

*Strategic framework action plan:*

**Strategic objective 1: Local Community – CAN CS engages broadly with local community to better understand and meet the needs and priorities of local community.**

| Goal/s | How CAN will achieve those goals...                            |  |   | Overall measurable objective |
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|        | Immediate term<br>(with the funding we have now)               | Shorter term<br>(with the funding we have now or small increase in funding and/or resources) | Long term<br>(i.e. with additional funding – big picture) |                              |
|        | In the next 6 to 12 months<br>(1 January 2025 to 30 June 2025) | Over the 12 months to 2-year term  | Over the next 3 years                                     |                              |

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| <p><i>Goal 1:<br/>Greater understanding of current demographics and local needs and priorities.</i></p> |  | <ul style="list-style-type: none"> <li>○ Review data collection methods and modify for appropriateness and effectiveness.</li> <li>○ Conduct regular reviews of data.</li> <li>○ Review and refine intake forms for all CAN CS programs to collect data on demographics (postcode, public housing status, age, income/employment status etc).</li> </ul> | <ul style="list-style-type: none"> <li>○ Build upon 2020 Community Review (Sarah Howe) and/or conduct a strength/needs analysis or mapping research project.</li> <li>○ Build upon existing data</li> </ul> | <p><i>CCS has identified gaps and has strong understanding of local need/strengths and demographics</i></p> |
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| <p><i>Goal 2:<br/>Increase profile<br/>and relationship<br/>with public<br/>housing<br/>residents.</i></p> | <ul style="list-style-type: none"> <li>○ Develop relationship building strategies (for example: annual door knock, regular welcome BBQ).</li> <li>○ Implement formal strategies for relationship building with public housing residents.</li> <li>○ Increase volunteer numbers from local public housing.</li> </ul> | <ul style="list-style-type: none"> <li>○ Improve awareness of forums for public housing residents to address issues and get together.</li> <li>○ Develop general promotional material and regularly distribute to local public housing residents.</li> <li>○ Pilot re-opening of the drop-in centre/program in a slow, limited way as a strategy forgetting to know local residents.</li> <li>○ Research communication</li> </ul> | <ul style="list-style-type: none"> <li>○</li> </ul> | <p><i>CCS has built strong connections with local public housing residents and has a strong profile as a supportive and welcoming service. Local residents know who we are, what we offer and access our programs.</i></p> |
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|   | <ul style="list-style-type: none"> <li>○ Improve use of website and social media updates and engagement. Facebook/Insta updates, website updates.</li> </ul>                              | strategies for engaging estates.   |  |   |
| <i>Goal 3:<br/>Remain aware and up to date with current issues facing public housing residents.</i> | <ul style="list-style-type: none"> <li>○ Continue to have at least one member of staff and/or Board attend public meetings to be across public housing redevelopment and other</li> </ul> | <ul style="list-style-type: none"> <li>○ Strengthen relationship with local members of council and government.</li> <li>○ Continue to build stakeholder relationships and communication channels with other</li> </ul> |  | CCS staff are across issues, have built strong connections with other stakeholders involved, and residents have appropriate support to express any concerns and |

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|   | <p>relevant issues.</p> <ul style="list-style-type: none"> <li>○ Offer support to residents to understanding key messages.</li> </ul>   | <p>local services.</p>   |  | <p>understand information.</p>  |
| <p><i>Goal 4: Improve and enhance knowledge of, and engagement with, local homeless population.</i></p> | <ul style="list-style-type: none"> <li>○ Build staff capability to respond to homelessness by developing a referral resource guide and internal services directory of local homelessness services.</li> </ul> | <ul style="list-style-type: none"> <li>○ Introduce annual training for staff and volunteers around issues facing people experiencing homelessness.</li> <li>○ Assess specific needs for pantry clients with NFA or no income (eg. Increased access)</li> <li>○ Analysis of specific services and supports</li> </ul> |  | <p>CCS staff and volunteers feel confident to identify and sensitively respond to or support homeless.</p> <p>CAN offers support and services within its parameters without duplicating other local</p> |

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|  | <ul style="list-style-type: none"> <li>○ Increase networks with homelessness services in the area to enable strong referral process.</li> <li>○ Offer training to volunteers to support empathic and supportive engagement with people experiencing homelessness.</li> <li>○ Pilot re-opening of drop-in in a slow, limited</li> </ul> | for local homeless individuals, service gaps, and appropriate response from CAN. |  | supports. |
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|  | way as a strategy for getting to know local residents.  |   |  |  |
| <i>Goal 5:<br/>Engage with local businesses, organisations and services to partner for resourcing (food donations etc.), and volunteering.</i> | <ul style="list-style-type: none"> <li>○ Board members explore existing networks</li> <li>○ Board members coordinate contacting (letter/email) 3 to 5 local businesses per month.</li> <li>○ Collaborate</li> </ul> | ○ | <ul style="list-style-type: none"> <li>○ Have at least one additional strong partnership with local business or organisation to support fundraising.</li> <li>○ Have at least one additional strong partnership</li> </ul> | <p>CCS has increased awareness in the community regarding the mission and has strong partnerships with local businesses or community organisations</p> <p>Increased donations by XX.</p> |

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|  | <p>with local businesses and services to work together to better meet the needs of the community.</p> |  | <p>with local business or organisation to support volunteering.</p> <ul style="list-style-type: none"> <li>○ Have at least one strong local partnership with local business or organisation for in-kind support (e.g., Food).</li> </ul> |  |
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**Strategic objective 2: Program Development – CAN CS continuously improves the operations of its program delivery.**

| Goal/s | How CAN will achieve those goals...   |  |   | Overall measurement |
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|        | <b>Immediate term</b><br>(with the funding we have now)<br><br>In the next 6 to 12 months<br>(1 January 2025 to 30 June 2025) | <b>Shorter term</b><br>(with the funding we have now or small increase in funding and/or resources)<br><br>Over the 12 months to 2 year term | <b>Long term</b><br>(i.e. with additional funding – big picture)<br><br>Over the next 3 years |                     |

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| <p><i>Goal 1:<br/>Build volunteer<br/>co-ordination &amp;<br/>training.</i></p> | <ul style="list-style-type: none"> <li>○ Conduct an evaluation of volunteer experiences.</li> <li>○ Ensure there are clear “volunteer lead” roles -whether paid or unpaid.</li> </ul> | <ul style="list-style-type: none"> <li>○ Implement clear, documented orientation processes (including documentation for food security programs and homework club).</li> <li>○ Develop regular (compulsory and optional) training schedules for volunteers.</li> </ul> | <ul style="list-style-type: none"> <li>○ Employ a volunteer coordinator to work across programs.</li> <li>○ Ensure recommendations of evaluation (see left) are implemented.</li> </ul> | <p>Designation of leadership and oversight of volunteers is clear, onboarding of volunteers is clear and streamlined.</p> <p>CAN CCS is compliant, and volunteers feel supported, valued and well-equipped.</p> <p>CAN CS is viewed positively as a volunteering opportunity.</p> |
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|  |  | <ul style="list-style-type: none"> <li>○ Develop team-building opportunities for volunteers.</li> </ul>   |  |  |
| <p><i>Goal 2:<br/>Refine and build on internal administrative processes.</i></p> | <ul style="list-style-type: none"> <li>○ Development of Sharepoint system for all shared documents to support smooth succession planning and adequate access.</li> </ul> | <ul style="list-style-type: none"> <li>○ Develop and implement a donor database and engagement strategy.</li> <li>○ See above regarding orientation materials and processes.</li> </ul> |  | <p>Administration is automated and smooth meaning time is freed up for program delivery.</p> |

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| <p><i>Goal 3: Greater knowledge of how we can work towards de-colonisation* across the organisation.</i></p> <p><i>*Decolonization in this context is not only about First Peoples but also includes an approach that benefits us all (e.g., changing power structures, use of language such as participant rather than client, equity</i></p> | <ul style="list-style-type: none"> <li>○ Staff to enrol in external training, or internal training to be delivered to staff regarding Indigenous awareness and cultural sensitivities.</li> <li>○ Provide/deliver staff/volunteer/student training to affirm our model and way of working, for example, the language we use, always being respectful etc.</li> <li>○ Cultural awareness training for the Board and staff.</li> </ul> | <ul style="list-style-type: none"> <li>○ Review processes and policies involving engagement with indigenous volunteers, clients and stakeholders.</li> <li>○ Conduct an analysis of presence of Aboriginal residents in towers and their needs.</li> <li>○ Develop internal Reconciliation</li> </ul> | <ul style="list-style-type: none"> <li>○ Work with Indigenous Hospitality House (IHH) to inform ourselves of their work, and discuss opportunities for support.</li> <li>○ Invite any IHH Indigenous staff to speak with the Board about their work with a view to support and advocate.</li> <li>○ Identify local Aboriginal services and</li> </ul> | <p>CCS staff, Board members, volunteers and participants are culturally aware and supportive in relation to de-colonisation* and Indigenous communities.</p> <p>CAN CS have personal relationship with local Aboriginal programs and organisations, with knowledge of staff names.</p> |
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| <p><i>in how we work with people, advocacy and support and honouring those who are different to the prevailing culture ensuring we are not subtly 'othering'), including on the Board.</i></p> |  | <p>Action Plan draft that we can put to Indigenous people or groups for feedback.</p> | <p>connect in person with the aim of informing them of what we have to offer.</p> <ul style="list-style-type: none"> <li>○ As we build relationships, explore the possibility of a person from one or more of the above services to support/run staff/volunteer training.</li> </ul> | <p>CAN CS can service Aboriginal clients or refer on with ease.</p> <p>Staff and volunteers have received training and participated in conversations that have equipped them to always receive Aboriginal people in a culturally sensitive and appropriate manner.</p> <p>CAN CS has built</p> |
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|   |   |   |   | strong links with IHH. |
| <i>Goal 4: Focus on and ensure organisational sustainability.</i> | <ul style="list-style-type: none"> <li>○ Conduct a financial forecasting exercise for the duration of this framework (3 years) and identify any issues and challenges.</li> <li>○ Continue to work harmoniously with the CAN congregation.</li> </ul> | <ul style="list-style-type: none"> <li>○ Ensure review of CAN CS board to maintain diverse and appropriate mix of skills for strong governance.</li> <li>○ Conduct regular performance</li> </ul> | <ul style="list-style-type: none"> <li>○ Employ strengthened fundraising strategies (see below).</li> </ul> |                        |

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|  |  | <p>reviews and professional development opportunities with current staff.</p> <ul style="list-style-type: none"> <li>○ Strengthen volunteer experience to ensure volunteer sustainability (discussed above).</li> </ul> |  |  |
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**Strategic Objective 3 – Program Delivery:**

**Strategic objective 3a: CAN CS volunteers have improved experiences.**

**Strategic objective 3b: CAN CS participants have improved experiences.**

| Goal/s | How CAN will achieve those goals...                            |  |   | Overall measurement |
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|        | Immediate term<br>(with the funding we have now)               | Shorter term<br>(with the funding we have now or small increase in funding and/or resources) | Long term<br>(i.e. with additional funding – big picture) |                     |
|        | In the next 6 to 12 months<br>(1 January 2025 to 30 June 2025) | Over the 12 month to 2 year term   | Over the next 3 years                                     |                     |



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| <p><b>Homework club.</b></p> | <ul style="list-style-type: none"> <li>○ Develop and implement clearer child safety policies.</li> <li>○ Provide improved access to child safety policies to staff and volunteers and general public.</li> <li>○ Improved access to important shared information for volunteers.</li> <li>○ Improved communication channels with volunteers.</li> <li>○ Introduce parent agreement and intake documentation at</li> </ul> | <ul style="list-style-type: none"> <li>○ Develop and implement parental/families' agreement and a Code of Conduct which must be signed by parents, kept central/digitally and renewed yearly.</li> <li>○ Increase consultation with families and volunteers.</li> <li>○ Develop and implement evaluation plan.</li> </ul> | <ul style="list-style-type: none"> <li>○ Build management and leadership processes to ensure child safety and other compliance and work towards expansion of homework club based on assessed needs of local community.</li> </ul> | <p>Homework club runs safely and efficiently and can expand to safely and effectively meet needs of local community.</p> <p>All staff, volunteers and participants are trained regularly in child safety and have access to policies and procedures.</p> |
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|                    | commencement of homework club.  |   |  |   |
| Market and pantry. | <ul style="list-style-type: none"> <li>○ Improve analysis and understanding of statistics for food pantry (i.e., numbers accessing market and pantry).</li> <li>○ Increase in-kind regular food donations (for example from local businesses and organisations such as Bakers Delight,</li> </ul> | <ul style="list-style-type: none"> <li>○ Explore possibilities for creating a space to be used for confidential conversations with pantry users.</li> </ul> | <ul style="list-style-type: none"> <li>○ Increase amount of food people can access – larger food parcels</li> <li>○ Increase frequency of access to food parcels.</li> <li>○ Increase funding/grants/in-kind contributions to allow for additional parcels/fresh food</li> </ul> | Clients are serviced adequately and are able to access market and pantry according to need and vulnerability. |

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|                         | <p>Woolworths, Rotary). This can be achieved by local engagement and direct requests.</p> <ul style="list-style-type: none"> <li>○ Continue to build on Form-Filling and Advocacy program to meet need for systemic advocacy and basic form-filling support from students/volunteers</li> </ul> |   | <p>for those who assist in the pantry and need to access food.</p> <ul style="list-style-type: none"> <li>○ Increase availability for particularly vulnerable groups e.g., Asylum seekers, homeless, recently released from prison, Indigenous.</li> </ul> |   |
| <b>Community lunch.</b> | <ul style="list-style-type: none"> <li>○ Expand volunteer base for cooking roster.</li> <li>○ Build public profile of community lunch.</li> </ul>   | <ul style="list-style-type: none"> <li>○ Employ a community lunch co-coordinator who can focus on hosting and provide cohesion across program,</li> </ul> | <ul style="list-style-type: none"> <li>○ Improve or find a new physical space that is adequately temperature controlled, inviting and friendly.</li> </ul>   | <p>Community Lunch has a solid core of local people who attend to share a healthy meal and enjoy a sense of</p> |

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|  |   | <p>support for volunteers and clear leadership of program.</p> <ul style="list-style-type: none"> <li>○ Improve experience of kitchen for cook volunteers.</li> </ul>      |  | <p>belonging to local community.</p> <p>Community lunch volunteers feel valued and well-equipped to cook lunch. The roster can be filled for cooking lunch.</p> |
| <p><b>Women's Group and Playgroup.</b></p> | <ul style="list-style-type: none"> <li>○ Continue to work in partnership with Our Place to deliver bi-lingual playgroup.</li> <li>○ Raise profile of women's group in local community to continue to build offering to local</li> </ul> | <ul style="list-style-type: none"> <li>○ Explore opportunities for Women's Group to grow and develop such as identifying what are the unmet needs of the women.</li> </ul> |  |   |

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|                     | women.  | <ul style="list-style-type: none"> <li>○ Develop simple feedback and evaluation processes for program improvement and development.</li> </ul>  |  |  |
| <b>All programs</b> | <ul style="list-style-type: none"> <li>○ Ensure safety for staff by developing and delivering safety awareness training and processes.</li> <li>○ Ensure appropriate safety procedures for all staff when co-ordinating programs.</li> <li>○ Ensure two staff members are on shift together at</li> </ul> | <ul style="list-style-type: none"> <li>○ Ensure safety for staff by conducting regular simulation or role-play drills.</li> <li>○ Review alert/alarm system for pantry/market room.</li> <li>○ Observe better practices around confidentiality.</li> </ul> | <ul style="list-style-type: none"> <li>○ Improve evaluation processes for all programs.</li> </ul> |  |

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|  | <p><i>programs at any one time.</i></p> <ul style="list-style-type: none"> <li>○ <i>Develop a volunteer agreement outlining parameters of CAN CS.</i></li> </ul> | <ul style="list-style-type: none"> <li>○ <i>Develop confidentiality training and guidelines.</i></li> </ul> |  |  |
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**Strategic Objective 4 – Sustainability: Increase financial stability of organisation and diversify income streams**

| Goal/s | How CAN will achieve those goals...                            |  |   | Overall measurement |
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|        | Immediate term<br>(with the funding we have now)               | Shorter term<br>(with the funding we have now or small increase in funding and/or resources) | Long term<br>(i.e. with additional funding – big picture) |                     |
|        | In the next 6 to 12 months<br>(1 January 2025 to 30 June 2025) | Over the 12 months to 2-year term  | Over the next 3 years                                     |                     |

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| Donor base<br>(appeals,<br>regular<br>donors) | <ul style="list-style-type: none"> <li>○ Conduct a mapping exercise to map connections, network etc</li> <li>○ Develop a new fundraising database and trainer/training.</li> <li>○ Employ a solid donor engagement strategy.</li> </ul> | <ul style="list-style-type: none"> <li>○ Engage operations manager or consultant for greater streamlining of administrative processes accompanied with training for staff.</li> </ul> | <ul style="list-style-type: none"> <li>○ Organised data</li> <li>○ Donors become partners</li> <li>○ Donors spreading the word in their local circles</li> <li>○ Increase regular donors</li> </ul> | <p>CAN staff no longer spending as much time writing grants.</p> <p>Greater diversity of donors – local businesses, younger people etc.</p> |
| Grants  | <ul style="list-style-type: none"> <li>○ Trial grant writer.</li> <li>○ Greater funding security for food programs (Food programs come under the banner of “Nourish Carlton”:</li> </ul>  |   |   | <p>Family Learning Program, Women’s Group, and Playgroup solely funded on grants.</p>   |



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|               | Community Pantry,<br>Community Free<br>Fresh Food Market,<br>Community Meals).  |  |  |  |
| <b>Events</b> | <ul style="list-style-type: none"> <li>Networking with CAN hiring groups &amp; others– look for further benefit concert opportunities, publicity and other shared event opportunities.</li> </ul> | <ul style="list-style-type: none"> <li>Building partnerships/relationships with students.</li> </ul> | <ul style="list-style-type: none"> <li>Increase event opportunities (run by third parties or donors).</li> <li>Conduct events that attract younger cohorts.</li> </ul> |  |

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| <i>Bequests</i>                         |   | <ul style="list-style-type: none"> <li>○ <i>Employ a solid bequest engagement strategy.</i></li> </ul> |  |  |
| <i>Overall financial sustainability</i> | <i>Develop 3-year financial forecast and accompanying finance strategy.</i> |  |  |  |