



Strategic Plan 2021–2023

Background

About LCSA

The Local Community Services Association (LCSA) is the peak body of Neighbourhood and Community Centres in NSW.

Our Values

LCSA embraces the values of diversity, integrity, connectedness and inclusion. Our values underpin our work and are integral in achieving our purpose and strategic priorities.

Our Purpose

LCSA is a membership organisation representing the diverse interests of locally governed not-for-profit organisations in NSW. Our purpose is to provide collaborative leadership. We do this by connecting and resourcing members and communities to promote social justice principles in public policy, service delivery and day-to-day community life.

What We Do

As a leading membership organisation, LCSA has several critical roles:

- Engage with and represent the interests of members.
- Support members to build capacity including community engagement, community development and organisational governance.
- Promote engagement, collaboration and communication between our members, communities, government and other stakeholders to support secure regional connections and local communities.
- Share and disseminate sector information and resources to members and stakeholders

Organisational Vision

LCSA's overall vision is for vibrant local community organisations supporting stronger, more inclusive communities.

To achieve this vision, LCSA will:

- retain its existing membership base
- explore ways to grow its footprint by engaging more with other community development organisations and local government
- work hard to ensure Neighbourhood Centres are well resourced across the state
- work to convince political leaders to recognise the value of Neighbourhood Centres and their resources and legislate them as essential social infrastructure
- support and encourage its members to work within a Community Development Framework
- resource LCSA members so that they can make a significant impact on the implementation of the UN Sustainable Development Goals
- promote its network as Champions of Social Justice.

Strategic Plan 2021–2023

LCSA's Strategic Planning Framework

LCSA's Strategic Plan 2021–2023 consists of the following five areas of strategic focus:

- Organisational Governance and Structure (Strategic Area 1)
- Policy Position and Influence (Strategic Area 2)
- Service Delivery to Members (Strategic Area 3)
- Human and Other Resources (Strategic Area 4)
- Relationships with Other Stakeholders (Strategic Area 5).

Each area of strategic focus contains:

- Strategic goals
- Clear statements about what success will look like both:
 - internally for the organisation and
 - externally for vibrant local community organisations that support stronger, more inclusive communities
- Key actions and initiatives within each area of strategic focus

LCSA's Strategic Plan provides guidance and direction for operational plans that are developed and implemented by staff.

Strategic Area 1: Governance and Organisational Structure

Strategic Goals

- Neighbourhood Centres are strategically and operationally, well run.
- Social justice and advocacy is happening both locally and nationally.
- LCSA has a strong and broad membership base.
- LCSA has a strong regional structure.

What success will look like

- Internally:
- The LCSA Board will have established a structure that enables local, on the ground evidence to support policy advocacy at the state level.
- Externally:
- 80% of Neighbourhood Centres have Boards of Management that are diverse and built on strength-based principles with improving governance skill levels and a high level of community interest and participation.

Strategic Actions

No.	Action
1.1	Review and develop a stronger regional representative structure
1.2	Identify and implement vision requirements for on-going membership
1.3	Build capacity of members to reach a baseline level of competency
1.4	Review the ongoing appropriateness of the LCSA membership model and the viability of different models of an expanded membership and, revise, if appropriate
1.5	Develop a framework, guidelines and mechanisms for the development of regional plans by member organisations

Strategic Area 2: Policy Position and Influence

Strategic Goals

Neighbourhood Centres:

- are skilled at demonstrating community strengthening impact
- are experts at resilience and trust building
- are experts in connecting people and communities to reduce loneliness and its impacts on health
- are boundary spanning organisations and leaders in service integration and collaboration
- build communities that support and include the vulnerable, especially children and families at risk.

What success will look like

- Internally:
- LCSA has secure and established core funding.
 - A strong evidence base that supports campaigning and lobbying activities.

- Externally:
- Neighbourhood Centres are formally recognised and valued as essential social infrastructure.

Strategic Actions

No.	Action
2.1	Identify an area of common agenda/advocacy for members and develop and implement a plan for collective action
2.2	Identify options for an evidence base of research into the work and achievements of Neighbourhood Centres
2.3	Strengthen links between LCSA and the network that match activities and measure outcomes that aligns with international goals.
2.4	Develop and implement a campaign on the role of community development in engaging communities on social justice issues
2.5	Produce a report on community-based, locally-led campaigns that have built social and economic wellbeing

Strategic Area 3: Service Delivery to Members

Strategic Goals

- Lobbying efforts are successful.
- Members are participating, learning and contributing to LCSA initiatives.
- Clear guidelines lead to consistency of quality and delivery across the LCSA brand.
- There is a set of practice standards for Neighbourhood Centres.
- Neighbourhood Centres have self-assessment processes to evaluate community engagement and development.

What success will look like

- Internally:
- There is an endorsed Community Development Framework.
 - A learning environment is created through more opportunities for discussion and learning.
- Externally:
- Adequate and reliable funding is achieved for resourcing of Neighbourhood Centres.
 - Lobbying on behalf of members.

Strategic Actions

No.	Action
3.1	Establish community development principles to guide network members in responding to their communities
3.2	Review and revise the 2004 LCSA Neighbourhood Centre Policy
3.3	Conduct a comprehensive survey of members to identify what they expect membership of LCSA to provide
3.4	Identify a process, linked to the data project, that LCSA members can use for self-assessment
3.5	Engage with members to develop expertise in specific areas (e.g. disaster preparedness, community development, community engagement and consultation)
3.6	Develop a Neighbourhood Centre set of practice standards
3.7	Work with LCSA members to identify ways that more effectively articulate examples of excellence in community development initiatives

Strategic Area 4: Human and Other Resources

Strategic Goals

- LCSA has increased capacity to deliver to its members.
- LCSA demonstrates excellence in employment practices and an employer of choice.
- LCSA is a learning organisation.

What success will look like

- Internally:
- Diversified income and project work with increased scope of work and human resources.
 - Demonstrated commitment to staff support, supervision and development.
 - To be a learning organisation.
- Externally:
- Continued recognition and confidence in the expertise of LCSA board and staff.

Strategic Actions

No.	Action
4.1	Develop and implement a Board and staff succession plan
4.2	Investigate and identify options for new sources of funding beyond the state government
4.3	Set and explore achievable targets for the diversification of the LCSA funding base
4.4	Have a diverse workforce and board that reflects our members and their communities

Strategic Area 5: Stakeholder Relationships

Strategic Goals

- Joint projects are initiated that will enhance the reputation of LCSA, its members and their communities and further the values of LCSA.
- LCSA has a strong, collaborative relationship with ANHCA.
- LCSA has strong, collaborative relationships with other NSW peak bodies.

What success will look like

Internally: • Partnerships are chosen strategically to reflect major issues for Neighbourhood Centres.

Externally: • LCSA is viewed as an attractive and valued partner by external bodies.

Strategic Actions

No.	Action
5.1	Build a more strategic and intentional partnership with ANHCA
5.2	Identify the best option for mutually beneficial, strategic relationships with other NSW peak bodies
5.3	Position Neighbourhood Centres to be recognised as an essential part of local social infrastructure by the NSW Government
5.4	Achieve core funding that enables Neighbourhood Centres to fulfil their role as an essential part of social infrastructure
5.5	Diversity – LCSA represents the diverse communities that are our membership
5.6	Aboriginal and Torres Strait Islander representation and engagement throughout LCSA's work, including governance structures.