



**FEDERATION OF PARENTS AND CITIZENS
ASSOCIATIONS OF NSW**

Strategic Plan

2015 – 2017

HISTORY AND PROFILE

The Federation of Parents & Citizens Association of NSW (P&C Federation) has a history spanning 90 years and a close association with the many education stakeholders. The membership of P&C Federation is made up of primary and secondary schools across NSW.

ABOUT THIS PLAN

This strategic plan has been developed by the P&C Federation Board. It recognises that whilst there are and will always be specific needs within our member base, there is the need to identify and deliver on common goals. It is these common goals that are documented in this Strategic Plan. The plan refers to the following:

- Environment – An overview of external factors that directly or indirectly affects the P&C Federation.
- Stakeholders – The people and organisations P&C Federation needs to communicate to and with both now and in the future.
- Positioning – How the organisation is generally perceived in the community.
- Competitors – Those who offer similar services and products to parent groups within public schools in NSW.
- Resources – Human, physical, technological and other resources the P&C Federation possesses that can be used to meet the organisation's goals.

This plan focuses on a SWOT analysis, a reviewing of the strengths, weaknesses, opportunities and threats to the P&C Federation. It identifies three major objectives of the P&C Federation and what actions or operational objectives have to be achieved to attain these goals. This strategic document is supported by a rolling plan that serves as a tool to achieve the organisation's goals over the next three years.

OBJECTIVES

The following objectives are taken from the constitution of the P&C Federation:

- To promote public education and to facilitate community involvement in public education;
- To work in the interests of students and parents of students in NSW government schools;
- To co-operate with the Department and community organisations having an interest in public education, in relation to the matters involving public education;
- To assist P&C Associations in carrying out their functions or activities;
- To assist in the organisation of P&C Associations and to assist any such Association in such circumstances and such manner as may seem proper to the Federation;
- To carry out these objectives in a non-sectarian and non-party political manner.

KEY RESULT AREAS

These areas have been identified by the Board as being key areas for future development:

- Advocacy
- Finance
- Human Resources
- Member Services
- Planning

CHALLENGES FACING THE ORGANISATION

The P&C Federation is faced with a number of challenges that are likely to have a direct impact on the implementation of the plan. These challenges are:

- Dependency on funding from sources such as membership, insurance and government grants;
- Organisational governance – the role of the Board, Councillors and Delegates, relationship between Executive, management and staff, reporting lines between Executive, management and committees;
- The organisation is in a transitional period until May 2017;
- A perceived lack of valued services to member associations.
- A lack of training programs and a consistent knowledge base at a Board and staff level.
- Legacy systems, processes and resources.
- Rebuilding the reputation of the organisation.

DESIRED OUTCOMES

The following outcomes reflect what the P&C Federation wants to achieve over the next three years:

- Financial stability;
- Growth in membership;
- Valued support services to member organisations;
- Training for Councillors, Delegates, staff and member Associations;
- Effective governance and management practices in place;
- Effectively advocacy in support of public education and community involvement;
- Organisational credibility;
- Effective Board succession/transition.

ENVIRONMENTAL SNAPSHOT

This strategic plan is prepared with consideration of the environment the P&C Federation finds itself in as perceived at the time of writing. The factors are:

- Representation of a wide variety of Public school communities in NSW (very small to very large, primary, secondary, central and special schools, metropolitan, regional and remote).
- There are many regional factors influencing these schools.
- Previous activities of the P&C Federation have had a significant negative impact on the organisation's reputation.
- There has been a degree of operational uncertainty following a period of administration.
- The organisation has been left with low cash reserves and a tied grant limiting operations to a basic level.
- The Board is operating under a new constitution, limiting operations in certain areas and creating difficulties in transitioning to a new Board.
- The organisation is faced with a wide range of DoE reforms in which the organisation has not been involved in the consultative process.

KEY STAKEHOLDERS

The following organisations have been identified as key stakeholders within the public education system:

- Australian Council of State School Organisations (ACSSO)
- Australian Curriculum, Assessment and Reporting Authority (ACARA)
- Board of Studies Teaching and Educational Standards (BOSTES)
- Department of Education (DoE)
- Member P&C Associations
- Other public school communities
- Primary Principals Association (PPA)
- Public School Principal Forum (PSPF)
- Secondary Principals Council (SPC)
- Teachers Federation

POSITIONING

The P&C Federation sees itself in the following position:

- Peak representative body for parents/caregivers of students in public education in NSW.
- Legislated body that provides a platform to interact with the DoE and Minister.
- Representing a majority of public school communities in NSW.
- Access to key information enabling strong advocacy.

POTENTIAL COMPETITORS

The P&C Federation identifies the following organisations that offer similar services and products to parent groups within public schools in NSW:

- Healthy Kids Association
- Network of Community Services (Network)
- Voluntary Parents Services (VPS)

P&C FEDERATION RESOURCES

The P&C Federation has identified the following resources of the organisation:

- District Councils and other regional groups
- Facilities (building)
- Key stakeholders
- Members P&C Associations
- Staff
- Volunteer base (Councillors and Delegates)
- Other volunteer organisations and community groups

SWOT ANALYSIS

The Board has identified the following strengths, weaknesses, opportunities and threats:

<p>STRENGTHS</p> <ul style="list-style-type: none"> ▪ Legislated peak body ▪ Access to DoE leadership and resources ▪ Legislated access to key representative committees and Boards ▪ Having staff to support the organisation's goals ▪ Wide skill and experience base to draw from, as required ▪ Small dynamic Board ▪ Access to public school communities across NSW 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> ▪ Board is volunteer-based (limited time to workload ratio) ▪ Under-resourced to effectively meet all obligations ▪ Poor IT/communication infrastructure ▪ Poor financial position ▪ Diverse range of skills, experience and knowledge across the organisation
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> ▪ Improve the reputation of the organisation amongst members ▪ Build and retain membership ▪ Create strong strategic relationships with key stakeholders ▪ Develop a strong constructive relationship with the DoE and Minister and ensure that member concerns are considered ▪ Develop stronger community awareness of education issues leading to more effective advocacy ▪ Build capacity within individual P&C Associations to encourage stronger and more sustainable school communities ▪ Improve the efficiency of the Board and staff 	<p>THREATS</p> <ul style="list-style-type: none"> ▪ Reliant on income from grant revenue and insurance commission ▪ Declining membership due to: <ul style="list-style-type: none"> • Cost of membership • Non-competitive insurance • Complexity of compliance • Unsatisfactory member services • Failure to advocate ▪ Legal action ▪ Competition for member services ▪ Ministerial intervention ▪ Board succession

GOALS & OBJECTIVES

KEY PERFORMANCE AREAS (KPAs)

The Board has identified the following KPAs with associated goals or objectives:

KPA	Goal / Objective
1. Operational	<ul style="list-style-type: none">A. Acquire suitable accommodationB. Design and implement solid governance policies and proceduresC. Establish a solid financial foundation with more financial independenceD. Provide appropriate human, physical and technological resourcing
2. Member Services	<ul style="list-style-type: none">A. Up-skill member P&C Associations in best practice operationB. Encourage networking between P&C AssociationsC. Improve member engagement in public education issuesD. Assist and support P&C Associations in needE. Be visible, approachable, transparent and valued
3. Advocacy	<ul style="list-style-type: none">A. Identify and prioritise advocacy issuesB. Engage members through effective communicationC. Establish strategic alliances and relationships with key stakeholdersD. Provide checks and balances to government and DoE policies

MONITOR AND REVIEW OF THE PLAN

The President in accordance with the Constitution has the overall responsibility to ensure that the Board monitors and reviews the Strategic Plan. The yearly review will take place prior to the AGM to facilitate presentation at the AGM.