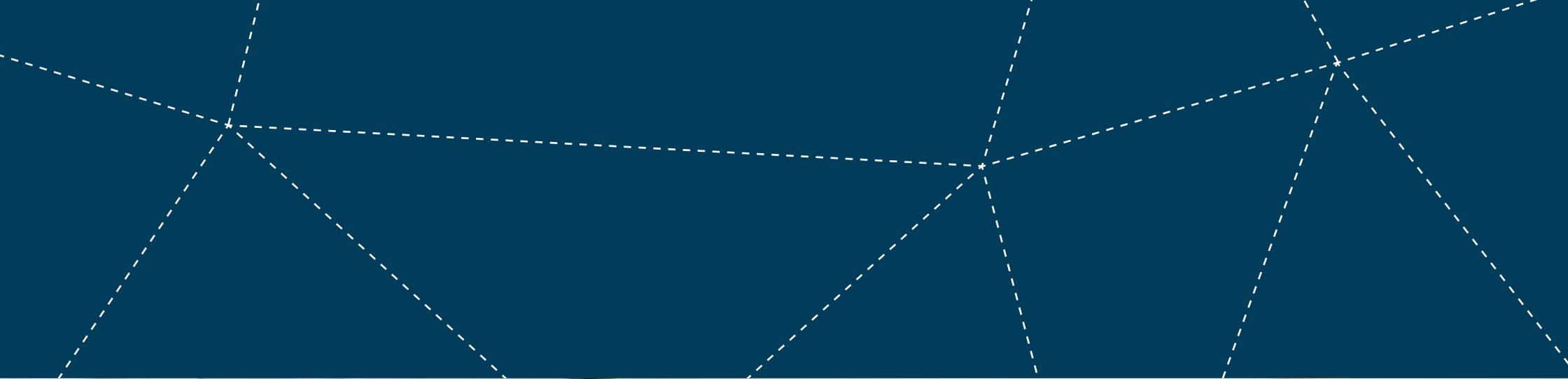




Strategic Plan

SOMERVILLE COMMUNITY SERVICES INC.

2014-17





Introduction

HISTORY

Somerville Community Services began serving the needs of Territorians from 1965 as Somerville Homes, named in honour of Margaret Somerville MBE. Margaret Somerville has become well recognised for her epic journey, in 1942, when she evacuated 95 children from Croker Island to Sydney and remained their care giver until 1965.

Margaret Somerville's odyssey created the values and principles upon which Somerville Community Services is now known. From 1965 to now, government and social policies have changed. As a result, our role and focus has also changed and in 1980 we moved from Somerville Homes to Somerville Community Services to acknowledge our focus on the accommodation needs of people with disabilities. From our base in Darwin and through a network of regional facilities, Somerville Community Services continues to enhance the quality and focus of services for those who are confronting family challenges or the challenges of profound disability.

NOW

Somerville Community Services is a non-government, not for profit, youth, family and community welfare organisation based in the Northern Territory. We maintain strong constitutional links with the Uniting Church in Australia as an Agency of Synod and of Uniting Care Australia. These links are strengthened through Somerville's independent and professional Board of Directors, who ensure we have the capacity to respond to the needs of people whatever their circumstances.

Somerville recognises that being disadvantaged in a modern Western society is a condition relative to general living standards. We give priority to advocacy and improving the resources of people who are uninformed about community services and opportunities which may improve their circumstances.

Somerville monitors and evaluates its own service programs, adapting them to changing community needs and circumstances. Somerville is financed by public donations, church and service club grants, business support, government grants, sponsorship and fundraising activities.

WHAT IS SOMERVILLE GOOD AT?

Somerville Community Services prides itself on what it has achieved. Our Vision and Mission, Values and Principles are important to these achievements. Our achievements are depicted through the below statements:

Strong leadership from Board and CEO
Quality and integrity of staff / long term staff
Strong board governance and management
Commitment to the Mission and values/ethics
Strong organisation reputation in the community and nationally
Existence of Somerville Foundation
Strong partnerships with Govt / Business and Not for Profit sector
Robust financial management systems/ procedures
Employer of choice many long term staff
Corporate knowledge of the board in the sector
Diversity of staff, cultural age etc
Committed to best practice in all areas
Nimble organisation and ability to adapt
Respected independent voice in the community sector
Preferred service provider to Government
Good national profile







Constitutional Context

The Constitution for Somerville Community Services provides the legal basis for our service activities.

Somerville's Constitution aims to promote the interests and improve the status and wellbeing of disadvantaged, marginalised or vulnerable children, young people, families and communities through a variety of services, activities and projects.

Somerville's Vision

The Somerville Community Services Strategic Plan 2014 – 2017 has been developed by the Board and Senior Management to provide a focused vision and a clear mission. It builds on increasing services and geographic coverage that occurred through the expansion of Somerville Community Services during the last strategic plan.

This strategic plan recognises the broadening involvement and impact that Somerville Community Services provides through the services to families and the people affected by disabilities.

The vision statement recognises the overall desired future that the Board and Management aim to achieve.

SOMERVILLE COMMUNITY SERVICES

Vision Statement

People are able to gain improvement in their quality of life by achieving the highest attainable standard of social and economic outcomes

SOMERVILLE'S VALUES

Somerville believes quality of life is fundamental to our well being. Achieving social justice and a civil society are underlying tenets of this belief. Therefore, our values are:

- Recognition of the intrinsic worth of every human being
- Generosity from the heart
- Service to the community
- Justice within our society

These values are guided by the following principles:

- Emphasise trust and loyalty as enduring features of our organisation's culture
- Be honest and fair in our dealings with others
- Strive for a fair and just society and will pursue justice with passion
- Build on strengths and empower people to achieve their potential
- Be non-judgmental in our dealings with others
- Be welcoming and caring towards others
- Carry out our work with humility
- Celebrate diversity of thinking
- Commit to being a child safe organisation
- Continuously strive to be a resilient organisation
- Enthuse staff to make a difference
- Inspire people to take leadership roles
- Oppose racism and all forms of unjust discrimination
- Recognise peoples' right to self-determination
- Strive for excellence in all our services and relationships
- Treat all people with respect and dignity
- Value and encourage innovation and creativity





SOMERVILLE COMMUNITY SERVICES

Values

- *Recognition of the intrinsic worth of every human being*
- *Generosity from the heart*
- *Service to the community*
- *Justice within our society*

SOMERVILLE COMMUNITY SERVICES

Mission Statement

*To impact positively on
the dignity and quality
of life of people
who are affected by
social and economic
disadvantage*

SOMERVILLE'S MISSION

The Mission of Somerville is based on the following:

The mission is the organisation's view of its capacity and capability to achieve and provide impact on the desired future, as expressed by the vision and the values that underpin how Somerville acts and expresses its relationship between and within the broader community.

The Mission "To impact positively on the dignity and quality of life of people who are affected by social and economic disadvantage" is a broadening of the scope and recognition that the Mission of Somerville is not bound by degree of disadvantage, social status, economic level or geographic boundary.

Somerville will provide services that achieve the mission and enhance the potential of achieving the desired future.

SOMERVILLE COMMUNITY SERVICES

Sustainable Competitive Advantage

The courage to be...

- *Strong in the face of adversity*
- *Speaking out when in the minority*
- *Soldiering on when the going gets tough*
- *Calm when feeling otherwise*

SUSTAINABLE COMPETITIVE ADVANTAGE

The capacity to influence communities and decision makers to recognise the vision, values and mission of Somerville often will rest with an easily understood and recognisable view of the organisation.

This can occur through an image or carefully crafted phrase or statement. Somerville has recognised this and have re-endorsed the current statement “The courage to be...”

The strength, understanding and affinity people hold with this statement is considered to be a clear reason for its retention.



BASIS FOR GROWTH

Somerville Community Services anticipates that growth will occur at two primary levels within the organisation over the period of this strategic plan.

These will be:

1. By providing and developing superior services to the existing areas we currently service (consolidation)
2. Growth of services within the areas that we currently service (service expansion)



SOMERVILLE'S STRATEGIC GOALS

The Strategic Goals for the next 3 years are based on the key areas of focus, as identified by Board members and management of Somerville Community Services.

Five [5] goal areas are defined for the next three years.

These are:

- Goal 1: To strive to deliver programs of the highest quality meeting the needs of individuals, families and communities
- Goal 2: Re align the Somerville business model to ensure that it is positioned for the future funding models in a more competitive funding market
- Goal 3: To continue strong financial management to ensure good governance and management of Somerville as a leader in the community services sector
- Goal 4: To develop and extend the reputation and influence of Somerville across the Community Services sector
- Goal 5: Develop Somerville employees consistent with the organisation's values and policies

Our Mission

**TO IMPACT
POSITIVELY ON THE
DIGNITY AND QUALITY OF
LIFE OF PEOPLE WHO ARE
AFFECTED BY SOCIAL
AND ECONOMIC
DISADVANTAGE**

Goal 1
To strive to deliver programs of the highest quality meeting the needs of individuals, families and communities

Goal 2
Re align the Somerville business model to ensure that it is positioned for the future funding models in a more competitive funding market

Goal 3
To continue strong financial management to ensure good governance and management of Somerville as a leader in the community services sector

Goal 4
To develop and extend the reputation and influence of Somerville across the Community Services sector

Goal 5
Develop Somerville employees consistent with the organisation's values and policies

STRATEGIES IN DETAIL

GOAL 1 - To strive to deliver programs of the highest quality meeting the needs of individuals, families and communities

Sub-Goals	Strategies
To offer support to individuals and families to explore accommodation options across the Darwin region.	• Continue to deliver high quality supported accommodation to best meet client needs
	• Ensure continuous improvement and training of people and facility development
	• Support the development of clients abilities to the highest attainable standard
To deliver effective financial counselling and information services	• Provide Financial Counselling and Money Management programs
	• Enhance programs to address gambling related issues and reduce the impact on families
	• Innovative programs and support on Tax Help and access to No Interest Loans
To deliver practical family support services	• Offer Supported Accommodation options to individuals and families across the Darwin Region
	• Support the ongoing provision of a Family Support Counselling Service
To provide effective youth and family services	• Enhance the Katherine Youth and Family Services Program
	• Work collaboratively in community to address the needs of the youth sector and their families



GOAL 2 - Realign the Somerville business model to ensure that it is positioned for the future funding models in a more competitive funding market

Sub-Goals	Strategies
<p>To implement a well designed and properly funded Disability Service that ensures sustainable programs providing person centred support though NDIS</p>	<ul style="list-style-type: none"> • Diversify the financial base through leadership and new funding sources
	<ul style="list-style-type: none"> • Full commitment to ageing in place
	<ul style="list-style-type: none"> • Pursue opportunities from the NDIS
	<ul style="list-style-type: none"> • Continue to demonstrate to funding bodies the real costs of services
	<ul style="list-style-type: none"> • Carry out an organisation wide assessment against the NDIS and review the sustainability of programs
	<ul style="list-style-type: none"> • Commitment to implement a program in keeping with the principles and practices as outlined in the United Nations Convention on the Rights of People with Disability and the National Disability Strategy.
<p>To ensure flexible and responsive program delivery options to respond to individual and community needs</p>	<ul style="list-style-type: none"> • Continue to monitor current performance and review community needs through surveys with existing clients
	<ul style="list-style-type: none"> • Conduct a range of community and stakeholder meetings to assess future needs and demands
<p>To identify new programs opportunities to broaden the range of options</p>	<ul style="list-style-type: none"> • Review opportunities for enterprise and social enterprise
	<ul style="list-style-type: none"> • Identify strategic partnerships that provide access to new programs or market segments
<p>To be in the forefront of sharing skills and knowledge across the sector</p>	<ul style="list-style-type: none"> • Review opportunity for training other organisations in management, administration and financial procedures
	<ul style="list-style-type: none"> • Develop the policies, procedures and manuals into marketable resource kits

GOAL 3 - To continue strong financial management to ensure good governance and management of Somerville as a leader in the community services sector

Sub-Goals	Strategies
To ensure Somerville has timely and accurate financial reports and governance	• Maintain strong management policies and procedures providing accountability
	• Maintain diversity and a broad range of skills in Board representation
	• Reporting that meets good governance principles and statutory obligations
	• Evaluate all potential programs against the Somerville business model
To Develop clear strategic plans	• Implement strategic directions through the operational plan and monitor and report progress
	• Ensure the publishing of quality annual and program reports
To ensure the continued growth of Somerville Foundation	• Promote the Foundation to potential supporters clearly articulating how the resources will be utilised
	• Develop a funds growth strategy with targets
Maintain systems and reports that continue to ensure statutory compliance	• Ensure operational procedures meet statutory and quality compliance requirements

GOAL 4 - To develop and extend the reputation and influence of Somerville across the Community Services sector

Sub-Goals	Strategies
Continue to develop alliances, partnerships, networks and increase stakeholder awareness of Somerville and its programs	• Strengthen relationships with stakeholders through meetings, seminars and networking
	• Continue representation on high level policy networks
	• Develop a Corporate Development Strategy to encourage greater involvement of corporate organisations and individuals
	• Increased corporate sponsorship and expansion of corporate networks
To develop a communication and social media strategy to improve awareness and access to programs	• To prepare and implement a practical social media strategy to improve awareness of services
	• Develop a communications strategy
	• Establish new alliances and partnerships with corporations and businesses to access employment opportunities
Influence policy at a Territory and national level	• Continue Territory representation on policy forums and implementation programs
Voice of people with disabilities advocacy role	• To advocate for the rights of individuals with disabilities across all sectors

GOAL 5 - Develop Somerville employees consistent with the organisation's values and policies

Sub-Goals	Strategies
To remain an Employer of choice	<ul style="list-style-type: none">• To ensure Somerville continues to be an 'employer of choice' by providing a supportive employment environment
	<ul style="list-style-type: none">• Provide a work environment that values the diverse skills and backgrounds of our people
	<ul style="list-style-type: none">• Promote equity and fairness throughout the organisation
To develop a Work Force Development plan to ensure continuity of high quality employees	<ul style="list-style-type: none">• To monitor recruitment and retention across the organisation including succession plans for key employees
	<ul style="list-style-type: none">• Develops employment opportunities through strategic alliances and partnerships
To pursue a professional development strategy for all employees	<ul style="list-style-type: none">• Ensure all staff participate in performance management and review
	<ul style="list-style-type: none">• Identify professional appropriate development opportunities for all employees



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