

Northern Rivers
Social
Development
Council



**Strategic
Plan**

2006-2009



**Social
Development
Council**

Statement of Intent

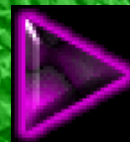
The strategic intent of the Northern Rivers Social Development Council is to work collaboratively with our communities of interest by promoting, partnering and participating in culturally suitable development strategies based on the richness of continuous learning emanating from the communities of the Northern Rivers and their environments.

Diversity Statement

The Northern Rivers Social Development Council will continue to build its capacity to work effectively and equitably to improve the quality of life of all people in the region whilst recognising the diversity of our communities and respecting their cultural, linguistic, sexual, ethnic and religious differences. We acknowledge and will continue to work with the Indigenous communities of the region to ensure that Indigenous people can properly attend to their cultural business and build healthy cultural communities."

Contents

Introduction	4
Executive Summary	5
External Strategies.....	6
Customer Focus 1	6
Customer Focus 2	7
Learning and Growth Focus.....	8
Internal Strategies	9
Customer Focus	9
Internal Business Process Focus	10
Learning and Growth Focus.....	11
Financial Focus 1	12
Financial Focus 2	13
Monitoring and reporting.....	14



Introduction

Over the past 30 years, there have been numerous documents outlining the general philosophy and aims of our organisation but this year, for the first time, in conjunction with our stakeholders, we have developed, in consultation with stakeholders, a comprehensive but concise Strategic Plan. This Plan states the values that guide NRSDC and explicitly outlines how we plan to realise the aims and objectives of the organisation in future years. It addresses both the internal operations and management of NRSDC and our external relations with other organisations and the broader community.

Our new Strategic Plan is a living document that will determine the direction of NRSDC but, in addition, there is an expectation that it will be reviewed regularly to ensure it remains reflective of changing circumstances and does not become a document that sits irrelevantly on the shelf.

I thank the Board and all the staff members who initiated and participated in the process towards this Plan and appreciate the useful feedback we received from the wider NRSDC membership.

It is with great pleasure that I introduce to you, our members and supporters, the Northern Rivers Social Development Council's first Strategic Plan.

Jenny Dowell
President

Executive Summary

NRSDC was formed in 1976 as an initiative of the then Whitlam Commonwealth Government. A strong group of local people came together to identify ways of improving and developing the communities on the far north coast of NSW, the Northern Rivers.

NRSDC was incorporated in 1985 and with a dedicated and committed management committee over 20 years gradually built the services and programs that you now see today, which deliver direct services, regional development projects, and regional advocacy.

In late 2004 the organisation went through a significant restructure and the committee of management moved to a board of governance and subsequently engaged a CEO to further develop and grow the organisation.

In early 2006, a consultant was engaged to assist the organisation undertake a strategic planning process which for the first time in the organisations history brought the entire board and staff together from across the region to begin the process of forward planning identifying both internal (operational) and external (strategic) priorities.

The board then worked through the drafts listing key areas on which to focus. These drafts were then distributed to staff for further input and published on NRSDC's website with an invitation for stakeholders to respond.

The document now presented to you is a result of this exciting process.

Tim Childs
CEO







External Strategies

Customer Focus 1

To develop a coordinated response through consultation on the social priorities identified in the Northern Rivers Regional Social Priorities report.





Goals

Northern Rivers Social Development Council's commitment is to:

-  Consult widely and in depth with a broad range of service providers
-  Implement culturally appropriate information exchange flow with our diverse communities
-  Maintain the currency of a comprehensive Regional Social Priorities document.
-  Take actions to alleviate needs identified in the Regional Social Priorities document

Measures

Northern Rivers Social Development Council aims to measure these objectives through:



-  Reporting annually to all stakeholders
-  Hosting Regional Social Priorities forums every six years
-  Holding reviews of the Regional Social Priorities every three years between Regional forums
-  Presenting papers based on the development and outcomes of the Regional Social Priorities at state, national and international conferences

Customer Focus 2








To increase the Council's role in influencing the development of social policy across the region and whole of government.

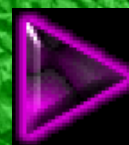
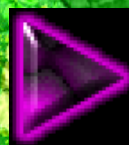
Goals

Northern Rivers Social Development Council's commitment is to:

-  Promote the interest of the region to influence local, state and national policy and planning frameworks
-  Be a voice for the Human Services sector in the region

Measures

-  Northern Rivers Social Development Council aims to measure these objectives through:
 -  Accepting invitations to participate in regional, state and national consultations and committees of enquiry
 -  Providing submissions to government consultations and inquiries into aspects of social and community welfare in the region
 -  Maintaining and strengthening links with peak bodies such as NCOSS, ACOSS, other services and government agencies
 -  Attending and presenting papers at conferences
 -  Hosting a minimum of two regional forums and one regional conference annually in response to current and emerging social trends
 -  Increasing NRSDC's membership





Learning and Growth Focus






To continue to research and develop innovative strategies to respond to the contemporary and emerging social needs of communities and individuals in the region

Goals

Northern Rivers Social Development Council's commitment is to:

-  Develop state, national and international strategic alliances to further enhance our ability to address emerging trends
-  Empower and support the region to meet its social needs

Measures

-  Northern Rivers Social Development Council aims to measure these objectives through:
 -  Forming active partnerships with governments and universities and exploring opportunities to initiate or engage in research
 -  Publishing findings and requesting feedback to ensure the information gathered from stakeholders is current
 -  Capitalising on opportunities to use innovative tools to address emerging trends
 -  Taking opportunities to enhance the region's resources and its ability to address key priorities




Internal Strategies

Customer Focus

To raise the profile of the Northern Rivers Social Development Council to ensure it is relevant and responsive to stakeholders' needs









Goals

Northern Rivers Social Development Council's commitment is to:

-  Inform and involve our communities
-  Develop a marketing strategy
-  Ensure all activities are culturally sensitive

Measures

Northern Rivers Social Development Council aims to measure these objectives through:

-  Pro-active and responsive media releases
-  Presenting papers at conferences
-  Developing new brochures
-  Improving and maintaining our website
-  Maintain and expand the NRSDC eNewsletter mailing list to ensure our communications reach a broad cross-section of the social and community service sector in our region
-  Further developing relationships with Aboriginal and NESB communities
-  Hosting regional conferences
-  Communicating at a local, state and national level

NORTHERN RIVERS
**Social
 Development
 Council**







Internal Business Process Focus

To enhance relationships between the direct service, peak representation and development activities of the Northern Rivers Social Development Council




Goals

Northern Rivers Social Development Council's commitment is to:

-  Enable the measurement of all critical activities
-  Provide strategic management systems to monitor the implementation of the strategic plan
-  Facilitate communication activities with all stakeholders and particularly our staff
-  Focus on regional priorities

Measures

Northern Rivers Social Development Council aims to measure these objectives through:








-  Developing internal links that will assist programs and staff to further develop and deliver client focused aspirations
-  Ensuring internal mechanisms capture gaps, needs and achievements of stakeholders
-  Continuing to develop partnerships and joint ventures

Learning and Growth Focus

To plan for growth and change






Goals

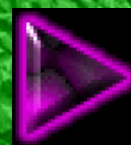
Northern Rivers Social Development Council's commitment is to:

-  Achieve our vision
-  Identify gaps and opportunities
-  Promote a culture of continuous quality improvement and ensure quality service delivery to improve capacity
-  Ensure sustainability
-  Source alternate accommodation
-  Maintain a culture of staff support and development
-  Ensure safe working practices

Measures

Northern Rivers Social Development Council aims to measure these objectives through:

-  Building management capabilities
-  Encouraging innovation and supporting strategic research
-  Developing our workforce to meet changing needs
-  Developing and maintaining a culture of respect, service and teamwork
-  Sharing knowledge






Financial Focus 1

To identify and secure opportunities for funding







Goals

Northern Rivers Social Development Council's commitment is to:

-  Address and respond to community needs
-  Ensure sustainability
-  Meet requirements of funding bodies

Measures

Northern Rivers Social Development Council aims to measure these objectives through:




-  Delivering services within budget
-  Improving asset management
-  Prioritising and optimising resource allocation and use
-  Seeking additional sponsorship arrangements
-  Sourcing opportunities and submitting applications for funding that align with regional priorities
-  Pursuing philanthropic and other private investments

Financial Focus 2

To secure and maintain opportunities for the provision of business activities





Goals

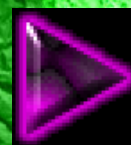
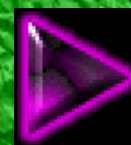
Northern Rivers Social Development Council's commitment is to:

-  Gain Public Benevolent Institution and Deductible Gift Recipient status
 -  Ensure all activities meet current standards and funding arrangements
-  Further develop existing programs to ensure benevolent compliancy

Measures

Northern Rivers Social Development Council aims to measure these objectives through:

-  Working with the accountant and solicitor to gain and maintain status
 -  Promoting this status
-  Developing appropriate gift and donation processes and recognition
 -  Maximising Public Benevolent Institution and Deductible Gift Recipient benefits

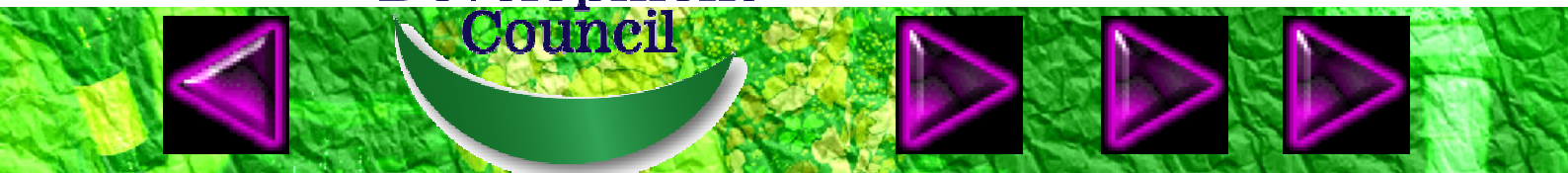


Monitoring and reporting

NRSDC is committed to a continuous improvement cycle and will regularly monitor its performance against its strategic plan.

Each strategic priority has a number of objectives and measures. These measures will be used by NRSDC to monitor progress in implementing the strategic plan. They will be reviewed and refined during the life of the plan to ensure congruence with the communities of the Northern Rivers.

It is proposed the Board will report on the outcomes of its strategic plan to its members on a quarterly basis.



Contact details

Northern Rivers Social Development Council
22 Cathcart Street
Lismore NSW 2480

ph 02 6622 3030

fax 02 6622 3302

email admin@nrsrc.org.au

web www.nrsrc.org.au

Prepared by Margaret Barnes and the board of NRSDC
in consultation with the staff and community

Layout and design
Valerie Tamblyn-Mills
November 2006