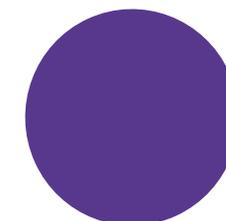
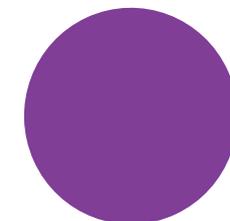


Social Futures
Northern Rivers Social Development Council

Strategic Directions 2016-2020



Vision

Thriving people,
strong communities

Our purpose

We work to achieve social justice in regional Australia by supporting collaboration, encouraging action and helping people to take control and live well.

Our values

Integrity - acting fairly, honestly, openly and consistently.

Inclusion - valuing diversity, connection, belonging and social justice for all.

Learning - improving our knowledge and understanding.

Acknowledgement of traditional owners

We acknowledge the Traditional Owners of the land where we live and work and their continuing connection to land, water, sea and community. We pay respects to Australia's First Peoples, to their unique and diverse cultures, and to Elders past, present and future.



Who we are

Social Futures is a social justice organisation based in Northern NSW. As the Northern Rivers Social Development Council, we had more than 40 years' experience as a regional leader, advocating with the communities where we work; working in partnership with others; and providing activities and services that promote inclusion, fairness and growth. Our work encompasses homelessness and housing supports, youth and family services, promoting genuine participation for people with disability, community sector support, professional development and systemic advocacy.

How we work

We work with...

Individuals and families

By providing evidence-based high quality services.

Our communities

By engaging and advocating with the communities we work in.

Other services

Through regional leadership, research and planning, and providing information and training.

To create...



positive change in peoples' lives.



thriving communities where diversity is valued and people have capacity to support each other and respond to issues that matter.



collaboration and evidence based practice across many agencies that maximises our collective ability to create social change.

Our Strengths

OUR PEOPLE, OUR COMMUNITY

Diverse skills, capabilities and life experiences.

OUR CULTURE

Results focused, underpinned by commitment to social justice, respect and responsive support.

COLLABORATIVE AND INFORMED PRACTICE

With connections and structures that support us to work in a collaborative way, reaching out to work with others, building on evidence to innovate and develop programs that work.

Strategic plan 2010-2015

Our last strategic plan guided substantial growth and development.

We invested in our people, infrastructure and systems. We established new programs and services; built new partnerships; gained quality accreditation; increased our local presence in many towns and grew both the size and expertise of our workforce.

Most importantly, we worked hard to increase our focus on genuine person-centred service-delivery. We partnered with other agencies to promote person-centred practice and innovation in service delivery. We developed a new practice framework; sought new ways to directly engage community members in our work; and established our Development and Innovation Branch to focus on innovation and social enterprise.

Results

What we want to achieve by 2020



Children, young people, individuals and families reach their potential

We will work with individuals, families, other services and the community to promote healthy relationships; strong families and to keep children and young people safe.

Inclusive communities support social and economic participation

We will work in our own programs, and with others to support Aboriginal and Torres Strait Islander people, children and young people, people with disability, older people, LGBTIQ communities and culturally and linguistically diverse communities to participate in community life, work and education.

Households have access to affordable and appropriate housing

We will work directly with others to reduce homelessness and to build more affordable and social housing in our communities.

Regional communities are strong and connected

We will work as a regional leader – supporting development of strong communities and well connected services.

Our environment

We work in a time of change for community organisations; providing both challenges and opportunities. Drivers of change include:

- person-centred and consumer-directed services demand better quality and greater value for money
- new funding models such as social bonds are being created to complement or replace government funding
- rapid technological innovation is changing the way we work and how we interact with customers
- demand for our services will grow, driven by ageing, the NDIS, and persistent social, economic and geographic inequity
- new players, including for-profit organisations, are joining our sector – increasing choice for customers and competition between providers

Underpinning many of these is recognition that resources are finite and we need to innovate to maximise the benefits of everything we do.

Organisational effectiveness:

Our platform for the future

To meet these challenges and opportunities, we will renew our organisation to provide real gains for our communities. Our platform for the future includes:

People

Our work is built on the quality of our people and the relationships they create with others. We will work to strengthen our culture and people, creating an environment where everyone:

- is passionate about their work
- has strong relationships with colleagues, service users and the community
- knows and can demonstrate that their work is having a real and lasting impact
- takes opportunities to grow and develop
- is safe and supported



Impact

We will demonstrate the difference we make in people's lives in a way that is clear, accessible and meaningful by:

- measuring and describing how our work makes a difference to the people, services and communities we serve
-
- working with others to document our collective impact

Innovation

Our communities expect us to get better at what we do, to be creative and to work with them to build stronger lives. As a regional organisation innovation is vital. We will continue to develop new solutions to overcome the challenges of distance, lack of services and economic hardship.

Practice and systems to support quality

Our practice framework outlines evidence-informed principles, core approaches and standards for our work with people and communities in ways that are respectful, strengths-based and genuinely person-centred.

We will continue to build our capabilities and systems by:

- implementing and embedding our Reconciliation Action Plan
-
- strengthening our practice framework
-
- leveraging Information and Communications Technology for better results – creating efficient, better access where ICT can help overcome the challenge of distance in regional communities
-
- expanding our accreditation

Engagement

People who use our services and our communities know best what works for them. Achieving real solutions to issues such as homelessness requires us to harness the ideas, generosity and enthusiasm of our many communities. We will improve how we engage with people so that we can better understand the issues we are responding to and catalyse community action to achieve social change.

Our issues and concerns are shared by others and are often at a scale that a single organisation cannot solve alone. We will achieve scale and broaden our impact and reach through strategic partnerships with like-minded organisations in community services, academia, business and government.

We will continue to build:

- local, state and national understanding of the issues, concerns and solutions affecting wellbeing in our regional communities

- community action and support for our work

- ways to include service users and our communities in program design, delivery and governance

- ways to employ more Aboriginal and Torres Strait Islander people and people with lived experience across our organisation

- partnerships for joint work including research, evaluation, community lead initiatives, collective planning and advocacy for social justice

Financial management

To achieve the best possible results for our communities, we need to manage our resources well. We aim to build sufficient resources to support sustainable service delivery and growth by:

- improving in our systems and process to reduce overheads and ensure value for money

- active management of capital and strategic investment to build funds that we can re-invest into the community

Business development

Over the life of this strategic plan we will continue to grow, extending the reach, impact and quality of our work. Our business development activity will be guided by the result areas in this strategic plan. In seeking growth we will focus on:

- service delivery opportunities where our skills and resources will make real improvements to the lives and health of our participants and the general population

- regional or super regional services

- diversifying our income to include social investment, fee for service and business income

- appropriate partnerships and collaborations that strengthen regional communities



Social Futures

Northern Rivers Social Development Council

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