

The Sydney University Settlement Neighbourhood Centre



Strategic Plan 2014 – 2017



The Settlement acknowledges the Gadigal people of the Eora nation,
the traditional custodians of this land on which we work.

THE SYDNEY UNIVERSITY SETTLEMENT NEIGHBOURHOOD CENTRE BACKGROUND

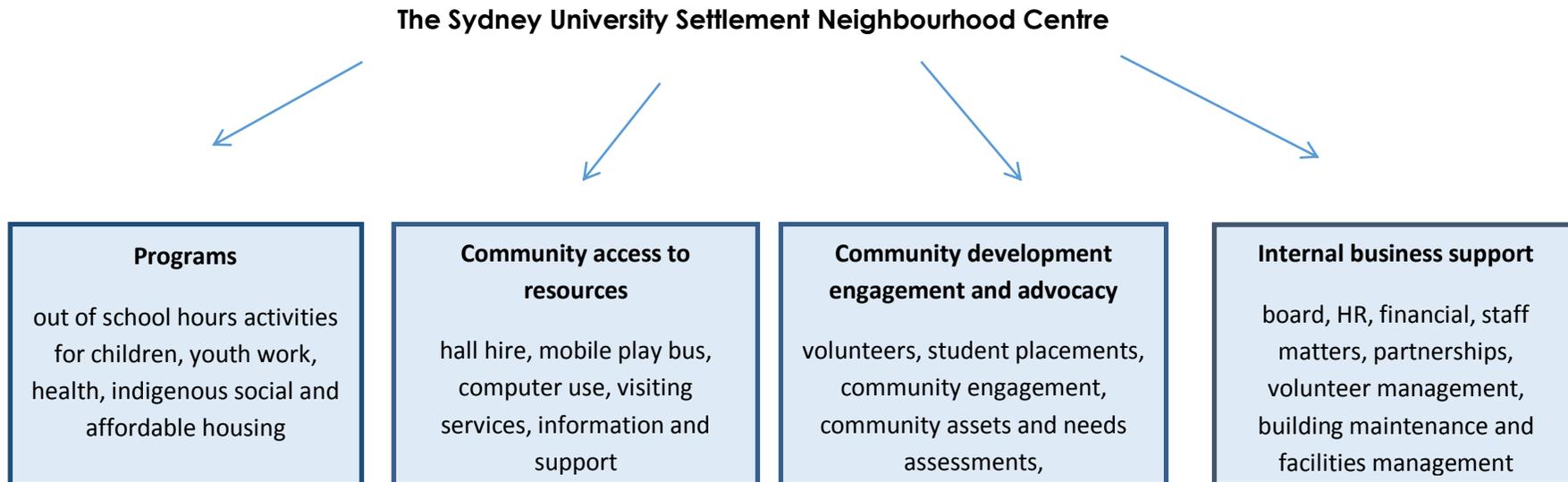
The Sydney University Settlement Neighbourhood Centre grew from the traditions of the international Settlement movement which originated in the U.K. The movement is committed to encouraging people from different cultures and social backgrounds to work together to improve social conditions and build understandings. The international Settlement movement has given rise to many innovative social policy initiatives. The Settlement was incorporated through an Act of Parliament in 1959 but the activities of the Settlement date back to the 1890s.

Today, the Settlement Neighbourhood Centre works from a social justice perspective to ensure vulnerable people have the supports, skills and opportunities to actively participate in social, economic and community life. Our support programs focus on providing services to disadvantaged people and communities.

We engage with and foster connections within our community and work in partnership with agencies and communities to create and sustain a strong and safe community. We provide practical resources, support and assistance to children, young people, adults and families. The Settlement maintains a strong volunteering program.

The Settlement has a proud history of building bridges between Aboriginal and non-Aboriginal communities.

Current activities include



THE SYDNEY UNIVERSITY SETTLEMENT NEIGHBOURHOOD CENTRE VISION

The Sydney University Settlement Neighbourhood Centre is a long established community centre based in Darlington NSW that hosts community resources, connects people and communities and provides excellent programs to support and enrich opportunities for children, young people, families and adults. We are a safe place. We value and celebrate diversity.

We work to create a socially just society where everyone can actively participate in social, economic and community life.

THE SYDNEY UNIVERSITY SETTLEMENT NEIGHBOURHOOD CENTRE VALUES

The members, board and staff of the Settlement Neighborhood Centre are committed to upholding and promoting the principles outlined below. These principles are embedded in our practice, our interactions with one another and in the way we engage and work with community, our colleagues and stakeholders.

- **Engagement:** We provide opportunities for community engagement in the Settlement's activities and priorities. We listen to our community and value their input
- **Inclusion:** We actively create opportunities for the community members to connect, including supporting cross cultural connections and relationships
- **Respect:** This is at the core of all our relationships with community, colleagues, partners and the wider society
- **Integrity:** We are open, honest, accountable and transparent in all we do
- **Partnership:** We are committed to working in mutually beneficial and enriching partnerships with our community, our colleagues and our stakeholders

THE SETTLEMENT NEIGHBOURHOOD CENTRE DIRECTIONS AND MAJOR STRATEGIES MID 2014 – MID 2017

1. Deliver excellent community programs and services to children, young people, families and adults
2. Build community connections and connectedness
3. Increase our visibility
4. Strengthen our work with other agencies
5. Ensure quality governance and service management
6. Support a skilled team of staff and volunteers

THE SETTLEMENT NEIGHBOURHOOD CENTRE DIRECTIONS AND MAJOR STRATEGIES MID 2014 - MID 2017

1. Deliver excellent community programs and services to children, young people, families and adults

- Deliver high quality, responsive, outcomes focused, safe services and programs in accordance with our contracts and in accordance with community needs and opportunities
- Ensure all the Settlement programs and services are consistent with best practice
- Evaluate our services and programs regularly (including feedback from service users, community and stakeholders) to ensure excellence and relevance
- Actively seek funding sources to enhance our existing programs and establish new programs

2. Build community connections and connectedness

- Develop and deliver a community engagement strategy focused on bringing community into the Settlement and introducing the Settlement to new community members
- Actively continue to foster connections and partnerships with Aboriginal organisations and community
- Design community events to bring people together
- Develop a comprehensive plan to recruit and support volunteers
- Implement community development and planning processes to help determine the Settlement's future directions
- Support existing local community groups and seed groups by providing a meeting hub and resources

3. Increase our visibility

- Develop and implement a communications strategy to stakeholders, partners, potential supporters, and community members
- Deliver a cohesive social media strategy
- Update the website
- Build on our reputation and visibility by organising, attending and hosting high profile community events

4. Strengthen our work with other agencies

- Develop formal joint working arrangements, partnerships or MOUs with agencies who can support or further our work and our vision
- Actively seek to develop a "visiting services" program
- Implement most activities in partnership with other agencies

5. Ensure quality governance and service management

- Review the Settlement's constitution including board size and operations and make amendments as agreed
- Review the board policies and procedures against current best practice
- Ensure the board recruits a diverse membership including those with skills and experiences in community sector governance, finances, local community connections, human resources
- Make use of members' skills through a subcommittee structure
- Develop robust and documented internal systems, policies and processes to support the operation of the Settlement
- Support a system of continuous improvement in all aspects of the Settlement operations
- Utilise technology to support our activities

6. Support a skilled and team of staff and volunteers

- Develop best practice internal staff performance support and management systems including performance appraisals, training and development plans, supervision and work plans
- Enhance staff skills, practice and accountability through training, supervision and support systems
- Regularly review our current practice and keep staff up to date with changes to practice and in the sector
- Develop a best practice approach to recruitment, training and support of volunteers

APPENDIX: OBJECTIVES from page 3 of the CONSTITUTION

The Settlement tradition includes direct service, education and social reform. It is based on people from different backgrounds or cultures working together in reciprocal relationships where we learn from each other and work together to improve social conditions.

- (a) building the links between and capacity of our communities to gain more control over their own situation and lives
- (b) providing direct material assistance to meet the needs of disadvantaged people and groups
- (c) running educational programs, activities, classes and groups to increase the skills and capacities of disadvantaged people
- (d) educating the wider community about social problems and solutions
- (e) building stronger links and networks between different social, ethnic, and cultural groups to develop more cohesive and supportive communities
- (f) providing information, referral, advice, counselling and support programs to empower disadvantaged people
- (g) providing low-cost facilities to improve access and quality of life
- (h) promoting and advocating policy, legal and social changes to benefit disadvantaged people
- (i) improving the capacity of groups, organisations, and the wider community to support and assist disadvantaged people
- (j) researching community needs and gaps in services for disadvantaged people
- (k) acting as a catalyst to bring together individuals, families, groups and cultures to identify their own needs and work together to solve their own problems
- (l) carrying out any other activities which result in community benefit

We use strategies that promote community development and empowerment, and are committed to implementing the Settlement philosophy.