



“Building capacity for a network of self managed community organisations”

1. Capability building through services to members

(ensuring that the Association adds value to member organisations, and provides collective products and services where this is efficient, effective and appropriate)

Key outcomes

- Shared understanding of roles, responsibilities and accountabilities between the Board, Association and network
- Access to information – quality and quantity
- Compliance with standards and legislation
- Provision of resources and services relevant to the needs of the network for operational efficiency and effectiveness

Activities 2006-2009

- Take advantage of the opportunities offered by the Department’s strategic direction to develop cooperative working relationships and new projects
- Review of constitution and associated procedures
- Introduction of self assessment auditing processes for compliance with standards and legislation

2. The long term sustainability of the network and secretariat

(ensuring the resources, skills, capabilities, relationships, finance and infrastructure critical for sustainability are assured)

Key outcomes

- Ethical, responsible and effective governance structures, systems and processes consistent with social justice principles
- Credible corporate image
- Financial stability, through a reduction in the reliance on government funding
- Engagement and participation of the network
- Increased diversity of choice for clients
- Acknowledged as leader in the field

Activities 2006-2009

- Performance management framework including triple bottom line reporting
- Attraction of additional funding for research projects
- Development of shared administrative and operational services at regional level
- Multiple stable funding sources
- Developing partnerships that deliver complimentary services
- Provision of social support through different roles of volunteers

3. Improvement and Innovation

(balancing the extension and improvement of existing services, with the development and implementation of new service models and new products and services)

Key outcomes

- Improvement of existing services
- Innovation in the development and implementation of new service models
- Training, skill development and knowledge sharing strategies that increase sustainability and support effective self management
- Facilitation of research and service delivery collaboration between the network and other agencies

Activities 2006-2009

- Supporting regional innovation, in partnership with government and other community service organisations
- Action research projects demonstrating service model innovation
- Lobbying with Government for funding and support to innovative local and state wide projects
- Increased specialist support such as nutrition

4. Participation in the sector

(participating, leading and influencing government at all levels, policy directions, whole of government initiatives and community attitudes)

Key Outcomes

- Partnering with other organisations to increase the knowledge and understanding of issues facing the network and its clients
- Commissioning and participating in collaborative action research projects
- Lobbying and influencing the political and social agenda
- Advocating on behalf of the network and its clients

Activities 2006-2009

- Participation in peak organisations
- Lobbying government to undertake and fund research into the future of the sector
- Representing the interests of our member food services to government
- Integrated, network wide campaigns

STRATEGIC PLAN PRINCIPLES AND FRAMEWORK

1. This is a strategic plan for the NSW Association, and articulates the activities over and above normal operational activities, that will be undertaken in the nominated period.
2. The network is self managed at an operational level; therefore the Association provides support but is not responsible for the specific outcomes of a particular service.
3. The Board is responsible for setting the strategic direction for the organisation within the objectives of the organisation. It has specific responsibilities relating to corporate statutory requirements including ethical behaviour and fiduciary responsibility, and approving policy frameworks. The Board is not concerned with the details of **how** the outcomes will be achieved; this is the responsibility of the CEO and staff.
4. A three year rolling strategic plan is recommended, which specifies the critical **strategic issues** for the Association, and the **outcomes** against which progress will be **measured** (quantitative and qualitative).
5. The Strategic Framework of the Mission, strategic issues and outcomes is unlikely to change from year to year – unless there is a significant shift in the positioning, range of products and services and/or operating environment. Therefore, the annual review should be concerned with scanning the operating environment, assessing progress against outcomes, and setting priorities for the coming year for initiatives/activities that are **IN ADDITION** to the 'business as usual requirements.
6. The CEO is accountable to the Board for progress against the agreed outcomes, as well as the 'business as usual' elements and the performance agreement between the Board and the CEO will reflect this.
7. The outcomes will be translated into specific objectives on an annual basis as the operational plan. These objectives will reflect current priorities of the Board, and the realities of the operating environment, including capabilities, finances and other resources.
8. The CEO will translate the operational plan into the performance management framework for the staff, and be responsible for all matters relating to the performance of staff against agreed objectives.
9. Organisations within the network will establish their plans and objectives, in whatever form is relevant and appropriate for them. They will influence the priorities of the Association through feedback on proposed and actual products and services.