

Council of Social Service of NSW

Strategic Plan 2009-2012



NCOSS

Published September 2009

© Council of Social Service of New South Wales

ISBN: 1 875326 73 1

NCOSS can be contacted at:

66 Albion Street

Surry Hills NSW 2010

phone: (02) 9211 2599

fax: (02) 9281 1968

email: info@ncoss.org.au

website: www.ncoss.org.au

Vision

NCOSS has a vision for a society where there is social and economic equity, based on co-operation, participation, sustainability and respect.

Statement of Purpose

NCOSS will provide leadership to the social and community services sector in NSW by working with our members and others to influence public policy to achieve social justice for disadvantaged people and communities.

Our Guiding Principles

NCOSS is committed to:

1. Integrity and Respect
2. Collaboration, partnership and cooperation
3. Distinction through enterprise and initiative
4. Community partnership and mutual development
5. Diversity of cultures, ideas, organisations and peoples
6. Accountability, transparency and accessibility

Goals

1. Influence and advocate for public policy on social issues in NSW
2. Develop the knowledge and capacity in the community sector
3. Build a well resourced and capable organisation that is a recognised and respected leader on social issues

Influence and advocate for public policy on social issues in NSW

Key Objectives

- Secure commitment by governments and the broader community to the achievement of social justice
- Promote integrated policies and practices across tiers of government and the community sector
- Promote policies and practices that increase social inclusion for disadvantaged and vulnerable people
- Develop a policy framework on which a sustainable and just society can be built.

Key Activities

- Developing a robust “whole of NCOSS” policy agenda as the basis of our advocacy in collaboration with the community sector and other stakeholders
- Developing a broad communications strategy that aims to build wide public support for social justice
- Developing a research agenda to identify options for building a strong evidence base, including through co-operative arrangements with others, as a foundation for our policy and advocacy agenda
- Developing a process to identify emerging social issues and gaps in our existing policy agenda

Performance Indicators

- Completed policy framework that outlines priorities and timeframes which in particular assesses the impact for Aboriginal and Torres Strait Islander people and those living in regional, rural remote and other disadvantaged communities
- Producing timely and relevant reports, submissions and discussion papers
- The level of participation by the community sector in NCOSS policy development through forums, networks, conferences and seminars
- The use of NCOSS policy material by other parties
- There being community debate about social issues in the media
- Forming successful partnerships and collaborating with academics, researchers and community sector organisations

Develop the knowledge and capacity in the community sector

Key Objectives

- Increase the effectiveness, capacity and impact of community sector organisations
- Improve the public recognition of, and the public support for, the community sector
- Influence policies, government and other, that impact on the sustainability of the sector
- Strengthen the community sector's capacity to plan for the future needs of the sector
- Increase collaboration across the community sector

Key Activities

- Identifying current and emerging needs of the community sector and developing comprehensive, whole of sector, responses to address these needs
- Leading the development of a state-wide whole of sector workforce strategy
- Developing services and resources to build organisational capacity, and sustainability for community sector organisations
- Developing and maintaining relationships and partnerships to support, inform and resource our sector development work

Performance Indicators

- Articulated position about the current and emerging needs of the sector and options to address these needs
- The production of quality and relevant reports/submissions on workforce development issues
- Satisfaction with the services and resources delivered
- Increasing the level of awareness and participation by the community sector in NCOSS sector development work through forums, networks, conferences and seminars
- Forming successful partnerships and collaborating with academics, researchers, business and community sector organisations

Build a well resourced and capable organisation that is a recognised and respected leader on social issues

Key Objectives

- Have NCOSS recognised as an effective, respected and authoritative voice for the community sector that is well supported by its members
- Ensure that NCOSS has a diverse and sustainable income stream to meet its' needs
- Maintain best practice standards of governance and manage risk at an appropriate level
- Be a model workplace for the sector
- Ensure that our resources, internal systems and infrastructure are aligned to achieve the strategic plan

Key Activities

- Planning and implementing an income development and membership growth strategy
- Reviewing our organisational (Board and staff) structure to align with the strategic plan
- Developing and implementing continuous improvement strategies and relevant performance measure for all facets of our operations
- Building our profile and reputation through a consistent and proactive communications strategy

Performance Indicators

- Satisfaction with our effectiveness measured through member and stakeholder surveys
- Having an increased and diverse income stream
- Improving membership levels across the community sector
- The degree to which our staff feel capable and supported to carry out their work