BACKGROUND OF ORGANISATION

The Ravenshoe Community Centre was established in 1990 by a group of Ravenshoe people who were concerned about local family hardship, the stresses on people in harsh economic times and a lack of appropriate services in the town. Following the declaration of the (1988) Wet Tropics rainforest areas and the cessation of much of the timber logging in the area, many timber workers were made redundant leading to high unemployment and family upheaval. The Millstream Estate land development had opened up cheaper land for those wishing to escape to a rural lifestyle with the promise of jobs on a proposed dam which failed to eventuate.

An early submission for government funding was unsuccessful, but the people involved decided to go ahead with the provision of an information, support, referral and education service on a voluntary basis.The Herberton Shire Council kindly donated the use of a room under the town hall in Ravenshoe, which the volunteer staff painted and furnished with donated materials. A benevolent community member and local councillor (who wished to remain anonymous) donated their meeting fees to financially support administration costs (phone and fax).

A training program was conducted for people interested in working in the centre and it opened for business in November 1990. Commonwealth Government Emergency Relief funding wasgranted in1991.

Extensive community use over the next two years demonstrated the need for such a service, and after numerous submissions, in 1993 government funding was granted to the Management Committee to provide a Limited Hours Child Care program in a refitted out building. A successful funding application to the Queensland State Government's Community Neighbourhood Centre grants scheme allowed the Community Centre to consolidate and expand the well-established service. The equivalent of a full time 1.25 position was split into a number of positions - five community support staff, a finance officer, an administration officer and a community development officer whose job it was to seek other funding to meet the growing needs of the community. Ongoing voluntary involvement was crucial and continued to play a significant role in the evolving community centre.

In the following years the Centre received additional funding for Family Support Services, a Youth Program, a Mental Health Service (which is now run by Centacare) and for Rural and Remote Home Care Services and Day Respite.

Following the devastating café explosion in 2015 the Queensland Department of Communities funded a full time counsellor for a period of twelve months. The Centre is currently attempting to have this position extended as a strong need for the continuation of this service has been identified.

Prior to the construction of the Ravenshoe Community Hub in 2004-2005, which now collocates Ravenshoe Community Centre and Yabu Mija Indigenous Corporation, RCC Inc worked out of five separate buildings in various locations within Ravenshoe and Millaa Millaa. Today all of RCC's services, apart from our Limited Hours Childcare program, now funded by the Department of Education Queensland and the Ravenshoe Social Club (Day Respite Program), are located at the Ravenshoe Community Hub.

Following an organisational review, Ravenshoe Community Centre Inc recruited a part-time Centre Coordinator in December 2015. Primary functions of this position are to support the organisation's

operational needs and coordinate the quality provision and ongoing development of support services that meet the needs of the community.

ORGANISATIONAL STRUCTURE

Ravenshoe Community Centre is an incorporated, not for profit organisation, registered under the Queensland Associations Incorporations Act 1981. The Constitution lists the objects of the organisation, its legal powers, composition of the management collective, office bearers, conduct of elections and general meetings and membership. Copies of the constitution are held in the community development worker's office and are available to all members and staff of the organisation.

Ravenshoe Community Centre functions as a collective with consensus decision making.

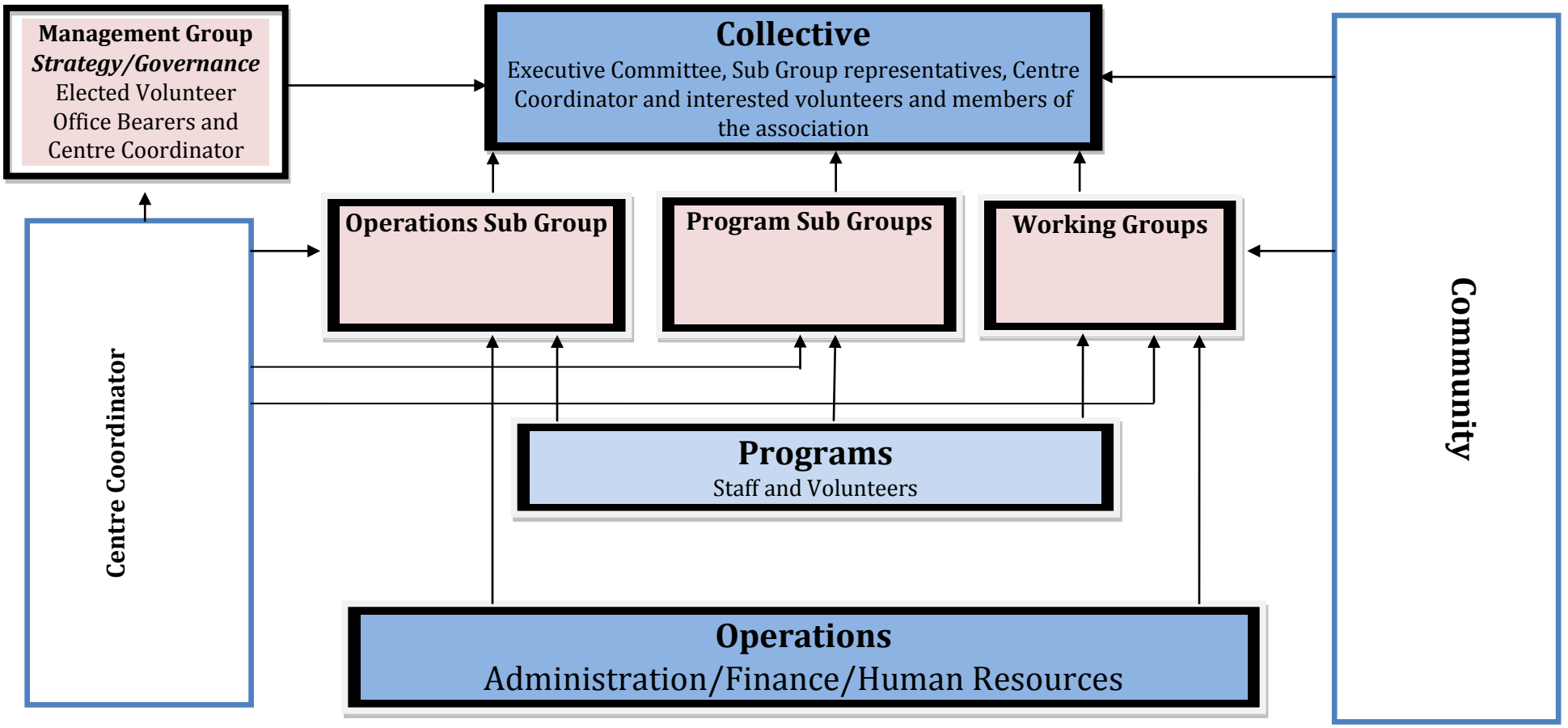
Collectives are organisations that are structured to enhance behaviour based on co-operation, reciprocity, trust and equality. The emphasis is on equal participation by all members of the organisation, sharing of knowledge and skills and consensus decision-making.

The Ravenshoe Community Centre is managed by a Collective of members and elected office bearers:

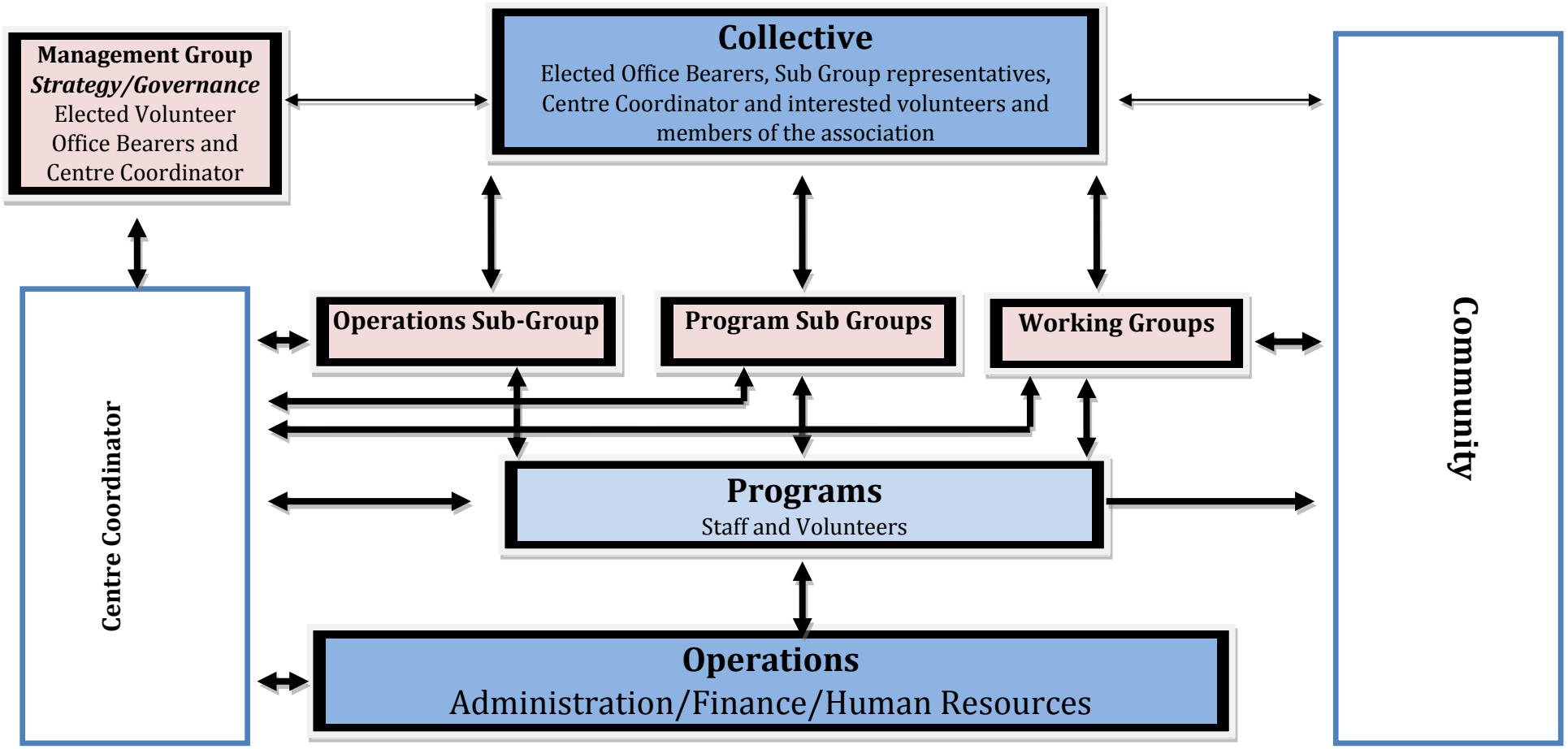
- Chairperson
- Vice Chairperson
- Secretary
- Treasurer

The following diagrams identify the flow of representation, communication and decision making within the organisation.

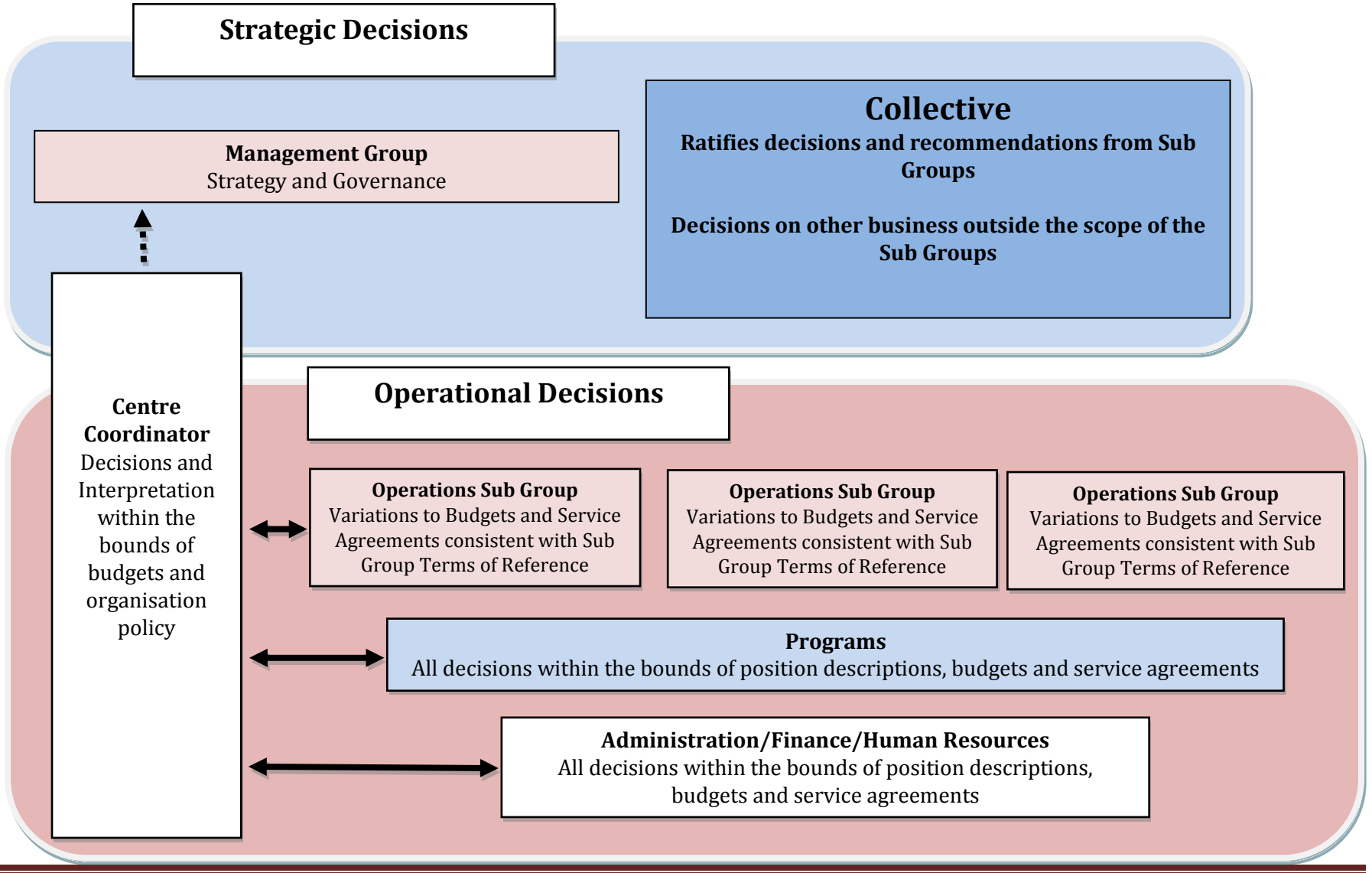
REPRESENTATION



INFORMATION FLOW



DECISION MAKING



OUR VISION

A vibrant, empowered community that is resilient and socially inclusive

OUR MISSION

To work in partnership with our community to enhance the quality of life of every one of us with inherent respect and regard for our environment

OUR VALUES

The following values will guide the decisions and actions of Ravenshoe Community Centre

1	Ravenshoe Community Centre is committed to the Principles of Social Justice. We believe that all people should have access to the resources and information necessary for achieving positive change and improving our quality of life. We should all be able to participate in decision making that affects us. We are also committed to the equitable distribution of resources within our organisation, community and broader society.
2	Many within our community experience a range of personal hardships including poverty. We believe that the stressful situations that many find themselves in are symptomatic of broader structural issues over which most of us have no control. This situation does not however remove for each of us the personal responsibility for our individual decisions and actions.
3	We believe that the role of Ravenshoe Community Centre is to facilitate the development of skills and resources necessary within the community to allow the community and individuals within it to respond to their own needs.
4	We believe that people access our services deserve to be treated, listened to, heard and responded to with respect, compassion, empathy, understanding, confidentiality and tolerance regardless of age, ability, gender, race, religion, politics or sexual preference.
5	Ravenshoe Community Centre is committed to operating on collective and consensus principles. We aim to learn from and share with each other and do what is best for all according to the will of all. We believe that community is about people living together, sharing common goals and allowing each of its members to develop a sense of belonging through participation and contribution.

COLLECTIVE PRINCIPLES

RCC's collective approach encompasses the following principles:

- distribution of authority to as many people as possible in order to:
  - prevent monopoly of power
  - offer the opportunity to have responsibility for specific tasks and thus learn different skills
- those with positions of authority are responsible to the Collective, which has the ultimate say
- commitment to RCC as an organization is ensured by delegating tasks to members, volunteers and staff expressing interest

- tasks are allocated to people who feel confident with taking the responsibility and who can assist others to gain skills in a particular area
- sharing information and new ideas with the whole group, because information is power and access to information enhances one's power
- decision making by consensus

TARGET GROUP

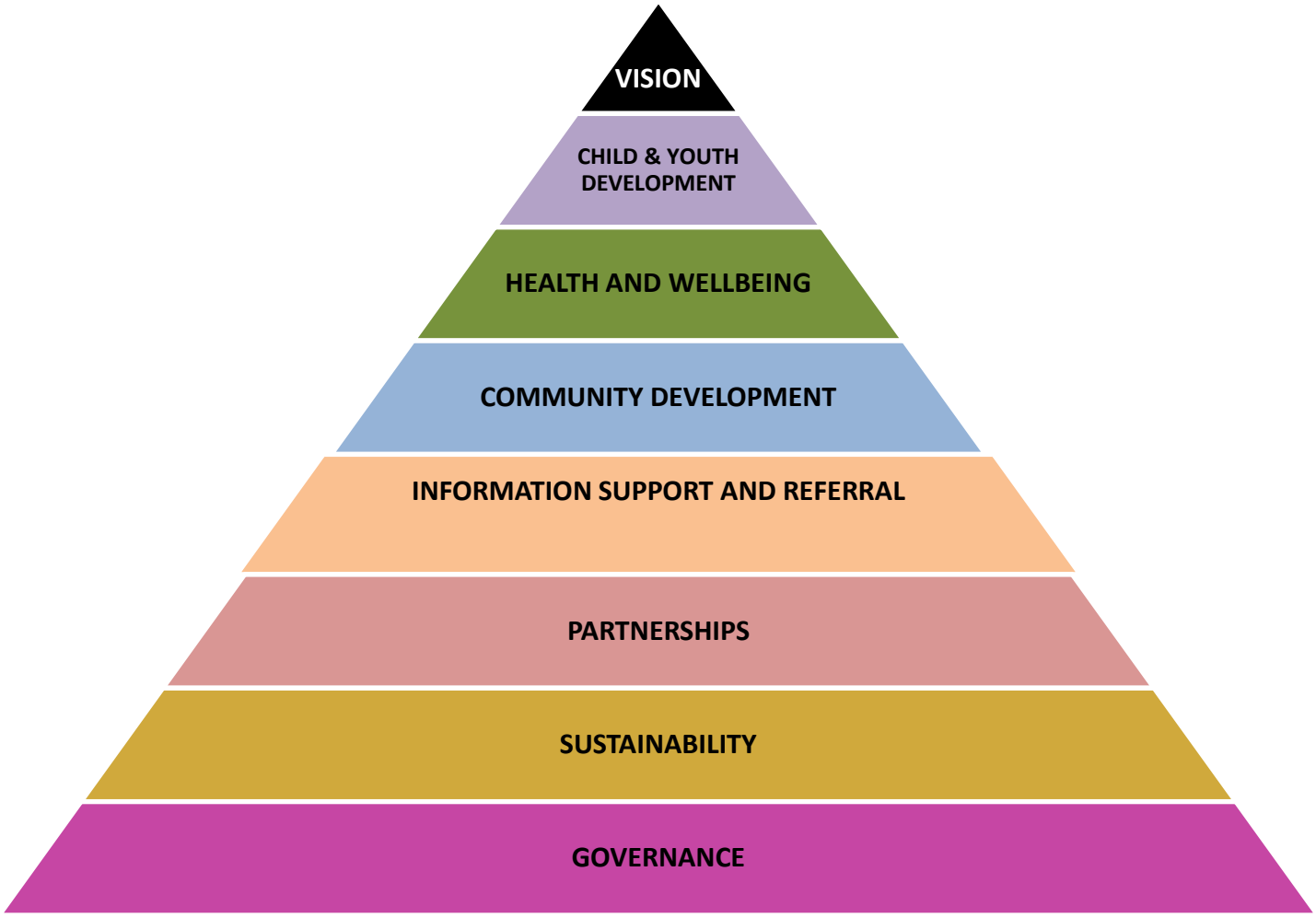
The whole of community with an emphasis on vulnerable and/or disadvantaged people and theirsupport networks, not excluding other individuals expressing needs.

TARGET AREA

Ravenshoe and surrounding districts and remote areas of Far North Queensland where resources are available to address unmet needs.

STRATEGIC DIRECTIONS

This plan has been developed to address the following eight strategic directions considered necessary in achieving our mission.



GOALS

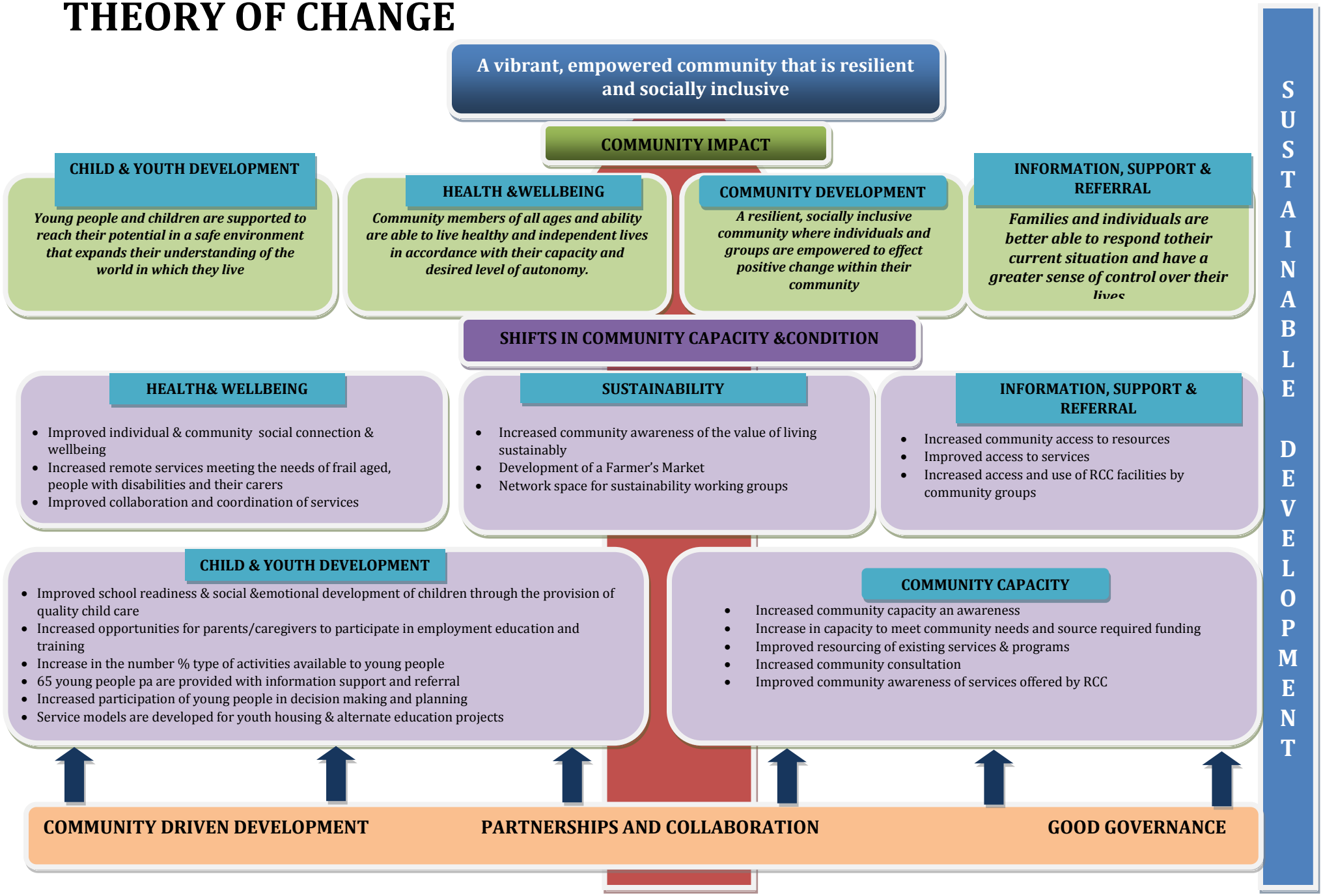
To achieve our mission and address the identified strategic directions Ravenshoe Community Centre has established the following strategic goals.

1	**Child and Youth Development** ***Young people and children are supported through a broad range of developmental and educational experiences to reach their individual potential in a safe environment that expands their understanding of the world in which they live***
2	**Health and Wellbeing** ***Community members of all ages and ability are able to live healthy and independent lives in accordance with their capacity and desired level of autonomy.***
3	**Community Development** ***A resilient, socially inclusive community where individuals and groups are empowered to effect positive change within their community***
4	**Information Support and Referral** ***Families and individuals are better able to respond to their current situation and have a greater sense of control over their lives***
5	**Partnerships** ***Strong partnerships based on mutual cooperation exist with our local community, all levels of government and other community based organisations***
6	**Sustainability** ***Sustainable social, environmental, cultural and economic development of our community.***
7	**Governance** ***Community needs are met through an efficient and effective organisation that is managed throughopen and accountable leadership and a transparent organisational structure***

THEORY OF CHANGE

The following diagram identifies the building blocks and change pathway necessary for Ravenshoe Community Centre to achieve its' long term vision. It also provides a framework for program planning, monitoring and evaluation and ongoing decision making. Essentially it is our road map to guide us toward the organization's best future.

THEORY OF CHANGE



DETAILED PLAN

GOAL 1 - Child and Youth Development

Young people and children are supported through a broad range of developmental and educational experiences to reach their individual potential in a safe environment that expands their understanding of the world in which they live.

STRAND	OBJECTIVES	OUTCOMES
Child Care	1.1 Utilise available opportunities, resources and equipment to support children in their individual learning and development experiences	1.1.1 Improved school readiness of participating children 1.1.2 Improved social and emotional development of children
	1.2 Maintain skills and knowledge of best practice Early Childhood Education and care provision	1.2.1 Increased staff access to professional development opportunities 1.2.2 Increase in staff capacity
	1.3 Minimise waiting times by operating at maximum allowable hours and places.	1.3.1 Increased opportunities for parents/caregivers to participate in employment, training & support activities
Youth Program	1.4 Provide a meeting place where young people can develop common interests and friendships	1.4.1 Youth Shed provides 4 sessions a week – 49 weeks per year 1.4.2 90% positive feedback from young people using the Youth Shed 1.4.3 Increase in volunteer base
	1.5 Provide a range of recreation and development activities targeting the identified needs of young people living in Ravenshoe and Mt Garnet	1.5.1 Increase in the number and type of activities provided each year in Ravenshoe and Mt Garnet
	1.6 Provide information, support and referral to young people at risk of disengaging	1.6.2 At least 65 young people, pa, are provided with support information & referral
	1.7 Increase access to and relevance of information and resources available to young people	1.7.1 Improved access to and relevance of information and resources available to young people
	1.8 Ensure young people have an opportunity to provide both formal and informal feedback on a regular basis	1.8.1 85% of participating young people have provided feedback

	1.9 Increase and ensure the participation of young people in decision making and planning	1.9.1 Formation of youth sub group 1.9.2 Increased participation of young people in decision making and planning
	1.10 Explore funding/program options to meet the identified need for supported accommodation for young people	1.10.1 Model developed for youth housing project 1.10.2 Identified funding source
	1.11 Develop and implement an alternate education program in partnership with interested community groups/members	1.11.1 Model for alternate education program developed and implemented 1.11.2 Participation of relevant community groups/members in development and implementation
	1.12Improve young people's access to vocational training and employment pathways	1.12.1 Coordinated use of RCC transport options 1.12.2 Register of vocational training options is maintained 1.12.3 Increase in the number of young people able to access vocational training and employment

AREAS OF RESPONSIBILITY

Ravenshoe Limited Hours Childcare Centre	Youth Program	Centre Coordinator
Human Resource Officer	Youth and Child Care Sub Group	Community Development Worker

GOAL 2 - Health and Wellbeing

Community members of all ages and ability are able to live healthy and independent lives in accordance with their capacity and desired level of autonomy.

STRAND	OBJECTIVES	OUTCOMES
	2.1 Develop wholistic and participatory engagement approaches to wellness and health – ensuring the social emotional physical and cognitive needs of clients are met.	2.1.1 Improved individual and community social connection and wellbeing 2.1.2 The physical and cognitive needs of clients are met
	2.2 Proactively pursue opportunities to meet emerging client needs	2.2.1 Strengthened position as preferred provider in region 2.2.2 Secured tender funding for packages for high/complex needs clients 2.2.3 Increased capacity to service remote area needs of frail aged, people with disabilities and their carers who are disadvantaged socially and geographically and self identifying marginalized groups i.e. LGBTI community.
	2.3 Provide exceptional care in a warm, caring, safe environment for social and recreational interaction and support	2.3.1 90% of client feedback identifies that the service is delivered in a client focused manner
	2.4 Develop service delivery partnerships with other community based and regional organizations to better respond to identified health and wellbeing needs of clients	2.4.1 Improved coordinator of services and collaboration with other organisations 2.4.2 Improved health and wellbeing outcomes for clients
	2.5 Provide respite for carers	2.5.1 Improved access to respite for carers

AREAS OF RESPONSIBILITY

Program Manager – Rural and Remote	Respite Supervisior	Disability and Aged Sub Group
Management Group	Centre Coordinator	Community Development Worker

GOAL 3 - Community Development

In partnership with the community build self reliance and resilience through increased social capital and capacity

STRAND	OBJECTIVES	OUTCOMES
Community Events and Education	3.1 Initiate and participate in a range of community education and awareness events that contribute to a greater sense of belonging and community	3.1.1 Increase in the number of community events and workshops 3.1.2 Development of an events calendar 3.1.3 A minimum of four communities events per year 3.1.4 Increased community capacity and community awareness of clients and broader community
Community Needs	3.2 Increase service delivery by proactively pursuing funding opportunities to meet identified emerging community and client needs.Emerging needs identified as part of the Strategic Planning process were: - Alternate education program for young people - Poverty reduction - Building social connection through recreational activities in marginalised communities - Ongoing generalist counselling service - Emergency housing - Youth housing - Intensive family support - Domestic and Family violence - Numeracy and literacy classes - Adequate hours for Centre Coordination and HR management - Professional development for staff and volunteers - Identify and develop Centre accommodation/facility needs	3.2.1 Funding applications developed and lodged to meet identified community need 3.2.2 Increase in the number of successful funding applications 3.2.3 Increase in the number of internal meetings to identify specific program needs 3.2.4 Increased use of sub groups to identify community and program needs

	3.3 Develop Community Development Plan in consultation with the community	3.3.1 Community Develop Plan is developed annually
	3.4 Build organisational resource capacity for existing projects	3.4.1 Improved resource capacity for service delivery of existing services
	3.5 Increase data and information collected to increase knowledge of needs and issues of target group	3.5.1 Improved data collection and program reporting
	3.6 Ensure that the community has opportunities to voice its opinions, ideas and concerns	3.6.1 Increased community consultation 3.6.2 Development of process to identify needs (surveys/consultation etc)
	3.7 Improved accountability and reporting of CDW managed projects	3.7.1 Monitoring and evaluation processes in place for all CDW projects
	3.8 Reinstate local disaster management group	3.8.1 Streamlined immediate community response to local disasters.
	3.9 Support local community groups/organizations, on request, to build community capacity	3.9.1 Increase in number of community groups provided with information and support 3.9.2 Increase in capacity of community groups to identify and source funding to meet identified needs
Promotion	3.10 Build on RCCs image and reputation of RCC and its programs by promoting and advertising RCC services, programs and events to other providers and the community	3.10.1 Increase in the number of community articles in local papers 3.10.2 Increase and improve the availability of information on the RCC web site and Facebook page
	3.11 Recruit a dedicated public relations volunteer	3.11.1 Recruitment of volunteer dedicated to public relations needs of RCC

AREAS OF RESPONSIBILITY

Community Development Worker	Community Support Sub Group	All Program Coordinators
Human Resource Officer	Centre Coordinator	

GOAL 4 - Information Support and Referral

Families and individuals are better able to respond to their current situation and have a greater sense of control over their lives

STRAND	OBJECTIVES	OUTCOMES
Financial Support	4.1 Meet the immediate needs of those experiencing financial hardship	4.1.1 Resources are managed efficiently to enable extension of current capacity to meet the escalating need of clients. 4.1.2 Adequate funding is sourced to meet the needs of people experiencing financial hardship 4.1.3 Work collaboratively with other organizations to meet the identified needs of people requiring support.
Information, Support and Referral	4.2 Assist clients to understand their current situation and make decisions that will improve their quality of life	4.2.1 Assistance is client focused in accordance with RCC policy – *Choice and Self Reliance* - Clients are made aware of choices and services available - Clients lead decision making that affects them and take responsibility for their choices and decisions - Increased opportunity for growth of independence, self reliance and resilience
	4.3 Ensure that clients and broader community are aware of and are able to access relevant community resources	4.3.1 Increased access to relevant resources 4.3.2 Improved access to services
	4.4 Provide access to locally based ongoing generalist counselling services	4.4.1 Generalist counseling services are provided to meet community need
	4.5 Provide a safe, confidential non judgmental meeting place where people can develop common interests and friendships	4.5.1 Improved privacy in reception area 4.5.2 Increased use of RCC facilities by community groups 4.5.3 Volunteers receive training i.e working with clients 4.5.4 Improved feedback from clients regarding point of contact services
	4.6 Improve access to services by providing outreach services to individuals who are disadvantaged socially and geographically	4.6.1 Outreach services are delivered in a coordinated and collaborative manner in Mt Garnet, Millaa Millaa and Herberton where a need has been identified.

	4.7 Develop and delivera vacation care programs for parents and children	4.7.1 RCC Family Support Program have provided a range ofactivities for parents and their children during schoolholiday breaks.
	4.8 Provide a dedicated service for people affected by domestic and family violence	4.8.1 Partnership with Cairns Regional Domestic Violence Service is successfully negotiated for the delivery of Local Area Coordination Program 4.8.2 The service is locally based (Ravenshoe) and delivers outreach services within RCC target area 4.8.3 Provision of individual counselling for clients with complex needs and capacity building of local area service delivery organisations 4.8.4 Improved networks and collaboration
	4.9 Provide social supports which empower clients toward self help opportunities and the development of life skills	4.9.1 Increase provision of workshops and groups etc that build individual and community capacity 4.9.2 Increased use of RCC space and facilities by RCC programs and other organisation 4.9.3 Volunteerism is promoted and supported to people using the service – where appropriate 4.9.4 Training is provided to community members interested in volunteering at least once per year
	4.10 Ensure all case files are up to date and complete	4.10.1 Case notes and records are kept and updated in accordance with RCC policy and funding agreements 4.10.2 Case notes and records are reviewed regularly as part of supervision

AREAS OF RESPONSIBILITY

Community Support Program	No Interest Loans (NILS)	Emergency Relief
Family Support Program	Counselling Service	Community Support Sub Group
Community Development Worker	Program Coordinator	

GOAL 5 - Partnerships

Strong partnerships based on mutual cooperation exist with our local community, all levels of government and other community based organisations

STRAND	OBJECTIVES	OUTCOMES
Partnerships	5.1 Develop service delivery partnerships and promote RCC services with other community based and regional organisations	5.1.1 Increased collaboration with other organizations 5.1.2 Increased client referrals through improved service system relationships
	5.2 Build strong community connections by increasing community interaction between appropriate groups in Ravenshoe and surrounding districts.	5.2.1 Stronger community connections and increased community interaction 5.2.2 Improved attendance at relevant and diverse activities and events
	5.3 Identify and explore opportunities to develop and strengthen external partnerships with potential to value add to RCC goals and objectives	5.3.1 External partnerships are developed and strengthened
	5.4 Manage, expand and improve funding relationships with government and philanthropic partners	5.4.1 Increased communication and improved relationships with funding bodies and philanthropic organisations
Networks	5.5 Improve networks with representative bodies and other community based organisations	5.5.1 Increased participation on networks and with representative bodies
	5.6 Increase awareness of services provided by RCC to other service providers and the community	5.6.1 Service providers and the community have an increased awareness of services provided
	5.7 Manage, expand and improve funding relationships with government and philanthropic partners	5.7.1 Improved relationships with funding partners

AREAS OF RESPONSIBILITY

Community Development Worker	Centre Coordinator	Human Resource Officer
All Programs	All sub groups	Management Group
Finance Officer		

Goal 6 - Sustainability

Sustainable social, environmental, cultural and economic development of our community

STRAND	OBJECTIVES	OUTCOMES
	6.1 Develop and maintain self generated and self sustaining economic and human resource base	6.1.1 Inclusion of sustainability principles across all areas of operation 6.1.2 Development of employee training package on sustainable practice and principles 6.1.3 Incorporation of sustainable work practice in induction packages, position descriptions and performance review for employees and volunteers 6.1.4 A sustainable approach to managing employees is implemented (wellbeing, WH&S, work/life balance, diversity, inclusion and training)
	6.2 Reduce organizations carbon footprint	6.2.1 Wastage of organizational resources is reduced 6.2.2 Develop and implement guidelines for recycling 6.2.3 Reduced energy consumption (low food miles/organic production)
	6.3 Promote community awareness of the value of sustainable living	6.3.1 Sustainability workshops are developed and delivered 6.3.2 RCC provides example for community 6.3.3 Development of Farmer's market 6.3.4 Increased promotion using media and website
	6.4 Develop community connectedness and support	6.4.1 Increased range and diversity of recreational activities and participants
	6.5 Develop working practices that embed sustainability principles in all RCC activities	6.5.1 Development of a sustainability framework for all projects 6.5.2 Increased opportunities for intergenerational sustainability/stewardship
	6.6 Identify network space for external and internal sustainability working groups	6.6.1 Identification of appropriate space 6.6.2 Identification of local sustainability groups
	6.7 Commitment to best practice food production and organic care of RCC grounds and other community spaces where possible	6.7.1 Development of guidelines for use of products harvested 6.7.2 Commitment to permaculture principles for food production and maintenance of RCC grounds

AREAS OF RESPONSIBILITY

All Programs	Community Development Worker	Sustainability Working Group

Goal 7 - Governance

Community needs are met through an efficient effective organization that is managed through open and accountable leadership and a transparent organizational structure

STRAND	OBJECTIVES	OUTCOMES
Human Resources	7.1 Develop detailed position descriptions for all staff and volunteers	7.1.1 All staff and volunteers have current position descriptions
	7.2 Ensure all staff remain current regarding mandatory qualifications and certification relevant to their position	7.2.1 A staff compliance register is maintained and monitored regularly
	7.3 Review staff rewards and benefits	7.3.1 A review of staff benefits and rewards has been undertaken 7.3.2 Financial and non financial benefits and rewards have been explored 7.3.3 Satisfaction measures of adequate or above increase from 50%-85%
	7.4 Provide staff with regular structured supervision and support	7.4.1 Improved staff performance and delivery of programs 7.4.2 Increased levels of staff satisfaction and feelings of support 7.4.3 Satisfaction measures of adequate or above increase from 67%-85%
	7.5 Ensure an equitable division of work for staff	7.5.1 A review of division of work within programs and the organisation has been undertaken 7.5.2 Satisfaction measures of adequate or above increase from 70%-85%
	7.6 Improve succession planning	7.6.1 Strategy for improved succession planning is developed 7.6.2 Satisfaction measures of adequate or above increase from 78%-85%

	7.7 Prioritise professional development needs through consultation with staff and source professional develop opportunities to ensure staff and volunteers are able to perform their duties at a high standard	7.7.1 Professional development plan has been developed with identified priorities 7.7.2 Increased access to professional development 7.7.3 Improved service delivery 7.7.4 Funds are identified/sourced to address professional development needs of staff and volunteers 7.7.5 Satisfaction measures of adequate or above increase from 61%-85%
	7.8 Improve conflict resolution within the organisation	7.8.1 Satisfaction measures of adequate or above increase from 72%-85%
	7.9 Improve performance appraisal processes and follow up	7.9.1 Performance appraisals/reviews and follow up are diarised 7.9.2 Scheduled performance appraisals and follow up are reviewed at Finance and Administration sub group meetings 7.9.3 Satisfaction measures of adequate or above increase from 44%-85%
Policy and Procedures	7.10 Improve staff knowledge of policy and procedures	7.10.1 CQI agenda item on each sub group agenda 7.10.2 Satisfaction measures of adequate or above increase from 56%-85%
	7.11 Ensure risk is managed in a proactive and preventative manner	7.11.1 Program and Organisational risk management strategies are in place and reviewed regularly
	7.12 Review design of policy and procedures	7.12.1 CQI agenda item on each sub group agenda 7.12.2 Satisfaction measures of adequate or above increase from 78%-85%
	7.13 Program specific policy and procedures are developed and reviewed regularly	7.13.1 Specific program policy and procedures are in place for each program and are reviewed regularly
	7.14 Implement policy and procedures in a consistent manner	7.14.1 Consistency of implementation is included in annual organizational performance review
	7.15 Improve operational systems within RCC	7.15.1 Consistent reporting and minute taking formats across the organization

		7.15.2 Annual operational plans are in place for all programs and monitored through supervision 7.15.3 Improved data collection 7.15.4 Data collection is included in monthly reports and tabled at Sub Group meetings. 7.15.5 All levels of the organasiation have clearly defined delegations and responsibilities outlined in position descriptions and Terms of Reference 7.15.6 Develop and implement internal audits and improvement plans for each program and operational area 7.15.7 Digitalised case records
	7.16 Develop guidelines for media releases	7.16.1 Guidelines are in place for media releases – including social media and website releases
	7.17 Monitor and manage changes to legislation and compliance	7.17.1 A list of relevant legislation to which RCC is required to comply is developed 7.17.2 Relevant legislation is reviewed regularly and changes are recorded in a compliance register and tabled at monthly Management Group and Collective meetings 7.17.3 A staff member is nominated to undertake the above tasks
Decision Making	7.18 Improve communication across all levels and programs	7.18.1 Satisfaction measures of adequate or above increase from 83%-85%
	7.19 Identify meeting times that allow maximum participation	7.19.1 Increased satisfaction is measured in annual organisational review
	7.20 Attract appropriately skilled and committed community members to the Management Group and retain them	7.20.1 Increased participation of community members and retention
	7.21 Management Group to focus on strategic direction	7.21.1 Organisational structure clearly identifies role of Management Group 7.21.2 Increased capacity of Management Group to focus on strategic direction

		7.21.3 Increase in operational delegations to programs, centre coordinator and sub groups
	7.22 Delegate operational decision making to sub groups	7.22.1 Sub group delegations are clearly defined and documented
	7.23 Distribute agendas prior to meetings to ensure maximum input to decision making	7.23.1 Agendas for all collective and sub group meetings are distributed in advance of meetings
Project Management & Delivery	7.24 Transport assets are coordinated to better meet the needs of clients	7.24.1 Improved service of transport needs of clients
	7.25 Ensure that a clear vision for work is communicated to all staff	7.25.1 Increased satisfaction of staff
	7.26 Ensure clear program plans and work plans are in place and reviewed regularly	7.26.1 All programs have current annual operational plans in place
	7.27 Ensure the requirements of service agreements are met	7.27.1 Funding bodies are satisfied that obligations within agreements have been met 7.27.2 Outcomes and KPI's reviewed as part of supervision
	7.28 Improve program access to resources	Refer to Community Development objectives 3.4.1
	7.29 Increase data and information collected to increase knowledge of needs and issues of target group/s	7.29.1 All reporting formats capture unmet and identified needs of clients
	7.30 Improve internal monitoring and evaluation of programs and internal functions	7.30.1 Staff satisfaction measures of adequate or above increase from 67%-85%
	7.31 Improve clarity of lines of reporting and accountability	7.31.1 Staff satisfaction measures of adequate or above increase from 68%-85%
	7.32 Improve ability ofprograms to adapt and evolve to better support changing client and community needs	7.32.1 Annual review of all programs has been conducted 7.32.2 Improved feedback from service users
Financial Management	7.33 Ensure that collective process is used in expenditure decision making	7.33.1 All financial decisions are made in accordance with delegations and documented for tabling at Collective Meetings

	7.34 Identify future funding prospects towards a stable funding base	7.34.1 The strategic plan is supported by fundraising plan and budget costing existing and future resource needs 7.34.2 A list of potential funding sources and timeframes for tenders and proposals 7.34.3 Concept papers, budgets, letters of support and other relevant documents are included in portfolios for areas identified for fundraising as part of this plan 7.34.4 The fundraising plan and budget will be reviewed as part of the review process of this strategic plan
	7.35 Develop and maintain self generated and self sustaining economic and human resources base	
	7.36 Develop a working group to establish the viability of RCC obtaining RTO status	7.36.1 Working group is formed to explore viability of RCC obtaining RTO status 7.36.2 Report and recommendations are presented to the Collective
	7.37 Identify funds for increased HR, coordination and administration hours	7.37.1 Increased attention given to identifying funding opportunities
	7.38 Ensure all members of Management Group have clarity of use and purpose of all operating accounts and investment accounts	7.38.1 Management Group have a detailed knowledge of content and purposed of funds held in investment accounts (quarantined funds) and all other accounts 7.38.2 Treasurer receives monthly balance sheets, profit and loss statement, reconciliation summary and solvency table in a user friendly report 7.38.3 Treasurer tables checklist report at monthly management group meetings.
	7.39 Develop user friendly monthly financial reports for all programs	7.39.1 Increased satisfaction of all users with format and information provided in monthly financial report
	7.40 Develop financial exit strategy for the organisation	7.40.1 Exit strategy is developed and costed
	7.41 Review condition of assets and update/replace	7.41.1 Asset register is in place and

	where necessary	maintained/updated regularly 7.41.2 Asset register is reviewed prior to end of financial year 7.41.3 Depreciation is adjusted annually 7.41.4 Policy and procedures are in place outlining process for the replacement of assets and maintenance of assets register

AREAS OF RESPONSIBILITY

Human Resource Officer	Centre Coordinator	Community Development Worker
Finance Officer	Administration	All Programs
Finance & Administration Sub Group	Management Group	

SUMMARY

The purpose of this plan is to provide Ravenshoe Community Centre with a cohesive strategy for the next three years towards achieving our vision of *A vibrant, empowered community that is resilient and socially inclusive.*

This will be achieved by focusing of the following strategic directions:

- Child and Youth Development
- Health and Wellbeing
- Community Development
- Information, support and referral
- Partnerships
- Sustainability
- Governance

Consistent with RCC's commitment to sustainable development and change there is a strong focus throughout the plan on capacity building and building partnerships with government and other stakeholders.

The plan has been developed in the knowledge that any sustainable development and lasting change needs to be holistic in its approach.

The following summarises some of the key gains that RCC will work towards over the next three years:

- Increased opportunities for parents/caregivers to participate in employment, education and training through the provision of quality Limited Hours Childcare
- 195 young people at risk of disengagement will be provided with information, support and referral services
- Service models for youth housing and alternate education projects will be developed
- Increased service to meet the needs of frail aged people and people with disabilities and their carers in remote locations
- Establishment of a locally based domestic violence service to meet the needs of families impacted by family and domestic violence
- Increased delivery of outreach services to Mt Garnet, Millaa Millaa and Herberton
- School holiday program for parents and their children
- Increased provision of workshops and groups that build individual and community capacity
- Increased client referrals through improved service system relationships
- Sustainability principles are included across al areas of operation
- Delivery of sustainability workshops across target areas
- Development of a Farmer's Market
- Improved governance across all areas of operation

RCC is confident that these achievements will make a significant contribution to lasting change in the lives of individuals living in our communities and the community as a whole.

MONITORING AND REVIEW OF THE PLAN

Ravenshoe Community Centre Inc will undertake the following actions to monitor and review the 2017-2019 Strategic Plan:

- Operational Plans will be developed for each program and operational area and used to monitor the Plan on a regular basis.
- Ravenshoe Community Centre's Executive Committee will conduct a mid year review on progress of the the Plan on a six monthly basis.
- Ravenshoe Community Centre's Management Group will undertake an annual review of the Plan.
- The Centre Coordinator will provide the Management Group with a progress report every six months.