



# **FEATHERSTON** *community centre*

## **3-Year Strategic Plan**

**2014-17**

### **Featherston Community Centre Charitable Trust**

The Featherston Community Centre provides a community space for services, ongoing or one-off events, activities and classes for public and private users.

#### **VISION**

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

## From the Board - About this Strategic Plan

The Featherston Community Centre has provided support and contributed to the wellbeing of the people of South Wairarapa since 1992. The Centre is owned by the community of Featherston as a whole and governed by a publically elected Board of Trustees.

Knowing what makes the South Wairarapa tick is essential to understanding how to best run the Centre. Deeply embedded in the area, the Board members know the key networks, strategies and practices that can support and develop physical, emotional, financial and recreational wellbeing in the community. We strive to encourage the community to come forward with ideas, and make them a reality at the Centre.

In recent years the Board and Centre Manager have prioritised efforts on 'business as usual' to support the Centre Manager working on reduced since 2012. The Board is now focussing on ways to work smarter not harder, as we endeavour to spend more of our energy on identifying and meeting strategic goals to improve the financial sustainability and overall service we provide to the community.

For this three-year Strategic Plan, the Board has identified three core goals for the Centre that provide direction for setting and achieving outcomes and actions. The core goals are:

▪ We help provide what the community needs	Service
▪ The Centre is well-known and used	Marketing
▪ The Centre is financially well managed and secure	Financial Management

The Strategic Plan is structured in line with these three core goals. For each of goal, the Board has identified outcomes and actions for the next three years to ensure the Centre is financially sustainable and functions as the hub of the South Wairarapa's social, educational, and recreational services – in line with our vision.

### From the Members of the Featherston Community Centre Charitable Trust Board

Sonya Logan – Chair, Emily Greenberg – Secretary, Graham Evans – Treasurer, Karen Coltman, Rupert Watson, Louise Day, Jennie Marks.

## **Service goal: We help provide what the community needs**

The Centre is a community space for the South Wairarapa. The building and grounds offer a range of flexible spaces used for classes, social groups, meetings, services, workshops and seminars.

The Centre boasts an art studio, a fully equipped kitchen, and a number of office-style spaces, all of which are adapted to suit a range of client needs. Centre users are welcome to use our Wi-Fi connection, as well as the presentation equipment, such as whiteboards, televisions, and DVD/datashow equipment.

The community of the South Wairarapa is changing. Improved access to Wellington has led to more people commuting into the city for work. At the same time, residents over 15 years in our district hold fewer qualifications than New Zealanders as a whole. We have an aging population and we also have children and youth. Achieving the goal of “providing what the community needs” challenges us to truly know the people and groups who make up our district and to understand their social, educational and recreational needs.

Key actions and outcomes under the Service Goal for the next three years are:

- Holding regular house meetings for all service providers and Centre users to actively seek feedback and exchange ideas.
- Carrying out a survey of Centre users and the wider community to identify gaps in social, educational and recreational services that the Centre can pursue.
- Strengthening alliances with other providers, local government and community groups to make efficiencies across the South Wairarapa Community.
- Development and implementation of an Action Plan to increase the Centre’s partnership and support of desired services.
- Provide increased access and safety at the Centre by providing wheel chair access to our toilet facilities, improved access to all rooms, and upgrades to the fire escapes.

## **Marketing goal: The Centre is well known and used**

During our twenty years of existence, the Centre has been a well-known and well used hub for many people in our community. As the community grows and changes around us, the Centre needs to retain its relevance to those who use it and to promote the Centre and what it offers to others in the community.

To ensure the Centre is well known and used, the ways we market the Centre are changing. With many of the people who use the Centre in the evenings being commuters, it is important for the Centre to increase its use of social media. On the other hand, fewer households in the South Wairarapa have access to the internet compared with the national average. Similar to other predominately rural communities, partnering with schools and community groups can increase our profile. In addition, the Centre's location off the main street will always be a challenge to our visibility.

Key actions and outcomes under the Marketing Goal for the next three years are:

- Improvement of street signage and the provision of a notice board at the gate.
- Launching the new website, including booking functionality and preparing a brochure to promote the centre's rooms and services/activities for distribution in the South Wairarapa.
- Broadening the use of notices, timetables and advertising throughout all three towns in South Wairarapa (Greytown, Martinborough and Featherston).
- Increasing the use and visibility of social media, such as Facebook.
- Allocating a separate budget and securing funds for Centre marketing and promotion.
- Assisting with annual flagship events that promote the Centre and its services
- Seeking partnerships with schools and other South Wairarapa community organisations to promote the Centre

## **Financial goal: The Centre is financially well managed and secure**

Financial security is an ongoing priority for the Centre. It is crucial that the Centre's finances are in order and transparent to budget accurately and to predict any potential shortfalls or opportunities.

Seeking funding effectively is a core part of financial management at the Centre. The Centre generates some of its income through renting rooms and hosting activities in the building. The Centre also relies heavily on grants to pay the bills and keep the doors open for the South Wairarapa community. In addition, the Centre receives some funding through raffles and one-off events.

Key actions and outcomes under the Financial Goal for the next three years are:

- Finalise the upgrade the accounting package to a more “fit for purpose” system that leads to fuss-free financial reporting, management, and auditing.
- Review the maintenance needs of the building, establish a maintenance fund and identify and secure funding sources to cover these ongoing costs.
- Develop alliances with financial partners and stakeholders to explore, secure and maintain funding opportunities.
- Increase the rental revenue generated from the Centre through increasing rental opportunities and maximising building occupancy.
- Use opportunities to generate funding through one-off raffles and events.
- Submit stand-out, high quality applications and follow up with timely and accurate accountability reports to funders.
- Seek funding efficiently by using our Strategic Plan to help guide and prioritise our efforts.