



REACHING OUT, CHANGING LIVES

Edmund Rice

CENTRE WA

**Edmund Rice Centre Western Australia
Strategic Plan 2021 - 2025**

Final: 8 December 2021

Introduction

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

As we go forward, we will continue to focus on people from a culturally and linguistically diverse (CaLD) background, youth at risk and Aboriginal & Torres Strait Island people. Our particular emphasis is 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 ERCWA.

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



Bruce Larson, Chairperson



Amy Berson, General Manager

8 December 2021

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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 ethnicity, creed, sexuality, gender, or ability and foster harmonious relations between 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 CaLD backgrounds, youth at risk 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

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

Measures

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

Strategies

1. Edmund Rice Community Services

Review and maintain our relationship with Edmund Rice Community Services with attention to:

- Licensed use of the name Edmund Rice
- On-going funding for as long as practicable

2. Financial Sustainability

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

- 2.1 Creating a plan and bringing together the expertise to establish an ERCWA investment and growth plan (including working database of donors):
 - Corporate sector funds;
 - Philanthropic foundations and donors
 - Investment strategy
- 2.2 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.
- 2.3 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.
- 2.4 Exploring and implementing opportunities to meet demand for ERCWA services where it is practical and cost effective.
- 2.5 Reviewing all program efficiencies including infrastructure, staff and resources.

3. Governance

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

- 3.1 Reviewing our financial operations with a strategic approach to financial planning, budgeting, and reporting.
- 3.2 Reviewing and further developing the governance capacity on the Board by:
 - Identifying and securing the range of knowledge and expertise required on the board representative of the diversity of our participants and programs
 - Succession planning for the Board and senior management.
 - A strategic focus for the operations of the Board, including meeting agendas.
 - Developing sub committees to progress key strategies.
 - Formation, training, and development of the Board.

4. Organisational Capacity

Build organisational capacity to position ERCWA for growth by:

- 4.1 Maintaining the position of a Business Development Officer, with expertise in marketing, grant writing, tender responses, and stakeholder relationships to enable the General Manager to focus on major strategies to ensure the sustainability of ERCWA.
- 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, e.g., 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 while ensuring they meet all safety & compliance requirements for all.
- 5.3 Considering and evaluating bringing all our services under one roof.

Key Area 2

Services

Outcomes

At ERCWA 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.
- Inspire and support our people to reach their full potential.

Measures

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

Strategies

1. Communications and Marketing

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

- 1.1 Developing a communications and marketing plan. (including items 1.2 & 1.3 below)
- 1.2 Continuing to develop ways to promote our programs and services to increase access, including through other agencies.
- 1.3 Harnessing the potential of our participants to raise awareness of our programs and services and the value of a diverse community.

2. Program Development

Ensure our programs are relevant and 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 and community needs and desired outcomes.

3. Engagement and Participation

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

- 3.1 Further developing opportunities for participant and community input, co-design, and review of our services.
- 3.2 Using social media to engage with participants, especially young people. (see communications plan)

Key Area 3

Staff and Volunteers

Outcomes

- ERCWA is a highly respected 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 CaLD backgrounds and Aboriginal & Torres Strait Island people.

Measures

- The extent to which ERCWA 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.
- Manageable workloads.

Strategies

1. Staff Development

Facilitate the pursuit of excellence by our staff by:

- 1.1 Developing and implementing a culturally safe workplace.
- 1.2 Enhancing induction, training and formation, with input from staff.
- 1.3 Fully implementing our performance appraisal system.
- 1.4 Ensuring all staff understand their roles and how they contribute to ERCWA outcomes.

2. Volunteers

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

- 2.1. As a non-profit organisation providing community service, volunteers are an essential element of enhancing program delivery. At the same time providing opportunities for volunteers to broaden their understanding of diverse communities is key.
- 2.2. Enhancing induction, training and formation, with input from volunteers.

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 Consolidating an internal communications program.
- 3.2 Living our values.