day level. The Centre's operations are monitored by a Committee of Management duly elected from the membership and adhering to the Rules of Association.

The Centre's performance is measured against Key Performance Indicators set by the City of Boroondara and the ACC Committee of Management. The Centre also reports to the Australian Charities and Not-for-Profit Commission.

# STRATEGIC PLAN / **2024-2026**

## **VISION:**

An empowered community that is vibrant, diverse and inclusive.

## **PURPOSE:**

To cultivate a welcoming, supportive, and safe environment that fosters connections, facilitates learning, promotes fun and delivers over-all wellbeing for participants.

## **VALUES:**

Our values underpin our behaviours and culture. We value:

- Respect, honesty, and accountability,
- Creativity and innovation,
- Collaboration and inclusivity,
- Environmental responsibility,
- Individual and community wellbeing.

## **GOALS:**

1. A welcoming, suitably equipped, and resourced Centre for our community.
2. A diverse range of accessible activities<sup>[1]</sup> responsive to current and emerging community needs.
3. A recognised asset (the Centre and its activities) within the wider community.
4. A financially stable and sustainable organisation with high standards of governance.
5. An organisation that advocates and supports social and environmental values and initiatives promoting community well-being.

[1] Activities refers to classes, programs, events, workshops, connect groups and room hire activities offered at the Centre



### **GOAL 1** *A welcoming, suitably equipped, and resourced Centre for our community.*

- 1.1 Create and promote a visually appealing, accessible, and welcoming Centre.
- 1.2 Review equipment and amenities regularly, maintaining and upgrading to ensure they remain fit-for-purpose.
- 1.3 Invest in and acknowledge the valuable role of staff, tutors, and volunteers.
- 1.4 Support the engagement of people from diverse backgrounds at all levels within the Organisation.
- 1.5 Use current, and explore new, digital technologies to support the Centre's reach and effectiveness.
- 1.6 Maintain policies, procedures, and systems to ensure best practice and OHS&W at the Centre

### **GOAL 2** *A diverse range of accessible activities<sup>[1]</sup> responsive to current and emerging community needs.*

- 2.1 Participate in local partnerships with businesses, government, and community groups with a focus on identifying and meeting community needs.
- 2.2 Review the Centre activities to promote diversity and to attract new groups.
- 2.3 Trial innovative responses and new activities.
- 2.4 Regularly evaluate activities seeking feedback for opportunities to continuously improve.
- 2.5 Develop and implement community needs surveys.

### **GOAL 3** *A recognised asset (the Centre and its activities) within the wider community.*

- 3.1 Promote the Centre's resources which can be used by others for initiatives that promote community well-being.
- 3.2 Expand the Centre's marketing audience and impact by identifying and targeting gaps in the Centre's reach.
- 3.3 Create effective communication systems and materials that reflect the diversity of the local community.
- 3.4 Engage with relevant community organisations and networks to improve Centre practice through information sharing and community development.
- 3.5 Participate in the Neighbourhood House sector at a local, Council-wide, state, and national level.
- 3.6 Enhance the role of the Committee of Management in building connections with strategic partners and stakeholders.
- 3.7 Implement and regularly review a marketing plan to ensure it meets the Centre's goals.





**GOAL 4** *A financially stable and sustainable organisation with high standards of governance.*

- 4.1 Improve financial sustainability through a range of income sources including room hire, membership, participation in activities, fundraising and the management of increasing expenses.
- 4.2 Maintain efficient financial management of the Centre including preparation, planning, and monitoring of financial performance.
- 4.3 Maintain compliance with the City of Boroondara Funding Agreement.
- 4.4 Develop, implement, review, and regularly update Centre policies and procedures including risk management to ensure effective Centre operations.
- 4.5 Attract, develop, and maintain a proficient and diverse Committee of Management.

**GOAL 5** *An organisation that advocates and supports social and environmental values and initiatives promoting community well-being.*

- 5.1 Use the Centre's communication platforms to promote community initiatives that are aligned with the Centre's values and do not compete with the Centre and its activities.
- 5.2 Identify and support local community organisations that, due to exceptional circumstances, require additional support (such as bush-fire affected areas).
- 5.3 Acknowledge the Traditional Custodians of the land and their enduring connection to the country, waters and culture through Centre events, materials, and activities.
- 5.4 Actively support local indigenous community initiatives where appropriate.
- 5.5 Ensure the Centre activities are environmentally conscious and champion community initiatives that contribute to environmental sustainability.

[1] Activities refers to classes, programs, events, workshops, connect groups and room hire activities offered at the Centre

# STRATEGIC PLAN / 2021-2023

## ACHIEVEMENTS

What the Ashburton Community Centre achieved in the last 3 years:

### OUR GOALS

**1**

*A welcoming, suitably-equipped and resourced Centre for our community*

- Upgraded promotional wall displays and external promotional digital screens funded.
- Upgrades of Centre equipment including intercom system, large internal digital screens in four meeting rooms and mobile tables.
- More regular events each year (from 2 to 8 annual events).
- Participant feedback on friendliness of staff and volunteers.
- Increased administration and event volunteers.
- Outdoor space better equipped.

**2**

*A diverse range of accessible activities<sup>[1]</sup> recognised by people from all backgrounds*

- Two new dedicated all ability activities.
- Partnerships with room hirers strengthened.
- Regular inclusive events for all ages and abilities.
- Increased diversity in member demographics.
- Membership doubled from a COVID low of 200 to over 400 active members.
- Increase from 35 to 54 regular weekly activities.
- Evening and weekend classes and groups implemented.
- Increased volunteer diversity.
- Ongoing weekday live streaming of movement classes.

**3**

*An Organisation responsive to current and emerging community needs*

- Five new connect groups established, responding to member requests.
- Increased events including Ashburton-A-Fair and Bookfest to respond to community demand.
- Annual feedback sought from members.
- Connected with other neighbourhood houses locally, and at a regional and state level.
- Strengthened relationship with local organisations including Rotary Chadstone & Malvern East and The Ashburton Traders.
- Free digital literacy services to seniors expanded.

### OUR ACHIEVEMENTS

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# STRATEGIC PLAN / 2021-2023

## ACHIEVEMENTS

(...Continued)

OUR GOALS	
<p><b>4</b> <i>A financially stable and sustainable Organisation with high standards of governance</i></p>	<p><b>5</b> <i>An Organisation that advocates and supports social and environmental values and initiatives promoting community well-being</i></p>
<p><b>OUR ACHIEVEMENTS</b></p> <ul style="list-style-type: none"> <li>• Stable skilled Committee Of Management with a policy review timetable.</li> <li>• Regular successful project grant applications from local, state and federal governments.</li> <li>• Financial strategy implemented resulting in increased revenue.</li> <li>• Centre granted management of the Copland Room.</li> <li>• Strengthened relationship with City of Boroondara and next three-year funding approved.</li> <li>• Regular calendar of fundraising activities implemented including events, Devonshire Teas and Cookies in a Jar.</li> </ul>	<ul style="list-style-type: none"> <li>• Eco hub funded and created, and Green Deck promoted.</li> <li>• Relationship with local Indigenous Reverend strengthened and two well-attended information sessions held.</li> <li>• Acknowledgement of Country implemented on emails and website.</li> <li>• Bookfest run repurposing over 4000 books and promoting sustainability.</li> </ul>





## ASHBURTON COMMUNITY CENTRE

### **Ashburton Community Centre**

160 High Street, Ashburton 3147

Office Hours: 9am to 2pm weekdays

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Neighbourhood Houses  
Boroondara



Neighbourhood Houses  
The Heart of Our Community



BOROONDARA