



**INNER SYDNEY  
REGIONAL COUNCIL**  
FOR SOCIAL DEVELOPMENT

## **Strategic Plan 2015-2017**

### **Statement of purpose**

We support and advocate for community organisations and groups so as to build capacity of communities and people.

### **Our key aims are to**

- Support people and agencies that support others
- Work with others to empower community and build resilience
- Resource social justice campaigns
- Work with others to improve access and equity to human services
- Work with social service providers to aid in the building of stronger communities through fostering of connections, and providing opportunities that enhancing community spirit
- Advocate for the community voice and the NGO sector to be heard, valued and respected
- Question and inform on social policies and NGO sector issues
- Provide leadership in the community and be recognised as an advocate for social justice.

### **Our agency values**

- Respect for the diversity of our communities
- The principles of social justice and equity
- Good governance
- Equitable access to community and human services
- Commitment to community development
- Inclusive communities.

### **Our plans over the next two years**

During the life of this strategic plan we will:

#### **1. Explore opportunities to strengthen our funding base**

We will explore different ways of strengthening our funding base, including by instituting a fee for service in appropriate circumstances and taking steps to diversify our funding sources.

As a first step towards the implementation of a fee for service the staff team will develop a proposal outlining possible charges for different services. This proposal will recognise that our service users will have varying capacities to pay. This proposal will then be considered by the Board.

As a first step towards diversified funding the staff team will explore the range of funding sources that may be appropriate for ISRCSD. In exploring alternative funding sources it may be appropriate to consider joining with other services to develop joint funding proposals.

ISRCSD recognises that these changes will require some research and effort on the part of the staff team. In order to create the capacity to do this, the staff team will review current workloads to identify whether any current activities may be discontinued. The Board recognises that this can be a difficult task, and undertakes to delegate representatives to meet individually with staff to identify any such activities.

## **2. Explore partnerships and consortium opportunities**

ISRCSD recognises that in a challenging funding environment we need to consider different ways of operating. Over the next two years ISRCSD will explore opportunities to build partnerships and consortia where these will help us achieve our goals. These partnership and consortium arrangements may relate to joint applications for funding, joint delivery of services or other forms of collaboration.

As a first step we will establish a working party, comprised of interested Board members and the Executive Officer, which will develop a preliminary plan for pursuing these partnerships and consortia. At a later point mergers may be considered where appropriate, but this is not a short-term or medium-term goal.

## **3. Pursue a name change to Inner Sydney Voice**

ISRCSD acknowledges the historical roots of its name but believes it is time for a name change. The organisation will become known as Inner Sydney Voice and will commence an orderly process to institute and advertise the new name as soon as possible. We have decided to keep the current logo and to retain ownership of the name ISRCSD so that it can be used as a sub-title where appropriate.

## **4. Explore the issue of membership**

Over the life of this strategic plan the Board will engage with the issue of membership. This will involve the Board considering:

- How it engages constituents and the people we represent, including through membership of the organisation

- The question of the ideal size of the membership, recognising that there are pros and cons associated with both large and small memberships
- Different levels of membership, including associate membership.

## **5. Continue to deliver important supports for community services and HACC services**

ISRCSD provides support to community agencies to enhance their capacity and strengthen their operations. These supports include information and referral, community sector support, capacity building activities such as trainings and workshops, inter-agencies and forums and resource development.

ISRCSD will continue with this work but will enhance our efforts to market its successes. We will improve our ability to share our success stories with a wide range of stakeholders. As a first step we will develop a media strategy for distributing information about our work and its achievements. The strategy will cover things such as use of website, accessing corporate and university supports, identifying champions, engaging volunteers, utilising Inner Sydney Voice publication and social media. The strategy will be developed by the Executive Officer and the staff team for consideration by the Board.

## **6. Continue to deliver our Tenant Participation Resource Service (TPRS)**

ISRCSD will continue to deliver our TPRS. This project delivers important advice, referral and advocacy for tenants. We liaise with Housing NSW on behalf of tenants, facilitate tenant engagement and community building, and work to develop important partnerships, networks and linkages. The TPRS facilitates ISRCSD connections with local communities.

We will ensure this service informs our agency's broader policy and advocacy agenda so that housing issues are central to our work. We will encourage Housing NSW to resource communities and facilitate community engagement.

Over the next two years we will enhance the evaluation of this work so we have clearer indications of its strengths and any ways in which it might be improved. This data will enhance our ability to demonstrate the effectiveness of this work.

## **7. Continue to produce the Inner Sydney Voice**

Inner Sydney Voice remains an important voice for local communities. Its strengths include its truthfulness, its focus on topical issues and issues of real importance to inner Sydney communities, and its usefulness as an advocacy tool.

Over the next two years the Inner Sydney Voice will:

- Continue to develop its look so that it is accessible to mainstream readers
- Include a greater mix of content, including more light-hearted pieces, more satirical pieces and some creative writing contributions

- Ensure a mix of articles in terms of length and scope, providing links to web resources as appropriate
- Establish an editorial group to oversee and inform the work of the publication, and include community members in this group
- Continue production at the rate of four per year.

## **8. Continue to manage funds for other community groups**

We recognise that the provision of auspice services is an important way of fostering and building the capacity of small groups. We will continue to do this, taking appropriate fees so as to cover the administrative costs associated with managing these group funds. While this is an important service, we do not anticipate that this will be a growth area of work for ISRCSD. It will remain a small component of our work.