

# VENUS BAY COMMUNITY CENTRE

## Venus Bay Community Centre Strategic Plan 2022 – 2025



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## INTRODUCTION

The Venus Bay Community Centre is situated at 27 Canterbury Road, Venus Bay. The building is purpose built and comprises a large open hall area, a registered commercial kitchen, large 3 bay shed and plant nursery/hot-house, dedicated computer room and separate office/admin area as well as large front garden with demonstration community orchard and veggie boxes. There is a small skate park area located behind the building and adjacent is a community park area including playground equipment.

In 1995 the Venus Bay Community Centre was built by South Gippsland Shire Council in partnership with residents who worked hard to raise the funds. The property is owned by South Gippsland Shire Council and occupied via a lease agreement.

Venus Bay Community Centre is a registered not for profit incorporated organisation with ACNC charity status.

The Venus Bay Community Centre exists to serve the communities of Venus Bay, Tarwin Lower and Walkerville and provides a range of programs, activities, events and services identified for and with our community. Since our incorporation in 2008 and registration as a Neighbourhood House, we have become a well loved and respected community hub; somewhere to meet others, find out about what is happening in the area, a voice for the community and a place to be.

The Centre is able to support the community in areas such as community development, strengthening, planning and advocacy and a range of events and programs for the district of Venus Bay, Tarwin Lower and Walkerville. We aim to be inclusive and responsive to the community we represent. Membership is free and open to all who support the work of the Centre.

Venus Bay Community Centre is financially stable and sustainable producing a small operating surplus each year.

## GOVERNANCE

The Venus Bay Community Centre is governed by a volunteer Board. We are guided by our Constitution that sets out the rules and have a range of policies and procedures that guide and protect our organisation, staff and volunteers.

Role	Incumbent
President	Wendy Lawrence
Secretary	Debbie Kraushofer
Treasurer	Jon Hall
Member	Jennine Rouget
Member	Tracie Mitchell
Member	Robb McGregor

Member	Henry O'Clery
Member	July Walker
Member	Peter Wolhuter

## FUNDING

Venus Bay Community Centre receives recurrent funding from the Victorian State Government – Department of Families, Fairness and Housing (DFFH) through the Neighbourhood House Coordination Program (NHCP). Under the current guidelines, we are funded for 25 hours per week.

We follow the framework of the Neighbourhood House Coordination Program with the following principles:

### **Community ownership**

To set, manage and control the direction, resources, decision making and processes of the Neighbourhood House so that local volunteer members have a sense of ownership and intrinsic belonging.

### **Community participation**

To recognise that everyone has a valuable contribution to make and to facilitate community members to join in at any level. Volunteers and community members are integral to the decision making, evaluation, provision, participation and direction setting at all levels of the organisation.

### **Empowerment**

To put into practice a process that respects, values and enhances people's ability to have control of their lives. This process encourages people to meet their needs and aspirations in a self-aware and informed way that takes advantage of their skills, experience and potential.

### **Access and equity**

To ensure fair and equitable access for all people. Striving to make meaningful opportunities, programs, activities and services accessible to individuals, groups and the community. To promote a fairer distribution of economic resources and power between people.

### **Lifelong learning**

To build and support the personal skills, knowledge, abilities and resilience of people. To develop the health, wellbeing and connection of people and their families through formal and informal pathways in education, employment and self-development.

### **Inclusion**

To value the diverse contributions that people make and to be sensitive to their individual needs.

### **Networking**

To link, form alliances, collaborate and work with individuals, groups, other agencies, government and business.

### **Advocacy**

To act with and on behalf of community members to endeavour that their individual or group needs are met.

### **Self-help**

To come together in a supportive group environment to share information, knowledge, skills and life experience in order that each participant can reach their own personal goals.

### **Social action**

To analyse internal and external factors that have an impact on the local community, and to transform relationships between individuals, groups and organisations and within the community through collective action.

We approach the work we do with our community through the lens of Asset Based Community Development, and find the following statement underpins our values:

*When people discover what they have, they find power.*

*When people join together in new connections and relationships they build power.*

*When people become more productive together, they exercise their power to address problems and realize dreams.*

-Mike Green, ABCD in Action

## OPERATIONAL ADMINISTRATION AND MANAGEMENT

### Staff

The staff currently consists of the following:

Role	Incumbent	Basis	Hours per week
General Manager	Alyson Skinner	Permanent	30
Recycling enterprise coordinator	Karolyn Marlow	Parental leave position	15
Accountant	Paul Burgess	Contract	4
Projects & Admin Officer	Carol Campbell	Permanent	15
Cleaning	Wally Edney	Contract	2-3
School holiday activities coordinator	Jorja Dinsmore	Contract	As needed
Casual staff are employed as required for programs and/or events or projects			

## **Volunteers**

We welcome all volunteers and provide opportunities to contribute aligning with their interests/abilities. We are registered with Centrelink and Department of Corrections to assist with mutual obligations. Volunteer opportunities include:

- Board officers and members
- Various activities in the sustainability enterprise, including sorting, repairing, merchandising and customer service
- Support of various activities, including cooking, repair café, programs

We make every effort to provide our volunteers with a welcoming, safe and interesting environment and provide professional development/training opportunities as needed.

## **FUNDING & FINANCE**

Venus Bay Community Centre receives recurrent annual funding from the Department of Health and Human Services (DHHS), via the Neighbourhood House Coordination Program (NHCP); we are funded for 25 hours per week and undertake all compliance, accountability and outcome requirements for the funding received.

From time to time, Venus Bay Community Centre is successful in obtaining grant funding from various sources for specific programs or events. These funds often require matching contributions from us; and we undertake all grant outcomes and acquittal as required.

In addition, the Venus Bay Community Centre has established a Community recycling social enterprise which enables us to raise funds to benefit the community we represent and contribute to our strategic aims.

## VISION

The district of Venus Bay, Tarwin Lower and Walkerville is a resilient, vibrant, sustainable and connected community.

## MISSION

To connect our community to each other and the environment.

## STRATEGIC OBJECTIVES

- Publish reliable and useful information for the community
- Generate and support programs and activities for all age groups that connect people and expand their knowledge, imagination, curiosity, skills and experience.
- Offer services that meet expressed community needs.
- Strive towards a sustainable community and environment.
- Advocate and engage with community about matters that affect the future well-being of the district.
- Maintain the centre and grounds as a safe and welcoming place for the community.
- Partner with stakeholders on initiatives designed to strengthen the community.

## VALUES

<b>Environment</b>	<b>Shared Ownership</b>	<b>Participation</b>	<b>Integrity</b>
We value the natural environment in which we are located. We will consider environmental impact when making decisions	We exist to service our community. We are committed to supporting and skilling local residents to guide our services with decisions being made with the best interested of our community as our priority.	We are committed to fostering and increasing participation in all aspects of our organisation and our services, by providing a range of opportunities.	We operate our organisation and treat our people with respect, honesty and fairness. Our decision making, and our processes will be transparent.
<b>Respect</b>	<b>Empathy</b>	<b>Professionalism</b>	<b>Fun</b>
We welcome and embrace diversity of culture, sexuality, religious beliefs and all abilities.	We are committed to demonstrating understanding and empathy for the situations and experiences that impact individuals in our community.	We are committed to operate our organisation with a high degree of competency and professionalism and recognize effective, timely and open communication is a key part of ensuring our professionalism.	We provide a fun and friendly environment for all who work, participate or visit our Centre

## STRATEGIES

## ACTION PLAN 2022 – 2025

HIGH Priority – immediate action

MEDIUM Priority – next 6 months

LOW Priority – 12 months –

EXISTING - ongoing

1. Information Hub	<ul style="list-style-type: none"> <li>➤ Publish information</li> <li>➤ Brand promotion</li> <li>➤ Utilisation of infrastructure</li> <li>➤ Update website</li> <li>➤ Marketing</li> </ul>	<ul style="list-style-type: none"> <li>➤ Welcome pack</li> <li>➤ Name change transition</li> <li>➤ Community Centre signage</li> <li>➤ Word of mouth</li> <li>➤ Placemaking</li> </ul>
2. Advocacy	<ul style="list-style-type: none"> <li>➤ Issue of the day</li> <li>➤ Agency of change</li> <li>➤ Continued support NH network</li> <li>➤ Continuation of centre</li> </ul>	<ul style="list-style-type: none"> <li>➤ A voice for the community on issues that matter to them</li> <li>➤ Gather, grow and build</li> <li>➤ Affordable housing</li> </ul>
3. Environment	<ul style="list-style-type: none"> <li>➤ Fire, Water, Wind, Land, Space</li> <li>➤ Common Ground</li> <li>➤ Cultural heritage</li> <li>➤ Indigenous Agriculture</li> <li>➤ Tarwin Boardwalk</li> <li>➤ Regeneration of reserves</li> </ul>	<ul style="list-style-type: none"> <li>➤ Sanctuary</li> <li>➤ Invest and grow community knowledge</li> <li>➤ Reduction of CO<sub>2</sub></li> <li>➤ Waste management -Transfer Station</li> <li>➤ Social enterprise (Op shop)</li> </ul>
4. Arts and Creative	<ul style="list-style-type: none"> <li>➤ Car Rally,</li> <li>➤ Triathlon</li> <li>➤ Venus Bay School of Music</li> <li>➤ Tour de Tarwin (2023)</li> <li>➤ Catwalk on the Boardwalk</li> </ul>	<ul style="list-style-type: none"> <li>➤ Artist in residencies</li> <li>➤ Promote creative thinking and action</li> <li>➤ Story telling</li> <li>➤ Art trails</li> <li>➤ Ball @ the Hall (as a fundraiser for boardwalk)</li> </ul>
5. Partnerships	<ul style="list-style-type: none"> <li>➤ Networks, connections, and people             <ul style="list-style-type: none"> <li>○ NHG</li> <li>○ SENVIC</li> <li>○ BLWAC</li> <li>○ GLWAC</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>➤ Cultural</li> <li>➤ Volunteers</li> </ul>



	<ul style="list-style-type: none"> <li>○ NHVIC</li> <li>○ GSEC</li> </ul>	
6. Governance	<ul style="list-style-type: none"> <li>➤ Continuous improvement</li> <li>➤ Financial independence</li> <li>➤ Agency of change</li> <li>➤ Professional development</li> </ul>	<ul style="list-style-type: none"> <li>➤ Liptrap Enterprises</li> <li>➤ Social enterprise</li> <li>➤ Investment in skills and knowledge</li> <li>➤ Evaluation and review</li> </ul>
7. Energy	<ul style="list-style-type: none"> <li>➤ Resilience</li> <li>➤ Reliability</li> <li>➤ Off grid</li> </ul>	<ul style="list-style-type: none"> <li>➤ Access to communication</li> <li>➤ Feasibility Study</li> </ul>
8. Programs & Services	<ul style="list-style-type: none"> <li>➤ Training</li> <li>➤ Maintain ongoing programs investigate new program opportunities</li> <li>➤ Establishment of referral pathways</li> <li>➤ 'She' shed</li> </ul>	<ul style="list-style-type: none"> <li>➤ Outreach &amp; offsite programs</li> <li>➤ Tri-town events</li> </ul>

Resourcing priorities– Currently managed by staff at capacity

- Induction of new staff
- Feasibility study
- Business as usual
- Staff leave commitments

Executive Sponsor model example

Henry – Feasibility study  
 Jennine – Reserve planting  
 Robb – Affordable housing

Mission examples – why we exist (appropriate education level)

## SWOT ANALYSIS

In June 2022 the Board held a strategic planning workshop to guide the future direction of the Venus Bay Community Centre. A SWOT analysis was undertaken and the findings of the SWOT were used to formulate the actions outlined in the implementation of our strategic objectives.

STRENGTHS		OPPORTUNITIES	
<ul style="list-style-type: none"> <li>• Community engagement</li> <li>• Alyson as manager</li> <li>• Volunteers and staff</li> <li>• High awareness of centre</li> <li>• Newsletter / communications</li> <li>• Good board / governance</li> <li>• Network</li> <li>• Responsiveness to change</li> <li>• Flexibility</li> <li>• Recycle enterprise</li> <li>• Investment in people</li> <li>• Intellectual property</li> <li>• Council connections</li> </ul>	<ul style="list-style-type: none"> <li>• Local relationships / other groups</li> <li>• Professional development</li> <li>• Potential for growth</li> <li>• Financial stability</li> <li>• Lease arrangement</li> <li>• Solar / battery infrastructure</li> <li>• N. Houses Gippsland</li> <li>• Building / site Local Gov relationship</li> </ul>	<ul style="list-style-type: none"> <li>• A.B.C.D. exercise</li> <li>• Advocacy</li> <li>• Change of name - "Liptrap"</li> <li>• Increase volunteers</li> <li>• Increase communication – distribution and social media</li> <li>• Resources to grow</li> <li>• Waste enterprise development</li> <li>• Building demolition</li> <li>• Circular economy</li> <li>• Professional development</li> <li>• New community</li> <li>• Skillsharing</li> </ul>	<ul style="list-style-type: none"> <li>• Advertising in newsletter</li> <li>• Foster &amp; link enterprises</li> <li>• Sustainability</li> <li>• Training</li> <li>• Youth engagement</li> <li>• Offsite engagement</li> <li>• Common ground</li> <li>• Skill sharing</li> <li>• Pathways</li> <li>• Storytelling</li> <li>• Forums/events</li> <li>• Increased engagement</li> <li>• Networks – organizational &amp; personal</li> </ul>
WEAKNESSES		THREATS	
<ul style="list-style-type: none"> <li>• Seen only as Venus Bay, rather than the district</li> <li>• Lack of succession plan</li> <li>• Limited awareness – seen only as Op Shop</li> <li>• Lack of resources &amp; expertise to achieve BIG projects</li> <li>• Council engagement / communication</li> <li>• Confines of the building</li> <li>• Reputation</li> </ul>	<ul style="list-style-type: none"> <li>• Measuring progress / projects</li> <li>• Relevant PD's</li> <li>• Reputation Lack of expertise for big projects</li> <li>• Human resources</li> <li>• Youth contact</li> <li>• N.H Vic.</li> <li>• Financial dependance</li> <li>• Historical baggage</li> <li>• Funding certainty</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of key staff</li> <li>• Health / pandemic</li> <li>• Reputation</li> <li>• Finance</li> <li>• Reliance on government funding</li> <li>• Over committed / taking on too much</li> <li>• Guideline review NHCP.</li> </ul>	<ul style="list-style-type: none"> <li>• Changing demographic</li> <li>• Evolving services</li> <li>• Reputation</li> <li>• Climate change</li> <li>• Flooding</li> <li>• Boom and bust</li> </ul>

We used the lens of the UN Sustainable Development Goals to describe and underpin the work of the Centre.



# SUSTAINABLE DEVELOPMENT GOALS

17 GOALS TO TRANSFORM OUR WORLD

