



Quantin Binnah
Community Centre

2021-2026 Strategic Plan

August 2021



2021-2026
Strategic Plan

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1. Introduction and Acknowledgments

This report will provide direction for Quantin Binnah Community Centre Inc. (QB) for the next 5 years. Planning commenced in March 2021 to prepare for the development of this strategic plan which included a combination of consultations, workshops, surveys, SWOT analysis and research of demographic data, community needs and priorities. All these elements have been combined and distilled in this report.

I would like to acknowledge QB's Board, the leadership Team, the staff and our community members for their valued input and involvement in this process.

As part of the strategic plan development process we also reviewed our vision, mission, values and philosophy. These concepts are said to be an organisations corner stone that guide all decision making for the future. In summary, the vision is QB's aspiration; the mission is 'the description of the what, the how, the why and for who' and the values are QB's ethics underpinning these choices.

We hope that our framework communicates our organisations service intensions authentically to all our community participants, staff members, partners and stakeholders and that our public statements hold QB accountable for our service delivery.

This Strategic plan is not meant to be a static document. We anticipate this document may change as new circumstances arise, both internally and externally. This is a dynamic document that details QB's overarching framework, outlines QB's present situation, provides a model of QB's future strategic priorities and will be used in conjunction with the operational and business plans.

QB's operational plan will encompass how each of the strategic priorities will be actioned, when and by whom. Our QB business plan will outline QB's budget and resources which will enable the operations to be realized.

Our team at QB have worked hard to create a robust, inclusive community organisation that focuses on education and social impact within the community of Wyndham City. This strategic plan outlines a clear way forward for not only the next five years but well into the future.

In conclusion, I would like to acknowledge Mary from Protean Thinking consultancy who QB engaged in June 2021. Protean Thinking came recommended by a colleague in the community services sector. Mary from Protean Thinking has a true sense of the challenges and strengths of the sector. Mary was not only able to work to combine and effectively distill all of the information that was provided to support the development of this report, but she was able to genuinely listen and make sense of all the information that was provided during our COVID restrictions.

2. Executive Summary

Achievement of 2019 – 2021 Strategic Objectives

Our 2019 – 2021 strategic plan had identified our Vision to be: “An engaging community education centre that contributed to the resources of the community”

An analysis of QB’s impact on this vision and the attainment of the achievement of the established strategic objectives over the past 3 years has revealed that despite the impact of the Coronavirus pandemic since the beginning of 2020, QB has been successfully working towards achieving our vision and in the main we have achieved our strategic objectives.

Strategic Objective One: An engaged and aware community

Over the 3 years we have been able to establish fit for purpose working groups to support the implementation of the plan. This has included but not been limited to:

1. The development of working and project groups to roll out our new brand and new website and a range of HR, WHS and risk management strategies.
2. The increased use of technology to support engagement with all our stakeholders.
3. Providing regular communication throughout the pandemic with all internal and external stakeholders.
4. Enhancing customer service and support for each individual visitor, parent and centre user.

Strategic Objective Two: Accessible activities and programs reflecting our diverse community

In addition, during 2019 – 2021 we have undertaken work to further understand our target audience. This has been undertaken primarily through our email communication and surveys and incidental testimonials. This objective been difficult to achieve due to the pandemic and the limitations this has created and some challenges we have had in our community development department as a result. However, we have a new community development worker who has commenced and whose key objective will be to create greater connection with our community and the increase accessibility to a range of new programs we hope to introduce to QB.

Our data indicates our centre users in the children’s services are from diverse cultural backgrounds and age groups including up to 25 different nationalities. In addition, our staff are also from a range of diverse cultural backgrounds. We hope we will be able to increase our reach into a broader and older demographic within our community through our plans to expand our community development activities when restrictions change.

Strategic Objective Three: We are skilled and sustainable

The need to enhance our human resource capacity was identified as an area of improvement in the 2019 – 2021 Strategic Plan. To support this process a HR project was developed and a specialist consultant was employed in August 2020. As a result, all the staff have had their position descriptions and contracts reviewed and rolled out and these are also reviewed 4 times annually as part of a systematic HR audit. This 1/4ly audit ensures any changes in staff awards and changes to legislation are applied where appropriate. In addition, we have designed and implemented a systematic formal annual performance appraisal process and conducted a training needs analysis. Further work will be undertaken on the development of an overall QB training plan.

In addition, we have been continually analyzing any relevant funding stream throughout the COVID pandemic and our skilled finance team have enabled us to successfully apply for a number of COVID grants. In addition, we are investigating the role out of the 2022 funded 3 yr. old kindergarten program in our area and the opportunities this may bring to QB and Woodville Childcare Centre.

Furthermore, the community development team have applied successfully for a number of grants to increase our service offerings to the community.

Strategic Objective Four: Grow QB Café

Café QB had been running at a significant loss over the period of 2019 – 2021 and prior to this reporting period. At the commencement of the new leadership team in 2020, a range of options were considered to increase the viability of the café. However, with the onset of the pandemic a decision was made to close the café as none of the strategies considered would have prevented the continuing significant financial loss to the organisation.

A project will soon commence to create an options paper to present a range of options for the café to have a social purpose in line with the QB values and to ensure financial sustainability.

Financial Overview

The financial health of QBCC has been a focus over the 2019 – 2021 strategic plan. In the main, the focus has been on effective financial management. This has included applying for any additional pandemic grants, overseeing and reviewing service contracts and reducing any duplication of suppliers, implementing clear line reporting and financial delegation and approval, introducing effective budgeting, introducing enhanced stock control, reduction of waste, effective rostering of staff to manage in the changing climate of the pandemic, and making business decisions to cease programs where high cost has out stripped income.

In addition, we have significantly increased our monitoring of debt management through the development of the debt management working group and we have undertaken significant work to

prevent parent fees debt accumulation. This has also enhanced the overall understanding of the importance of financial monitoring and has increased the knowledge of financial reporting across the organisation.

Keys to QB Success

The keys to QB's success in the years 2019 – 2021 has been the new leadership team which commenced at the start of 2020, an existing skilled and highly collaborative administration and finance team who embraced and provided exceptional support to the new leadership team, the systematic review of all systems and implementation of new processes including ensuring all compliance requirements were centrally articulated and achieved, and a workforce who are aligned with the QB mission and who were willing to embrace the changes that were required to make QB a viable organisation.

3. About Us

Quantin Binnah Community Centre is an incorporated not-for-profit organisation. It is governed by a board consisting of volunteers from suitably skilled local residents. The board employs a CEO who oversees the running of the organisation's operations, staff and services. Quantin Binnah employs in excess of 120 qualified, experienced, dedicated staff to operate the services.

Our Quantin Binnah Team comprises a wide range of committed professionals dedicated to providing quality education, care and community programs. Our broad spread of caring specialists includes exemplary qualified kindergarten teachers, highly experienced and trained childcare educators, marketing specialists, community and social workers, accountants, customer service consultants, IT consultants and highly skilled managers and administrators.

QB recognizes the importance of offering services that meet the needs of the local community. Our holistic community hub model demonstrates our inclusive approach whereby we provide services from birth to later years. This includes maternal and child health services, mother's support groups, playgroups, 3-year-old kindergarten, 4-year-old kindergarten, childcare and before and after school care as well as vacation care. In addition, we provide a range of community and adult education programs and have community spaces available for use by the community.

Our experienced educators, carers and staff pride themselves on our nurturing approach which is supported through open communication. We promote an environment where all can feel safe and secure and foster a sense of importance and respect for self and others in the community. We aspire to provide equal opportunities to all and incorporate programs that reflect the diverse multicultural make up of our community.

Quantin Binnah is a committed child safe organisation and has zero tolerance for child abuse. We promote an environment whereby every child and young person have the right to feel safe with all staff, volunteers, contractors and community members having an active responsibility to maintain a child safe culture.

Quantin Binnah Community Centre (QB) was officially opened on 30th September, 1992 and began providing services on 5th October, 1992. The name Quantin Binnah is Canadian Indian in origin, meaning 'Full and Plenty' and was the name of the Homestead built in 1890 by George Chaffey. The Chaffey brothers were responsible for the development of irrigation systems locally in Werribee South and in Mildura, Renmark and California.

QB is primarily situated at 61 Thames Boulevard, Werribee although operates programs from 7 other sites across Wyndham. The Centre's building, carparks and outdoor areas are owned by Wyndham City Council. Wyndham City Council contributes to the operation and management of the centre through service and funding agreements.

Our additional service sites are:

1. Corpus Christi – OSHC
2. Newport Lakes – OSHC
3. Our Lady of the Southern Cross _
OSHC
4. St Johns – OSHC
5. St Leo the Great – OSHC
6. St Martin de Porres – OSHC
7. Woodville Childcare Centre

4. About Our Local Area and Community

QB is one of 16 Neighbourhood Houses located in the Wyndham municipality aligning firmly with the social justice principles and community development framework. In addition, QB has funding agreements in place to provide services on behalf of federal, state and local government resulting in exceptional standards of compliance and service delivery. The organisations operation and policy development is based on their constitution, the children's services regulations and government legislation.

Quantin Binnah is located within the City of Wyndham which has a current population of 302,650(1). It is an area of rapid and diverse growth, between 2018 and 2019, Wyndham experienced the largest and fastest population growth in Victoria, and the second largest and fastest in Australia. Over the next 20 years growth is expected to remain strong – the projected population in 2041 is 512,591(2). Currently, 14 babies are born to Wyndham mothers each day (3).

Millennials and younger generations dominate the Wyndham population 58% of residents are 35 years or below. Together with the cities of Casey and Hume, Wyndham is home to the largest family households in all of Greater Melbourne (4) The Wyndham Aboriginal and Torres Strait Islander population is the largest in all of Greater Melbourne (5) Almost half of all Wyndham residents were born overseas 162 different countries (6).

The Wyndham 2040 Vision is, 'Wyndham to be a welcoming, family-friendly city that acknowledges the Aboriginal heritage of the area, encourages connection within the community, promotes health and wellbeing, and actively celebrates diversity, culture and art.'

Wyndham has a current strategic plan in place (expires June 2022) with 4 key areas of focus, they are;

- (1) People and Community
- (2) Places and Spaces
- (3) Earning and Learning
- (4) Leadership and Participation

These are also the key areas of the Wyndham 2040 Community Vision and larger plan for Wyndham. This will determine how Wyndham Council guides its resources, creates partnerships and the work it undertakes over this period of time. It will also determine the direction for future policies and the work to be undertaken by council which has direct impact to the budget and allocation of funds.

As of May 2021 there are 26 organisations (a combination of for profit and not for-for-profit) offering childcare services within the municipality of Wyndham. Many of these organisations run businesses/branches in more than one location totaling more than 58 competing services, equating to one competing service provider every 9.3km. This does not include any of the home providers, playgroups, toy libraries or school holiday program only providers.

* (1)Wyndham City Council Data (2) Population forecasts from forecast.id.com.au/Wyndham. (3) Council data Council data indicates that 4,986 babies were born to Wyndham mothers between 1st January and 31st December 2020 (4) According to data from profile.id.com.au, based on Census 2016 data. (5) Census 2016 data. (6) ABS Census of Population and Housing 2016 BLBP

5. QB's 2021 – 2026 Framework

Our framework was developed by reviewing our 2019 – 2021 vision, mission, values and service philosophy via a combination of consultations and workshops with the QB board, the executive leadership team, staff and the community.

The intention is that QB's 2021 – 2026 framework communicates our authentic service intentions to all our community participants, staff members, partners and stakeholders and that in addition our public statements hold QB accountable for our service provision.

Vision

To create connection and nurture a sense of belonging

Mission

To provide inclusive education and care for children, young people and adults.

To be accessible and responsive to meet our diverse community needs by offering a wide range of services.

To inspire collaboration and connection between community groups and local organisations.

Values

Nurturing: We Strive to Create a Caring and Safe Environment

Belonging: We aim to be welcoming and accessible to our Community

Connection: We work to support Community Collaboration

Philosophy

In relation to all Children, Families, Community Members and Staff, Quantin Binnah strives to:

- Promote a safe and secure environment
- Encourage all service users to respect each other, the property of QB and the equipment contained within
- Aspire to provide equal opportunity
- Develop strong trusting connections and open communication

- Cultivate a sense of belonging
- Provide a nurturing environment and programs that are inclusive and that respect diversity
- Have awareness, sensitivity and compassion for additional and individual needs
- Cater to individual needs
- Promote and explore all avenues of creativity
- Seek out and explore all avenues of social enterprise, partnerships and networks
- To support sustainability and respect for our environment and planet

In addition, our organisation purpose as included in our constitution and our child safety statement holds QB accountable to its community.

Purpose

Quantin Binnah is a Public Institution whose charitable purposes are:

- Advancing positive mental health, reducing and preventing isolation and loneliness for all children, families and the community through the provision of social, recreational, cultural and educational integrated activities and programs.
- Creating welcoming and inclusive physical locations which supports individuals of all ages and abilities to undertake activities, or work on projects, in the company of others.
- Encouraging all groups and individuals in the community to participate in planning and service direction to ensure the service is responsive to community needs.
- Providing a wide range of services from birth to aging well activities which support community members of all ages and abilities to build life - long connections and social capital.
- Facilitating social connections and collaboration for community members community groups and local organisations.
- Ensuring services and programs available and accessible to all community members including those with a disability, carers, and the CALD community.

Child Safety Statement

Quantin Binnah is a committed child safe organisation and has zero tolerance for child abuse. Every child and young person accessing Quantin Binnah has the right to feel safe. All Quantin Binnah employees, volunteers, contractors and community representatives have a responsibility to understand and activate their role in preventing, detecting, responding and reporting any suspicions of child abuse to the relevant authorities and maintaining a child safe culture.

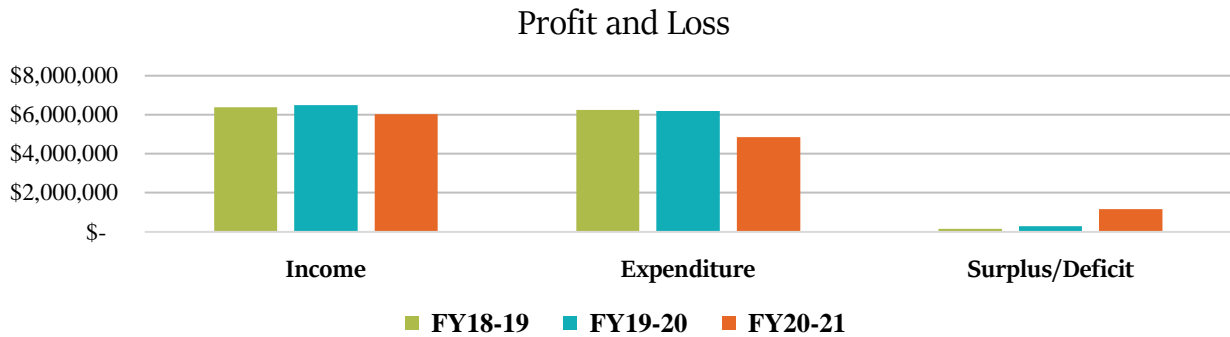
Ratified by the board of Quantin Binnah Community Centre as of 29th April 2021

6. Financial Statements and Summary

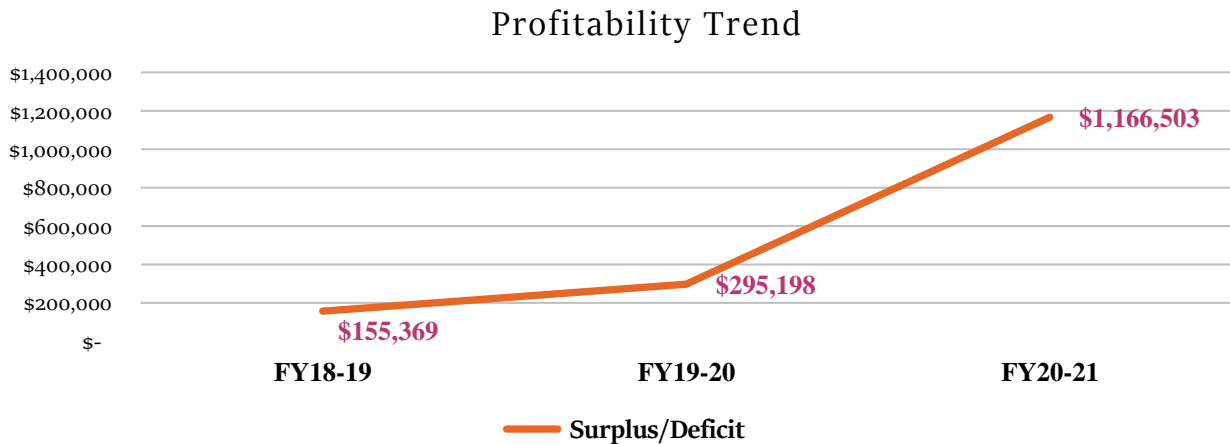
1. Financial Health Check

A high-level review of the financials of Quantin Binnah was undertaken with the results for the previous three years captured below:

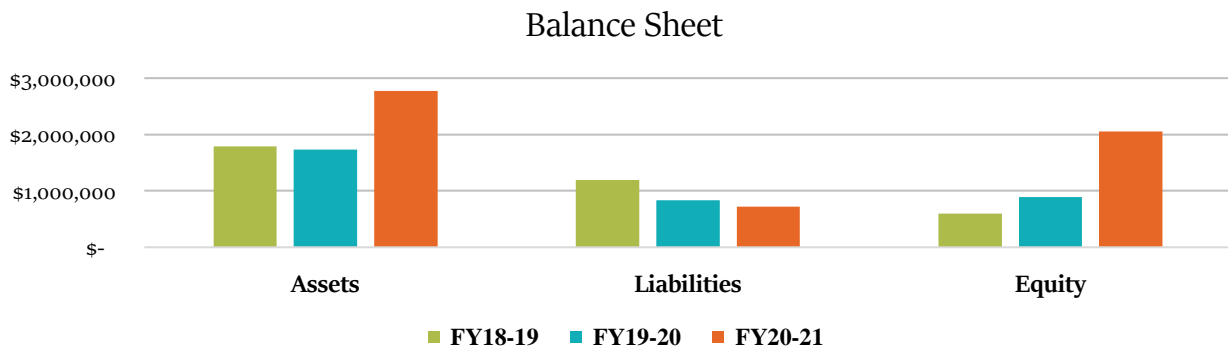
1.1. 2019-2021 Profit and Loss (\$'000)



1.2. 2019-2021 Profitability Trend



1.3. 2019-2021 Balance Sheet (\$'000)



1.4 Key Financial Ratios

There are various ways to represent the financial viability and financial health of an organisation or company. (Banks usually rely on audit firms and external accountants to give a picture of these matters).

QB has used four ratios to help give guidance about our financial health:

- » Working Capital Ratio: A ratio of more than 2 presents a strong short-term liquidity, revealing that QB can pay its current liabilities

Financial Year	FY18-19	FY19-20	FY20-21
Current Assets	\$ 1,688,790	\$ 1,623,764	\$ 2,652,054
Current Liabilities	\$ 1,099,363	\$ 816,789	\$ 666,317
Working capital Ratio	1.5:1	2:1	4:1

- » Days Cash on hand: This measures the number of days on which expenses can be covered from existing cash and cash equivalents. The Months of spending ratio represents a longer planning horizon since it assumes receivables can be collected to sustain operations. Both ratios indicate a strong liquidity position. QB has sufficient cash to meet organisational expenses as they fall due.

Financial Year	FY18-19	FY19-20	FY20-21
Days Cash on hand	87	71	197
Months of Spending	2.9	2.3	6.5

- » Operating Ratio: This expresses the annual surplus of revenues over expenses. The increase in contribution revenue over the last three years has led to the surplus saving indicator.

- » Profitability trending: this has increased significantly over the last three years. It indicates high financial sustainability and the maintenance/expansion of high-quality building and services.

1.5 Results

The financial health check ratios indicate that QB has strong financial sustainability. High growth in equity over the last three years underpins the organisation's future financial independence and viability. This is a key goal for all community organisations.

7. SWOT Analysis

The strengths and weakness of an organisation are internal factors that can be controlled directly by the management of an organisation. Examples of internal factors include financial and human resources, tangible and intangible (QB reputation) assets, and operational efficiencies. The opportunities and threats that an organisation faces are external factors.

External influences, such as politics and policy changes, funding bodies, regulations and compliance demands are all factors outside of an organisations control that must be factored in alongside internal factors that can be controlled directly by the management of an organisation.

The QB SWOT analysis conducted provided direction for the development of the key strategic priorities which create measurable goals and can feed into the QB operational and business plans.

Strengths

Strengths describe what an organisation excels at and what separates it from the competition. The following were identified as QB's strengths:

- Experienced & qualified Staff
- Build & maintain relationships
- Partnerships
- Children's programs
- Inclusion
- Communication
- Reputation
- Providing relevant programs
- Friendliness
- Community feel
- Collaboration
- Staff value/loyalty
- Approach to care
- Connections

Weaknesses

Weaknesses stop an organization from performing at its optimum level. They are areas where the business needs to improve to remain competitive and or relevant. The following were identified as QB's weaknesses:

- Ability to widely promote the organisation
- Accessibility to the location
- The Café
- Lack of community development programs
- Reporting process "work in progress"
- Training
- Outdoor yard space
- Signage
- Consistency
- Communication
- Resources
- Computer analysis/Modelling plan
- Building/s

Opportunities

Opportunities refer to favorable external factors that could give an organisation a competitive advantage. The following were identified as QB's opportunities:

- New collaborations
- Redevelopment of the QB Café
- CD having a blank slate to work with
- Post Covid services for the community
- Training/Team Building
- Marketing to broader client base "Networking"
- Branding
- Recruitment
- Growth in area
- Family/Community engagement
- Behaviour guidance
- Location
- Stakeholders

Threats

Threats refer to factors that have the potential to harm an organisation. The following were identified as QB's threats:

- Competitors, quantity of
- What competitors are providing in comparison, services provided
- Dated Building – not for purpose
- Recruitment Opportunities, lack of skilled people entering into the industry
- Modern fit-out of competitors
- Volume of Centre's being built
- Returning to industry after COVID
- Child behavioural challenges
- Intake and enrolments
- IT system not integrated

8. Strategic Priorities

The Strategic Priorities were developed and identified via a combination of consultations, workshops, surveys, the SWOT Analysis and exploration of the demographic data, community needs and priorities. These strategic priorities will provide broad overarching direction for QB for next five years.

Services for community

Utilising the community development principals of collaboration, inclusivity, capacity building and equity to expand the scope of services offered.

Infrastructure

Increase service capacity by renovating existing building (and surrounds) and securing new and appropriate sites.

Communication and marketing

Provide curated communication to community members embedding new branding and ensure all staff members, volunteers and committee members have access to all appropriate communication, policies and procedures.

Develop a QB marketing strategy including a competitor analysis.

Lifelong learning

Expand the offerings of the adult education department.

Efficient systems

Upgrade the IT systems to incorporate time and resource saving capabilities ensuring written procedures and processes are updated and embedded.

Financial Sustainability

Investigate options for QB to have diverse funding streams and creating a process for developing operating cash reserves.

In to the future

Create and implement succession, business and HR plans ensuring QB is able to attract and retain staff (and volunteers) of the highest caliber whilst future proofing the organisation.

Explore opportunities for sustainable growth in service provision to ensure a strong market position.



Appendix

a. Partners and Collaborators

- » Victorian Department of Health and Human Services
- » Victorian Department of Education and Training
- » Commonwealth Department of Social Services
- » Commonwealth Department of Education, including Australian Children's Education and Care Quality Authority (ACECQA)
- » Wyndham City Council, including Maternal and Child Health Services (MCH)
- » Adult Community and Further Education (ACFE)
- » Network West
- » The Gordon
- » Victorian Chamber of Commerce and Industry (VECCI)
- » Relationship Matters
- » Early Learning Association Australia (ELAA)
- » Uniting (prev. Uniting Care)
- » Anglicare
- » Network West
- » Local Partnerships
 - Community Centres
 - The Grange Community Centre, Hoppers Crossing
 - Wyndham Community and Education Centre, Werribee
 - Iramoo Community Centre, Wyndham Vale
 - Jamieson Way Community Centre, Point Cook
 - Yerambooe Community Centre, Hoppers Crossing
 - Wilmington Community Centre, Hoppers Crossing
 -
 - Schools
 - Westgrove Primary School
 - Bethany Catholic Primary School
 - Newport Lakes Primary School
 - Corpus Christi Catholic Primary School
 - Our Lady of the Southern Cross Catholic Primary School
 - St. John the Apostle Catholic Primary School
 - St Martin de Porres Catholic Primary School
 - St Leo the Great Catholic Primary School

b. Methodology

The 2021 – 2026 Quantin Binnah Strategic Plan has been formulated with input from the following:

- Board Workshops including review of the current vision, mission and philosophy statements and undertaking a SWOT analysis.
- Executive leadership team workshops review of the current vision, mission and philosophy statements and undertaking a SWOT analysis.
- The current Wyndham demographic profile¹ and identified future trends².
- Desktop (Web based) research.
- Financial health check / financial analysis.
- Key staff engagement meetings
- QBCC parent and stakeholder surveys

A range of methods were utilised within the workshops including appreciative Inquiry, theory of change and focussed discussions with people to ensure resourcing will be able to match the plan.

c. Survey Data

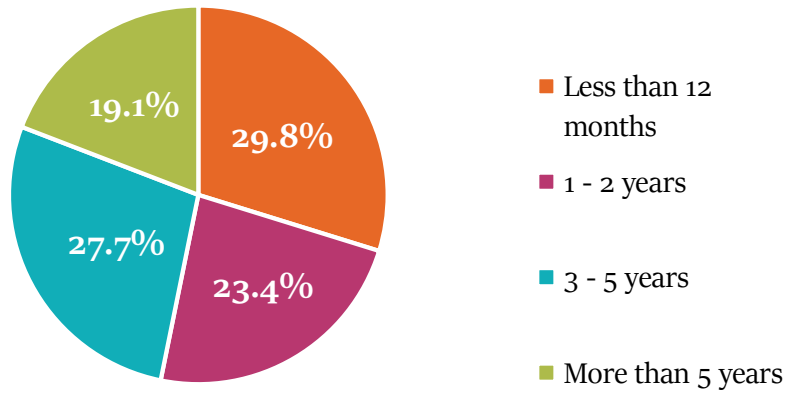
Quantin Binnah emailed families and stakeholders during the strategic development period of April to June to seek their participation to help with the development of our 2021 – 2026 strategic plan and in addition support our forthcoming QB ACECQA assessment and rating process.

The summary for the family feedback is provided on the following page.

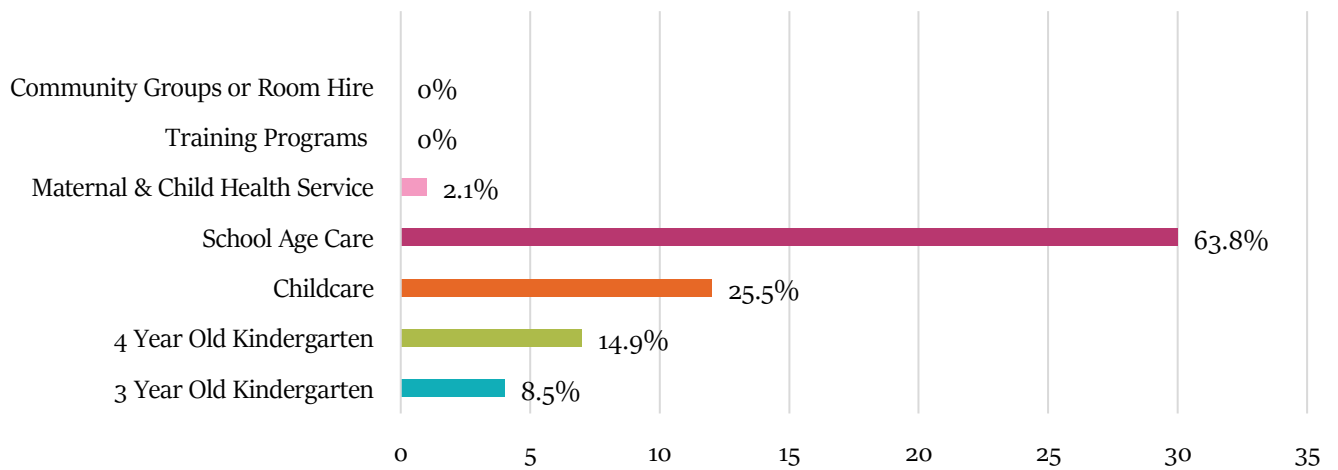
¹ Australian Bureau of Statistics, Census 2016

² ID.com.au

How long have you been part of the Quantin Binnah Community and utilizing our services?

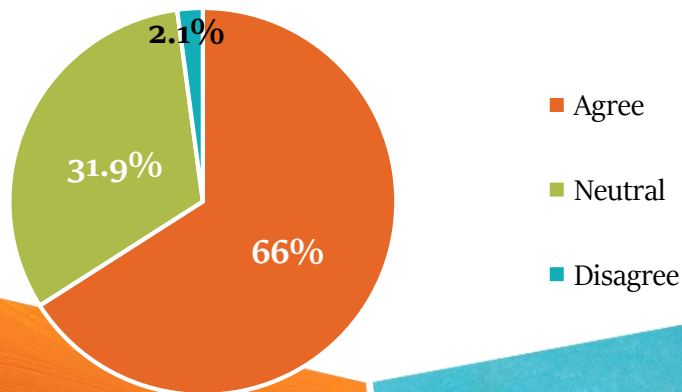


What service/s do you currently use?

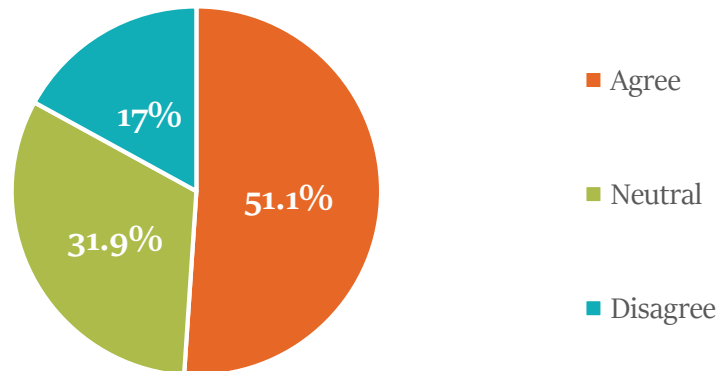


- The majority of feedback received came from School Age Care families – 63.8%
- We did not receive feedback from Playgroup families or any Community Groups

My child's interests and strengths are catered for at Quantin Binnah.

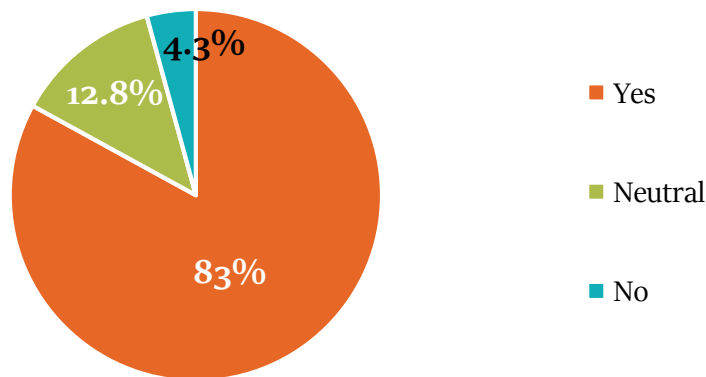


I have received sufficient information about my child's learning and progress. (This might be through displays on the walls, newsletters, conversations with staff, or learning stories / portfolios.)

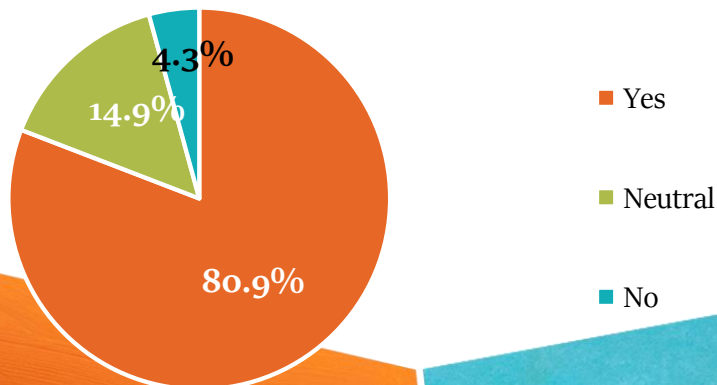


- 66% agree their child's interests and strengths are catered for – 31.9% were neutral
- 51.1% agree they receive sufficient information about their child's learning and progress
- 17% believe they do not receive sufficient information about their child's learning and progress

Are you satisfied with how your child's health and safety needs are managed whilst being educated and cared for?

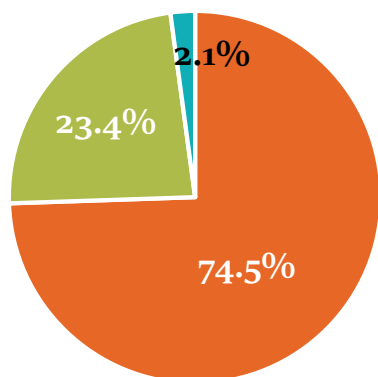


Quantin Binnah Staff always display professionalism and are approachable.



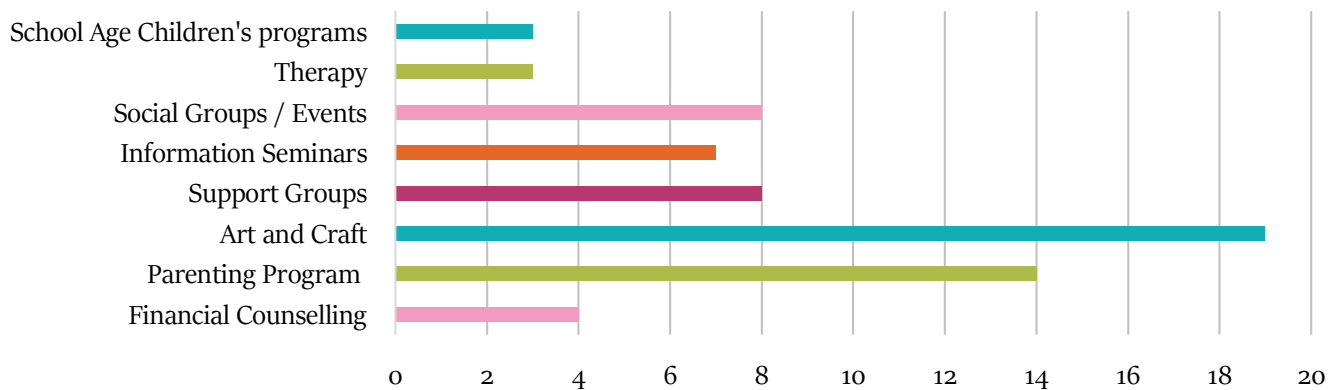
- 80.9% believe Quantin Binnah staff always display professionalism and are approachable – 14.9% were neutral

Quantin Binnah Staff create warm and nurturing environment that supports community connection and a sense of belonging



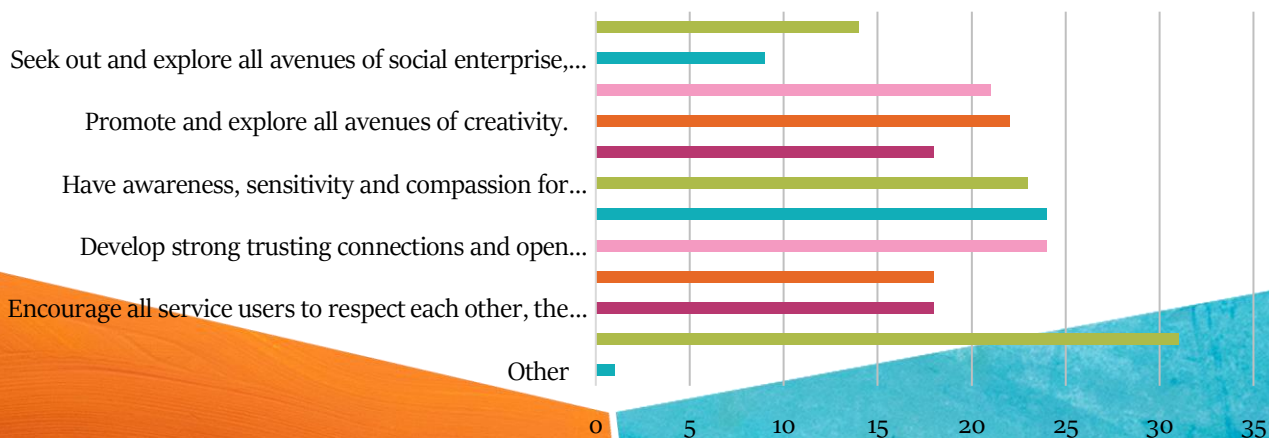
- 74.5% agree our educators create warm and nurturing environment that supports community connection and a sense of belonging - 23.4% were neutral

What programs would you like to see running at the Quantin Binnah Community Centre? You can list more than one, and any details you think would be useful.



- The Quantin Binnah community would like to see:
 - o Art and Craft programs
 - o Parenting programs
 - o Social groups to support connect
 - o Support groups
- Other suggestions included:
 - o Basic to advance computer classes
 - o Bring your own craft and do it with other people

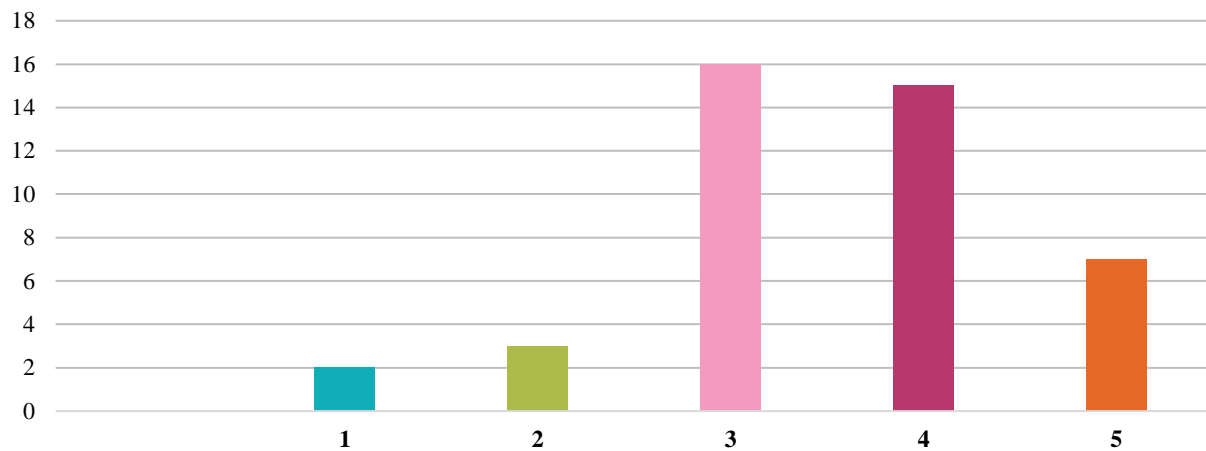
Please tick which elements of our Service Philosophy which resonate with you: Quantin Binnah Services Strives to:



- Promote a safe and secure environment resonated with 72.1% of respondents
- Develop strong trusting connections and open communication - 55.8%
- Provide a nurturing environment and programs that are inclusive and that respect diversity - 55.8%
- Have awareness, sensitivity and compassion for additional and individual needs - 53.5%
- Promote and explore all avenues of creativity - 51.2%
- Cultivate a sense of belonging - 48.8%

How has COVID affected you?

Scale 1 - 5 from very little to very much:



A summary of comments about how COVID has impacted Centre users:

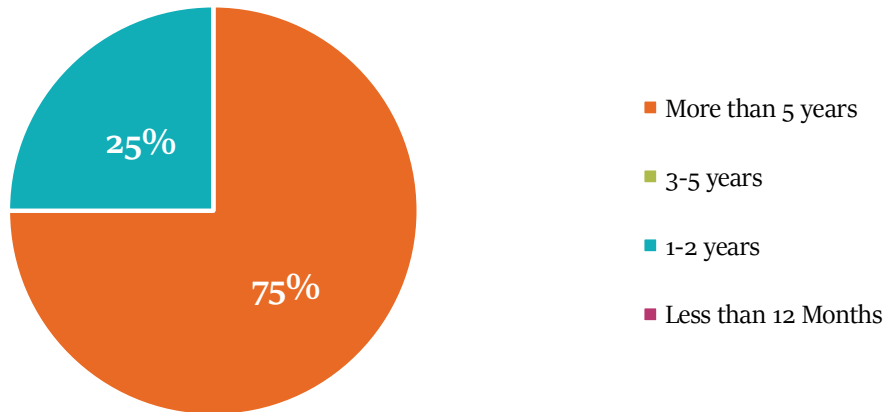
- It is challenging to manage work, home, relationships, nurture your child's needs, have anytime to nurture your own needs, and also continue with day-to-day management of the home.
- COVID has completely changed how I work; it's been fantastic to have QB there with the OSCH program to remove worries about being able to focus on work while at home.
- Working from home, remote learning for school aged kids, managing mental health issues
- School closures and not being able to maintain regular working hours because of this
- Ability to work from home has been good for family dynamics

The Summary for the Stakeholder Feedback is provided below.

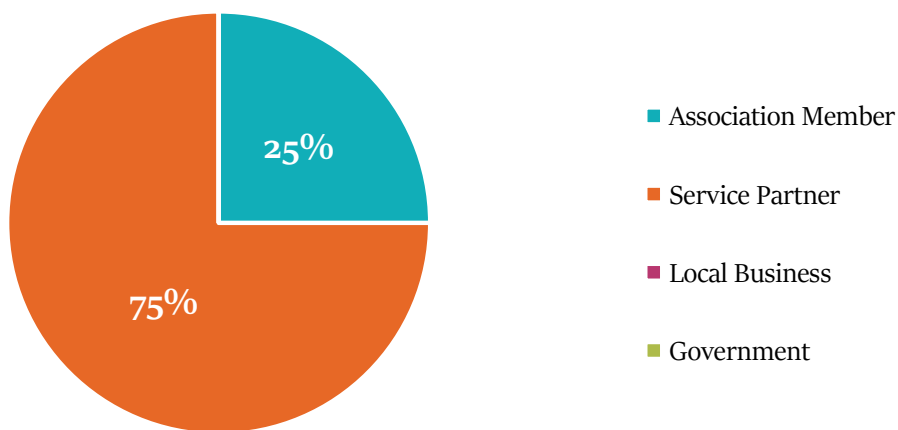
Stakeholder Feedback Summary

Quantin Binnah Community Centre

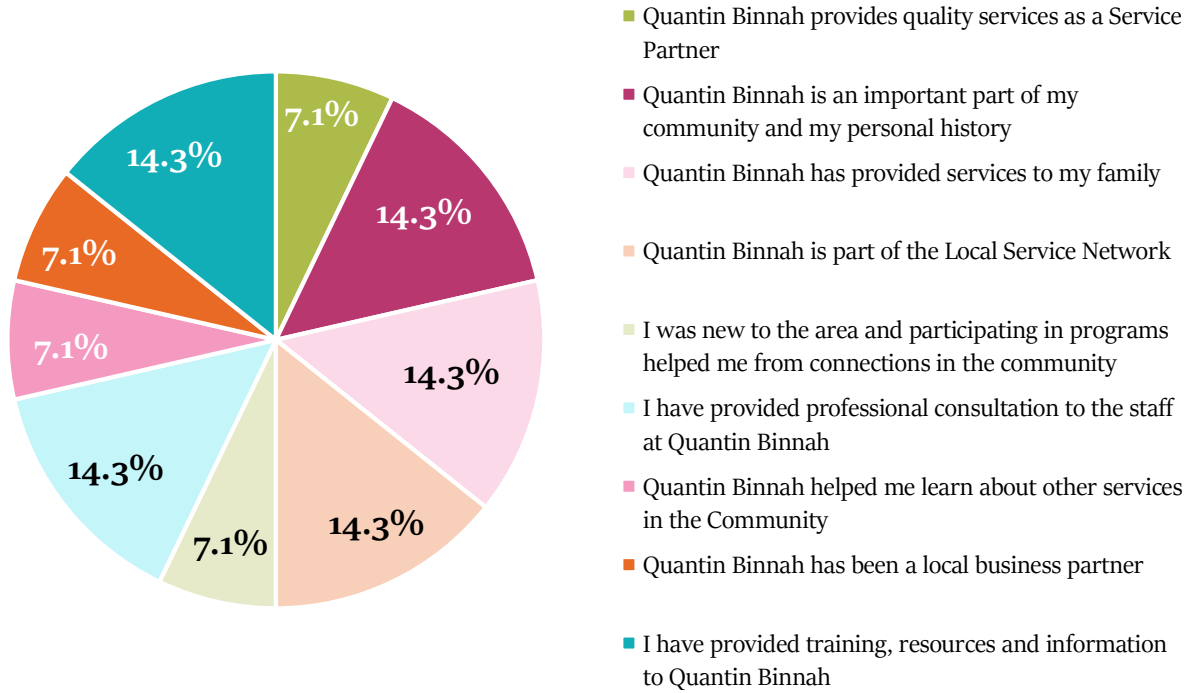
How long have you been affiliated with Quantin Binnah?



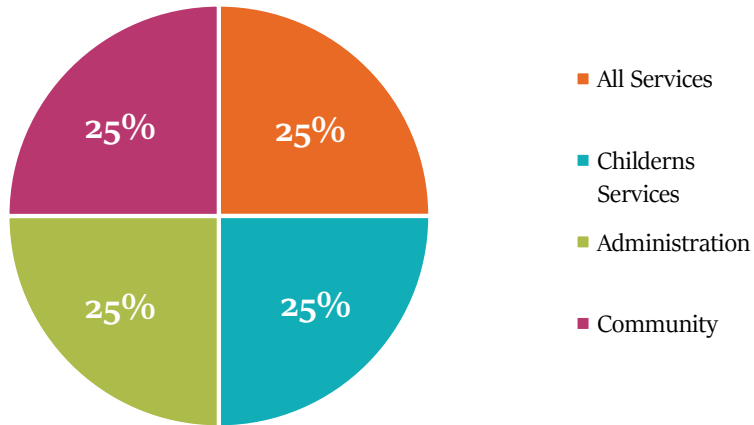
What is your connection to QBCC?



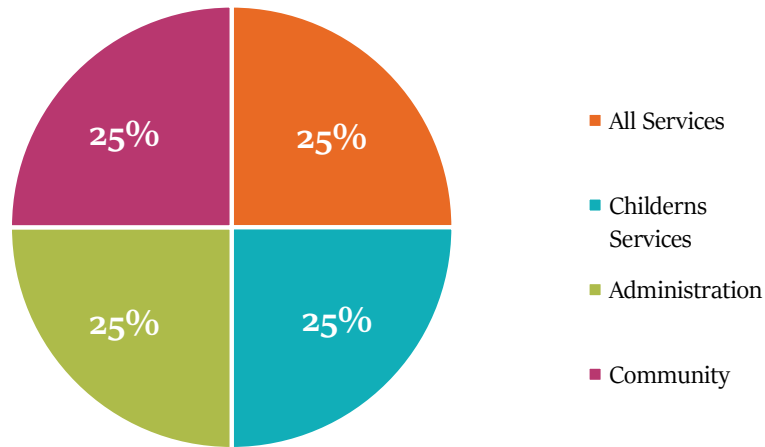
Which statement best describes your connection with Quantin Binnah?



With which service/s are you or your organization affiliated?



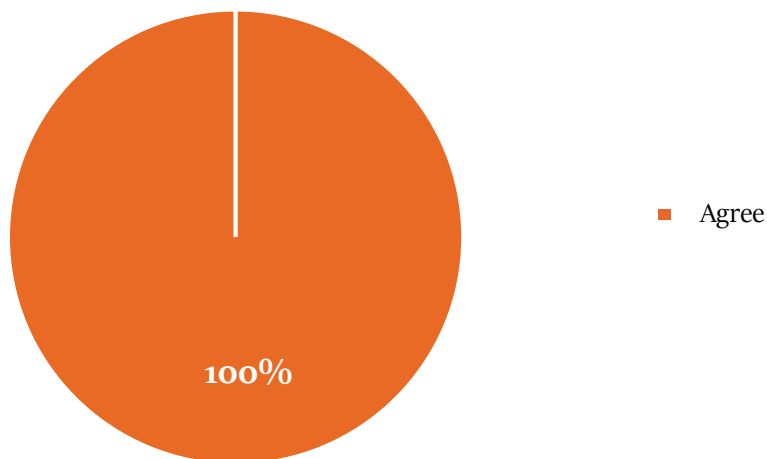
How do you rate QB as a Centre/Community Service overall?



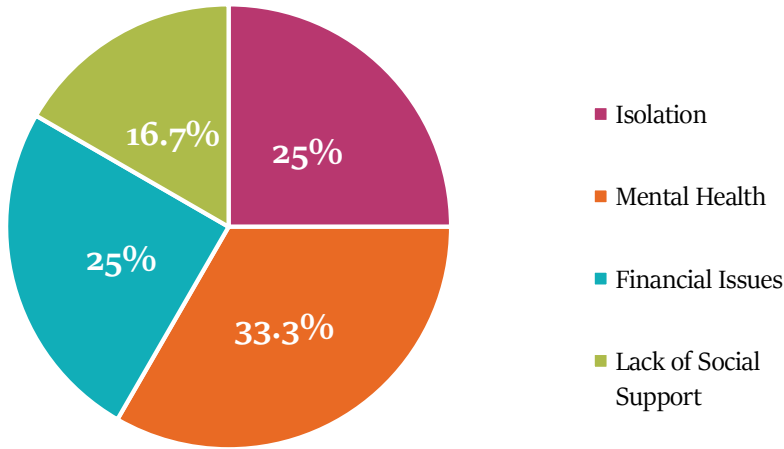
What do QB do well? / How could we improve?

1. Delivering Excellent Childcare Services
2. Support working families is a key service which QB does very professionally but also with a personal touch.
3. Providing high quality early years care and education

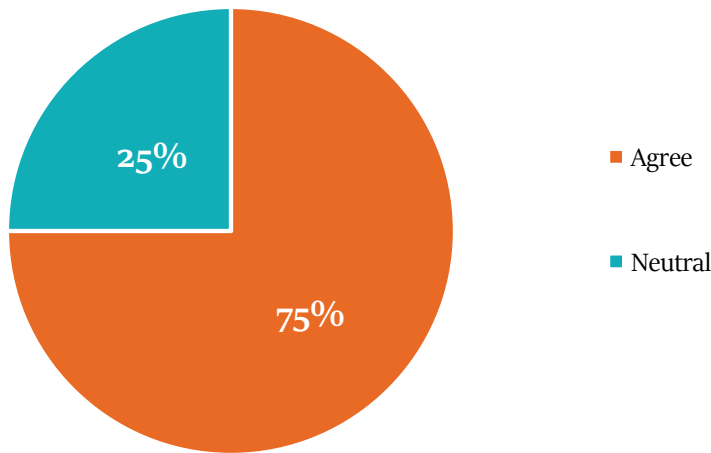
Quantin Binnah Staff with whom you have affiliation always display professionalism and are approachable.



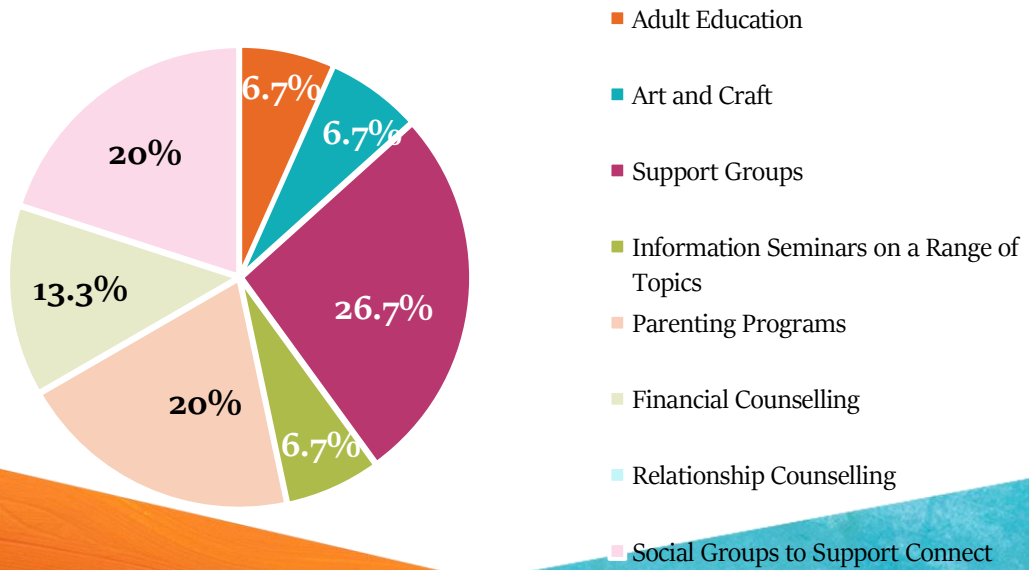
What areas of need do you think are present in the local community?



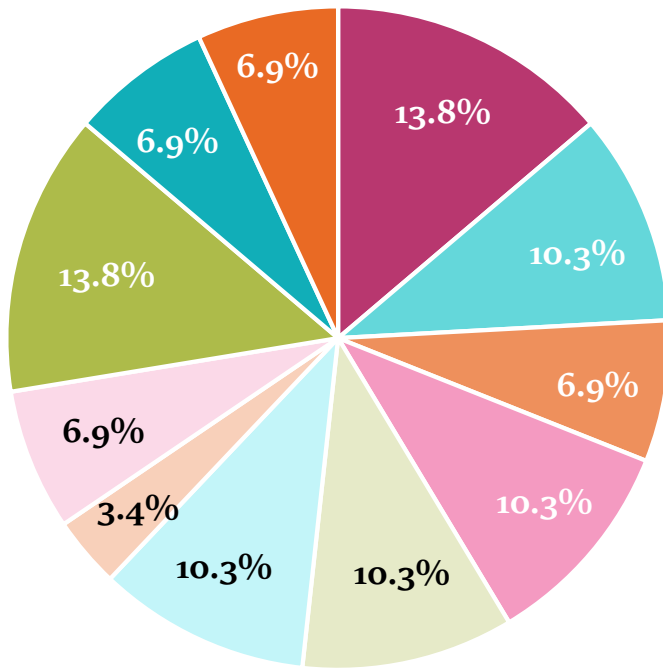
Quantin Binnah Staff with whom you have affiliation always display professionalism and are approachable.



What programs would you like to see running at the Quantin Binnah Community Centre?



Which elements of our Service Philosophy which resonate with you: Quantin Binnah Services Strives to:



- Promote a safe and secure environment.
- Encourage all service users to respect each other, the property of QB and the equipment contained within.
- Aspire to provide equal opportunity to all.
- Develop strong trusting connections and open communication
- Provide a nurturing environment and programs that are inclusive and that respect diversity
- Have awareness, sensitivity and compassion for additional and individual needs
- Cater to individual needs
- Promote and explore all avenues of creativity.
- Cultivate a sense of belonging
- Seek out and explore all avenues of social enterprise, partnerships and networks.
- To support sustainability and respect of our environment and planet.

Optional - How has COVID affected you?
 Scale 1 – 5 from very little to very much.
100% answered 3.



d. Analysis of Achievement of KRA's Strategic Plan @ July 2021

Key Result Areas	Objectives	Analysis of Achievement @ July 2021
An engaged and aware community	Establish fit for purpose working groups to support the implementation of the plan	<ul style="list-style-type: none"> • Marketing Group Established Feb 2020 – projects have included: <ul style="list-style-type: none"> a) Branding Workshop x 3 b) QB Parent Handbook c) QB Staff Handbook d) QB Hirers Handbook e) Monthly Newsletter f) New QB Brand Launch g) New Web Site h) New QB Video i) Reception Power Point j) The foyer project has cleaned up the foyer area and to make it a warmer space for families... k) Enhanced Display boards l) QB Communications – many forms of communication going to staff and families • WHS project team and staff working group established and ongoing systems and processes to effectively manage and monitor WHS • Policy Project Team Established – All newly branded policies now on the new web site and process for ongoing review and updating • Risk Management Team Established – QB Risk Management Plan established and process for ongoing review and updating • CD group Business Plan unable to be enacted due to COVID has been engaging members throughout COVID via Facebook and Web Site (See all activities via BCP – version 15) Plans underway for the development of the CD group Business Plan with new CD worker employed July 2021
	Technology is used to interact with parents and carers	<ul style="list-style-type: none"> • Regular “all Family emails” due to COVID and service updates • Program communication via email and telephone and zoom (See all activities via BCP – version 15) • Ensuring all staff had a QB email • New Website launched with additional features for parents including access to all QB policies and CCS calculator • Current project underway to investigate improved on line CMS system and interface with parent communication platform and possible link interface with HR systems

Key Result Areas	Objectives	Analysis of Achievement @ July 2021
	<p>Regular communications with our stakeholders</p> <p>Provide first-class customer service and support for each individual visitor, parent and centre user</p>	<ul style="list-style-type: none"> • Regular emails to Stakeholders due to COVID and service updates • Program communication via email and telephone and zoom (See all activities via BCP – version 15) • New Web Site with FAQ and also Current project underway to investigate improved on line CMS system and interface with parent communication platform will enhance customer service
		<ul style="list-style-type: none"> • Improvements with current system ensuring pre-emptive emails are sent to ensure all families receive enrolment email instead of going into Junk Mail • Greater attention to detail in presentation and customer service through greater support, improved organisation and leadership to enhance capability and consistency • Greater response and acknowledgment to feedback provided – further work to be done when climate is less effected by COVID e.g.: Customer satisfaction survey
<p>Accessible activities and programs reflecting our diverse community</p>	<p>Understand our target audience</p>	<p>Further work to be done regarding understanding our changing demographic – post COVID to understand and meet needs of changing community</p> <p>New CD worker recruited July 2021 is undertaking a needs analysis to access QB service user’s needs and plan service delivery</p>
	<p>Centre users are from diverse backgrounds and age groups</p>	<p>Further work to be done regarding understanding our changing demographic – post COVID to understand and meet needs of changing community</p>
	<p>More families and centre users are accessing more services more often</p>	<p>Further work to be done regarding understanding our changing demographic – post COVID to understand and meet needs of changing community</p>

Key Result Areas	Objectives	Analysis of Achievement @ July 2021
We are skilled and sustainable	Our locations and equipment are fit for purpose and contemporary	Extensive work has been undertaken to clean, declutter and arrange maintenance at all sites to improve appearance to enhance brand reputation ¼ly site audits consistency undertaken and follow up action to rectify issues is also reviewed
	Continue to build diverse funding streams	Extensive Work has been undertaken to apply for and apply new funding models with COVID A number of Grants for CD activity have been successful
	Develop a strong, sustainable leadership and management structure	New leadership structure has been successful - 2 tiers <ul style="list-style-type: none"> • Integrated Strategic Service Leaders' • Educational Leaders Reporting processes articulated and implemented - Appropriate delegations enforced and included in all induction processes
Grow QB Café	QB café is serving a social purpose	Decision to close QB café due to COVID and ongoing loss
	QB café is profitable	New CD worker and CEO will undertake a Project to investigate suitable options serving a social purpose and to ensure financial sustainability



Quantin Binnah
Community Centre

2021-2026 Strategic Plan

August 2021