

LIVING & LEARNING PAKENHAM INC



2023 - 2026 Strategic Plan

EXECUTIVE SUMMARY

Living & Learning Pakenham Inc. (LLP) believes in the power of the community to support the individual, and the power of the individual to support the community. Our vision is a healthy and connected community that thrives on a foundation of justice, equality and social inclusion. Our mission is to alleviate disadvantage within 'at risk' communities and respond to identified need. We do this by designing and implementing projects and programs that deliver skills and resources which enable full and effective participation in society.

LLP aspires to be the preeminent provider of services enabling participation regardless of cultural, socio-economic status or educational background, empowering the marginalised and vulnerable in our community. We do this by providing high quality education, support, employability skills and community connection.

Founded in 1989, LLP serves over 1,300 individuals per year through unique programs designed to bring people together across traditional and cultural lines.

The development of this strategic plan involved participation from the Board of Directors, staff and various stakeholders. Various meetings were held in 2022 which enabled the organisation to gather feedback, insights and suggestions from its stakeholders.

The Cardinia Shire's Liveability Plan 2017-29, The Future of Adult Community Education in Victoria 2020-25 Ministerial Statement and The Neighbourhood House Coordination program Guidelines 2016-2019 have also been used to inform our strategic plan. The strategic plan was revised in early 2021 in response to emerging needs in the Cardinia Shire community. Cardinia Shire has experienced rapid population growth, increasing cultural and faith-based diversity, and a shift in the demography of its migrant population from predominantly skilled migrants to a growing number of residents arriving from humanitarian programs. Language barriers and unemployment have led to increased economic distress and social problems. This is not confined to the migrant community. We will respond to these needs by continually reviewing our programs and aligning with both state and local government policy and plans.

The plan has four strategic directions that will guide the next two years of organisational development, with actions being implemented in 2023, that continue to:

1. Foster a connected, empowered and thriving community
2. Create programs that respond to identified need, particularly for those who are 'at risk'
3. Ensure our physical space reflects our values and goals
4. Maintain financial sustainability

ABOUT US

Our History

From its humble beginnings in 1989, with one paid staff member for 10 hours per week, 39 people accessing programs per term and an annual turnover of \$13k, LLP continues to diversify and grow every year.

In 2002 the old basketball stadium at P. B. Ronald Reserve in Henry Street had a major makeover and is now the current home of LLP – Skills and Wellbeing Centre of Pakenham, the Cardinia Community Garden, the Women's Friendship Café and Cardinia Men's Shed.

Our Vision & Mission

Vision

- A healthy and connected community that thrives on a foundation of justice, equality and social inclusion.

Mission

- Alleviate disadvantage within 'at risk' communities.
- Proactively respond to identified need, by designing and implementing projects and programs that deliver skills and resources to enable full and effective participation in society.
- To empower the marginalised and vulnerable in our community by providing highest quality education, support, employability skills and community connection.
- Be the preeminent provider in Cardinia Shire of services enabling participation regardless of cultural, socio-economic or educational background.



Our Values

Respect

We approach everything we do with integrity and respect for the dignity of each individual.

Social Justice

We recognise and support the rights of all community members to participate fully in society.

Inclusion

We prioritise culturally safe and inclusive practices.

Diversity

We celebrate difference and acknowledge all community members as equals.

Equity

We acknowledge systemic discrimination exists and support equal access.



Our Core Purpose

Environment

- A safe and welcoming environment to all who enter the building.
- Ensure that children who are present or are involved in any way with our programs and services, are safe and their wellbeing assured.

Provision

- Evidence based response to community needs.
- Services with learning and development outcomes to enhance the opportunities of disadvantaged individuals and groups, including the long-term unemployed.
- Education and programs for people from migrant and refugee backgrounds or those seeking asylum.
- Computer literacy programs for essential participation in the digital world with an emphasis on the long term unemployed, the aged, isolated or those people with a disability. Public access to free internet.
- Education and activities to support young people facing barriers to employment or education, providing the acquisition of skills for employment and work experience.
- Tailored learning programs and specialised education in an alternative school environment that is designed to facilitate the provision of education to those that are unable to continue education in mainstream schools.
- Community garden and social enterprise seedling nursery.
- The hub 'hot desk' space for community service providers.

Relationships & Partnerships

- Relationships and partnerships with all levels of government and community groups.
- Pursue new opportunities to alleviate disadvantage and target those 'at risk' in our community.

Delivery

- A range of services and programs which will enable access to employment and the achievement of high levels of social connectedness.

Promotion

- Diversity at its best. Projects and programs that foster wellness and social connectedness, justice, equity and social harmony.

WHAT WE DO

Respond to Community Need

Connect with all levels of government and community groups to identify community need and respond by designing new programs and/or by undertaking new projects. Foster partnerships with like-minded entities to deliver outcomes aligned with our mission and vision.

Learn local Community Education

We provide quality training, education and skill development for individuals and community groups in a caring, supportive and flexible environment, which contributes to the economic development and well-being of the individual and community.

Neighbourhood House

We support and facilitate community development programs and activities with particular emphasis on those that are disadvantaged and/or vulnerable. We promote participation and inclusion in a caring, supportive environment, contributing to the social, cultural development and well-being of individuals and the community.

Information, Referral & Support

We reduce disadvantage by providing services that contribute to the social development and wellbeing of individuals and the community. Building on a relationship of trust and respect, we are well placed to be the community connector between the individual and external resources.

Manage a Community Space

We maintain community space and ensure maximum usage of shared space by community members and groups.



HOW WE DO IT

LLP provides opportunities to the Cardinia Shire community, particularly those that are vulnerable or disadvantaged. Individuals can participate in education and employability skill development, arts, culture and wellbeing opportunities.

Registrations

An Incorporated Association
A0019009A

Registered for GST
ABN 26 237 128 770

An Income Exempt Charity

A Registered Learn Local
Provider of Adult
Community Further
Education 3003

**A Registered Provider of
Neighbourhood House**
services with the
Department of Human
services and the Cardinia
Shire Council

**An Accredited Work &
Development Permit**
sponsor

Playgroups Victoria
Registration

**Deductible Gift Recipients
(DGR) status**

Resources

LLP has ten part-time employees, various contracted trainers and over 50 volunteers. In late December 2020 a new appointment of a 'Community Engagement and Inclusion Manager' was made. This newly created role will help us identify those in our community that are in need, suffering distress or are 'at risk' and work to develop programs to respond directly to them. We will work to actively source funding opportunities to supplement our program delivery.

Recurrent funding is received from the Neighbourhood House Co-ordination program, Cardinia Shire Community Centre funding and Adult Community & Further Education Board Pre-accredited funding. Other programs are supplemented through grants, fee for service programs and facility hire revenue.

ASSETS

LLP assets include a 10,000 square foot building with 12 years remaining of a long-term lease arrangement which roles over every 3 years with the Cardinia Shire. Expansive outside area includes the Cardinia Community Garden and a strong partnership with the Cardinia Men's Shed and Women's Friendship Café.

ENGAGEMENT MATRIX

Providing opportunities for people to increase social capital, to share their skills and talents, and to build relationships with their neighbours, increases community and personal well-being. Providing community engagement programs at LLP will position us as a resource, event, knowledge and training hub, which will lead to increased engagement through increased volunteering, donating and service.

Our approaches bridge cultural and social gaps by providing participation in programs that bring people together. LLP will respond to those in need or 'at risk', particularly those in the community that are vulnerable or disadvantaged.

Inputs	Outputs		Outcomes
	Approaches	Activities	
Building Utilities Volunteers Staff <ul style="list-style-type: none"> • CEO • Program Manager • Community Engagement & Inclusion Manager • Office Manager • Administration • Trainers • Contractors Chattels <ul style="list-style-type: none"> • Furniture • Overheads Technology <ul style="list-style-type: none"> • PC Computers • Apple Mac Computers • iPads • Presentation Equipment • Digital Recording Equipment • Sound Equipment 	Community College	<ul style="list-style-type: none"> • IT Literacy • English as an Additional Language (EAL) • Employment Skills • Small Business Skills 	<ul style="list-style-type: none"> • Alleviating stress, poverty and isolation • Targeted programs to vulnerable and disadvantaged • Appreciation of differences • Appreciation of human similarities • Pride in Pakenham • Sense of individual wellbeing • Personal empowerment • Community volunteering • Student retention rate • Community Groups utilising the Centre • Satisfaction Survey • Enrolment numbers
	Neighbourhood House	<ul style="list-style-type: none"> • Community Garden • Men's Shed • Women's Friendship Café • Health & Wellbeing programs • Community Pantry • African Homework Club • Recording Studio 	
	Information & Referral	<ul style="list-style-type: none"> • Citizenship advice • Counselling referral • Public IT Access • Public Internet Access 	
	Facilities/ Partnerships	<ul style="list-style-type: none"> • Training Room hire • Meeting Room hire • IT Lab hire • Recording Studio hire • Large Activity Room hire • Art Studio hire • Consulting Suite Hire • Hot Desk Hire 	

ANALYSIS

LLP has reviewed its strengths and weaknesses, as well as the opportunities and threats faced by the organisation. This serves as input for the development of our goals over the next two years. Feeding into the SWOT analysis included discussions with stakeholders, at Board meetings, staff meetings and key insights taking place in the internal and external environments.

Our Strengths

- Culture
- Staff morale & loyalty
- Inclusiveness
- Partnerships
- Environment
- Holistic approach
- Professionalism
- Facilities

Our Weaknesses

- Reliance on funding
- Reliance on volunteers
- Ageing infrastructure
- Pathways for students
- Community awareness
- Access to philanthropic funding
- IT system

Our Opportunities

- Diversify sources of funding, including charitable donations
- Recruit skilled volunteers
- Pursue avenues to update our infrastructure
- Develop pathways for students
- Population growth leading to market growth, eg, ageing and children
- Diversify into online courses
- Multicultural hub

Our Threats

- Political change in government
- Change in direction of current funding
- Reliance on funding
- Reliance on volunteers
- Ageing infrastructure
- Replacement of traditional learning with online courses
- Multicultural hub

internal

external

STRATEGIC DIRECTION & GOALS OVERVIEW

Direction 1

Foster a connected, empowered and thriving community

1. Identify those in our community that are vulnerable, disadvantaged or 'at risk'.
2. Engage the community in multiple dimensions: grassroots, agency, faith-based, business, government and other stakeholders.
3. Create programs and services that respond to these individuals/groups.
4. Be a best practice resource centre for education, social services & advocacy information.



Direction 2

Create programs that respond to identified need, particularly for those who are 'at risk'

1. Ensure that programs connect people.
2. Ensure that programs respond to community needs and initiatives.
3. Develop program evaluations and enhance the documentation process.
4. Explore options/opportunities to implement programs that complement our values and goals.

Direction 3

Ensure our physical space reflects our values and goals

1. Ensure the internal facilities reflect our vision, values and core business.
2. Maintain and develop outdoor space that is people and nature-centred.
3. Ensure appropriate technology and software to connect with the community and support current programs.



Direction 4

Maintain financial sustainability

1. Ensure sound financial practices and reporting.
2. Maintain a high-performing board
3. Ensure mechanisms to recruit, reward and retain high performing staff.
4. Diversify income sources to achieve financial goals.
5. Ensure robust marketing and communication tools to ensure marketplace presence.