



BURDEKIN COMMUNITY ASSOCIATION INC.

STRATEGIC PLAN

2021 - 2025

PRESIDENT'S FOREWORD

As the Burdekin Community Association Inc. (BCA) continues to grow and progress into our 46th year of service in 2021, we remain firmly committed to maintaining and continuing our past performance, and planning for our future with firm disciplines.

The BCA continues to enjoy great respect in our local community, thanks to our wonderfully loyal, dedicated and highly professional staff. Their skills and commitment to community service are, I believe, unique.

Five years ago, at the launch of our 2016-2020 Strategic Plan, I commented on how fast our world is changing. Now, as we move determinedly into our next five year phase, change is happening even faster, and coupled with an even greater variable – uncertainty.

That's not to suggest that the long term sustainability of the BCA is in doubt, but we have to be ready to adapt to change much faster and more efficiently than ever before. Otherwise, we'll be left behind.

One of our great achievements in the past five years has been our ability to move ahead "pro-actively" – to develop strategies for new services that are preventative, instead of simply helping to alleviate problems "reactively". That's our ongoing challenge for the next five years.

The one thing that does not change is the level of support from our partners and stakeholders, headed as always by the Burdekin Shire Council. Our relationship with the Mayor, Councillors and staff continues to be close and positive for the benefit of the community we serve.

Our kindred community organisations remain firm friends and valued partners. We all work closely together as a united sector in the best interests of the Burdekin Shire.

I also thank the BCA volunteers who support us in so many ways, from our consultative committees, to our Community Information Centre team, to all our hands-on supporters who do it for no other reason than they care. You help us to keep in touch with the local community.

And to our wonderful BCA staff who demonstrate such dedication to your jobs, your expertise is outstanding and deeply appreciated.

The future of the BCA won't just happen - it takes hard work, and a firm commitment to the future. That's why this Strategic Plan is so relevant – it's based on those principles of discipline.

Majella Meehan
President

CHIEF EXECUTIVE OFFICER'S INTRODUCTION

We are pleased to present the *Burdekin Community Association Inc. Strategic Plan 2021-2025* which sets the direction and outlines the vision for our organisation over the next five years.

In developing the Strategic Plan, the BCA has undertaken broad engagement with the community, staff, volunteers and other stakeholders to ensure the plan reflects the direction the organisation needs to take to continue to deliver the excellent services our community need and deserve. The plan also builds on our goals to not only deliver quality care but to continue to improve and innovate.

BCA's Vision is for *"Compassionate and connected communities where everyone is supported and free from hardship and distress."*

BCA's Purpose is *"To provide direct relief to the aged, families, children and individuals who are experiencing poverty, sickness, suffering, distress, misfortune, disability or helplessness"*.

Over the next five years, we will achieve the BCA's Purpose through nine strategic objectives:

1. *Promoting a coordinated and integrated response to address the social and welfare needs of the Burdekin community.*
2. *Delivering efficient, effective, quality services to meet the needs of individuals, families and the community.*
3. *Ensuring equitable access to BCA services.*
4. *Advocating for social welfare in the community.*
5. *Providing community information, consultation and education on social welfare issues.*
6. *Developing a strong and resilient organisation.*
7. *Developing our people.*
8. *Operating in a financially responsible way.*
9. *Ensuring BCA has a continued funding base.*

Achieving the goals set in our Strategic Plan requires strong and effective leadership, ongoing engagement with our stakeholders, staff and volunteers and an organisation-wide commitment to excellence and continuous improvement.

We look forward to the challenges ahead and to maximising the skill, innovation and drive of our workforce in delivering the best possible outcomes to the people we serve.

Debra Cochran
Chief Executive Officer

PURPOSE

This plan outlines our strategic objectives for the next five years. It builds on the work of the *BCA Strategic Plan 2016-2020* released in 2016 and the strategic planning and performance monitoring process we have progressed since then.

It identifies our strategic objectives, our performance measures and the major initiatives we will implement to assist people who are suffering hardship and distress and to improve the health and wellbeing of people in the region.

The *Burdekin Community Association Inc. Strategic Plan 2021-2025*:

- describes to our stakeholders, staff, volunteers and the community what we aim to achieve over the next five years;
- links the Government's priorities to the community service outcomes we plan to achieve;
- shares our strategic planning framework with stakeholders, staff and volunteers;
- provides direction to our staff and volunteers on how their work can contribute to achieving community service outcomes;
- provides direction to BCA management in allocating resources;
- identifies the challenges we face as we work towards achieving our purpose; and
- guides the organisation in operational and business planning.

ROLE

The BCA has two major roles:

- A leadership role to deliver community services that prevent and alleviate hardship and distress, such as programs to promote independence; community inclusion; health and wellbeing; community-based support programs, services specific to population groups including older people, women, children and young people.
- A partnership role with consumers, other community service providers and other sectors to improve people's health and wellbeing and communities.

OVERVIEW

The Burdekin Community Association Inc. (BCA) is a not-for-profit, incorporated association, which strives to fulfil the unmet social, welfare and health needs of the Burdekin community. A wide range of community services are delivered by the BCA to the Burdekin Shire. Since establishment in 1975, BCA has evolved to become one of the largest community organisations in the region.

The BCA is a registered charity, has an Australian Business Number, Income Tax Exemption and Deductible Gift Recipient status. Many of BCA's initiatives are made possible by the generosity of the Burekin Shire Council, local service clubs, business houses and individuals.

OUR VISION

BCA's Vision is for "Compassionate and connected communities where everyone is supported and free from hardship and distress."

OUR PURPOSE

BCA's Purpose is "To provide direct relief to the aged, families, children and individuals who are experiencing poverty, sickness, suffering, distress, misfortune, disability or helplessness."

OUR VALUES

To achieve our Purpose, the Burdekin Community Association Inc. has adopted the following values:

- **Compassion.** We bring holistic care, hope and inspiration through our understanding and empathy for others.
- **Respect.** We treat everyone with care and respect at all times.
- **Integrity.** We maintain the highest degree of ethical standards and put our values into action.
- **Leading through learning.** Our culture encourages innovation and supports learning.

Our Values provide a platform for individual, team and organisation attitudes and behaviours, the way we work and interact with people.

OUR OPERATING PRINCIPLES

- Responding justly and fairly
- Working in partnership
- Enabling and supporting improvements in the community services sector
- Being accountable for our resources and actions

BCA's OPERATING ENVIRONMENT

About the Community

The Shire has an estimated resident population of approximately 16,971 as at the 2019 census¹ and is categorised as a Rural Agricultural Very Large (RAV) Local Authority under the Australian classification of Local Governments. The Community is made up of approximately 50.8% males and 49.2% females which makes up approximately 4560 families. Nearly 21% of the population is over the age of 65 years and 17.8% is under the age of 14 years. There are 8352 private dwellings with the average median weekly household income of \$1,177.

The Burdekin Shire covers approximately 5,067 square kilometres. It is in the northern area of Queensland and is approximately 90km by road south of Townsville. The Shire lies on the eastern edge of the Great Dividing Range and incorporates the towns of Ayr, Brandon and Home Hill in the Burdekin River delta, the towns of Clare, Millaroo and Dalbeg along the Burdekin River and the town of Giru on the flood plain of the Haughton River. The Burdekin Falls Dam, constructed across the Burdekin River, provides a continuous water supply for a vast area of land used for agricultural production.

Remnant vegetation covers ranges from Dry Tropics Woodlands in the south to the Dry Tropics vegetation characterised by the rainforests in the mountains around Giru. In broad terms, the eastern half of the Shire is largely cultivated agricultural land, while the western sector is grazing land. Most of the productive arable land within the Shire is under sugar cane cultivation. Other crops including grains, cucumbers, capsicums, green beans, pumpkins, rockmelons, honeydew melons, watermelons, forestry and mangoes are also produced.

Economic Outlook

The period from 2021 – 2025 is expected to be one characterised by an increasing demand for BCA's services balanced against budgetary constraint.

Australia has been hit by the coronavirus pandemic less severely than other countries, although the state of Victoria experienced a significant surge in cases in the third quarter with corresponding lockdown orders. Real GDP is expected to contract by 3.8% in 2020, but is projected to grow by 3.2% in 2021 and 3.1% in 2022. The unemployment rate will rise initially as job retention schemes taper off in 2021 and will slowly decline thereafter. Household saving will gradually decrease and support private consumption. A risk is that the recovery in business and consumer sentiment is hampered by a rise in business insolvencies and renewed labour market weakness as policy support is scaled back in 2021.

Fiscal policy support will be reduced in 2021, but the impact will be offset by the recovery in private sector activity as containment restrictions ease further. Monetary policy will remain accommodative given below-target inflation and significant labour market slack. Fiscal and monetary support should be maintained until the economic recovery is firmly entrenched. At the same time, replacing real-estate stamp duty with a recurrent land tax would boost labour mobility and economic growth. Similarly, reducing interstate differences in education, training programmes and occupational licensing would enhance the potential for labour reallocation².

¹ <https://statistics.qgso.qld.gov.au/profiles/qrp/resident/pdf>

² OECD December 2020.



The Burdekin's economy is impacted by the broader economic environment; however, the Burdekin region's economic outlook will also be impacted by local influences.

The Burdekin Shire's economy is strongly based on agricultural business. The Burdekin is centred on the rich Burdekin River Delta. Abundant water supplies, fertile soil and an average of 300 days of sunshine per year have resulted in the Burdekin becoming one of the strongest agricultural regions in Australia. The dominant crop is sugar cane, with the region producing between 8-9 million tonnes of sugar cane annually, from which 1.3 million tonnes of raw sugar is produced at the region's four large-scale mills. The area also has strong horticultural, aquaculture and manufacturing industries.

The nature of BCA's work means that it is directly impacted by the prevailing local economic conditions. When the economy is strong, less families and individuals need help from organisations like the BCA; however, when the economy is suffering, BCA's services are in increasing demand.

In summary, the anticipated economic environment is likely to place added financial and social stress on families and individuals in the Burdekin region, and this is expected to increase the demand for BCA services.

Demographic Outlook

Although the number of people residing in the Burdekin is expected to remain relatively stable over the planning period and beyond, the natural beauty of the Burdekin region together with its relatively low cost of living makes it an attractive destination for lower socio-economic members of the community. This demographic is particularly sensitive to unfavourable economic conditions, and will maintain a strong and potentially increasing demand on BCA services.

In addition, Australia's growing ageing population will be reflected in the Burdekin community, and older members of the community will require increasing assistance in BCA's Home Care Service, Housing and Community Support Service, Community Visitors Scheme, Domestic and Family Violence Support Service, Burdekin Centre for Rural Health, Burdekin Community Rehabilitation Centre and related areas.

As at 30 June 2019, the median age of Burdekin Shire's population was 45.4 years. This is an increase of 5.1 years from the median age of 40.3 years as at 30 June 2009. As at 30 June 2041, the median age projection for the Burdekin is 46.1 years.

People aged 65 years and over, which currently make up nearly 21% of the Burdekin population, are projected to represent 27.1% of the Burdekin by 2036. People aged 85 years and over made up 2.7% of the population in 2016 and are projected to represent 4% of the Burdekin population by 2036.

In summary, the expected demographic trends in the Burdekin will mean an increase in demand for BCA services over the planning period and beyond.

Funding Outlook

The sector is faced with an increasing demand from a diverse and growing client base, and an increasing cost of delivering community services. The budgetary constraints being experienced by all tiers of government will have a flow-on effect for the not-for-profit sector, including the BCA.

Whilst there will continue to be unmet needs in the community, governments will reassess the current level of service delivery against available funds and existing funding arrangements. Through direct contact with those in need the BCA is well placed to identify and advocate for the emerging needs of the community and apply for funding accordingly.

BCA is not alone in having to deal with shrinking grant funding and working in partnership with other community service providers will continue to be important to ensure there is no duplication or competition of service delivery.

Under these circumstances, funders of community services will increasingly require assurance that services are being delivered efficiently and effectively. Compliance with relevant Service Standards will increasingly become tied to funding. BCA is well placed in this regard, having Quality Systems in place since 2001. During the planning period, BCA will need to continually review and update its Quality System to ensure it continues to meet the relevant Standards for the delivered services.

Whilst the BCA will continue to receive the majority of its funding from Federal and State governments, the BCA will explore alternative avenues of funding and identify creative methods to deliver services in a financially constrained environment. Optimising the valuable contribution of volunteers will be one avenue that BCA will continue to explore during the planning period.

In summary, existing services will be delivered with existing resources and any additional funding will be linked to additional service delivery. BCA's Quality System and its administrative arrangements will be critical in maximising additional funding opportunities.

Internal Outlook

The BCA is expected to continue to be seen by the Burdekin community as a valued organisation and an attractive place to work, staffed by people who are committed to social justice issues and who genuinely enjoy helping members of the community. Attracting and retaining quality staff is expected to remain relatively easy.

One initiative may potentially impact on the BCA workforce during the planning period:

- As a Public Benevolent Institutions (PBIs) BCA staff are eligible to receive tax deductible gifts under income tax law. Any changes to Australia's taxation arrangements, such as changes to Fringe Benefit Tax (FBT) exemptions for PBIs, could impact on staff benefits and this could impact on staff attraction and retention.

In addition to BCA's staff, volunteers will continue to be integrated into BCA's operations, and these valued members of the BCA workforce need to be effectively resourced and managed. Where possible, volunteer numbers will be increased during the planning period.

Continued assistance from the Council (Premises and Information Technology Support) will enable the BCA to limit its overhead costs so that it can concentrate its resources on service delivery.

While BCA will need to adapt to the changes in the community services sector and the broader environment, the changes within BCA are expected to be 'evolutionary' rather than 'revolutionary'. BCA has a solid team of committed people delivering valued services to those in need. The organisation's processes are effective, and will be continuously improved as part of the continued improvement of BCA's Quality System. This is a solid base to work from.

In summary, BCA will continue to be seen as an employer of choice within the Burdekin region. Potential changes to the human resource requirements will need to be managed, and organisational processes will be continually improved through quality reviews.

Conclusion

BCA is well placed to address the challenges ahead during the 2016-2020 planning period. BCA's staff and volunteers are the key to delivering quality services.

During the 2021-2025 planning period it is anticipated that:

- There will be an increasing demand for BCA services.
- Funding opportunities will be limited, and BCA will need effective administrative arrangements in place to capitalise on these.
- Existing services will be delivered with existing resources – any additional funding will be for new services.
- The BCA will need to find creative ways to work smarter - to do more with less.
- BCA will need to refine its Quality System and further integrate this into everyday business.

BCA KEY STAKEHOLDERS

BCA's stakeholders influence its future and are critical to the organisation's continued effectiveness. Stakeholders either influence BCA, or are influenced by BCA. BCA's major stakeholder groups are as follows:

EXTERNAL STAKEHOLDERS		
Stakeholder	Relationship	Comments
BCA Clients	Clients are the 'consumers' of BCA services; either direct recipients of services (eg: community care), or information and education sessions such as at schools, readers of the BCA Community Connections magazine etc.	Serving clients is the reason that BCA exists.
Burdekin Community	<p>The Burdekin community supports the BCA and benefits from BCA services.</p> <ul style="list-style-type: none"> • Community members may refer others to the BCA (eg: friends, GPs, solicitors, Centrelink etc). • Advisory groups assist BCA decision-making. • Community members undertake volunteer work for the BCA. • Service Clubs provide financial support to BCA. 	A broad group with multiple interests and impacts. BCA's success depends on community support. Developing positive relationships with the community is imperative for BCA's future.
Visiting Practitioners	Provide services to clients using BCA premises. Includes allied health professionals.	This group extends the reach and expertise of the BCA in service provision.
Other Community Organisations/Service Providers	Provide related community services in the Burdekin - Burdekin Neighbourhood Centre, Flexi Qld, Blue Care, Bur-Del Cooperative Advancement Society Ltd, Everglow, Lifeline, Salvos, PCYC, Churches of Christ, Centacare. Other service providers refer clients to the BCA (and vice versa) and BCA can work in partnership with other providers to provide more holistic services.	Working in partnership with other providers (not duplicating services) is increasingly important for continued funding.
Funding Bodies	<p>BCA receives:</p> <ul style="list-style-type: none"> • re-current funding from the Federal and Qld Governments to deliver specific services. • non-recurrent funding from the Federal and Qld Governments and others to deliver specific projects/initiatives. • 'non tied' funding from the Burdekin Council, Community Groups and donations from individuals to fund general operations. 	Funders provide dollars to enable the BCA to operate. Maintaining the confidence of funders is essential for BCA's continued operations. BCA provides funders with regular reports on its operations.

Burdekin Council	Shire	The Burdekin Shire Council leases the Support Centre and Community Information Centre premises to BCA at favourable rates and provides IT network support.	Continued support from the Council assists BCA to reduce administrative costs.
Industry Bodies		Connect BCA with broader community care/NGO sector (e.g. health network).	Enable BCA to remain 'connected' with industry issues.

INTERNAL STAKEHOLDERS		
Stakeholder	Relationship	Comments
BCA Employees and Volunteers	Deliver BCA services to clients. Volunteers assist in designated areas.	Volunteers enhance BCA's capacity to deliver services.
BCA Management Committee	Oversee BCA governance arrangements and set the organisational direction.	Provides a credible management structure, essential for community and funding support.
BCA Sub-contractors	Deliver services to BCA clients on behalf of BCA (e.g. lawn mowing and other yard maintenance); and undertake specialist work for BCA (e.g. tradespeople, cleaners, financial auditors, trainers, etc).	This group extends the breadth of BCA's services, and provides essential services for BCA's continued operations.

BCA's PLANNING STRUCTURE

BCA has four identified *key areas of focus* (i.e. areas where BCA must have a positive impact). These are Clients, Community, Corporate and Financial.

Within each of these *key areas of focus*, BCA has developed a number of *objectives* (i.e. a statement of intent). These support the achievements of each key area of focus.

For each *objective*, BCA has identified a number of supporting *strategies* (these identify the overall approach to be pursued to achieve the objective).



These *key areas of focus, objectives* and *strategies* set the overall direction for BCA. It is unlikely that the key areas of focus or objectives will change from year to year (unless BCA is impacted by a significant change). The supporting strategies may change or be refined periodically, based on experience, learning or new circumstances.

The key areas of focus, objectives and strategies and are articulated in the Strategic Plan.

Each year, BCA develops an Annual Action Plan in support of the strategic direction outlined in the Strategic Plan's *key areas of focus, objectives* and *strategies*. This Action Plan details specific actions and responsibilities and timeframes.



BCA's KEY AREAS OF FOCUS, OBJECTIVES and STRATEGIES

CLIENTS (Key Area of Focus no. 1)

Objective 1 – Promote a coordinated³ and integrated⁴ response to address the social and welfare needs of the Burdekin community

- BCA continually assesses the needs of the community.
- BCA measures and reports BCA's response to identified unmet community need.
- BCA works with other community service providers to plan and deliver innovative, cost-effective and integrated services and to address identified areas of unmet need.

Objective 2 – Deliver efficient, effective, quality services to meet the needs of individuals, families and the community

- BCA delivers its services in accordance with policies, procedures, operational guidelines, service agreements and Standards.
- BCA delivers its services with a focus on customer service and results.
- BCA's Quality System is based around continually reviewing and improving BCA services.
- BCA ensures staffing levels are appropriate to deliver services and staff are adequately trained to deliver services.

Objective 3 – Ensure equitable access to BCA services

- Access to BCA services is based on relative need.

COMMUNITY (Key Area of Focus no. 2)

Objective 4 - Advocate for social welfare in the community

- BCA acts on behalf of community members to ensure proper access to community organisations and services.
- BCA continues to develop and foster relationships with key stakeholders regarding social welfare.
- BCA promotes community needs to relevant funding bodies.

³ Within BCA

⁴ With other community service providers

Objective 5 – Provide community information, consultation and education on social welfare issues

- BCA includes information on social welfare issues in all publications and forms of media.
- BCA provides services to promote a healthy, informed and vibrant community.
- BCA networks with community members and funding bodies to strengthen partnerships, promote services and ensure BCA remains aware of community/national issues.

CORPORATE (Key Area of Focus no. 3)

Objective 6 – Develop a strong and resilient organisation

- BCA ensures effective community processes are utilised.
- BCA has an effective Quality System which complies with relevant Standards and promotes the consistent delivery of quality services.
- BCA has effective corporate governance arrangements in place which are regularly reviewed.

Objective 7 – Developing our people

- BCA develops its staff and volunteers to ensure they are capable of efficiently and effectively delivering services.
- BCA ensures that staff and volunteer wellbeing remains a priority.

FINANCIAL (Key Area of Focus no. 4)

Objective 8 – Operate in a financially responsible way

- BCA operates in accordance with Australian Accounting Practices and Financial Management Standards.
- BCA actively manages, monitors and reports budget position to the Management Committee and ensure an efficient use of funds.
- BCA operates with financial transparency, publishing annual reports showing funding sources and financial results.

Objective 9 – Ensure BCA has a continued funding base

- BCA liaises with funding bodies to negotiate adequate funding to cover operational costs and long-term funding arrangements.
- BCA provides quality, timely reports to funding bodies and ensures compliance to funding requirements.
- BCA diversifies its financial base to ensure ongoing organisational sustainability.

OUR STRATEGIC PLANNING PROCESS

BCA consulted widely with stakeholders, staff, volunteers and the community to develop our strategic intentions for 2021-2025. A Community Service Review Survey was distributed to the Burdekin community. The survey was designed to:

- Measure community awareness of BCA services.
- Measure the level of use of BCA services by the community.
- Measure the client satisfaction level with BCA services.
- Identify additional community, welfare and health services required in the Burdekin.

A Strategic Planning Workshop was conducted on Thursday 25 February 2021. The workshop attendees included BCA management and staff including Management Committee members, the Chief Executive Officer and staff. The focus of the workshop was:

- To develop a shared understanding of BCA's anticipated operating environment for 2021 and beyond (to set the context for BCA's planning environment).
- To identify issues which need to be included in the BCA Strategic Plan for 2021-2025.
- To develop an outline of an Action Plan for 2021 to compliment the 2021-2025 Strategic Plan.

Additional internal consultation was undertaken by the Management Committee, Chief Executive Officer and staff to:

- Measure our progress in relation to the *BCA Strategic Plan 2016-2020 and BCA Action Plan 2020*.
- Develop the *BCA Strategic Plan for 2021-2025*.
- Develop the *BCA Action Plan for 2021*.

OUR PERFORMANCE FRAMEWORK

BCA is committed to measuring our performance to ensure that we are achieving our purpose.

Performance measurement occurs at various levels across the organisation. At the highest level we monitor our performance in contributing to the individual's, communities and Government's priorities and outcomes and we measure our performance against achieving our purpose outlined in this strategic plan.

Each year, the *BCA Annual Report* details how funds have been allocated to achieve progress towards our strategic objectives and the activities and achievements for the preceding year. This report is subject to critical examination by our funding bodies and stakeholders.

As an organisation, we place a high priority on ensuring that the outputs detailed in the *BCA Annual Report* best reflect the services that we deliver.

Measures of effectiveness, efficiency, equity and a range of other performance indicators are regularly reported and benchmarked. BCA's performance in significant community service delivery areas are compared with the performance of other organisations through a range of formal reporting mechanisms.

In addition to external reporting of performance, we are developing ways to improve the internal monitoring of our performance. Internally, regular and timely performance information is needed for corporate governance, strategic planning, policy development, resource allocation, service planning and evaluation. An integrated framework for performance information will link the inputs, outputs and outcomes essential to achieving our purpose. We will use the key performance indicators from this framework to monitor performance according to the strategic plan and measure progress towards achieving the strategic objectives outlined in this plan.

This approach will develop a culture that promotes performance measurement as a critical element of all we do. By paying close attention to the success of our activities and the areas in which we can improve, we will be in a better position to deliver sustainable and effective community services to the Burdekin community.

PROGRAM OF PLANNING AND REVIEW

BCA regularly monitors its performance and reviews progress in implementing the Strategic Plan.

Quarterly reports are developed by the CEO, in conjunction with the Service Coordinators, and distributed to the Management Committee for their review. In addition, BCA's program of planning and review is as follows.

July 2021	Staff review	CEO and Service Coordinators review, evaluate priorities and report to the Management Committee.
January 2022	Annual Review and Planning	Management Committee, CEO and staff review previous 12 months implementation of the Strategic Plan and Annual Action Plan. Develop Annual Action Plan for 2022.
July 2022	Staff review	CEO and Service Coordinators review, evaluate priorities and report to the Management Committee.
January 2023	Annual Review and Planning	Management Committee, CEO and staff review previous 12 months implementation of the Strategic Plan and Annual Action Plan. Develop Annual Action Plan for 2023.
July 2023	Staff review	CEO and Coordinators review, evaluate priorities and report to the Management Committee.
January 2024	Annual Review and Planning	Management Committee, CEO and staff review previous 12 months implementation of the Strategic Plan and Annual Action Plan. Develop Annual Action Plan for 2024.
July 2024	Staff review	CEO and Service Coordinators review, evaluate priorities and report to the Management Committee.
January 2025	Annual Review and Planning	Management Committee, CEO and staff review previous 12 months implementation of the Strategic Plan and Annual Action Plan. Develop Annual Action Plan for 2020.
July 2025	Staff review	CEO and Service Coordinators review, evaluate priorities and report to the Management Committee.
January 2026	Planning	Management Committee, CEO and staff develop Strategic Plan for 2026 – 2030 and Annual Action Plan for 2026.