

### **2011-2015 ANHLC Strategic Goals**

- Build and strengthen the capacity of our members to provide opportunities for Victorians to improve their lives and skills.
- Influence policy outcomes for the benefit of NH&LCs and the communities they are part of.
- Build and promote a positive sector image to engage communities and other key stakeholders.
- Provide leadership and influence social change with NH&LCs, NH Networks and communities.

### **ANHLC**

- Strengthening
- Influencing
- Communicating
- Leading

Goal: Build and promote a positive sector image to engage communities and other key stakeholders.					
Strategy	What do we need to do to get there? (Tasks)	How are we going to know when we've done it? (KPIs)	Who is responsible?	Resources	Timeframe
1. Develop and implement a marketing and communications plan for NH&LC sector	Develop a marketing and communications plan	Brief developed Consultant appointed Plan developed	ANHLC EO Marketing & Comms Officer	Skilled volunteer Existing work by Marketing Working Group	April-June 2011
	Implement the marketing and communications plan	Marketing & Comms officer appointed Plan implemented	ANHLC EO Marketing & Comms Officer Sector Development Officer	Budget to be allocated from surplus in 2011-12	July 2011
	Manage and develop the website & CRM	20% Increase in hits on the website in 12 month period Tracking data from CRM	ANHLC Sector Development Officer & Admin staff with content from all staff	Funds for staff training in 2011-12 budget	June – August 2011
	Promote the value of NH&LCs based on the findings of the Community Outcomes Data Collection (CODC) Project (see Strategy 4)	Marketing materials that include the results of the outcomes data	ANHLC EO Marketing & Comms Officer Sector Development Officer	Budget to be allocated from surplus in 2011-12 in addition to existing	Feb 2012

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2. Identify, evaluate and introduce NH&LC standards	Explore a range of mechanisms for improving NH&LC standards: <ul style="list-style-type: none"> <li>• One DHS Standards</li> <li>• Cluster/Network Charters</li> <li>• Quality Houses</li> </ul>	ANHLC Board options paper on improving NH&LC standards	-	-	-
	Constitutional Clean-Up project: Develop resources to support NH&LCs to become compliant with the revised Associations Incorporation Act (AIA) Develop and implement training program to enhance COMs understanding of governance	75% of all COMs report a better understanding of their governance role 100% of NH&LC Constitutions are compliant with the AIA by December 2015	<ul style="list-style-type: none"> <li>• ANHLC EO</li> <li>• Sector Development Officer</li> </ul>	DPCD support Project proposal and budget Interest from PILCH, VLF Needs funding	Feb 2012 -
	ANHLC OHS Audit project: Improve OHS in NH&LCs	No. safety audits, safety action plans Strategy for engaging additional NH&LCs	<ul style="list-style-type: none"> <li>• Sector Development Officer</li> </ul>	Funds from WorkSafe	By June 2011
	Conduct research into Network Effectiveness / Best Practice in Networking	Report on best practice in NH networking	<ul style="list-style-type: none"> <li>• Combined Networks</li> <li>• ANHLC Board</li> </ul>	Some NH Networks have funds for research Existing resources within Networks	By Oct 2011

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Strategy 2, cont...	Community Outcomes Data Collection Project: focus on impact of NH&LC contribution (Strategy 4)	Core data indicators on community participation and outcomes developed and have sector buy-in.	<ul style="list-style-type: none"> <li>• ANHLC in collaboration with DHS</li> </ul>	DHS funding Existing ANHLC data	May 2011 – March 2012

Goal:					
<ul style="list-style-type: none"> <li>• Build and strengthen the capacity of our members to provide opportunities for Victorians to improve their lives and skills.</li> <li>• Build and promote a positive sector image to engage communities and other key stakeholders.</li> </ul>					
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3. ANHLC to support NH&LCs to improve use of ICT for community development and business practices	Introduce ICT with a social focus through the annual ANHLC Conference	Conference program Conference evaluation	ANHLC staff (EO, Sector Development Officer, ICT Projects Manager)	ICT Capacity Building Projects budgets	March 2011 March 2012 March 2013 March 2014 March 2015
	Measure and analyse knowledge, attitudes, beliefs and practices regarding ICT in NH&LCs	Focus group discussion results Pre- and post-test survey results	ANHLC EO and ICT Projects Manager	ICT Capacity Building: Culture Change Project	May-June 2011
	ANHLC Information Sharing Project to synthesise and share lessons learned from 5 ICT Capacity Building Projects	Online resource (blog, wiki) showcasing outcomes Project solutions kit hosted on website Key docs distributed via branded USB stick Networkers trained Program evaluation report	ANHLC ICT Projects Manager	ICT Capacity Building Projects: Information Sharing	Feb 2011-Mar 2012
	Establish tools & systems to measure & promote outcomes & achievements of the NH&LC sector (CODC Project)	NH&LCs satisfied with on-line tool(s) developed for data collection	ANHLC EO Policy Research Officer	Community Outcomes Data Collection Project	May 2011-Mar 2012

Goal: Influence policy outcomes for the benefit of NH&LCs and the communities they are part of.					
Strategy	What do we need to do to get there? (Tasks)	How are we going to know when we've done it? (KPIs)	Who is responsible?	Resources	Timeframe
4. Build & strengthen effective relationship with all levels of government and other key stakeholders	<ul style="list-style-type: none"> <li>• Regular dialogue with state government bureaucrats</li> <li>• Regular dialogue with Ministerial advisers</li> <li>• High-level meetings with Ministers</li> <li>• Build relationship with VLGA</li> <li>• Participation in VCOSS Peaks &amp; Networks meetings and HSPIC policy dialogues</li> </ul>	<ul style="list-style-type: none"> <li>• Regular high-level meetings with State government stakeholders</li> <li>• Access to meetings with state government Ministers</li> <li>• Invitations to participate in government/community sector working groups and reference groups</li> <li>• Invitations to address meetings, forums, conferences</li> </ul>	ANHLC EO ANHLC Board	Core business Board members, Networks and Houses bring contacts	Feb 2011 – Dec 2015
5. Develop and implement an advocacy strategy to influence policy in priority areas	<ul style="list-style-type: none"> <li>• Appoint a facilitator</li> <li>• Identify working group to assist in drafting an advocacy plan</li> <li>• Draft the plan for advocacy at all levels of government</li> </ul>	Advocacy plan submitted to the ANHLC Board for consideration	ANHLC EO ANHLC Policy Research Officer ANHLC Board	Other organisations (pro bono quid pro quo)	June-Aug 2011

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Develop and implement an advocacy strategy to influence policy in priority areas, continued...	Manage ongoing advocacy in the interim while advocacy plan is developed: <ul style="list-style-type: none"> <li>• ACE</li> <li>• Childcare</li> <li>• Hubs, shared services and place-based</li> <li>• DGR &amp; charity law reform</li> <li>• NHCP</li> <li>• Local government</li> </ul>	<ul style="list-style-type: none"> <li>• Media hits</li> <li>• ANHLC part of key meetings and policy consultations</li> <li>• Policy changes made that align with ANHLC policy advocacy positions</li> </ul>	ANHLC EO ANHLC Policy Research Officer ANHLC Board	Existing	Feb-Aug 2011
	Develop a model NH policy for local government	<ul style="list-style-type: none"> <li>• Policy developed</li> <li>• Local governments adopt policy</li> </ul>	ANHLC EO ANHLC Board/working group VLGA		Feb-June 2012
	Revise/develop advocacy toolkit and/or training program (subject to the recommendations of the advocacy plan)	Toolkit/training program developed	ANHLC EO Policy Research Officer Sector Development Officer (Comms)	None on top of existing	Sept-Oct 2011
	Develop the evidence base for the advocacy strategy <ul style="list-style-type: none"> <li>• CODC project</li> <li>• ANHLC member survey</li> <li>• Social media</li> <li>• Marketing &amp; comms strategy</li> </ul>	75% NH&LCs participate in data collection on community outcomes 75% NH&LCs participate in annual ANHLC members survey	<ul style="list-style-type: none"> <li>• ANHLC EO</li> <li>• ANHLC Board</li> <li>• ANHLC members</li> </ul>	DHS funding Shire of Yarra Ranges (interest, budget) CIV/Sue West ANHLC survey data	May 2011 – Mar 2012