



## Bass Coast Community Foundation Strategic Plan 2018 - 2021

The Bass Coast Community Foundation (BCCF) was established in 2002 to improve the quality of life for those living in the Bass Coast region by building a long term source of funds for community needs.

Our vision is for Bass Coast to be an engaged, connected and successful community.

The Board consists of skilled and committed local volunteers who live in Bass Coast Shire.

### Values

The BCCF Board and staff work cooperatively, sharing the following values:

- Integrity – working for the best interests of the organisation and community we serve.
- Commitment - to do our best, within the resources available.
- Transparency – in all communication and actions.
- Rigorous – in pursuit of our goals and in creating a valuable asset for our community.

## Achievements

The concept of local giving for local people has been embraced and over the years the endowment fund has grown to one million dollars.

BCCF has contributed one million dollars to the Bass Coast Community in the past 15 years.

The relationships we have built with organisations such as Bass Coast Shire Council, the Victorian Government, and our generous local community donors have been critical to our success.

## Challenges

The Board has reflected on their work to date and identified the following challenges that need to be considered as part of the strategic direction for the next 3 years.

- Expanding the donor base to continue to ensure a sustainable corpus for the benefit of future generations.
- Ensuring funds are impacting on key community issues: participation in tertiary education and training; addressing areas of disadvantage affecting women; building capacity within the performing arts community; participation in education: and, community activities for disadvantaged and disconnected children and their families.
- Strengthening our relationship with our partners – donors, funding partners and grant recipients resulting in coordinated, efficient, philanthropic investments in the region.
- Improving our communication and promotion - ensuring individuals and organisations are aware of the opportunities that BCCF can provide and how they can donate to the Foundation's funds.
- Building our administration and governance capability to increase efficiency and accessibility

## Our Plan

Key Area Outcomes	Strategies	Lead role	Measures of Success
<b>Increase the Corpus by 30% by 2021</b>	<ul style="list-style-type: none"> <li>• Prepare a donor development program.</li> <li>• Undertake at least 2 fundraising events annually.</li> <li>• Establish a Women’s sub-fund and recruit volunteers to provide advice and funds.</li> <li>• Streamline donation processes.</li> </ul>	Building the corpus subcommittee	<ul style="list-style-type: none"> <li>• Program developed and approved by Board by November 2018.</li> <li>• Fundraising events held and \$ targets met.</li> <li>• Fund established 2018.</li> <li>• Volunteer group working effectively - growth in fund 5% per annum.</li> <li>• Donation processes simplified and updated.</li> </ul>
<b>Targeted grant making that impacts on identified priority community issues</b>	<ul style="list-style-type: none"> <li>• Finalise grant making strategy.</li> <li>• Review existing processes for efficiency and effectiveness.</li> <li>• Monitor the impact of grants.</li> </ul>	<ul style="list-style-type: none"> <li>• Effective Grant Making subcommittee and Executive Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Grant strategy completed.</li> <li>• Effective processes, feedback and monitoring in place.</li> <li>• Annual impact statement prepared.</li> </ul>
<b>Increased community understanding of BCCF, its impact and philanthropic goals.</b>	<ul style="list-style-type: none"> <li>• Specific actions to improve communication with donors and partners.</li> <li>• Review Communication and leadership strategy annually.</li> <li>• Establish a comprehensive stakeholder data base.</li> </ul>	Communication and Community Leadership subcommittee	<ul style="list-style-type: none"> <li>• Donor communication plan completed and implemented.</li> <li>• Strategy reviewed and amended annually.</li> <li>• Data base completed by December 2018.</li> </ul>

<p><b>Strong Partnerships</b></p>	<ul style="list-style-type: none"> <li>• Establish systematic feedback and communication with our current partners.</li> <li>• Increase level of partner recognition in promotional material and at events.</li> <li>• Seek partnerships with other philanthropic groups who may invest in Bass Coast.</li> </ul>	<p>Executive, EO and Governance subcommittee</p>	<ul style="list-style-type: none"> <li>• Partners receive Annual report and statements related to the impact of their support at least twice each year.</li> <li>• Partners' logos included in relevant promotional material.</li> <li>• Number of new partnerships formed annually.</li> </ul>
<p><b>Organisational Capacity matches strategic goals.</b>  <i>(BCCF Board members are expected to not only drive the strategic direction of the organisation and ensure compliance with all relevant legislation, but also to undertake some of the administration and practical task to minimise our overheads.)</i></p>	<ul style="list-style-type: none"> <li>• Review committee structure to ensure alignment with Strategic Plan.</li> <li>• Align monitoring system (dashboard ) with Strategic Plan.</li> <li>• Fill Board vacancies.</li> <li>• Develop a Board induction package.</li> <li>• Annual review of board performance.</li> <li>• Review Board policies and procedures for ongoing relevance and effectiveness.</li> </ul>	<p>Executive, Governance sub-committee and EO</p>	<ul style="list-style-type: none"> <li>• Review completed December 2018.</li> <li>• Dashboard revised to reflect Strategic Plan targets.</li> <li>• Board Vacancies filled and induction carried out.</li> <li>• Annual performance review completed.</li> <li>• A calendar of reviews developed and implemented by 2021.</li> </ul>

NOTE: Although particular sub-committees have been identified as having a lead role in achieving strategic outcomes via strategies, it is expected that each Board member will contribute wherever possible and share their expertise and knowledge.

## Review

The Strategic Plan will be reviewed annually to assess performance against measures, to make any adjustments due to legislative or environmental changes, and an annual work plan will be developed.