



# **FEATHERSTON** *community centre*

## **Featherston Community Centre Charitable Trust - Strategic Plan**

**February 2018**

### **Mission Statement**

The Featherston Community Centre provides a community space for services, ongoing or one-off events, activities and classes for public and private users and promotes a high level of well-being to the Community by acting as a pivotal point in the co-ordination and delivery of appropriate services to the People of Featherston and the wider South Wairarapa.

### **Vision**

The Featherston Community Centre is used, valued and supported by the entire community, and is the hub of Featherston's social, educational, and recreational services.

### **Background**

The Featherston Community Centre (the Centre) is located at 14 Wakefield Street, Featherston. It was established in 1992, is owned by a charitable trust and is governed by a Board of Trustees. The Centre's purpose, guided by its constitution, is:

- To provide a community space for the provision of services, ongoing and one-off events, activities and classes that maintain and enhance the well-being of the people of Featherston and the South Wairarapa.
- To provide a community facility for meetings, activities, events and projects.
- To provide facilities to the community for professional, voluntary, and social service providers.
- To co-operate with agencies, organisations, people and groups in matters pertaining the well-being of the community.
- To serve and support all people in Featherston and the South Wairarapa district.

This strategic plan complements the constitution by allowing the Board to set priorities to help achieve the purposes above.

Objective	Strategy	Plan	Outcome
<p><b>Staff</b></p> <p>Quality staff and volunteers help achieve the Centre's vision, purpose and objectives.</p>	<p>The Centre Manager is responsible for the day-to-day office and administration duties, including budgeting, marketing and promotion.</p> <p>A caretaker assists the Centre Manager to keep the building and grounds tidy and inviting.</p> <p>The Board is a good employer by:</p> <ul style="list-style-type: none"> <li>• Paying staff a living wage rate</li> <li>• Having employment contracts for all staff</li> <li>• Monitoring the progress of staff towards their KPIs</li> <li>• Ensuring staff are supported, receive training as necessary and are rewarded commensurately.</li> </ul>	<p>Secure funds that allow the Board to employ:</p> <ul style="list-style-type: none"> <li>• Centre Manager for at least 21 hours/week</li> <li>• Custodian for at least 5 hours/week.</li> </ul> <p>With the help of volunteers and staff, keep the Centre staffed for at least 30 hours/week and ensure it is open for evening and weekend users as required.</p> <p>Have formal employee performance reviews, at least annually.</p> <p>Provide weekly contact with the Centre Manager and monthly meetings with all staff.</p> <p>Be open to job-sharing opportunities.</p>	<p>Sufficient funds are maintained in the wages account for staff salaries.</p> <p>Staff feel appreciated and acknowledged.</p> <p>Staff gain confidence and increase skills that help achieve the Centre's vision, purpose and objective</p>

<b>Objective</b>	<b>Strategy</b>	<b>Plan</b>	<b>Outcome</b>
<p><b>Property</b></p> <p>The buildings and grounds are in excellent repair, the rooms are warm and inviting and the grounds are attractive and versatile.</p>	<p>Ensure appropriate Health and Safety procedures and systems are in place at all times.</p> <p>Maintain the building so that it retains its "Public Building" certification.</p> <p>Provide facilities that are accessible and suited to a wide-range of activities, services and users.</p>	<p>Have maintenance and cleaning schedules to keep the Centre in good repair.</p> <p>Involve Centre users in identifying property and maintenance needs and opportunities and R&amp;M is undertaken as soon as possible.</p> <p>Develop a programme of improvements to the property and grounds that will enhance the Centre's value to users and the community. Our current plan includes:</p> <ul style="list-style-type: none"> <li>• New/refreshed signs</li> <li>• Marking of carpark</li> <li>• Development of outdoor spaces</li> </ul> <p>Provide signs and facilities that meet H&amp;S and accessibility requirements.</p>	<p>The building is clean and attractively presented.</p> <p>The entrance on Wakefield Street is a strong visual image of what the Centre offers.</p>

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<p><b>Finances</b></p> <p>Finances are managed to ensure the long-term sustainability of the Centre.</p>	<p>Manage funds for the purpose of keeping the Centre functioning for the foreseeable future.</p> <p>Prepare annual budgets that reflect the Centre's funding strategy.</p> <p>Apply for funding from donor organisations for specific projects or to meet operational needs.</p> <p>Raise funds from a mixture of rental income, grants, and fund-raising events.</p> <p>Increase rental income by expanding the number of tenants and Centre users.</p> <p>Ensure sufficient reserves and insurance are maintained to cover unexpected emergencies or changes in funding and income.</p>	<p>Identify needs for funding and review funding strategy at least annually.</p> <p>Review tenancy contracts and rental rates on an annual basis.</p> <p>Board members and Centre Manager ensure funding applications are well-written and accountability reports are completed on time.</p> <p>Use an appropriate accounting package to keep track of income and expenditures, and which provides efficient and transparent review of annual accounts.</p> <p>Have financial accounts reviewed annually and report to the community.</p> <p>Earmark funds for specific building and grounds maintenance.</p>	<p>The Board has confidence in their ability to maintain and develop the property.</p> <p>Clients are comfortable that the Centre offers value for money.</p>

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		Pursue new funding sources including: <ul style="list-style-type: none"> <li>• Legacy/bequest programme (develop a brochure)</li> <li>• Apply to Council Annual Plan and Community Board grants each year</li> </ul>	
<p><b>Service Delivery</b></p> <p>The Centre provides community well-being through relationships and collaboration with agencies and others.</p>	<p>Understand the community's needs and aspirations for the Centre.</p> <p>Strengthen existing partnerships and establish new working relationships to facilitate on-going and new use of the Centre, as well as supporting other organisations that do not use the Centre but work towards improving the well-being of the wider community..</p>	<p>Collaborate with providers, schools, iwi, agencies, local government, community groups (i.e. Menz Shed and Toy Library) and individuals whose work, project or activity might benefit the community.</p> <p>Provide or develop space at the Centre for services, groups, activities, events and classes.</p> <p>Contribute to community activities and services occurring off-site, through sharing of information, promotion and collaboration.</p>	<p>Number of users is increased.</p> <p>Types of services and use are increased/broadened.</p> <p>People who use the Centre feel ownership and pride and contribute to the support of the Centre.</p>

Objective	Strategy	Plan	Outcome
		<p>Identify the community's needs through networking, collaboration, feedback and focussed conversations.</p> <p>Build and maintain a register of current and potential centre users.</p> <p>Report regularly to the community, Council and the Community Board on centre activities, opportunities and challenges.</p> <p>Support the use of the Centre for more public meetings and more art.</p>	
<p><b>Marketing</b></p> <p>The Centre's purpose, strengths and services are promoted.</p>	<p>The Centre is well-known and used by an increasing number and diversity of people.</p>	<p>Use a variety of media, such as the Phoenix, local newspapers, posters brochures, email and the Centre's Facebook and website, to promote activities at the Centre.</p> <p>Ensure the Centre's brochure and website are up-to-date and accessible.</p>	<p>The Centre is known to a wider public in Featherston and South Wairarapa.</p> <p>Centre use is increased.</p>

Objective	Strategy	Plan	Outcome
		<p>Facilitate meetings with Centre users, interested groups and community representatives to promote networking and collaboration.</p> <p>Let the community know we pay a living wage.</p> <p>Lobby for more public meetings to be held at the Centre (like Community Board meetings).</p> <p>Hold an event (like the Art Sale) that brings in new people.</p> <p>Increase Facebook "likes" from 500 to 600 [use Events feature]</p> <p>More users and more services.</p>	

<b>Objective</b>	<b>Strategy</b>	<b>Plan</b>	<b>Outcome</b>
<p><b>Governance</b></p> <p>The Board uses rigorous and robust procedures to sustain and enhance the Centre.</p>	<p>The Board meets regularly to ensure Centre matters are managed in a timely manner.</p> <p>The Board maintains sound financial management.</p> <p>The Board is guided by the Centre's constitution, strategies and policies.</p> <p>The Board membership reflects the diversity of the community and the needs of the Trust.</p> <p>The Board is receptive to new ideas and projects that will further enhance the offering we make to our Community.</p>	<p>Centre strategies, policies and delegations are reviewed at least annually, and posted on the Centre website as appropriate.</p> <p>Hold monthly Board meetings with minutes produced within a week thereof.</p> <p>Report at least annually to the community on Centre finances, activities, opportunities and challenges.</p> <p>Review the Board membership and develop a recruitment plan for new members.</p> <p>There is a quorum at every Board meeting.</p>	<p>The community acknowledges that the Centre is well managed and delivers on the purpose of the Trust.</p> <p>The Trust and Centre remain vibrant and viable.</p>