

PORT PHILLIP COMMUNITY GROUP STRATEGIC PLAN 2016–19



**PORT PHILLIP
COMMUNITY
GROUP** // Working for
Social Justice

ACKNOWLEDGEMENTS

We acknowledge the traditional custodians of the land on which we work and we pay our respects to the Elders past and present. We also recognise the resilience, strength and pride of our Aboriginal community members.

We appreciate and welcome diversity in all its forms, including staff and community members, and believe this makes our teams, services and organisation stronger and more effective.

Thank you to **the board, staff, volunteers, community members and photographers who contributed** to the development of this Strategic Plan.

INTERPRETER SERVICE

We are committed to providing accessible services to everyone. If you have difficulty communicating in English, **contact us on (03) 8589 6600 and we will arrange assistance** for you.



INTRODUCTION

The Port Phillip Community Group (PPCG) operates from four sites in the City of Port Phillip – St Kilda, South Melbourne, Port Melbourne and East St Kilda. **We provide services to multiple target groups from culturally and linguistically diverse backgrounds, with a range of presenting and cross-over issues.** These issues are often complex and include:

- > Social, housing and financial crises often as a result of low income or poverty
- > Social isolation, stigma and/or marginalisation
- > Lack of skills, resources and motivation often compounded by psychiatric disability, cognitive disability, or alcohol and other drug dependency

To address these issues we provide a range of centre-based and outreach programs and services:

- > Information, referral and support
- > Emergency relief, material aid and financial counselling
- > Community development and personal advocacy
- > Skills development and pathways to further education and employment
- > Creative, recreational and social groups and activities in partnership with the community
- > Social advocacy regarding inequity, social exclusion and poverty



OUR VISION

A fair and just society that values all people.

Port Phillip Community Group will celebrate 45 years of service provision during the life of this Strategic Plan. We will honour and build upon our proud history and achievements. The plan identifies current and future opportunities to maximise our capability and capacity to deliver integrated and informed services and programs.

Through partnerships, stakeholder engagement and community development we will provide opportunities and supports that both enable and contribute to inclusion and participation for all people, as well as personal and social advocacy that builds individual and community capacity.

A society that values social inclusion and opportunity is one in which all members feel valued and have the opportunity to fully participate in community life. For us this means delivering programs and services in partnership with other organisations that enable service users to achieve sustainable and long term changes in areas such as well-being, financial management and social connectedness. This will be achieved and strengthened using the social capital and expertise of our community to empower people, promote social inclusion and reduce marginalisation.

During the next three years we will be held to greater account by our funders who will require us to report on outcomes rather than inputs. In line with our funders we are committed to achieving outcomes that facilitate sustainable individual changes and contribute to community cohesion.

As a small organisation that is increasingly reliant on volunteers and grant-based funding we also need to strengthen our resource base. Our most important resources are our staff and volunteers and we want to invest in these people

to ensure that they are supported to learn and to grow professionally to meet our strategic objectives. We also need to grow our financial resources. This will require us to expand our government, business and philanthropic income.



OUR MISSION

Positively impact lives through fostering and improving equity, participation and inclusion.

Our mission recognises that social, economic and environmental factors impact upon participation and inclusion both immediate and longer term. Our mission is to encourage and support change to promote inclusion and acceptance of marginalised individuals and communities and to support the ongoing development of a healthy, liveable, diverse and vibrant community for all.

STRATEGIC OBJECTIVES

To achieve our mission and continue to work towards our vision over the next three years we will:

- 01.** Maximise our **service effectiveness and responsiveness** to ensure that individuals have opportunities to participate in their communities
- 02.** Build **individual and community capacity** through practical assistance and supports to address immediate and longer term need
- 03.** Strengthen our strategic **partnerships** and focus on shared **innovation, research** and outcomes
- 04.** Continue to **develop a responsible, effective and efficient organisation**



01. Service Effectiveness and Responsiveness

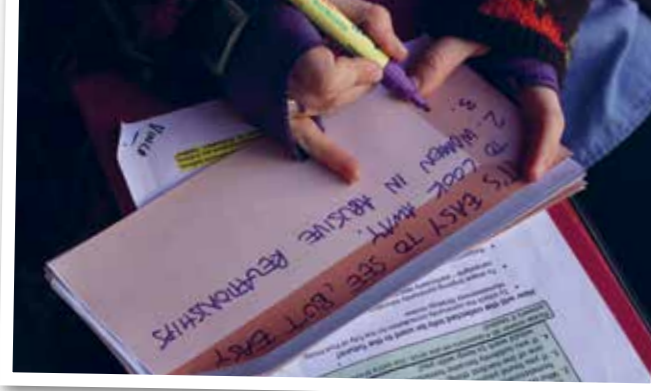
We will review our service delivery model and scope of services by:

- > Identifying and responding to the changing and emerging needs of individuals and communities
- > Creating better integration and consistency across our service sites, programs and services
- > Reviewing our site-based models and accessibility
- > Developing information and resources for individuals and communities

02. Build Individual and Community Capacity

We will seek new opportunities to deliver enhanced programs and services through:

- > Providing evidence-based programs and services in education, employment, information, support and referral, and creative, recreational and social groups and activities
- > Ensuring material aid programs promote skill development, sustainability, health and well-being
- > Enhancing volunteer and tertiary student opportunities, pathways and outcomes
- > Partnering and aligning with organisations to provide a wider suite of programs and services, community development and personal advocacy
- > Identifying and developing social enterprises in line with our core values and business



03. Partnerships, Innovation and Research

We will position our organisation through:

- > Maintaining strong relationships and accountability (including financial), to our funders, individuals and the community
- > Strengthening key partnerships with local, state and federal governments, and other resource and financial contributors
- > Identifying opportunities for innovation and efficiencies in service delivery and service supports
- > Developing a partnership with an academic institution that is centred on a key research area consistent with our vision

04. Strengthen the foundation of our Organisation

We will continue to develop a responsible, effective and efficient organisation through:

- > Strengthening our governance processes and the participation of board members with diverse skills, expertise and experience
- > Investing in training and development for staff and volunteers to deliver quality and effective programs and services, and to provide for role flexibility and growth
- > Strengthening our business systems to ensure well-resourced and supported staff, volunteers, programs and services
- > Developing a comprehensive performance management system based on supportive accountability and outcomes
- > Reviewing our communications and marketing to enhance our profile, services and supports

S.M.A.R.T. STRATEGY

Our strategic objectives will be prioritised and a detailed plan developed for each. Actions articulated in these plans will be underpinned by S.M.A.R.T. Principles – *Specific, Measurable, Achievable, Realistic and Timely*. The deliverables, costs and return on investment (financial and social), and outcomes for stakeholders, especially individuals and communities, will be detailed.





MEASURING SUCCESS

Our impact will be measured through the following quantitative and qualitative data and reports:

Individual (client) outcomes

- > Clients reporting satisfactory assistance with their presenting needs and service access
- > Clients reporting greater social inclusion and well being
- > Clients achieving outcomes through referrals to other services and supports
- > Clients reporting satisfactory completion of education and skills development and/or pathways to further education or employment

Social impact and outcomes

- > “Stories of change” demonstrating increased community connections, capacity building and positive outcomes for individuals and communities
- > Targeted/strategic advocacy informed by community need
- > An enhanced, well-resourced, supported and effective volunteer program

Efficiency and cost-effectiveness

- > Measuring cost benefits and social return on all activities to inform future developments of programs and services
- > Feedback from funders and local services on the suitability and effectiveness of our programs and services
- > Shared funding opportunities, new partners and service efficiencies
- > Financial security and growth achieved through government, business and philanthropic income

Connection and reach

- > Our sites will be open, welcoming and accessible to clients and the public during business hours and at other times as determined by need and resource availability
- > Our shared service delivery partnerships will reduce duplications and facilitate connections and social inclusion for clients and the community
- > Our partnerships and alliances will be both consolidated and developed to meet client and community need, and to reflect emerging trends
- > Our public profile will be enhanced leading to more client access and greater positive outcomes

OUR EFFORTS WILL BE GUIDED
BY OUR **PRINCIPLES, VALUES**
AND APPROACH.

Our Principles:

Our principles integrate the Victorian Charter of Human Rights which promote freedom, respect, equality and dignity with the universal social justice principles of access, rights, self-determination and participation.

Our Values:

We value integrity in all our relationships, critical reflection of and innovation in our processes, good governance and efficient operating practices, and the development and nurturing of community participation and capacity building.

Our Approach:

We use strengths-based and community development approaches to foster improved quality of life, social health, education, and employment. These approaches empower individuals and communities to take control of their lives in meaningful and sustainable ways. We will work with the broader community to foster opportunities and social inclusion, and to reduce marginalisation.





PORT PHILLIP COMMUNITY GROUP

*Working for
Social justice*

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