



Strategic Plan 2019-2021



We acknowledge the Traditional Owners of the land in which we work. We pay our respects to their Elders past, present and future. We acknowledge our gratitude that we share this land today, our sorrow for some of the costs of that sharing and our hope and belief that we can move to a place of equity, justice and partnership together.

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Message from the BACC Team

BACC's 2019-2021 Strategic Plan articulates our values and guiding principles. It shows how we will continue to positively contribute to the lives of residents across the Blacktown local government area.

The purpose of our Strategic Plan is to increase our ability to provide quality services which address identified needs. Our ultimate aim is to assist individuals, families and communities to:

- Connect with each other and the wider community;
- Increase their skills and ability to access services;
- Participate in community activities and services;
- Participate in community decision making; and
- Trust and respect of each other.

Our Strategic Plan gives expression to our vision to further develop BACC as a service of influence and positive change.

The Plan sets out four overarching goals to guide future activity:

- 1.** To better understand and connect with our community and empower them to connect with each other;
- 2.** To continue to provide a broad range of affordable, accessible, innovative and high quality services and programs;
- 3.** To continue to work in partnerships with others in service to our local community; and
- 4.** To continuously improve our robust governance practices and strong leadership.

While our focus is the Blacktown local government area, our horizons are greater. Our commitment to social justice principles see us advocating on issues which don't only impact on those who live in our geographical boundaries. Blacktown today, like the rest of Australia, remains in transition. We face economic and societal change, and international instability. Government, industry and social services all face challenges. In response, BACC must serve Blacktown with distinction. Our unique place in the sector is inseparably linked to our contribution.

To fulfil our mandate, we must invest in, and insist on, excellence everywhere at BACC. We must be ready to adapt what we do and how we do it wherever our performance is not the best it can be or is no longer relevant to the community we serve.

Our ambition for the future of BACC is great. This Strategic Plan will guide our 'behind the scenes' work which is essential in allowing BACC to grow and respond to the ever increasing needs of the community. Ensuring we're recognised for our effective and efficient policies, procedures and practices facilitates our position as a viable and preferable partner for government and other funders.

Our vision is an empowered community that is well resourced, inclusive, diverse and safe.

BACC's mission is to provide a holistic range of strategic, accessible and inclusive initiatives that are responsive to the needs of the community.

Guided by social justice principles, BACC empowers individuals and families to actively participate in community life.



138,300

people speak a language
other than English at
home in Blacktown



9,527

people identify as
Aboriginal or Torres Strait
Islander in Blacktown



172,400

additional residents
are projected to move
into Blacktown by 2036



347,591

Estimated residential
population in Blacktown



17,276

people require assistance with
core activities in Blacktown



11,910

people are unemployed
in Blacktown



63,174

residents are aged under
11 in Blacktown



59,607

residents are aged between
12 and 25 in Blacktown



21,804

residents are aged over
75 in Blacktown



\$1,709

is the median gross weekly
household income in Blacktown



4,716

households experience
mortgage stress in Blacktown



9,580

households experience
rental stress in Blacktown



582

Blacktown has the highest
rate of reported domestic violence
incidents in Western Sydney
– 582 per 100,000 people

Source:

Communities of Change Report,
Western Sydney Community Forum, 2018

Our Partners & Stakeholders

- Residents of Blacktown Including:
 - People who identify as Aboriginal and Torres Strait Islander
 - People from Culturally and Linguistically Diverse backgrounds
 - Children and Parents
 - Young people
 - People who are financially disadvantaged
 - People with a disability
 - People who identify as lesbian, gay, bisexual transsexual, and same sex attracted
- Community Sector Organisations
- Industry Peak Bodies
- Local Government
- Elected Officials
- Government Funding Bodies
- Local Businesses
- Local Media

Our Key Strengths

➤ **We hire quality personnel**

Across all of its programs, BACC employs high quality personnel. The welcoming environment that team members create for members of the community who utilise the service is a key component of the organisation's success.

➤ **We utilise a grassroots approach**

The grassroots approach is central to BACC's service. The organisation is driven by the community's needs and prides itself on being able to provide services which address community issues.

➤ **We have built a strong brand**

Since its launch, BACC has been able to build a recognisable brand across multiple audience segments. The organisation's logo is engaging and the corporate colours are prominent and bold. Staff wear a recognisable uniform when taking part in external activities, further strengthening the brand.

➤ **We are part of the community**

The size and approach of BACC has helped the organisation become accepted as part of the community. Emphasising the organisation's history of delivering quality service to the Blacktown local government area is an important selling point to all audience segments.



Our Strategic Priorities

***From 2019 to 2021
we will focus on:***

- > Understanding
Our Community**
- > Delivering
Innovative Services**
- > Working in
Partnerships**
- > Providing
Good Governance
& Leadership**



Understanding Our Community

We will connect with our communities & empower them to connect with each other



Identify and Capture Existing Community Needs

BACC will:

- Identify community needs through active participation in issues based forums
- Use a range of formal and informal available plans to assess needs
- Evaluate workshops/groups at end of each term and synthesise findings to drive organisational planning and stakeholder engagement
- Undertake community consultation at least once per year
- Conduct annual needs assessments
- Conduct annual staff planning days
- Document gaps identified through client feedback points



**Raise awareness
of issues affecting
local residents**

BACC will:

- Highlight community issues to the sector through active participation in local networks
- Brief local MPs on issues affecting local communities
- Brief local media on issues affecting local communities
- Develop an advocacy platform for LGBTIQ+ issues
- Develop an advocacy platform to address the cost and access barriers to tertiary education
- Develop an advocacy platform to address food insecurity in the community



Value diversity and inclusion

BACC will:

- Develop a Reconciliation Action Plan
- Actively encourage participation from Aboriginal & Torres Strait Islander Communities
- Ensure that both the Aboriginal and Torres Strait Island flags are flown at Doonside Cottage
- Actively encourage participation from CALD communities
- Deliver culturally appropriate services informed by social inclusion policy
- Ensure that Swap Boxes contain books written in languages other than English
- Utilise interpreters, translators, bilingual workers and resources available in community languages to engage with CALD communities



- Develop a calendar of culturally significant days for local CALD communities and commit to acknowledging and celebrating significant days
- Actively encourage participation from community members with a disability
- Actively encourage participation from lesbian, gay, bisexual and transsexual members of the community
- Raise the Pride Flag annually on May 15 to celebrate lesbian, gay, bisexual and transsexual members of the community
- Actively encourage participation from financially disadvantaged residents



Delivering Innovative Services

We will connect with our communities & empower them to connect with each other



Ensure high quality, client informed programs are delivered to the community

BACC will:

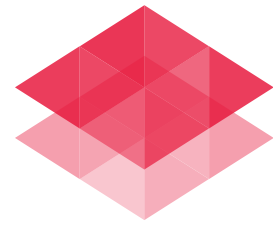
- Implement and review organisation-wide participant feedback mechanisms
- Implement and review established policies and procedures for group and workshop participation
- Develop online feedback strategy, incorporating web and social media platforms
- Conduct regular satisfaction surveys with clients
- Maximise effectiveness of early childhood programs through the introduction of the Abeceadarian framework
- Evaluate the usage and impact of Swap Boxes



Ensure high quality, consistent services are delivered across the BACC team

BACC will:

- Conduct annual staff planning days for the whole of BACC
- Conduct team regular planning sessions for Community Engagement, Youth and Early Childhood Teams
- Provide opportunities for peer to peer staff skills development
- Develop, implement and review clear policies and procedures for all BACC programs
- Develop annual project plans for all BACC programs
- Develop standard operating procedures for all services delivered
- Deliver staff orientation program for all new team members
- Provide opportunities and encourage staff to review and improve services
- Conduct scoping exercise to determine value and effectiveness of developing a Paint Mt Druitt REaD app
- Develop and implement policies and guidelines for use of the Rooby Roo mascot and project uniform



Showcase BACC's Programs and Services to Key Stakeholders

BACC will:

- Incorporate the Australian Commission of Not for Profits and Charities tick into promotional material including website and emails
- Develop new brochures for all programs to showcase services to the community
- Develop and distribute two organisational newsletters per year through digital and print channels
- Develop an annual activities calendar which encompasses all organisational initiatives and programs
- Develop and distribute four term programs for Marayong House
- Develop and distribute four term programs for Youth Programs
- Develop and distribute four newsletters per year for Paint Mt Druitt REaD
- Develop and distribute four term programs for Doonside Cottage



- Develop and distribute four term programs for Dean Park
- Publish at least three posts per week on BACC's various Facebook pages
- Establish and maintain an Instagram account
- Claim the BACC Google Business listing and encourage people to rate the organisation and leave comments
- Utilise Google analytics to establish website reach and identify gaps and opportunities
- Develop flyers aimed at key target audiences for specific programs
- Develop and promote BACC activities calendar
Promote outstanding achievements of BACC through Award nominations
- Recruit additional Champions for Paint
Mount Druitt REaD
- Investigate the effectiveness and impact of using QR codes on promotional materials

Working in Partnership

We will seek ways to work cooperatively with others towards strong communication, mutual understanding and shared visions

Ensure BACC influences priority local and regional strategies and service responses

BACC will:

- Contribute to coordinated service responses through local networks, interagencies and forums
- Utilise existing and new partnerships to influence key priority areas
- Contribute to relevant community and community sector expos and events

Encourage volunteerism

BACC will:

- Implement and regularly review established policies and procedures for the recruitment, training, supporting and retaining of volunteers
- Ensure the role of volunteer supervisors are clearly defined
- Ensure each volunteer is provided with a job description
- Offer regular training and personal development opportunities to volunteers



Utilise partnership to influence policy and programs that affect the lives of local residents

BACC will:

- Strategically partner with services in the Blacktown local government area around priority issues
- Influence relevant processes and policy development through relationship with Blacktown City Council
- Strengthen partnerships with local youth services to deliver coordinated support to young people
- Influence relevant processes and policy development through relationship with the Department of Family and Community Services
- Actively participate in and contribute to sector peak organisation initiatives
- Strengthen relationships with local media organisations to showcase community issues and innovative solutions



Providing Good Governance & Leadership

We will continue to ensure efficient, effective and transparent management systems.



Enhance the sustainability of BACC

BACC will:

- Seek and obtain diversity in funding programs
- Implement and review established fees policies
- Establish development pathways for staff and volunteers

Implement efficient processes and practices

BACC will:

- Implement and review established organisational policies and procedures
- Ensure regular review of all BACC policies and procedures
- Ensure all staff, volunteers, service users, students and management committee members adhere to BACC policies and procedures



Ensure clear lines of accountability

BACC will:

- Implement and review processes to ensure efficient internal organisational communication
- Ensure all staff are provided with meaningful supervision
- Implement and review established decision matrix and related processes
- Review schedule of delegation for EO annually
- Implement and review established management committee policy
- Ensure all existing and new positions are provided with a job description
- Ensure that all job descriptions incorporate responsibilities related to Paint Mt Druitt REaD project





Maintain effective and efficient financial management systems

BACC will:

- Complete a projected budget at the beginning of each financial year
- Review budget and organisational expenditure monthly
- Undertake financial audit at end of each financial year
- Implement and review established financial management structure
- Prepare funding reports for funding bodies as required
- Adhere to all legislative requirements for Incorporated Associations and Registered Charities

Priority 1: Understanding our community

(We will connect with our communities and empower them to connect with each other)

Identify & Capture Existing Community Needs

TASK	MC	EO	YET	CET	BRCC	PMDR
Identify community needs through active participation in issues based forums			✓	✓	✓	✓
Use a range of formal and informal available plans to assess needs			✓	✓	✓	✓
Evaluate workshops/groups at end of each term and synthesise findings to drive organisational planning and stakeholder engagement			✓	✓	✓	✓
Undertake community consultation once per year			✓	✓		
Conduct annual needs assessments			✓	✓		
Conduct annual staff planning days		✓				
Document gaps identified through client feedback points			✓	✓	✓	✓

Priority 1: Understanding our community

(We will connect with our communities and empower them to connect with each other)

Raise awareness of issues affecting local residents

TASK	MC	EO	YET	CET	BRCC	PMDR
Highlight community issues to the sector through participation in local networks		✓	✓	✓	✓	✓
Brief local MPs on issues affecting local communities		✓				
Brief local media on issues affecting local communities		✓				
Develop an advocacy platform for LGBTIQA issues		✓				
Develop an advocacy platform to address the cost and access barriers to tertiary education		✓				
Develop an advocacy platform to address food insecurity in the community		✓				

Priority 1: Understanding our community

(We will connect with our communities and empower them to connect with each other)

Value diversity and inclusion

TASK	MC	EO	YET	CET	BRCC	PMDR
Develop a Reconciliation Action Plan		✓				
Actively encourage participation from Aboriginal & Torres Strait Islander Communities		✓	✓	✓	✓	✓
Ensure that both the Aboriginal and Torres Strait Island flags are flown at Doonside Cottage				✓		
Actively encourage participation from CALD communities			✓	✓	✓	✓
Deliver culturally appropriate services informed by social inclusion policy			✓	✓	✓	✓
Ensure that Swap Boxes contain books written in languages other than English						✓
Utilise interpreters, translators, bilingual workers and resources available in community languages to engage with CALD communities			✓	✓	✓	✓
Develop a calendar of culturally significant days for local CALD communities and commit to acknowledging and celebrating significant days			✓	✓	✓	✓
Actively encourage participation from community members with a disability			✓	✓	✓	✓
Actively encourage participation from lesbian, gay, bisexual and transsexual members of the community			✓	✓	✓	✓
Raise the Pride Flag annually on May 15 to celebrate lesbian, gay, bisexual and transsexual members of the community		✓				
Actively encourage participation from financially disadvantaged residents			✓	✓	✓	✓

Priority 2: Delivering innovative services

(We will plan, deliver & evaluate a broad range of accessible, affordable and high quality programs and services)

Ensure high quality, client informed programs are delivered to the community

TASK	MC	EO	YET	CET	BRCC	PMDR
Implement and review organisation-wide participant feedback mechanisms		✓	✓	✓	✓	✓
Implement and review established policies and procedures for group and workshop participation		✓	✓	✓		
Develop online feedback strategy, incorporating web and social media platforms		✓				
Conduct regular satisfaction surveys with clients		✓	✓	✓	✓	✓
Maximise effectiveness of early childhood programs through the introduction of the Abeceadarian framework		✓	✓		✓	✓
Evaluate the usage and impact of Swap Boxes						✓

Priority 2: Delivering innovative services

(We will plan, deliver & evaluate a broad range of accessible, affordable and high quality programs and services)

Ensure high quality, consistent services are delivered across the BACC team

TASK	MC	EO	YET	CET	BRCC	PMDR
Conduct annual staff planning days for the whole of BACC		✓				
Conduct team planning sessions for Community Engagement, Youth and Early Childhood Teams	✓	✓	✓	✓	✓	✓
Provide opportunities for peer to peer staff skills development	✓	✓	✓	✓	✓	✓
Develop, implement and review clear policies and procedures for all BACC programs	✓	✓	✓	✓	✓	✓
Develop annual project plans for all BACC programs	✓	✓			✓	✓
Develop standard operating procedures for all services delivered	✓					
Deliver staff orientation program for all new team members	✓					
Provide opportunities and encourage staff to review and improve services	✓					
Conduct scoping exercise to determine value and effectiveness of developing a Paint Mt Druitt REaD app	✓					✓
Develop and implement policies and guidelines for use of the Rooby Roo mascot and project uniform	✓					✓

Priority 2: Delivering innovative services

(We will plan, deliver & evaluate a broad range of accessible, affordable and high quality programs and services)

Value diversity and inclusion

TASK	MC	EO	YET	CET	BRCC	PMDR
Incorporate the Australian Commission of Not for Profits and Charities tick into promotional material including website and emails		✓				
Develop new brochures for all programs to showcase services to the community		✓	✓	✓	✓	✓
Develop and distribute two organisational newsletters per year through digital & print channels		✓	✓	✓	✓	✓
Develop an annual activities calendar which encompasses all organisational initiatives & programs		✓				
Develop and distribute four term programs for Marayong House				✓		
Develop and distribute four term programs for Youth Programs			✓			
Develop and distribute four newsletters per year for Paint Mt Druitt REaD						✓
Develop and distribute four term programs for Doonside Cottage				✓		
Develop and distribute four term programs for Dean Park				✓		
Publish at least three posts per week on BACC Facebook page			✓	✓		✓
Establish and maintain an Instagram account		✓	✓	✓		✓
Claim the BACC Google Business listing & encourage people to rate the organisation and leave comments		✓				
Utilise Google analytics to establish website reach & identify gaps and opportunities		✓				
Develop flyers aimed at key target audiences for specific programs			✓	✓	✓	✓
Develop and promote BACC activities calendar		✓				
Promote outstanding achievements of BACC through Award nominations	✓	✓				
Recruit additional Champions for Paint Mount Druitt ReAD						✓
Investigate the effectiveness and impact of using QR codes on promotional materials		✓				

Priority 3: Working in Partnerships

(We will seek ways to work cooperatively with others towards strong communication, mutual understanding and shared visions)

Ensure BACC influences priority local and regional strategies and service responses

TASK	MC	EO	YET	CET	BRCC	PMDR
Contribute to coordinated service responses through local networks, interagencies and forums		✓	✓		✓	✓
Utilise existing and new partnerships to influence key priority areas		✓	✓	✓	✓	✓
Contribute to relevant community & community sector expos and events		✓	✓	✓	✓	✓

Priority 3: Working in Partnerships

(We will seek ways to work cooperatively with others towards strong communication, mutual understanding and shared visions)

Utilise partnership to influence policy & programs that affect the lives of local residents

TASK	MC	EO	YET	CET	BRCC	PMDR
Strategically partner with services in the Blacktown local government area around priority issues		✓	✓	✓	✓	✓
Influence relevant processes and policy development through relationship with Blacktown City Council	✓	✓	✓	✓	✓	✓
Strengthen partnerships with local youth services to deliver coordinated support to young people		✓	✓			
Influence relevant processes and policy development through relationship with the Department of Family and Community Services		✓				
Actively participate in and contribute to sector peak organisation initiatives	✓	✓				
Strengthen relationships with local media organisations to showcase community issues and innovative solutions		✓				

Priority 3: Working in Partnerships

(We will seek ways to work cooperatively with others towards strong communication, mutual understanding and shared visions)

Utilise partnership to influence policy & programs that affect the lives of local residents

TASK	MC	EO	YET	CET	BRCC	PMDR
Implement and regularly review established policies and procedures for the recruitment, training, supporting and retaining volunteers		✓				
Ensure the role of volunteer supervisors is clearly defined		✓				
Ensure each volunteer is provided with a job description		✓	✓	✓	✓	✓
Offer regular training and personal development opportunities to volunteers		✓				

Priority 3: Working in Partnerships

(We will seek ways to work cooperatively with others towards strong communication, mutual understanding and shared visions)

Enhance the sustainability of BACC

TASK	MC	EO	YET	CET	BRCC	PMDR
Seek and obtain diversity in funding programs	✓	✓				
Implement and review established fees policy	✓	✓				
Establish development pathways for staff and volunteers	✓	✓				

Priority 4: Providing Good Governance and Leadership

(We will continue to ensure efficient, effective and transparent management systems)

Implement efficient processes and practices

TASK	MC	EO	YET	CET	BRCC	PMDR
Implement and review established organisational policies and procedures	✓	✓				
Ensure regular review of all BACC policies and procedures	✓	✓				
Ensure all staff, volunteers, service users, students and management committee members adhere to BACC policies and procedures	✓	✓	✓	✓	✓	✓

Priority 4: Providing Good Governance and Leadership

(We will continue to ensure efficient, effective and transparent management systems)

Ensure clear lines of accountability

TASK	MC	EO	YET	CET	BRCC	PMDR
Implement and review processes to ensure efficient internal organisational communication	✓	✓				
Ensure all staff are provided with meaningful supervision	✓	✓	✓	✓	✓	✓
Implement and review established decision matrix and related processes	✓	✓				
Review schedule of delegation for EO annually	✓	✓				
Implement and review established management committee policy	✓	✓				
Ensure all existing and new positions are provided with a job description		✓				
Ensure that all job descriptions incorporate responsibilities related to Paint Mt Druitt REaD project		✓				

Priority 4: Providing Good Governance and Leadership

(We will continue to ensure efficient, effective and transparent management systems)

Maintain effective and efficient financial management systems

TASK	MC	EO	YET	CET	BRCC	PMDR
Complete a projected budget at the beginning of each financial year		✓				
Review budget and organisational expenditure monthly	✓	✓				
Undertake financial audit at end of each financial year		✓				
Implement and review established financial management structure	✓	✓				
Prepare funding reports for funding bodies as required	✓	✓	✓	✓	✓	✓
Adhere to all legislative requirements for incorporated associations	✓	✓	✓	✓	✓	✓



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