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Reedbeds Community Centre Inc T/A Fulham Community Centre

FULHAM COMMUNITY CENTRE STRATEGIC PLAN 2020 - 2024

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1. About Fulham Community Centre

Fulham Community Centre (FCC), built in 1971, was originally part of the Fulham Primary School. Fulham Primary School was the first open plan classroom built in South Australia. Following the closure of the school in 1988, concerned members of the local community successfully negotiated with the South Australian Government and the City of West Torrens to retain the building for future development as a Community Centre. The City of West Torrens now owns and maintains the building and provides some funding to assist toward running the centre.

Reedbeds Community Centre opened its doors in 1992. It derived its name to commemorate the local environment where, during the settlement period, reed beds stretched along the coast up to Port Adelaide. A mural inside the building depicts this rich history. Reedbeds Community Centre changed its business name to Fulham Community Centre in 2017. The centre continues to offer an increasing variety of activities for the local community.

FCC is a non-profit organisation governed by a committee of volunteers. The committee engage four staff members, these include; a manager (approx. 20 hours per week) to oversee the day to day running of the centre; an assistant manager (approx. 8 hours per week), a bookkeeper (approx. 6 hours per week) and a cleaner (approx. 6 hours per week).

The centre aims to provide safe environment where local community can come together and enjoy learning new abilities, enjoy different programs, form new friendships, reach out for assistance, expand their interests and even start new community groups.

FCC focuses on discovering and responding to community needs. It tracks trends and changes in the local demographics and assesses changing needs, adapting when necessary to remain relevant and progressive. FCC offers wide range of activities, programs, workshops, interest groups to help enhance social connection and inclusion. It is focused on the wellbeing, support and development of its local community.

In its strategic planning, FCC works closely with The City of West Torrens strategic vision to ensure both the council and FCC are working together to create the best outcomes for the local community. FCC aims to have close relationships with all stakeholders including the local community members, local businesses, the council, Mayor and local MPs.

2. Strategic Plan Purpose

The purpose of the strategic plan is to help determine FCCs key priorities for the management team and committee over the coming years. The strategic plan will act as a guide to help ensure FCC is aligned with its overall vision, goals and outcomes.

The strategic plan will in the first instance provide core information of FCC and then outline the key goals for the 2020 -2024 period, this includes:

- What is the centres mission and objectives
- Who currently uses the centre
- Who are the centres strategic partners
- What is the current funding structure
- What are the key goals for the 2020-2024 period

3. Mission Statement

To provide a progressive centre which is accessible to all in our community and acts as a catalyst to facilitate, promote and meet the needs of the local community.

4. Objectives

The objectives of the FCC are:

1. To work with local community and council to help identify and fulfil community needs.
2. To encourage community involvement in the organisation and development of the Centre's activities, programs, workshops and events.
3. To introduce and support community members to resources and activities, creating an awareness of neighbourhood community facilities.
4. To facilitate interaction between local community residents via common interest groups, enabling greater sharing of experience and knowledge of members as well as developing a more empathic understanding of social problems facing members.
5. To work with the City of West Torrens for assistance and collaboration to ensure the Centre is able to achieve its goals in meeting the needs of the local community.
6. To be a leader in advocating and facilitating positive connections and changes for local community.

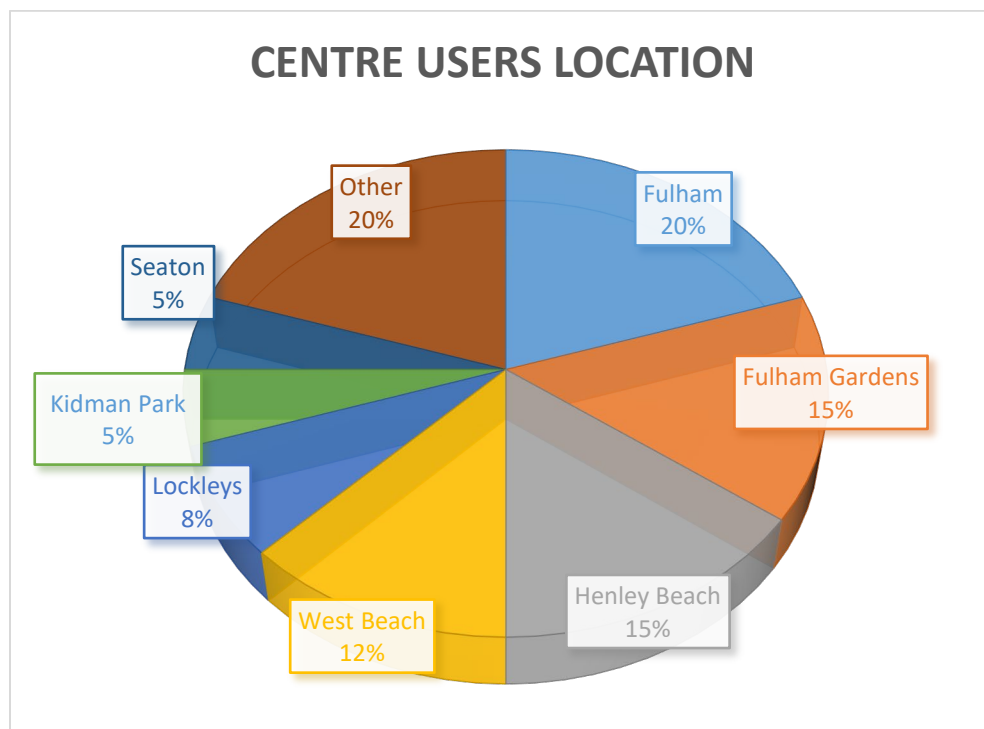
7. To create partnerships that enrich the services and programs offered to local community.
8. To inspire local community to come together and create a space for positive experiences.
9. To ensure the community knows of the facility and to create a safe and welcoming environment for all regardless of race, age, status, creed, culture, sexuality, nationality, ability or political beliefs.
10. To advocate against social isolation, creating a space for community to reach out to care for one another.

5. Who uses the Fulham Community Centre?

It is important to understand who the current users of the centre are. By understanding current users, we can see who is being under represented that could benefit from the centre and offer programs for them.

The first step of understanding who our centre users are, is to see who demographically we are serving.

The following information has been taken from the two fitness classes and internally run workshops during 2019 to March 2020. Feedback forms were given to participants of these classes to capture basic information such as postcodes. The information recorded is as follows:



Furthermore, determining deeper information of centre users will help understand current users, potential markets and how to attract new users to the centre, ensuring the centre remains viable and relevant.

By understanding who is using the centre, we can discover resources and create a more enriched environment for participants. The data collected must be meaningful and assist the management team in making informed decisions to help further community goals.

This information is critical to understanding growth and change within the centre and also where groups are no longer needed or fully serving the community.

The community needs analysis was co-created by Flinders University, CCSA and a consultative group of community centres, of which, FCC was one. The first FCC community needs analysis was rolled out in 2019. It would be favourable for the committee and management to engage in a full revisit of the community needs analysis at least when new census information is available every five years. It would also be advisable to conduct smaller portions of the needs analysis that focus on class sizes and feedback at more regular intervals to ensure FCC is fulfilling the community needs and its goals.

Table 2: Centre User Data (Table A of Community Needs Analysis)

Centre User Group	Number of Participants	Target Group	Age Group i.e. Pre-school School Working Retirement Senior Frail Aged	Gender F (X%) M (X%) Not Specified (X%)	Employment Status i.e. Employed (X%) Looking for work (X%) Unpaid Caregiver (X%) Unpaid Domestic Work (X%) Retired (X%)	Education Level i.e. School (X%) Vocational (X%) Tertiary (X%)	Main Language Spoken (other than English)	Significant Cultural Practices	First time Centre User Yes (X%) No (X%)
Mixed Art	5	Senior	Retirement	F 85% (4) M 25% (1)	Retired 100% (5)	Tertiary 100% (3)	/	/(Australia)	No 100% (5)
iPad Peer Training	4	Senior	Senior	F 50% (2) M 50% (2)	Retired 100% (4)	Tertiary 75% (3) School 25% (1)	/	/(Australia)	Yes 25% (1) No 75% (3)
65+ Fitness	18	Aging	Senior	M 11.1% (2) F 88.9% (16)	N/A	N/A	N/A	N/A	N/A
Playgroup	13	Pre-school & Young Parents	Pre-school	M 38.5% (5) F 61.5% (8)	Other 100% (13)	Other 100% (13)	Portuguese 15.4% (2)	South Africa 23.1% (3)	Yes 15.4% (2) No 84.6% (11)
Zumba Mums	8	Parents	25-45	F 100% (8)					Yes 100%
Self Defence Mums	2	Parents	25-45	F 100% (2)					Yes 100%
Yoga Mums	6	Parents	25-45	F 100% (6)					Yes 100%
Pilates Mums	2	Parents	25-45	F 100% (2)					Yes 100%
Return to Fitness	12	Senior	Senior	F 100% (10)	Unpaid domestic work 10% (1) Retired 90% (9)	School 60% (6) Vocational 10% (1) Tertiary 20% (2) Others 10% (1)	/	Filipino 10% (1) Italian 10% (1) Australia 80% (8)	Yes 20% (2) No 80% (8)
Yoga	8	20-50	Working	F 75% (6) M 25% (2)	Employed 50% (4) Student 25% (2) Retired 25% (2)	N/A	English	N/A	Yes 12.5% (1) No 87.5% (7)
Craft Fellowship	9	Senior	Senior	F 100% (9)	Retired 100% (9)	School 88.9% (8) Vocational 11.1% (1)	English	South African 11.1% (1) Australia 88.9% (8)	No 100% (9)
Coastal Choices	7	People with disability	21-60	M 71.4% (5) F 28.6% (2)	Other 100% (7)	School 14.3% (1) Other 85.7% (6)	/	Aboriginal 14.3% (1)	No 100% (7)

								Australian 85.7% (6)	
Shaolin KungFu	Private Hirer	20-50	Working	N/A	N/A	N/A	N/A	N/A	N/A
Golden Knights Martial Arts	Private Hirer	6-60	School and working	N/A	N/A	N/A	N/A	N/A	N/A
MJB Dancers	15	Interest	Pre-school School University	F 100% (15)	Employed 6.7% (1) Part-time 46.7% (7) Other 46.7% (7)	School 20.0% (3) Tertiary 53.3% (8) Other 26.7% (4)	Italian 13.3% (2)	Italian 13.3% (2)	Yes 26.7% (4) No 73.3% (11)
Tai-chi for Health	8	Senior	Senior	F 87.5% (7) M 12.5% (1)	Retired 100% (8)	School 25.0% (2) Vocational 12.5% (1) Tertiary 62.5% (5)	/	Greek 12.5% (1) European 12.5% (1)	Yes 12.5% (1) No 87.5% (7)
Probus Computer Club	2	Senior	Senior	M 100% (5)	N/A	N/A	N/A	N/A	N/A
XLent Disability Cooking class	5	People with disability	20-60	M 100% (5)	Other 100% (5)	School 100% (5)	Italian 20% (1) Greek 20% (1)	Italian 20% (1) Greek 20% (1) Polish 20% (1)	No 100% (5)
AREG - Radio Experiment	Private Group	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sew, Create, Laugh - Closed Group	7	Aging	Working Retirement Senior Other	F 100% (7)	Employed 28.6% (2) Unpaid Domestic work 14.3% (1) Retired 57.1% (4)	School 42.9% (3) Vocational 14.3% (1) Tertiary 42.9% (3)	/	/(Australia 100%)	No 100% (7)
Fiji Seniors	Private Group	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Club India Bingo	12	Senior	Senior	F 66.7% (8) M 33.3% (4)					
Club India Seniors	Private Group	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Community Garden Workshop	22	N/A	N/A	M 18.2% (4) F 81.8% (18)	N/A	N/A	N/A	N/A	N/A
Be Connected Workshop	12	Senior	Senior	M 50% (6) F 50% (6)	Retired 100% (12)	N/A	/	/	N/A
Community Garden Bitz	17	N/A	N/A	M 23.5% (4) F 76.5% (13)	N/A	N/A	N/A	N/A	N/A
Birthday Events	Private Groups	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Volunteers	12	40 to Retired	Working Retired	F 66.7% (8) M 33.3% (4)	Retired 58.3% (7) Others 41.7% (1)	N/A	N/A	N/A	No 100% (12)

6. Strategic Partners

City of West Torrens – We have a strong alliance with the City of West Torrens who provide ongoing support in many areas including: financial assistance via an ongoing three year partnership agreement, maintenance of the building and grounds, compliance with safety, grant opportunities, advice, publicity and ongoing opportunities to collaborate.

Community Centres South Australia – As the peak body CCSA provides training opportunities, support with community development, ongoing grant opportunities, industry support and lobbies for new opportunities.

Reedbeds Fulham Playgroup – This community run organisation operates within our centre, running playgroup for local families.

Local Schools – We advertise opportunities such as Kitchen Kids within the local school newsletters.

Local Government – We have a strong affiliation with the local Mayor and MP's who will often lobby on our behalf for new opportunities, upgrades and other ways to support our local community.

7. Funding Structure

As a not for profit, FCC derives income from three main sources.

1. City of West Torrens offers a three year partnership agreement whereby the contributions offered are attributed to the running costs of the centre. The agreement currently covers just under a half of FCC's total income.
2. Hall Hire and Programs is the other main source of income for FCC.
3. Grant funding also contributes towards programs, equipment updates and group costs.

PART 2

KEY GOALS

ANALYSIS FOR 2020-2024

1. **Viability and growth**
2. **Marketing**
3. **Engagement**
4. **Commitment to governance**
5. **Volunteers**

1. Viability and Growth

Exploring and assessing local community needs to understand the current and future needs of centre users is essential to understand the viability and nurture growth within the centre.

- FCC will undertake a full revisit of the Community Needs Analysis when the new Census data is available in 2021. (Previously undertaken in 2019).
- FCC will keep track of numbers of participants in groups, to ensure groups are viable and/or adding value to the community.
- Regular feedback from Centre users, the local community and the City of West Torrens will form the basis of change, updates and new opportunities for growth. Management will conduct interviews and research to ensure the centre is in the best position to support new growth.
- Create opportunities for collaboration and partnerships.
- The bookkeeper and Treasurer will meet regularly to communicate the financial status of the Centre and make recommendations.
- FCC will have a financial safety net in the form of a Term Deposit, with a goal of reaching \$50,000 by 2024.
- FCC will aim to always have a surplus at the end of each financial year.

2. Marketing

Marketing is vital in letting the community know we are here for them. Marketing will remain a strong focus for the management team.

- Streamline all marketing into a recognisable brand across all marketing channels.
- Newsletter – create and send out a quarterly newsletter via email, but also have a hard copy on hand for those who do not have an email address.
- Create a calendar of events in 6 – 12 month blocks, to help with marketing and messaging through various channels.
- Post regularly on social media.
- Keep the website up to date and relevant with new information – monthly audit.
- Where possible ensure a portion of grant money is spent on marketing.
- Open up communication with neighbouring community houses to promote events etc.
- Ensure signage on Tapleys Hill Road portrays the right message management would like to convey.

3. Engagement

- Create an environment that is warm, inviting and inclusive for all local community members.
- Ensure the programs, workshops and groups are relevant and enjoyed by participants.
- Ensure the Centre is always left clean and presentable for participants.
- Work with the community and West Torrens Council to ensure the centre is current, viable and suits the needs of the community.
- Ensure participants feel connected to the centre and invite them to engage further.
- Encourage participants to connect on social media and add to the mailing list.

4. Commitment to Governance

- Ensure all policies and procedures are up to date and easily accessible.
- To have a responsible and effective management team in place.
- To ensure all minutes and documents from meetings are compliant and easily accessible.

- Achieve service excellence standard.
- Ongoing transparency in the management of the centre.
- Adhere to government requirements at all times.
- Ensure the centre always meets its financial, management, insurance and safety obligations.
- Provide a safe workplace and centre for all users.
- Ensure all books are audited annually by an external, impartial auditor and post report in the Annual Report.

5. VOLUNTEERS

- FCC will create a supportive and fun environment for volunteers to come and participate in programs, assist with activities and develop their personal interests.
- Induction packages to be readily available and reviewed.
- Police, working with children and other relevant checks to be maintained and updated when necessary.
- To have a feedback system for volunteers to voice their ideas, opinions and initiatives.
- All volunteers and staff to undergo an induction process.
- Management to dedicate time to working with, supporting and listening to volunteers concerns and ideas.
- Once there are 20+ volunteers, have a dedicated mentorship program in place and a volunteer's co-ordinator.