

NORTHSIDE COMMUNITY SERVICE

2010 – 15 Strategic Plan



INTRODUCTION

Established in 1976, the Northside Community Service (NCS) of today is a multi-faceted organisation working with people at all levels in the community. Our aim is to build a strong community, one that can accommodate and benefit from the diversity and strengths that exist within it and provide support for the vulnerable, disadvantaged or socially isolated.

This Plan provides the direction to be taken in pursuit of this aim and is the first to stretch over five years. The need for a longer term perspective was generated by the complex and dynamic nature of our operating environment. In setting the strategic direction, the Board of Management has focused on the need for the organisation to consolidate its existing strengths while looking at innovative ways of expanding the benefits it can bring to the community.

An important dimension of our strategic direction is the role played by the community in designing services that go towards building the community we all want.

The Themes and Strategies contained in this Plan set the framework within which the priority and direction of operational activity will be decided annually. Priorities will change, difficult choices will need to be made and flexibility will be essential. The two constants will be our Vision and the role this Plan plays in directing us towards that Vision.



Ken Horsham
President



Adele Chadwick
Chief Executive Officer

July 2010

OUR VISION

A vibrant and engaged community with a sustainable future

OUR VALUES

Professionalism

We pursue our vision in a way that fully engages our skills, experience and desire to make a difference.

Enjoyment

We celebrate our achievements, value our relationships and pursue fulfilment throughout our time with Northside.

Respect

We accept people as they are and appreciate one another's values, beliefs, culture and history.



Trust

We rely on one another and earn the community's confidence.

OUR STRATEGIC THEMES



COMMUNITY ENGAGEMENT

We will develop the capacity of individuals and groups in the community to contribute to the building of strong, safe and inclusive communities.



EXCELLENCE IN SERVICE DELIVERY

We will meet the needs of our clients through the provision of services that demonstrate excellence and innovation in their delivery.



ORGANISATIONAL CAPABILITY

We will strengthen our ability to respond professionally to the complex and changing needs of the community while providing our people with challenging and satisfying work.



BUSINESS DEVELOPMENT

We will pursue new opportunities that enhance our viability and help build a sustainable future.



OUR STRATEGIES



Each Strategic Theme has a number of high level strategies associated with it. All of these strategies are aimed towards the NCS Vision and provide the broad framework within which our annual plans are formed.

There are eleven strategies in total. At any one time, the organisation will be working on many, but not all, of these strategies. We realise that, while all are important, some will be more important than others at various times over the life of this Plan.



Associated with each strategy are a number of indicators. These are used to assess the collective effectiveness of action being taken at the operational level, in response to the requirements of each strategy. Performance measures at the operational level feed into these indicators, giving a strategic perspective of progress towards our Vision.



1

THEME

COMMUNITY ENGAGEMENT

STRATEGIES

- 1.1 Develop and implement programs and activities that encourage interaction within the community and build self-sufficiency based on existing individual and community skills and resources
- 1.2 Contribute to, and advocate change in, government policy objectives

INDICATORS OF SUCCESS

- 1.1 Activities that connect target groups within the community

Cross referral of clients and services within NCS and other agencies
- 1.2 Effective interaction with Government Ministers and their officials



2

THEME

EXCELLENCE IN SERVICE DELIVERY

STRATEGIES

- 2.1 Engage clients and stakeholders in the identification, design and improvement of services
- 2.2 Employ a systemic approach to the delivery of services
- 2.3 Measure the quality of our services

INDICATORS OF SUCCESS

- 2.1 A comprehensive and integrated approach to community consultation
A clear understanding of what our clients value
Client involvement in the design of services
- 2.2 Core business processes defined, documented and managed
- 2.3 Measuring core business processes and outputs
Making external comparisons



3

THEME

ORGANISATIONAL CAPABILITY

STRATEGIES

- 3.1 Manage processes and performance within a systemic view of the organisation's operations
- 3.2 Align the organisation's needs and the expectations of its people
- 3.3 Pursue financial management strategies and practices that provide better commercial outcomes
- 3.4 Provide information and communications technology appropriate to our needs

INDICATORS OF SUCCESS

- 3.1 A planning system that links strategic, operational and individual performance
Process improvement being driven by individual and team effort
- 3.2 Effective two-way communication across NCS
Needs-driven development of management and staff
A turnover rate below the industry norm
Volunteers supplementing service delivery across a variety of activities
- 3.3 Progress towards the established non-government revenue growth target
- 3.4 Information and communications technology that enables proficient service delivery



4

THEME

BUSINESS DEVELOPMENT

STRATEGIES

- 4.1 Expand the market for the organisation's established capabilities
- 4.2 Identify and resource new business opportunities within the boundaries of the NCS Charter

INDICATORS OF SUCCESS

- 4.1 A strong community identity
Targeted market research
Strong partnerships
- 4.2 Brokering arrangements in place
A systematic approach to the identification and implementation of new ideas



OUR SERVICES

Children's Services

Currently three Early Childhood Centres that provide comprehensive early learning opportunities for children up to 8 years of age in Civic, Dickson and Turner. A fourth Centre under construction in Harrison is due to open in October 2010.

Community Development

A range of programs are conducted regularly targeting particular sectors within the community to promote social inclusion, reduce vulnerability and encourage early learning and development among the community's youngest members.

Aged and Disability Services

Providing assistance and support to frail older people, younger people with a disability and their carers to live independently in their community.

Youth and Family Services

The Youth and Family Services portfolio encompasses a range of programs for families and young people delivered through "The Hub", an innovative and family-friendly facility based in the Majura Community Centre.

Home Services

Northside is Canberra's only community service organisation providing its own domestic and personal care services to eligible clients under the Home and Community Care scheme.

Supported Accommodation

This is a transitional, supported accommodation program of up to 12 months for women with or without children who are homeless or at risk of homelessness due to domestic violence. The program aims to increase the women's capacity to live independently and to be self-reliant.

Transport

Transport to and from medical appointments, social groups and the Dickson Shops is provided for clients who are unable to access public transport and includes the use of wheelchair accessible mini buses.

Men's Shed

The Majura Men's Shed provides men with the opportunity to come together and spend time in an atmosphere of mateship.

Facilities hire

NCS has several facilities for hire and use by the public and community groups.

CONTACTS

Web site

www.northside.asn.au

Head Office

Location

2 Rosevear Place, Dickson

Postal address

PO Box 453, Dickson ACT 2602

Tel: 6257 2255

Fax: 6257 5993

E-mail: reception@northside.asn.au

Child Care Centres

Majura Early Childhood Centre

2 Rosevear Place, Dickson

Tel: 6257 6998

Civic Early Childhood Centre

Childers Street, Civic

Tel: 6248 5697

Treehouse in the Park

Early Learning Centre

57 Ormond Street, Turner

Tel: 6257 3577

Aged and Disability Services

Tel: 6162 2901

Youth and Family Services

Tel: 6163 0431

Home Services

Tel: 6230 7962

Supported Accommodation

Tel: 6162 0972

Transport

Tel: 6247 5757

Men's Shed

Tel: 6257 2255

Facilities hire

For information on the facilities for hire, and to make a booking, visit our web site. To check availability call 6257 2255.