



2008-2009 Strategic Plan

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1) Executive Summary

Holdsworth Community Centre & Services plans for the year ahead within the context of its medium and long term vision of being central to Woollahra Council's ten year social plan for the people of the municipality and their neighbours.

Background information on the planning process, including details of the functions delegated by Woollahra Council to Holdsworth, is contained at **Appendix A**.

Under its delegation from Council Holdsworth must set key performance indicators (KPIs) for the year ahead including for customer services, operational matters and financial matters. KPIs are set out in **Section 2)b)**. The community Holdsworth seeks to serve is described in **Section 3)**.

Detail plans for achieving the KPIs are set out in **Sections 4) to 7)**. These sections include an overview of all programs and services to be offered, the financial governance and budget management of the Centre, plans for becoming an employer of choice for staff and volunteers in the community sector and an approach to incorporating innovation and the principles of Assets Based Community Development in everything the Centre does.

The plan for FY09 assumes that Woollahra Council will continue to provide appropriate funding, in addition to increased levels of recurrent and non-recurrent funding from state and federal governments and other funds generated by Holdsworth itself through its activities. The plan proposes an increase in services from 35 to 44 programs and expansion of existing activities to meet needs in the Woollahra and wider communities. The additional programs have been designed and will be promoted as pilot programs, subject to Holdsworth being able to generate sufficient funds through direct grants, internally generated income, operating efficiencies and fundraising or through the release of DADHC funds from earlier years currently held in trust. The Management Committee has in place appropriate protocols to ensure that service growth will not occur if this results in a financial deficit.

Holdsworth is contracted to state government funders to deliver a minimum level of service outputs (defined as hours of direct service provision to individual clients). These contracted services can be delivered within current funding levels. Growth funding is only required for the proposed increase in services.

During the year, the management team will continue to review and refine the Operational Plan, which is described in **Section 8)**, with a view to building a ten year vision for the Centre.

The FY09 budget is attached at Error! Reference source not found.. Fees and charges for FY09 can be seen at Error! Reference source not found..

2) Performance Measurement

a) Progress during 2007-2008

Holdsworth has largely overhauled its management team – including the appointment of a new Director, the internal promotion of a new Disability Services Manager and the appointment of a very experienced Community Relations Manager during 2007. Staff attrition has been virtually halted in the last year and the proportion of permanent to casual employees has changed dramatically, with a number of long-term casual employees now being more cost-effectively employed in permanent positions with real career prospects.

The Management Team has made significant progress against all major WMC metrics (as required by the Delegation Agreement). This has translated into:

- Improved service delivery including a proposed 25% increase in the number of programs offered and a 15-20% increase in the number of clients accessing programs, particularly in the area of Aged and Community Transport services; and
- Increased awareness about the Centre (including a most successful Holdsworth fundraiser and the Holdsworth Family Fun Day) following the rebranding of the Centre, the launch of the new website www.holdsworth.org.au, distribution of new newsletters and brochures and a sustained Community Relations campaign using major local publications.

Holdsworth is strongly aligned and committed to meeting the goals of WMC to meet Woollahra resident needs.

b) Key Performance Indicators (KPIs) 2008-2009

The Management Committee's operational plan sets KPIs for staff and volunteers, programs and partnerships, asset and financial management, community relations and statutory compliance. These will be reported on a quarterly basis to the Management Committee.

The Management Committee will report to Council quarterly on the following KPIs for the 2008 – 2009 financial year:

i) Service Delivery

- All programs, other than new initiatives, are to be run at a minimum of 95% capacity, as measured by quarterly statistics.
- Client satisfaction level, as measured by annual survey, to have at least 85% of clients “satisfied” or “very satisfied” with their experience at Holdsworth.

ii) Financial and Asset Management

- 100% compliance with all regulatory and contractual obligations. Any breaches of this KPI to be remedied within minimum period allowed and to be reported in quarterly reports.
- Services to be delivered within budget with any potential surpluses to be reported to Council on a quarterly basis.

iii) People Management

- Turnover of permanent staff to remain below 25% per annum and all FTE permanent staff to participate in a minimum of 20 hours approved training.
- Staffing levels must be sufficient to ensure delivery of all planned programs.
- Staff satisfaction level, as measured by annual survey, to have at least 85% of staff “satisfied” or “very satisfied” with their experience at Holdsworth.

iv) Innovation

- Holdsworth will continue to review and assess community needs and what it has been doing to put in place best practice service delivery within budget constraints.
- Holdsworth will apply the principles of Assets Based Community Development to maximise its use of community resources in the delivery of service outcomes.

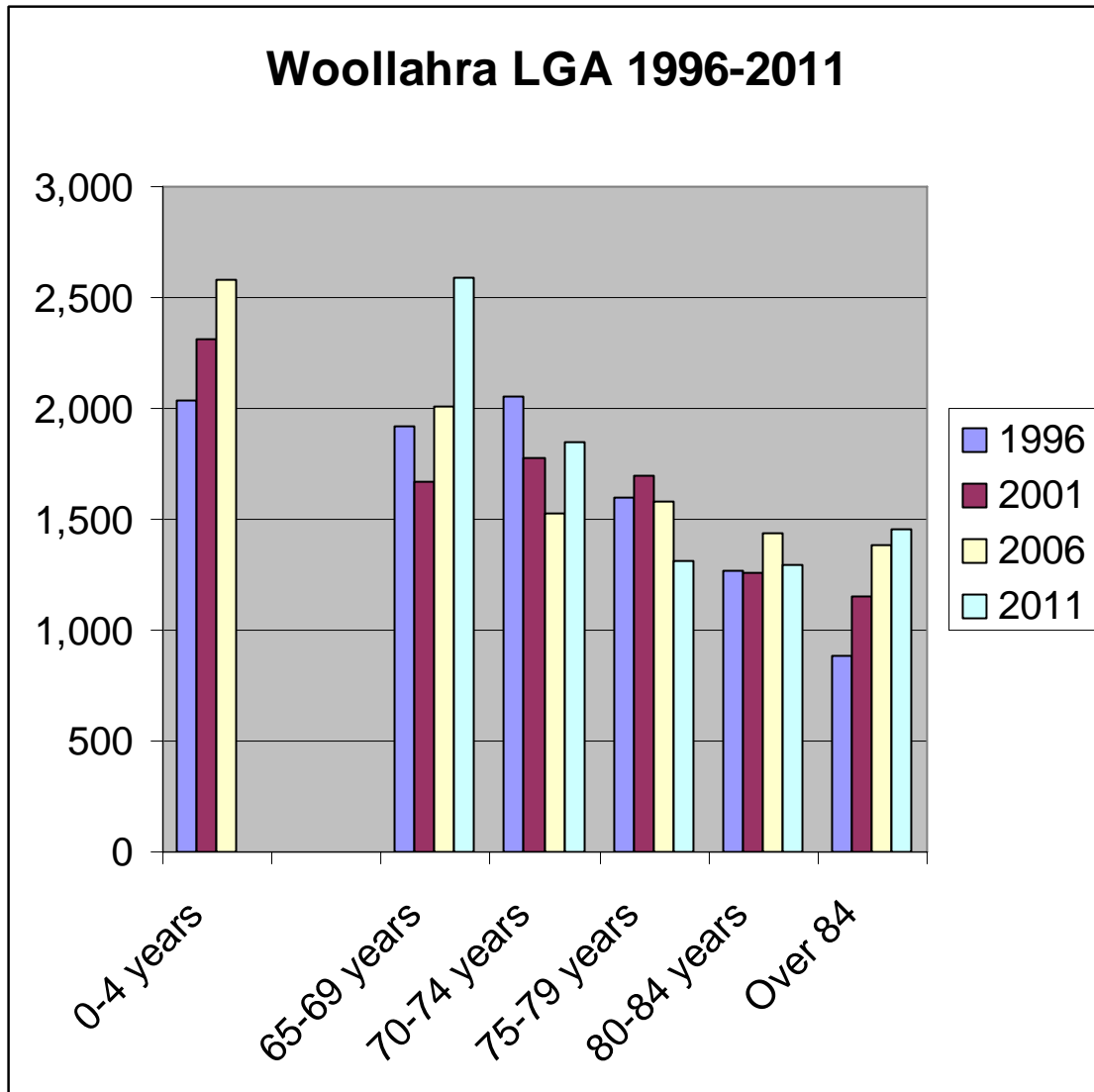
3) Target Demographics – the Holdsworth Community

Holdsworth is first and foremost a community centre that exists for the health and well-being of the whole community. The target community is the whole of Woollahra LGA and residents of surrounding suburbs who identify with the Woollahra Community. Its

specific programs, which are funded by local, state and federal governments, can be broken up into four categories which have the following target demographics:

i) Woollahra families with children aged 0-5

The 2006 census showed only a 1% increase in the population of Woollahra LGA since 2001 and only 1.2% since 1996. However, the under 5s have increased by 12 % since 2001 and 27% since 1996. (see chart below). Family Services experienced a big growth in demand in 2007 and this is likely to continue in the year ahead.



ii) Woollahra residents aged over 65 (living at home)

The chart above illustrates changes in the demographics of the population of Woollahra over 65. This whole group has only grown by 2.8% over the last 10 years, but the spread in each age bracket has changed dramatically, with significant growth in the

number of people over 80 and 85 over the last five and ten years, together with a big surge in the number of “young old” (65-69) in the last five years. With a large increase in the number of people soon to reach retirement age, the pattern is set to change again in the five years ahead with big increases predicted in the younger, healthier aged groups, with older groups dropping back in numbers, other than the very old whose numbers are set to continue to increase. The extrapolations for the over 65s have been made by replicating patterns of the last ten years on the existing population from 2006. The challenge for Holdsworth is to remain flexible enough to meet the needs of this diverse group as their needs change over time.

iii) People with disabilities living at home with a primary carer in any of the five Eastern Sydney LGAs (Woollahra, Waverley, Randwick, Botany, City of Sydney)

For disability services it is not economically viable to restrict services to a single LGA, which is why programs are funded (through the HACC program) for the wider Eastern Sydney region. For residents of Woollahra this ensures that a wider range of quite specialised services are available in the region. It is difficult to estimate the size of the potential target group, other than to emphasise that program waiting lists exist at all levels, particularly for those people with higher level support needs.

iv) Carers of people with disabilities or frail aged resident in the 5 LGAs

It is even harder to estimate the number of potential carer clients throughout the 5 LGAs, as many go unrecognised or even self-identified. Government recognition and financial support for carers has increased greatly in recent years and this is likely to continue to be a major area of growth for Holdsworth’s services.

4) Summary of Programs for 2008-2009

In the year ahead Holdsworth will increase its regular programs from 35 in number to 44. The nine new programs, some of which are already in place, will be run as pilot programs subject to obtaining appropriate sources of recurrent funding. Those programs that are currently being trialed have been financed through operational efficiencies and temporary funding.

a) Family Services

Holdsworth’s range of services to families with young children aims to assist them to deal effectively with the daily demands of parenting. They seek to promote effective parenting skills through building on strengths and social supports. Supported Playgroup

is the principal activity of the service which provides the context for parenting advice, information and referral as well as a range of ancillary programs, some of which will be provided by Holdsworth, others of which will be facilitated. The strategic aim for family services during 2008-09 is to extend the relevance of services to ensure that Holdsworth builds its reputation as a centre for parenting information, support and referral in addition to its popular and long-standing Playgroup.

With the dramatic increase in the population of under 5s in Woollahra, Playgroup is expected to continue operating at close to capacity during 2008. An increase in the number of regular volunteers will facilitate the safe management of Playgroup. Up to fifty families, mostly from Woollahra, access the Playgroup on any one day. Holdsworth estimates that more than one third of all under fives in the Woollahra Municipality will participate in Playgroup at some stage during the course of the year.

A new position of team leader – parenting support will be filled in early 2008. In addition to facilitating current Triple P, music and story-time classes, this person will focus on providing parenting information, especially to parents of children under two years of age. Other programs for parents will be developed in partnership with external providers.

b) Older People

Programs for people over 65 will be designed to facilitate their social needs and aspirations irrespective of health, mobility or social support structures. Community and Individual Transport play an important part in most activities for older clients, including assisted shopping, social outings and health related transport. Programs will be designed to build a community of people with support structures in place as their health, mobility or other social needs change over time, thus maximising their chances of “ageing in place” for as long as possible.

A specific challenge for aged services is to remove the possible stigma of nomenclature to encourage a wider cross section of the over 65 community to participate in programs. This is particularly important in order to create a connection to Holdsworth for older people while they are still active and mobile and able to contribute fully to the life of the community. This has the advantage of lessening the risk of individuals’ health or isolation going unnoticed as they age.

i) Outings – active to frail

Weekly bus outings and longer, monthly discovery tours will be structured to meet a range of social and cultural interests and graded to suit clients’ mobility or individual support needs. All programs for less mobile clients will be first “road-tested” on more mobile clients to allow modification if necessary. Several times a year special events, which will be run for minimal additional costs, will be organised to encourage greater participation and connection between groups of clients who otherwise would only access discrete programs.

New: *A new initiative for 2008 is a monthly Saturday evening program. Holdsworth has ascertained that there are very few organised services for aged clients on week-ends and it is important that older people still feel that they can participate in an occasional evening out that others take for granted.*

ii) Shopping – by bus or individual

Increased: *In 2008 shopping buses will increase in frequency from 3 to 4 trips per fortnight.*

Following allocation of increased recurrent funding from DADHC, individualised list shopping will be provided for an increased number of house-bound clients during 2008.

iii) Community Links

This program seeks to establish links between suitable volunteers and individual, house-bound older clients, in order to provide social support and connection, monitor health, and undertake minor tasks such as letter writing, incidental shopping etc. During 2008 this program is targeted to be increased significantly as demand currently far exceeds availability of volunteers. One aim of this program would be to assist clients to participate in other Holdsworth activities which would not be possible without an allocated volunteer.

iv) Social interaction – discussion/music appreciation/movies

Weekly discussion and fortnightly movie groups continue to be very popular and are likely to continue to run at full capacity.

New: *A second weekly discussion group will commence with a focus on music appreciation, including performances and cultural outings. This is in response to increased demand for participation in weekly discussion group, but structured around music rather than current affairs.*

v) Dementia monitoring

Two memory loss groups operate each week providing respite for carers and positive social interaction for clients. These groups have a relatively high turnover as clients' health deteriorates and they need to move into more permanent care. As a result, these groups sometimes operate at less than full capacity. Where appropriate some social activities will be incorporated with the wider community each year to maximise life experience for this group of clients and their carers.

c) Living with Disabilities

Holdsworth provides social support services for children and adults with mild to moderate intellectual disabilities. The focus of all programs is to build skills, confidence and independence together with peer support structures and long term friendships. All programs also provide valuable respite for carers and family members. Unlike other client groups, many clients living with intellectual disabilities maintain a connection with Holdsworth throughout their whole lives and indeed the principal aim of Holdsworth's programs is to optimise clients' abilities to participate fully in a wide range of social, sporting and cultural activities and to develop independent life skills.

i) Early Childhood

New: *Playgroup Plus provides supported play for children under 5 with disabilities within the context of Holdsworth's Playgroup, operating for 90 minutes once per school week. This new pilot program from 2007 has grown rapidly indicating the high level of demand within the community. The cost of this program is minimal because of the structure already provided by Playgroup and is staffed by one of the full-time team.*

ii) Children's social support

Holdsworth operates four Saturday programs, on a fortnightly basis, during school terms and five programs during school holidays. Each school holiday program operates sixteen days per year (four days each holidays). All programs offer age appropriate group-based social, sporting and cultural activities. All nine of these programs operate with short waiting lists, although every attempt is made to ensure that those on the waiting lists receive at least some service from Holdsworth during the year.

In order to meet some of the demand for additional services from the many families in Eastern Sydney with children (including young adults) with intellectual disabilities, a number of new pilot programs have been planned for 2008 and 2009.

New: *An after-school program known as Funsworth commenced in 2007 in partnership with Eastern Respite & Recreation and will be extended from 3 to 4 afternoons per week during 2008. The partnership allows for the program to be run on a cost-effective basis and provides opportunities for up to sixteen children each week. There is strong demand for this service and the partnership itself has also led to increased cooperation in other areas of disability services.*

New: *There is significant demand, particularly from Jewish families who are unable to participate in Saturday activities due to the Shabbat, for a Sunday activity for children. It is proposed that a pilot Sunday program be offered on a monthly basis during school term time. This program will be open to all children with disabilities, with preference given to those unable to access a Saturday program.*

iii) Transition to independence

New: *Currently all adult activities are open to anyone aged over 18. The needs and interests of young adults, particularly the 18-25 year old group, are quite different from older adults. Another 2008 initiative is to open a Saturday program for 18-25 year olds by splitting a very large adult program into two. The focus of this program is to support young adults to develop independent living and social skills.*

New: *A pilot program is to be launched in 2008 to train young adults to make and sell coffee during the hours of Playgroup. This program will be supported by government provided (and paid) trainers. The cost of this program will be offset by the sale of coffee and it is hoped will provide a training opportunity for young clients who are seeking employment in the hospitality industry.*

iv) Adult social support

On-going social support programs for adults include one week-day and one Saturday group which both undertake a range of supported, but largely self determined social activities. Other groups are built around specific activities including gym, bowling and art.

New: *Two new pilot programs for 2008 will be a weekly sport and a weekly drama group. These programs can be structured to run for set terms of ten weeks to ensure that funding is not over-stretched. The groups have been established in response to increased demand, particularly from young adults and older teenagers for more supported social and sporting activities.*

During 2008 one-to-one support services will be in-sourced after a number of years of external contracting. This will be cost effective and will also lead to the possible integration of very isolated clients into existing structured group activities.

d) Carers

Support for carers is offered by way of individual support and advocacy, carer groups, information forums, skills development and social days for carers. A major focus of the service is reaching out to hidden carers through health and other service networks and linking them to available and appropriate support services.

In 2009 Holdsworth will continue to provide a holistic service to all clients who are in need of support. Supporting carers is the most complex service provided by Holdsworth and integrates the work of both Disability and Aged Services staff as the needs of both carers and their care recipients are assessed and resolved.

New. *A major initiative for 2008, subject to funding which has been sought from DADHC, is a joint program for carers in partnership with Eastern Respite & Recreation. Even if funding is not forthcoming the two services will be looking at ways to deliver positive outcomes to carers in Eastern Sydney.*

i) Group Support

Carer support groups will continue to meet fortnightly or monthly throughout the year. Peer support and social connection is the primary benefit of these groups in addition to an important source of information and referral. Six separate groups are currently in place, with others planned subject to funding and resources.

ii) One to one Support

Individual assessment and referral, including crisis intervention and counselling is the most intensive and unpredictable part of the service, and is likely to account for at least half of staff hours. The aim of this program will be to ensure that carers are properly supported through crises and referred to appropriate other services rather than providing on-going counselling support.

e) Community Transport

Holdsworth has seen considerable expansion in recent years in Community Transport and this will continue to be a focus of growth in 2008. Reliability, safety and affordability will be the main aims of the service, together with minimising spare capacity through the promotion of external hirings, primarily to other community groups. Many Holdsworth programs are greatly enhanced by the provision of community transport without which people would not be able to access or participate fully in activities. Community Transport is also an important resource for many other community organisations in the area which utilise Holdsworth's fleet of specialist buses. Individual health related trips, a personalised service provided by motor vehicle, will only increase in demand, as will non-health related trips on Saturdays.

i) Bus Transport

With a fleet of three large and two small buses Holdsworth currently has the capacity to meet the transport needs of all aged and disability programs as well as providing transport services to Woollahra Seniors and other users. However, demand for services has increased significantly during 2007 -2008 and, if this continues at the same rate, further expansion of the fleet will be necessitated in the next 12 to 18 months. This will be closely monitored and planned and reported quarterly.

ii) Shuttle Bus

New: *In 2008 a Woollahra Shuttle Bus will be piloted. The service is planned to run using the two smaller buses on the same day of the week operating throughout the Woollahra LGA with side trips to Prince of Wales, St Vincent's and Sydney Hospitals and to the Macquarie Street medical practices. This service will be free to anyone who wishes to use it, but it is expected that seniors, the disabled and their carers will be the main users of the service. Trying to administer any system that required pre-qualification or assessment of users is deemed to be more expensive than running a free service for all. After six months of operation the pilot will be reviewed and will be judged based on customer feedback, utilisation and the availability of on-going funding. WMC has already allocated \$20,000 as a one-off grant towards this pilot program. Holdsworth has also applied to the Ministry of Transport for additional funding for this program.*

iii) Individual Transport

Individual (motor vehicle) Transport has seen the greatest growth of any service in 2007. This is attributable to the concentration on reliability and safety, decreased waiting times and personalised service, together with more people being made aware of the service. Average bookings of 7 or 8 clients per car per day have increased to up to 10 or 12 clients on many days as a result of streamlined bookings and careful route planning. The Shuttle Bus Service should provide some relief from the demand for individual transport, especially from more mobile clients.

New: *An aim in 2008 is to be able to provide volunteers to travel along with drivers, especially assisting clients with poor sight or mobility requiring extra assistance. There are a significant number of people who don't quite qualify for patient transport services, but who find even individual transport difficult to negotiate without some assistance.*

5) Financial and Asset Management

a) Financial Governance

Holdsworth employs a part time bookkeeper and retains an accountant to ensure 100% compliance with all regulatory and contractual obligations.

The Finance Committee (a sub-committee of the Management Committee) will meet once a month to review the monthly accounts and balance sheet prepared by the bookkeeper in conjunction with the Director and the Holdsworth accountant. The Management Committee will review these accounts at each monthly meeting and any variances to budget will be reported in the Notes to the Accounts and discussed with Committee members (including two WMC Councillors and the Community Services Director).

Holdsworth's accounts will continue to be audited annually by an accredited auditor.

Holdsworth will report quarterly to WMC – including reporting on the year end forecast surplus.

b) Asset Management Governance

Assets will be depreciated in accordance with accounting rules pertaining to the particular asset and provisions will continue to be made on an annual basis for the replacement of plant and equipment, computer equipment and motor vehicles. The vehicle replacement reserve is a specific requirement of the funding agreement with the Ministry of Transport.

Additionally, the Director will work closely with WMC to discuss opportunities for incremental capital improvements to the current Holdsworth Street site.

It is anticipated that Holdsworth and WMC will work closely together in the review of other WMC sites in the Woollahra area which may be able to be utilised further for Holdsworth programs.

c) 2009 Budget Assumptions

The 2009 Budget was approved by the Management Committee on 20 February 2008. The budget was constructed with the various assumptions listed below.

i) Income:

(1) Grants (WMC) – Recurrent Funding

WMC's funds have been allocated relatively evenly between Community Transport, Aged Services and Community Relations with a small allocation to Disability Services.

(2) Grants (non-WMC) – Recurrent Funding

All existing recurrent funding from non-WMC has been budgeted to increase by indexation of 3.5%. Recurrent funding is in place from DADHC, MOT, DOCS and SESIAHS.

(3) Grants - Non-Recurrent Funding

For the last few years Holdsworth has received non-recurrent funding, of varying amounts, immediately prior to the beginning of the financial year from non-WMC sources. Based on discussions that have already taken place with HACC planning staff, it is expected Holdsworth may receive additional growth funding, especially in community transport, prior to year's end. This is budgeted at \$72,500.

(4) Other Income

Targets for "other income" match proposed growth in services and also assume further fundraising activity and improved cash management. The amount of administration expenses to be recovered from programs has been reduced from 90 to 80%, reflecting increase in internally generated income offsetting grant income.

ii) Expenses:

(1) Employment Costs

As the Centre is running at close to full staffing levels with very low attrition levels, the budget has been structured based on 98% of all permanent positions being filled throughout the year. The increased staff numbers also reflect an elimination of consulting services for management functions and out-sourced field workers.

The overall increase in staff related expenses, which includes the 3.5% SACS increase at 1 July, 2008, is approximately \$227K.

- \$115K of this is the result of budgeting staffing at 98% capacity, and the remainder is as a result of additional pilot programs aiming for 2008/09 rollouts. These programs can be cut if funding is not forthcoming to ensure that the Centre is not run at a deficit.
- The Finance Committee will ensure that appropriate mechanisms (with consultation from the Management Committee) are in place to curtail rollout of pilot programs if budget hurdles are not met.

(2) Other Expenses

Administration and program expenses are conservatively budgeted at 4.5% over forecast FY08 expenses, even after allowing for the marginal costs of new pilot programs.

d) Budget Financing Plan 2009

The proposed 2009 Budget suggests a possible gap in funding of \$138K. The Management Committee has identified the following possible sources of funding:

i) Income Growth Plan

- Holdsworth currently holds in trust \$233K of DADHC funds retained due to under spending in FY05 and FY06. A recommendation has been made from DADHC's regional office that these funds be released for Holdsworth to use. A decision in relation to use of these funds should be forthcoming from DADHC Central office prior to the beginning of the new financial year.
- Further grant applications will be made in response to open tenders and for direct allocations where applicable in the areas of Holdsworth activity.
- The Publicity and Promotions Committee will be implementing a comprehensive fundraising strategy.
- Holdsworth will discuss with Woollahra Council increasing its level of funding after eight years of providing a non-indexed fixed amount.

ii) Expense Management Plan

- Stop rollout of pilot programs (which are estimated to cost up to \$100k) if funds are not available.
- Further enhance operational efficiencies (as already commenced by the Director).
- Reallocate permanent staff following any curtailment of pilot programs in order to minimise use of casual staff on other programs.

6) People Management

Holdsworth's goal for its people is to build, maintain and retain a well-trained, stable, professional and effective team. In order to achieve this goal it will create opportunities for personal and professional development for all staff in order to build a reputation for Holdsworth as an employer of choice.

Key to achieving these goals will be:

a) Succession planning and recruitment

At recruitment preference will be given to people who demonstrate interest and potential for future promotional opportunities. All senior staff will train their immediate subordinates to be able to do their own job to cover absences and to allow for possible succession. The Director will mentor and empower managers in all aspects of the Centre's leadership.

b) Professional & personal development

Holdsworth will be a learning organisation for both staff and clients. Individual growth programs for staff members will be built on the skills and interests of staff and aim at preparing them for their next promotional opportunity.

All staff will be expected to participate in a minimum of 20 hours professional training activity per year (per FTE employee).

c) Role enhancement

No role should be limited by its job description. All staff will be encouraged to grow their positions to match their skills and interests. Where practicable, programs will be developed to maximise utilisation of existing skills of staff. Happy and passionate staff deliver positive client outcomes, thus satisfying the primary goal of improving the lives of clients.

d) Volunteers

Volunteers are every bit as important as paid staff. The quality and number of volunteers can only grow by Holdsworth developing a sustainable culture of volunteering within its community which matches the skills and interests of volunteers with meaningful positive outcomes for clients.

Holdsworth will create individualised opportunities that match the volunteering aspirations of various categories of volunteers (eg, school students, tertiary students on placements, travelers, retirees, people seeking to learn new skills, transition back to work, community service/work-for-the-dole etc.).

7) Innovation

The future success of Holdsworth is predicated on continuous improvement. This can only happen by being open to feedback from all stakeholders, keeping informed of community trends, assets and needs, and by regular review and improvement of policies and processes to ensure quality of service delivery matches the aspirations of the community.

a) Stakeholder feedback

The quality and reliability of feedback from stakeholders (which includes clients, members, staff, volunteers, funders and the wider community) is crucial. During 2008 the Management Committee has agreed to review and oversee the improvement of all feedback mechanisms, underscoring the importance of accurate input to its planning process.

b) Awareness of sector information

As part of Holdsworth's commitment to the professional development of staff participation in specialist training and attendance at conferences, sector forums and inter-agency meetings is required of all staff above the level of team leader. Staff will be encouraged to share knowledge gained at monthly staff meetings and specialist in-house training sessions. Team leaders and support workers will be also required to complete a minimum level of professional and task specific training each year.

c) Implementation of new ideas

At Holdsworth all programs, processes and policies will be subject to regular review with the incorporation of new ideas fundamental to the on-going planning of service delivery. In particular Holdsworth looks to share ideas and program information with as many other relevant NGOs as possible to ensure it has the widest possible range of knowledge on which to base its development of programming.

8) Operational Plan

The Operational Plan will be subject to regular review by the Management Committee with KPIs being set and monitored for internal performance measurement purposes. It is not intended to report on this plan in Holdsworth's quarterly reporting to Council, other than by way of exception. Areas to be covered in the plan include:

a) Partnerships

As part of Holdsworth's commitment to the principles of Asset Based Community Development it recognises that the best way to deliver positive outcomes to the Holdsworth community is through working cooperatively with other organisations operating throughout Eastern Sydney which have overlapping target clients. In doing so Holdsworth can increase cost-effectiveness of service delivery through elimination of duplication, complementarity of service offerings, joint purchasing, cooperation on joint training, use of facilities and other resources and sharing of information.

Benefits of effective partnerships include:

- Optimum use of staff and physical resources,
- Efficient allocation of funding,
- Equitable access to limited regional services,
- Leveraging the cost of promotional activities,
- Professional development opportunities for staff of all services, and most importantly,
- Greater opportunities for service users to access appropriate programs and services.

Holdsworth has already identified and begun to work with the following organisations and will continue this activity in 2008/09:

- Eastern Respite & Recreation
- Bondi Beach Cottage
- Trumper Park Community Garden Project
- Woollahra Seniors
- JewishCare
- Other Neighbourhood/Community Centres (Junction, SENC, Mill Hill etc)
- Community Transport Network
- Other Disability Services (Miroma, Sunnyfields etc.)

b) Premises

During 2008 Holdsworth has funds put aside for the renovation of the library and hall and for a community-led mural project on the playground wall. Other projects to be costed and implemented if possible include increased area of shade-cloth for the playground, all-weather shelter for playgroup staff, replacement of some chairs and upgrade of work areas to provide OH&S compliant space for increased staff numbers. The safety of all playground equipment will also require a review during 2008 as Australian Standards have been upgraded.

The principal challenge for premises management is to program activities and staff office hours to utilise very limited space.

c) Systems

Following a full and successful triennial service review at the end of 2007 it will be important to ensure that all agreed procedures are properly implemented and tested for short-comings during 2008. This will be a regular item of business at monthly staff meetings with reporting through to the Management Committee.

d) Community

In addition to the provision of specific programming an important part of Holdsworth's remit is to provide a focus for the building of a community that is connected and self sustaining in line with Woollahra Social plan. The Management team will be focusing on:

- Overall utilisation of premises and fleet by other community groups,
- Timeliness and appropriateness of community events to match the wishes of the community, and
- The quality and accuracy of community information and referral provided by the Centre.

e) Deductible Gift Recipient (DGR) status

Holdsworth is an incorporated association with the status of a "Charitable Institution", but does not currently have DGR status. During 2008 the Management Committee will investigate what needs to be done to obtain DGR status. This is seen as a necessity before Holdsworth can access funding other than from government. In particular the Committee will be investigating the possibility of establishing a Charitable Foundation.

f) Fundraising

Each year Holdsworth will undertake at least one major fundraising activity in addition to any *ad hoc* fundraising associated with other activities. The nature and purpose of such fundraising will be determined by the Publications, Publicity & Fundraising Committee, subject to Holdsworth's funding priorities.

g) The Future

Although the business plan has a twelve month horizon, Holdsworth must continue to plan for the medium and long term. It is Holdsworth's stated aim that it will develop its long term plan hand in hand with Woollahra Council's ten year Social Plan, to which it is contributing through the work of its three representatives on Council's planning committee.

Over the next twelve months the Management Committee will continue to refine what it sees as Holdsworth's place in the community, with a view to articulating clearly a vision for its medium and long-term goals.

Appendix A Background

This strategic planning document is publicly available to all Holdsworth stakeholders, including Woollahra Council, government funders, other service providers, members, clients, staff and volunteers and is published on our website, www.holdsworth.org.au

Although the principal focus of this document is for the 2009 financial year, much of the planning contained in it is designed for the medium and long term operation of Holdsworth and aspects of this plan must, of necessity, remain dynamic in order to respond to and anticipate the changing nature of the community and its assets and needs. The plan itself will be regularly reviewed by the Management Committee and will be updated at least annually.

The Management Committee welcomes feedback from all stakeholders in the continual improvement of this plan.

The Management Committee will use this document to monitor performance of Holdsworth against targets and Key Performance Indicators ("KPIs").

a) Woollahra Management Plan 2006-2009 and delegation

Holdsworth operates under a delegation of authority from Woollahra Municipal Council ("WMC") and each year is required to submit a strategic business plan and budget for endorsement by Council. This current plan has been prepared reflecting the priorities outlined in WMC's Management Plan 2006-2009, the strategic objectives of funding bodies and the overall community demand captured through feedback from current clients and members and from trends within the community service sector.

Under Holdsworth's delegation of authority from Woollahra Council, the *Funding and Management Agreement* sections 3.3, the following functions, as a minimum, are delegated to Holdsworth by WMC:

i) Service Delivery

Holdsworth must:

- Develop and implement Aged, Community Transport, Disability, Family, Information and Advice, Neighbourhood and Volunteering services.
- Develop and implement other services as agreed through collaborative planning processes, focusing on priorities identified through the Woollahra Social Plan, the Woollahra Ageing & Disability Services Strategy, the Woollahra Children's Services Strategy, Holdsworth and Council consultation and membership feedback.
- Support people in making informed choices and decisions by ensuring the provision of appropriate publications, newsletters and pamphlets.

- Provide services as detailed in funding agreements with Department of Aged, Disability and Home Care, Ministry of Transport, Department of Community Services and NSW Health.
- Provide effective telephone information, support, advocacy and referral services for community services for people in Woollahra and the community in general.
- Maintain and promote a database of volunteer opportunities, Woollahra wide.
- Develop and implement with Council and the community a range of appropriate community events.
- Provide a community development role to the community in the areas of aged, disability, family support and neighbourhood services in general.
- Provide individual transport for high need residents of Woollahra, as identified in guidelines by DADHC and other relevant authorities.
- Provide access to Holdsworth Community Transport Services to Council and other community service organisations (wherever possible)

ii) Community Development and Strategic Planning

Holdsworth must:

- Work in close association with Council's Community Services Division to implement the actions in the Woollahra Management Plan 2006-2009.
- Provide input into local, regional, State and Commonwealth planning processes in regard to unmet community needs.
- Work in partnership with Council to plan the delivery of affordable, accessible, acceptable and responsive community services.
- Participate and operate in partnership with Council and other community service organisations in the development and implementation of programs and actions that improve quality of life.
- Source funding from additional sources for the provision of services to Woollahra, to complement, support and/or replace existing funding sources, as agreed by Council and Holdsworth.
- Assist Council in the implementation of the Woollahra Ageing & Disability Services Strategy.
- Assist Council in the implementation of the Woollahra's Family and Children's Services.
- Ensure an appropriate representative attends the Woollahra Council Access Committee to assist Council identify high priority access issues, and other Committees as deemed appropriate.
- Facilitate community participation in the development of programs and actions that improve quality of life.
- Participate and operate in partnership with Council in the development and implementation of strategic plans to meet the needs of all Woollahra residents.
- Develop in partnership with Council a range of appropriate publications, website, newsletters and pamphlets to support HSCC program of activities, including their distribution.
- Develop and implement with Council a range of support services which are volunteer lead to ensure the ongoing development of social capital.

- Recruit and retain a network of appropriate volunteers to support program areas of Holdsworth.
- Promote opportunities for volunteers to support other community service organisations operating for the Woollahra community.

b) Woollahra Social Plan 2008-2017

Holdsworth management has been actively participating in the development of WMC's ten year social plan which is due to be submitted to Council for endorsement during 2008. The long term aspirations for Holdsworth will be developed to be consistent with the Social Plan. As the Social Plan is developed further the Holdsworth plan will be updated by the Management Committee to ensure that it remains consistent with the Social Plan.

The draft Social Plan is built around four key principles:

i) A connected and spirited community (Participation & engagement)

Woollahra will be a place where there is a sense of belonging and supportive and strong neighbourhoods. Where all people feel welcomed, included, supported, and able to contribute meaningfully to their local area through social participation and partnerships, and involvement in local groups, organisations, activities and events.

ii) A livable community (A sense of place)

Woollahra will be a community where public places and open spaces are accessible, integrated, and well maintained, and support a mixture of activities, uses, and services. It will be a safe place with effective and appropriate public infrastructure and public amenities.

iii) A vibrant and active community (Healthy & active)

The Woollahra community will be a place where people of all ages and backgrounds have opportunities to live happy, healthy, meaningful, and active lives. Where people of all abilities have access to sport, leisure, and community activities.

iv) A creative and aspiring community (Creative and aspiring)

Woollahra will be a place where local creativity, cultural pursuits, lifelong learning, and cultural heritage are supported. Where the communities creative talents, contributions and initiatives are valued and showcased.

c) Mission, Vision and Values

Holdsworth is a multi-faceted community centre providing a range of recreational, respite and peer support programs / activities which build social capital and promote the well being of Woollahra residents and people in surrounding areas, especially those disadvantaged by age, disability, income or social isolation and families with young children. Holdsworth has become an important component of servicing the community, primarily through the 'grass roots' based provision of services, information and referral programs.

The Mission, Vision and Values of Holdsworth reflect these broader goals.

Mission:

- Build a community which sustains itself.

Vision:

- Work with local communities to enhance the quality of life;
- Provide a range of programs and services responsive to the identified needs of all residents living within the Woollahra Local Government Area and surrounding suburbs;
- Provide programs and services to individuals disadvantaged by age, income, disability or social isolation and families with young children;
- Promote the well being of all members.

Values:

We are committed to excellence in:

- Reliable Community Services;
- Quality and Continuous Improvement;
- Inclusive and non-discriminatory team work;
- Transparent decision making to ensure accountability and financial stability;
- Safe and caring work and client environment based on trust and effective processes; and
- Professional and respectful interactions with our customers, colleagues and volunteers.

Holdsworth operates according to the Holdsworth Code of Conduct, which outlines acceptable conduct and working conditions. Holdsworth is committed to being an employer of choice and upholding and promoting the principles of equal opportunity and a safe, inclusive work environment.

d) Structure and Governance

Holdsworth's Management Committee consists of ten elected member volunteers and two Woollahra Councillors appointed annually by the Mayor. The Committee meets at least 10 times annually and its members also serve on one of three sub-committees, Governance, Finance and Publicity, Publications and Fundraising. The Executive consists of the Chairperson, Deputy Chairperson, Treasurer and Secretary/Public Officer. The Centre Director reports to the Management Committee and attends all of its meetings. Woollahra Council's Director of Community Services also attends the meetings of the Management Committee by invitation.

The Centre Director is responsible for the day-to-day management of Holdsworth and is assisted by three program managers, two program coordinators and an administration coordinator. The full organisation structure can be seen in the current organisation chart.