

A smiling woman with short dark hair, wearing a vibrant yellow top with a blue and green geometric pattern, is the central figure. She is holding a piece of food in her hands. The background is a blurred indoor event space with warm lighting and other people. The year '2021' is overlaid in a large, white, dotted font.

2021

# Strategic Plan (2017-2021)



Addison  
Road  
Community  
Centre





Image: West African Festival  
Cover image: Street Food Markets



# CEO's message:

I am honoured and delighted to present ARCCO's five year Strategic Plan 2017 to 2021, another step in the evolutionary process of an organisation which continues to grow in professionalism whilst staying firmly rooted in its history, community and principles. As we move forward over the next five years, this plan will guide our momentum and ensure we stay on target as we complete the next cycle of our organisation's development.

Responding to the diverse needs of our community as well as fulfilling our fiduciary duties and ensuring sustainability, often requires courage to innovate, to take risks, to pursue excellence even in the face of criticism, and adapt to change.

This plan emphasises ARCCO's commitment to courageous leadership. Throughout the next five years we will pursue improvements to our four major components, develop and deliver relevant and appropriate programs and engage in capacity building and in partnerships with others locally, nationally and internationally.

Our programs are about people and the planet. Our staff and volunteers provide support and services to our community. We work in partnership to more effectively achieve outcomes that bring benefits and change to the community. Collaboration, networks and accountability are part of ARCCO's success and are an integral part of how we do our work.

ARCCO is committed to working with diversity and we recognise the diversity of the people we work with and the different experiences they have.

As we start the next five years I pay tribute to the hard work of ARCCO's staff, volunteers and Board of Directors. It is their efforts which make plans such as this a reality and make a difference to people's lives and the planet. We cannot achieve our vision alone. I invite you to be a partner with ARCCO in pursuing and achieving the ambitious goals set out in this plan.

- Rosanna Barbero

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# Foreword:

The purpose of the five year Strategic Plan is to provide a broad strategic framework and direction to the organisation for the next three years, together with some history and context which is important for understanding the sort of organisation that ARCCO is and therefore, the type of programs that will be delivered to achieve our goals.

The plan sets out the broad goals framed in our four components which make up ARCCO, and highlights what we will strive to achieve. It then provides more focused measurable objectives under each goal, describes the strategies we will employ to achieve each of these objectives, and the key performance indicators we will use to assess how well we achieve them.

In each of the five years a separate Business Plan and fully costed budget will be developed detailing the activities ARCCO will undertake to implement each of the strategies in that year. This will remain an internal working document that staff also utilise as a monitoring and evaluation framework.





**Our Food Pantry  
Program benefits  
people and planet  
by addressing food  
waste and food  
insecurity.**

Image: The Food Pantry



# Background:

The success of The Addison Road Community Centre Organisation today is built on the back of the long history of the organisation and the numerous challenges that have been faced over the years.

Founded in 1976 following a strong campaign to keep the former army barracks in community hands, The Addison Road Community Centre is an independent community development organisation that since its inception has been a hub of diversity in Sydney's Inner West. It is said that the The Addison Road Community Centre Organisation that manages the Centre was the precursor to what is known today as Neighborhood Centres. The Addison Road Community Centre developed and implemented many well-known community development programs that benefited the community, such as the Magic Yellow Bus, the Child Care Centre, youth programs, educational programs and unemployment support programs. These were primarily government funded.

ARCCO's members have traditionally also been tenants at the Centre, with the well-below market rents allowing these members to engage in activities and provide services which would have otherwise been impossible.

Faced with stagnation from years of under-management and a lack of strategic planning, ARCCO began a restructuring process in 2012, encouraging participation from the broader community. The ARCCO Board and Staff have worked closely together to create a relevant, accessible and ethical organisation that plays a significant role amongst the communities of Sydney's Inner West. Since 2012 the Addison Road Community Centre is once again designing, developing and implementing community development programs and has opened the Centre up to be more inclusive to the community.

Now attracting over 1.2 million visitors annually, ARCCO provides a range of crucial services across a variety of areas, training and skills development to young and in-need local residents, and acts as a community leader for building diverse, resilient and sustainable communities.



# Organisational Structure

## BOARD OF DIRECTORS

- Elected by the members
- Sets the strategic direction.
- Develops policies.
- Makes decisions that must benefit the ARCCO. This includes all financial matters that ensure that ARCCO is sustainable and has a healthy income stream.

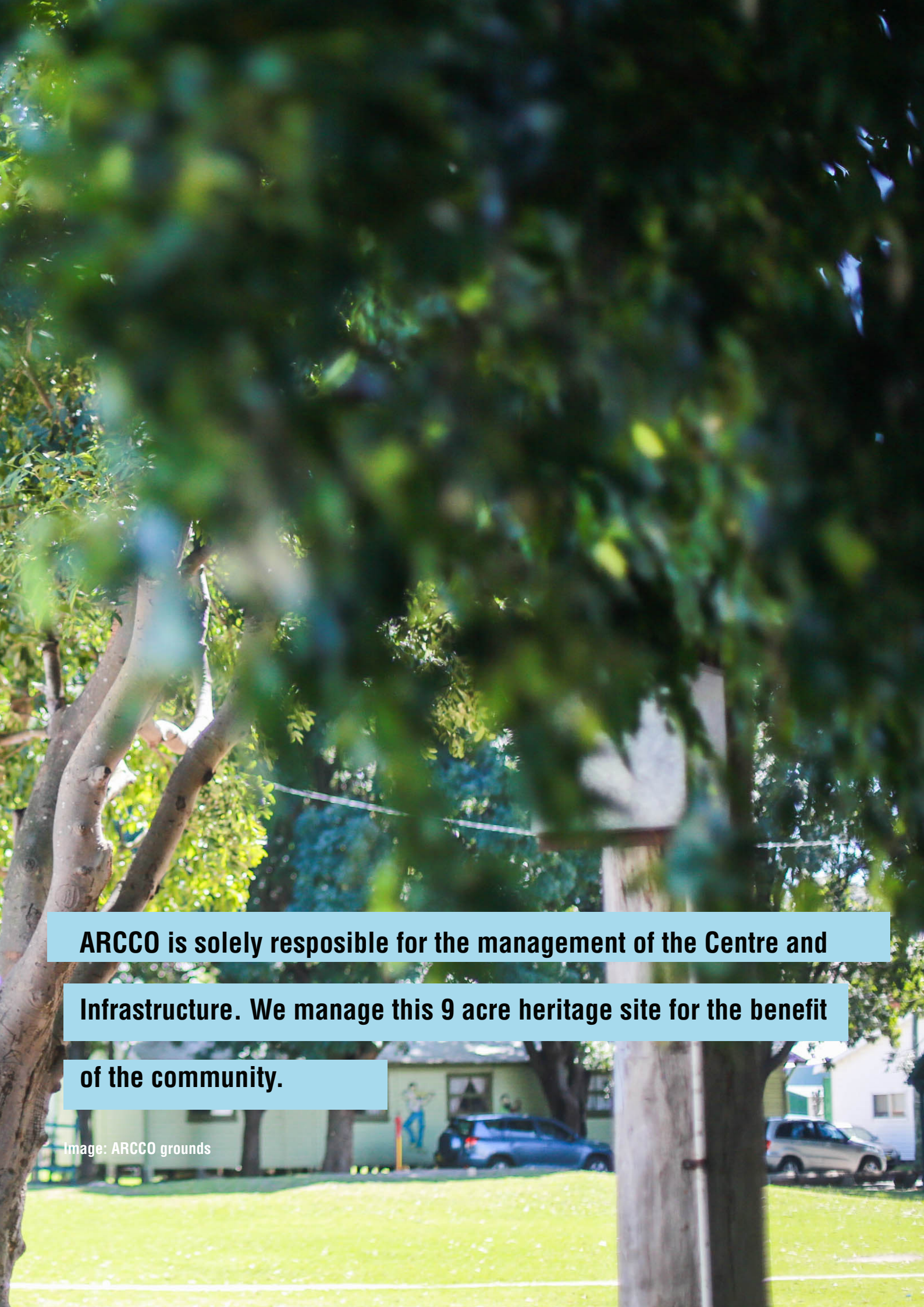
## CHIEF EXECUTIVE OFFICER

- Reports to the Board.
- Operationalises Board decisions.
- Is the public face of the organisation.

## STAFF & VOLUNTEERS

- Report to the General Manager.
- Implement work plans to achieve strategic vision.
- Report on outcomes and impacts.
- Carry out activities.



A large, leafy tree in the foreground, with a grassy field and buildings in the background. The tree's branches and leaves are in sharp focus, while the background is slightly blurred. A wooden utility pole is visible on the right side of the frame. In the background, there is a green building, a blue car, and a white car parked on a street.

**ARCCO is solely responsible for the management of the Centre and Infrastructure. We manage this 9 acre heritage site for the benefit of the community.**

Image: ARCCO grounds





## 3 Major Elements

### 1. ARCCO:

- Is solely responsible for the Management of the Centre and Infrastructure.
- Is the signature on the head lease and is accountable to the Crown.
- Makes decisions about who becomes a tenant
- Provides affordable spaces to Not For Profits.

### 2. ARCCO:

- Manages spaces and facilities for the community to access and enjoy.
- Works collaboratively to implement events that encourage broader community usage of the Centre.





### 3. ARCCO:

- Develops and implements programs that benefit the community, alleviates poverty and hardship and creates opportunities for socio-economic development and capacity building for employment.

**The open space our centre provides is vital for people to gather, celebrate and support each other.**





**Our Centre is a Living Museum which showcases the history of  
this dynamic and culturally diverse site.**

Image: Honour Roll For Peace launch

# The basics:

## **Our Vision**

Our vision is a just, equal, sustainable and diverse community.

## **Our Purpose:**

Our purpose is to help create lasting alternatives for social, economic and environmental justice.

## **Achieving our Purpose:**

ARCCO spearheads a rights based approach to community development programs in arts, culture, environment and social justice, as well as providing affordable spaces to NGOs, artists and community organisations. Through managing The Addison Road Community Centre, ARCCO facilitates the provision of services and community development opportunities, working collaboratively with various levels of government, education institutions, community organisations and members of the public.

## **Our Values:**

ARCCO is committed to fostering independent, sustainable and diverse communities based around our universal civil, political, economic, social and cultural rights.





**We strive to maintain humour, fun and  
celebration as principles of our work.**

Image: The Food Pantry



# Values Statement - ARCCO Staff

This values statement serves as a guide for the relationships and work done by ARCCO staff. Its objective is to guide the actions and decisions of ARCCO employees. This statement is complemented by different mechanisms and processes that will help to ensure its fullest implementation.

- 1. Inclusiveness & diversity** We are committed to anti-oppression and non-discrimination in all aspects of our work. We work towards this goal by creating a workplace that respects and incorporates a diversity of experiences and identities that reflects our organisational commitment to substantive equality and social justice.  
We value the unique contributions that individuals with many different experiences can make and we strive to have an organisation that is inclusive through proactively recruiting staff, board/committee members and partners who support and reflect our goal of diversity.  
Respect for all is treating each other in a friendly, fair and equitable way.
- 2. teamwork & solidarity** We recognize the importance of teamwork and collaboration in achieving the mission and vision of the organisation.  
We are committed to an organisational culture that is warm, supportive and respectful of one another and of ourselves, and that is both welcoming and accessible to the public.  
We see the well-being of our staff as an integral part of ARCCO's work and strive to promote a healthy balance between work and life for all staff.
- 3. growth challenge & leadership** We support a leadership model that promotes the empowerment of staff, facilitates co-responsibility between colleagues, and encourages staff initiative where possible. We encourage personal and professional growth, and strive to be flexible and open to new opportunities and challenges. We embrace conflict as part of change and strive to create a work environment where staff are able to voice their different opinions in a climate of respect and understanding.
- 4. transparency & accountability** In our actions, we maintain a strong ethic of accountability to each other, to our members, and to the vision of the organisation. We commit to do our work with integrity and honesty, and in ways that are financially and environmentally responsible. We acknowledge the importance of both process (for transparency) and results (for accountability) in our work and strive to maintain a harmonious balance between the two.
- 5. creativity, humour & celebration** We are dedicated to the use of creativity and innovation to ensure that we consistently deliver the highest possible quality of work.  
We strive to maintain humour, fun and celebration as principles of our work. As Emma Goldman famously said. "If I can't dance, I don't want to be part of your revolution."





**We create opportunities for expression for all.**

Image: Public Schools Arts Festival



# Our new Objects:

1. To relieve poverty and food shortages among socially and economically disadvantaged individuals.
2. Facilitate the empowerment of socially and economically disadvantaged individuals, in particular, Culturally and Linguistically Diverse Communities (CALD) groups, women and youth through capacity building and access to resources.
3. Promote inclusion, access and social justice opportunities for all.
4. Build alliances across differences with communities, organisations, business and government to further ARCCO's purpose.
5. Build a strong, responsive, effective and sustainable organisation with a robust and transparent governance structure, that delivers sustainable community development outcomes.
6. Provide accessible, flexible spaces to build a community hub for supporting disadvantaged communities and addressing gaps in services.
7. Provide in kind support to Not For Profits, artists and community interests groups that support the values of the ARCCO and contribute to community development.
8. Protect, conserve and enhance the heritage assets of ARCCO in their historical context while ensuring maximum access for public enjoyment and education.
9. Engage with governments to ensure a human rights framework and social justice outcomes underpin services & policies.

*Proposed new Objects to be adopted by the membership in 2017*



# 5: The External Environment

The Board and Staff of ARCCO understand that the operating environment, programs and services that they deliver are influenced by a variety of external factors and pressures:

**A. POLITICAL FACTORS:** People are increasingly disillusioned with government and politicians, perceiving them to be anti-people; they are more interested in increasing corporate profitability than strengthening communities. This feeling has come about via a variety of factors, including the privatisation of public services, a failure to address and measures that make democratic participation difficult. Proposed local council amalgamations in NSW have the potential to exacerbate these problems. At the same time, ARCCO has been able to forge partnerships with government departments and local councils, which has benefited the organisation and the community.

**B. ECONOMIC FACTORS:** Inequality continues to grow worldwide, with around 80% of the world's wealth in the hands of around 5%. Women and marginalised groups are typically worst off, and are frequently the collateral damage of a profit-driven economy. Increasing levels of personal debt and financial illiteracy have gone hand in hand with increased privatisation and work insecurity. Social enterprises and community organisations are stepping into the gap between underfunded public services and government-subsidised private organisations, trying to ensure that people who cannot afford to pay high premiums do not fall through the cracks.

**C. SOCIAL FACTORS:** The drive to individualisation in a material capitalist society threatens to dissolve many of the bonds holding communities together, accompanied by an increase in depression, anxiety and suicide. Gentrification, decreasing amounts of open spaces and housing un-affordability are forcing people out of their homes and decreasing opportunities for community participation. People generally have reduced access to affordable healthcare, education and transport, further increasing class divisions. The relationship of the corporate media and political classes with Australia's First Peoples, the marginalised, new immigrants and people seeking asylum continues to be fraught and threatens to drive unnatural wedges between people.

**D. TECHNOLOGICAL FACTORS:** Swift technological advances threaten to exclude and leave behind the elderly and the disadvantaged in society. Cyber-bullying and increased surveillance are of particular concern, as is the loss of privacy via widespread use of smartphones. At the same time, affordable access to technology can greatly increase people's access to information and services. Similarly, the threat of mechanisation and loss of employment would be offset with the provision of a universal income. Technology provides as many opportunities as it does challenges, with data-analysis, communication and reaching new audiences in exciting ways being more accessible than ever before.

**E. LEGAL FACTORS:** Government legislation appears to be increasingly marginalising people and fracturing communities. Recent examples include barring government funded not-for-profits from engaging in advocacy, and harsh new penalties for people exercising their democratic rights by protesting the actions of governments and corporations. Aboriginal people, the poor and people with mental disabilities remain overrepresented in our justice system, while wrongdoing and unethical behaviour by corporate and other elites are disproportionately under-punished.



**F. ENVIRONMENTAL FACTORS:** The global problem of dealing with the dangers of global warming and climate instability are faced at a local level, and these problems are a by-product of material capitalism and mass consumerism. Government policies and corporate opportunism have seen a rise in serious concerns about food and water sovereignty. In response to government inaction and corporate greed in these areas, broad coalitions have been built between First Nations' Peoples, farmers, rural communities and environmental activists. Advances in renewable energy technologies present significant opportunities for local initiatives, including collaboration, public awareness and education campaigns.

## 6: Internal Challenges

As ARCCO has grown and developed in response to shifting external circumstances, a number of structural and operational factors have emerged as needing attention.

- 1. CONSTITUTION:** ARCCO has been successfully moving in an exciting new direction since 2012 thanks to the strategic direction set by the Board and the hard work on the ground by management and staff. A number of aspects of this new direction, including pursuing PBI/DGR Status and achieving economic sustainability requires a change to the constitution. The current constitution is outdated and seriously impedes growth, sustainability and funding opportunities.
- 2. MEMBERSHIP:** Member-tenant conflict of interest has been identified as one of the key reasons for the organisation's previous decline, with certain dominant members more interested in what their organisation could get out of the site, rather than the site's overall potential and importance in the community. ARCCO's membership base needs to be more reflective of the broader community that we work in.
- 3. FUNDING:** ARCCO's financial situation has improved dramatically since the restructure in 2012, but achieving financial stability and sustainability is an ongoing challenge, particularly under the current constitution, which impedes the building of financial relationships with government, not-for-profit organisations, civil society and the community.
- 4. SUCCESSION PLANNING:** The Board realise that they are in the fortunate position to have a management and staff team who excel in their roles and who have underpinned the growth and success of the organisation over the past five years. If and when these valued team members move on to another stage of their life, it is important that as much knowledge as possible about the day-to-day operations of ARCCO can be shared with new team members.





**ARCCO provides affordable spaces to NGOs, artists  
and community organisations.**

Image: ARCCO grounds



## ORGANISATIONAL PLANS

STRATEGIC VISION

STRATEGIC PLAN

BUDGET

ANNUAL REPORT

## INFRASTRUCTURE COMPLIANCE PLANS

BUILDING PLANS

TREE PLANS

STORM WATER PLANS

ROADS AND TRAFFIC PLANS

ELECTRICAL/POLES  
INFRASTRUCTURE PLANS

CONSERVATION PLANS



# Our Goals & Objectives

## Strategic Area

### **FACILITIES MANAGEMENT**

#### **Goal:**

A centre that is restored, viable, functional and sustainable.

Objective	Activities/Outputs	Performance Indicators
<ul style="list-style-type: none"> <li>Upgrade and integrate a global plan that is compliant and developed by relevant industry professionals.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a parking plan.</li> <li>Develop a site Master Plan.</li> <li>Develop a Conservation Management Plan.</li> </ul>	<ul style="list-style-type: none"> <li>A parking plan is in place.</li> <li>Development of a CMP.</li> </ul>
<ul style="list-style-type: none"> <li>Establish an equitable governance system for tenants.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a contract/code of conduct for tenants and potential tenants.</li> </ul>	<ul style="list-style-type: none"> <li>An increase in appropriate behavior and the inclusion of a code of conduct in the license.</li> </ul>
<ul style="list-style-type: none"> <li>Improve the infrastructure and building facilities.</li> </ul>	<ul style="list-style-type: none"> <li>Develop an infrastructure program, considering opportunity for funding accessibility and heritage considerations. Improve storm water infrastructure to mitigate against flooding.</li> <li>Introduce renewable energy infrastructure to power the site.</li> <li>Regular painting and upgrade of our venues to improve venue hire.</li> </ul>	<ul style="list-style-type: none"> <li>Improved buildings, clear plans for maintenance and care including guidance on heritage in the CMP.</li> <li>20% increase of renewable energy and 20% decrease of power costs as evidenced with energy bills.</li> <li>#of ARCCO venues painted and maintained.</li> </ul>



**Strategic Area****ORGANISATIONAL  
DEVELOPMENT****Goal:**

An organisation that is sustainable, robust, transparent & practices good governance.

Objective	Activities/Outputs	Performance indicators
<ul style="list-style-type: none"> <li>Strengthen institutional capacity.</li> </ul>	<ul style="list-style-type: none"> <li>Review membership structure.</li> <li>Develop membership engagement strategy.</li> <li>Review and develop risk management plans.</li> </ul>	<ul style="list-style-type: none"> <li>Assessment with recommendations on membership of ARCCO.</li> <li># of members attending ARCCO events.</li> <li>RMP reviewed annually and “new risks” identified.</li> </ul>
<ul style="list-style-type: none"> <li>Improve financial stability and independence.</li> </ul>	<ul style="list-style-type: none"> <li>Overview income and expenditure streams.</li> <li>Diversify income streams.</li> <li>Pursue PBI/DGR Status for charitable funding.</li> </ul>	<ul style="list-style-type: none"> <li>Streams in place for analysis.</li> <li>% of diversification.</li> <li>Progress to be eligible for PBI/DGR.</li> </ul>
<ul style="list-style-type: none"> <li>Build human resource capacity and collaboration.</li> </ul>	<ul style="list-style-type: none"> <li>Review staffing structure with view of implementing additional middle tier.</li> <li>Develop operations manuals (for succession).</li> <li>Review internship program.</li> <li>Develop volunteer engagement strategy.</li> <li>Increase number of partnerships and collaborations.</li> </ul>	<ul style="list-style-type: none"> <li>Draft Org chart produced.</li> <li>An operations manual in place.</li> <li>Maintain and assess internship program and capacity.</li> <li>VES per program that relies on volunteers.</li> <li># of beneficial partnerships.</li> </ul>
<ul style="list-style-type: none"> <li>Improve sense of identity.</li> </ul>	<ul style="list-style-type: none"> <li>Review and change constitution.</li> </ul>	<ul style="list-style-type: none"> <li>Pro bono lawyers and draft Constitution in place for BOD to review.</li> </ul>



## Strategic Area PROGRAMS

### Goal:

A cohesive, just, inclusive and engaged community that acts for human and environmental rights.

Objective	Activities/outputs	Performance indicators
<ul style="list-style-type: none"> <li>Develop the Program component as a strategic area sustainably, with innovative programs that meet the gaps and needs of the community.</li> </ul>	<ul style="list-style-type: none"> <li>Continue research into important issues with a local focus to guide our programs.</li> <li>Review current areas of activity and identify areas for progress in existing programs, and opportunities for new programs or funding,</li> <li>Develop program timelines and sustainability plans with a goal of self-sustainability.</li> </ul>	<ul style="list-style-type: none"> <li>Research concepts developed.</li> <li>Plans per program.</li> </ul>
<ul style="list-style-type: none"> <li>Improved community engagement with ARCCO programs.</li> </ul>	<ul style="list-style-type: none"> <li>Identify opportunities and further build on partnerships and engagements with schools and civil society.</li> </ul>	<ul style="list-style-type: none"> <li>An increase in partnerships.</li> </ul>
<ul style="list-style-type: none"> <li>Enhance and create social enterprises with partners.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to support enterprise facilitation in partnership with STARTTs and SSI Ignite by providing opportunities to access the market.</li> </ul>	<ul style="list-style-type: none"> <li>An increase in S.E benefitting from ARCCO STM.</li> </ul>



## Strategic Area

### **Networks, Advocacy & Partnerships**

#### **Goal:**

Build and ensure ARCCO has the people, resources and culture to continue to develop innovative community development programs, strong partnerships and an engaged community.

Objective	Activities/outputs	Performance indicators
<ul style="list-style-type: none"><li>Facilitate mutually beneficial networks and partnerships</li></ul>	<ul style="list-style-type: none"><li>Survey relevant sectors for opportunities to engage with and actively pursue.</li><li>Collaborate with universities, local council and government departments (for example on research and an internship program).</li></ul>	<ul style="list-style-type: none"><li># of memberships</li><li># of collaborations</li></ul>
<ul style="list-style-type: none"><li>Create spaces/platforms for communities to advocate for change.</li></ul>	<ul style="list-style-type: none"><li>Participate in and support community action groups.</li><li>Continue research into important issues with a local focus to guide our programs.</li><li>Create accessible outputs from our research and encourage input from program participants.</li><li>Strengthen link between research, programs and advocacy.</li></ul>	<ul style="list-style-type: none"><li>Increased understanding of community needs and issues.</li></ul>
<ul style="list-style-type: none"><li>Promote awareness of ARCCO, its role in the community and the heritage value of the site.</li></ul>	<ul style="list-style-type: none"><li>Review internal and external communications strategy.</li><li>Working with history program, collate and relay the story of ARCCO and the history of the Centre.</li></ul>	<ul style="list-style-type: none"><li>Improved communications</li><li>Increased awareness of ARCCO's history</li></ul>
<ul style="list-style-type: none"><li>Review information management systems to improve accountability and ensure transparency.</li></ul>	<ul style="list-style-type: none"><li>Create booking request system.</li><li>Archive/document our public communications.</li></ul>	<ul style="list-style-type: none"><li>Improved e-booking.</li><li>e-letters to become the memory of ARCCO work</li></ul>



## EVALUATION

After confirmation of the strategic plan by the Board and the development of work-plans by management and staff, implement a timetable to regularly review and re-evaluate the strategic plan.

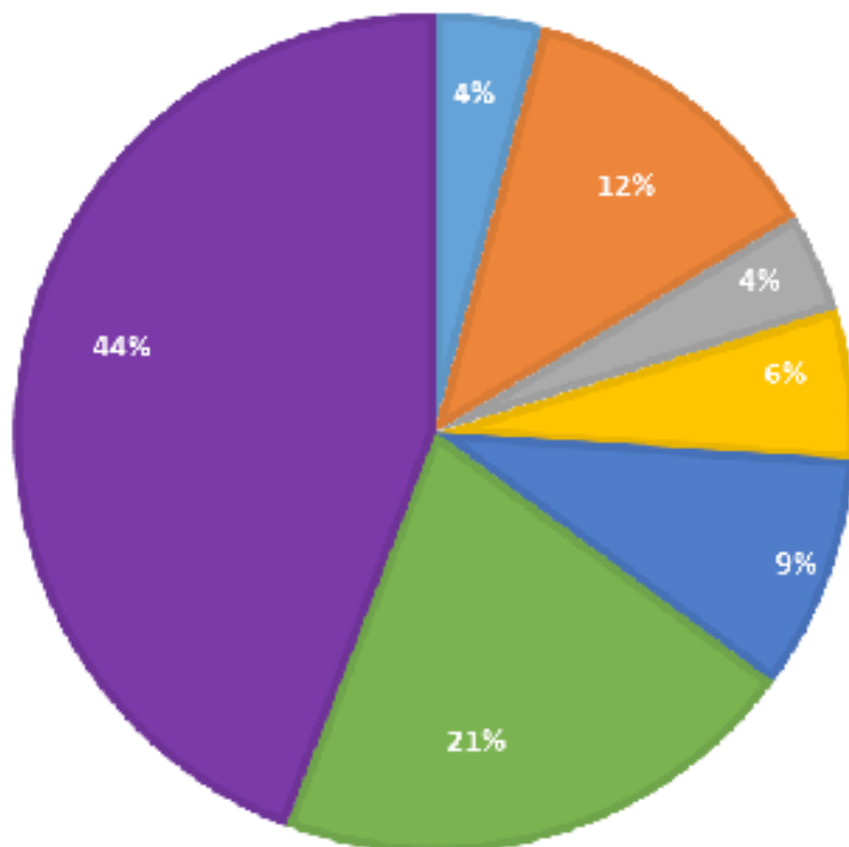
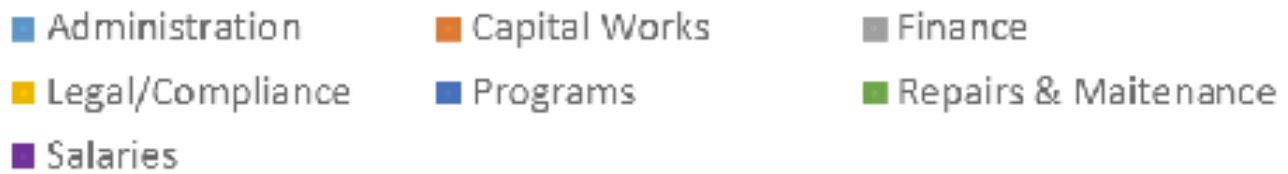
WHEN	WHAT
Mid-2017	<ul style="list-style-type: none"><li>• Strategic Plan and Work Plans completed.</li></ul>
Mid-2018	<ul style="list-style-type: none"><li>• Track activities against strategic plan. Revise work plans as necessary.</li></ul>
Mid-2019	<ul style="list-style-type: none"><li>• Mid-strategic plan review. Track activities and review external environment. Update plan if required and update work plans as necessary.</li></ul>
Mid-2020	<ul style="list-style-type: none"><li>• Track activities against strategic plan. Revise work plans as necessary.</li></ul>
Mid-2021	<ul style="list-style-type: none"><li>• Begin strategic planning process for 2022-2026.</li></ul>



**We provide a platform for livelihood and  
self-determination for refugees.**



## How we allocate expenditure



*Please note: projections may vary subject to budget reviews.*



Image: Tails from the Past, ANZAC Centenary Event





# Addison Road Community Centre

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