



Edmund Rice Centre Mirrabooka

Strategic Plan

2015 - 2018

Introduction

Our strategic plan builds on our ongoing commitment to “education as empowerment”, and responds to requests for Edmund Rice Centre Mirrabooka (ERCM) to address service gaps based on our successful model and track record.

As we go forward we will continue to focus on people from refugee and other migrant backgrounds and Aboriginal & Torres Strait Island people, with a particular emphasis on young people and youth leadership as the way to a positive future for us all.

We recognise the challenging economic environment in which this strategic plan will be implemented and have developed bold strategies to grow our services and ensure the long term sustainability of ERCM.

We commend this strategic plan to all our participants, partners and stakeholders and look forward to working with you to bring it to life.



.....
James Elliot, Chairperson



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Stephen Bowman, Director

21 December 2015

Our Vision

Inspired by Edmund Rice, our vision is to enable people to feel included, be active participants and make a positive contribution to society.

Our Mission

We seek to empower the people whose lives we touch through education and development of community with a special focus on youth leadership.

Our Values

The following values inspire and guide all we do:

Diversity

We welcome, respect and value each person regardless of colour, race, creed or ability and foster harmonious relations between cultural groups.

Personal Dignity

We acknowledge the dignity of each person by acting with compassion, respect and sensitivity, thus fostering a sense of self-worth.

Safety

We create a safe place for all who engage with us.

Empowerment

We enable social change through individual empowerment and community development.

Our Participants

We define our participants as:

People from refugee and other migrant backgrounds and Aboriginal & Torres Strait Island people, staff, volunteers and placement students

*This Strategic Plan is delivered through three Key Areas:
Sustainability, Services, Staff & Volunteers*

Key Area 1: Sustainability

Outcomes

ERCM has the capacity to meet current and emerging needs in accordance with our mission.

Measures

- Outcomes delivered by ERCM
- Level of participant and stakeholder satisfaction
- Capacity to fund services and invest in new programs
- Long term financial sustainability of ERCM

Strategies

1. Oceania Province

Review and further develop our relationship with Oceania Province with attention to:

- Opportunities to enhance the value we deliver and the contribution we make as an independent Edmund Rice Ministry
- Governance relationships with Oceania Province, including the ERCM Constitution and Committee of Management
- Mutually beneficial strategic opportunities across the Edmund Rice Network

2. Financial Sustainability

Develop long-term financial sustainability and capacity for growth of ERCM by:

2.1. Creating a plan and bringing together the expertise to establish an ERCM Development Fund, targeting:

- Corporate sector funds;
- Philanthropic foundations and individuals; and
- The Edmund Rice Foundation

- 2.2. Proactively seeking opportunities for mergers and acquisitions and establishing the required governance processes to ensure due diligence and risk management.
- 2.3. Proactively seeking opportunities to be a funded partner in the delivery of government contracts led by another agency, where there is a requirement for our expertise and community relationships.
- 2.4. Achieving new funding streams by proactively targeting priority government agendas and presenting solutions based on our programs, relationships with community leaders and track record in delivering outcomes.
- 2.5. Exploring opportunities to meet demand for ERCM services in other geographic areas, eg south metropolitan Perth.

3. Governance

Further develop the governance capacity of ERCM aligned to the delivery of the strategic plan by:

- 3.1. Reviewing and restructuring our financial operations, including a strategic approach to financial planning, budgeting and reporting
- 3.2. Reviewing and further developing the governance capacity of the Committee of Management by:
 - Identifying and securing the range of knowledge and expertise required in the Committee of Management.
 - Succession planning for the Committee of Management and Director.
 - A strategic focus for the operations of the Committee of Management, including meeting agendas.
 - Developing sub committees to progress key strategies.
 - Formation, training and development of the Committee of Management.

4. Organisational Capacity

Build organisational capacity to position ERCM for growth by:

- 4.1. Employing a Business Manager, once funding is available, with expertise in marketing, grant writing, tender responses and stakeholder relationships in order to enable the Director to focus on major strategies to ensure the sustainability of ERCM.

4.2. Increasing organisational capacity through collaboration with other community organisations in our sector including:

- Shared development of tools to measure outcomes and social impact, including for reporting to funders.
- Sharing of policies and processes, eg risk management.
- Collaborating on joint tender opportunities.

5. Infrastructure

Ensure we have the infrastructure for effective service delivery, including:

5.1. Developing and implementing an Information and Communication Technology Plan to enable efficiency and service growth.

5.2. Maintaining and developing buildings and facilities in line with participant needs and service growth.

Key Area 2: Services

Outcomes

At ERCM we:

- Enable people to build on their strengths, resilience and determination to increase their independence, pursue their goals and participate fully in community.
- Foster mutuality and two-way learning.
- Promote community understanding of the value of cultural diversity.

Measures

- Delivery of pathways into further education, training, employment and community engagement.
- Level of participant satisfaction, including longer-term outcomes achieved.
- Delivery of contractual obligations and service outcomes.

Strategies

1. Awareness Raising

Promote ERCM in a targeted way to those needing our services, funding bodies and the wider community by:

- 1.1. Further developing ways to promote our programs and services to increase access, including through other agencies.
- 1.2. Harnessing the potential of our participants to raise awareness of our programs and services and the value of a diverse community by:
 - Creating a targeted approach to awareness-raising.
 - Developing and promoting our story.
 - Equipping participants to tell their own inspirational stories.

2. Program Development

Ensure our programs are accessible and meet participant needs by:

- 2.1. Identifying ways to increase access to programs that have waiting lists.
- 2.2. Reviewing all our programs to ensure they align with participant needs and desired outcomes.
- 2.3. Further developing opportunities within our youth programs by:
 - Linking to other organisations to extend leadership development opportunities.
 - Further developing arts and music programs, including through other organisations.
 - Exploring ways to maintain connection and continue to provide opportunities for young people who have completed our youth leadership programs.

3. Engagement and Participation

Continue to develop ERCM as inclusive and welcoming where everyone's views are valued, including:

- 3.1. Further develop opportunities for participant input, co-design and review of our services.
- 3.2. Using social media to engage with participants, especially young people.

Key Area 3: Staff and Volunteers

Outcomes

- ERCM is a warm and vibrant community where staff and volunteers reflect the ethos of Edmund Rice.
- Volunteering is recognised as a powerful way to educate and empower the wider community through direct engagement with people from refugee and other migrant backgrounds and Aboriginal & Torres Strait Island people.
- ERCM participants are actively encouraged to become volunteers.

Measures

- The extent to which ERCM has the required people and expertise.
- Range of opportunities for training and development of staff and volunteers.
- Level of staff and volunteer satisfaction.
- Staff and volunteer turnover.

Strategies

1. Staff Development

Further develop ERCM as a great place to work by:

- 1.1. Enhancing induction, training and formation, with input from staff.
- 1.2. Developing multi-skilling of staff to work as a team across programs and projects.
- 1.3. Fully implementing our performance appraisal system.
- 1.4. Ensuring all staff understand their roles and how they contribute to ERCM outcomes.

2. Volunteers

Continue to develop volunteering as an integral part of our model, by:

- 2.1. Enhancing induction, training and formation, with input from volunteers.
- 2.2. Identifying the range of volunteering opportunities across all programs.
- 2.3. Further developing connections to the Edmund Rice Network as a source of volunteers, including school teachers for our youth programs.
- 2.4. Fostering and promoting volunteering amongst our service users as a way to gain experience for employment.

3. Communication

Continue to tackle the challenge of ensuring all staff and volunteers are well informed about our ethos, programs and new initiatives by:

- 3.1. Involving staff and volunteers in identifying ways to further develop internal communication within and between programs.
- 3.2. Asking our staff and volunteers to help translate our values into everyday language.