



# Strategic Plan 2014 – 2018



# Foreword



The Living Smart Strategic Plan 2014-2018 contains our aspirations for the next five years to create sustainable communities by being a behavior change catalyst and facilitating, encouraging, supporting, inspiring and celebrating more sustainable ways of living through the delivery of Living Smart courses.

The Strategic Plan contains five strategic areas to enable Living Smart to achieve its vision of creating sustainable communities through increased awareness of sustainability and ecological issues, shared actions to protect the environment and reinforcing sustainable behavior change so we and future generations can enjoy the environment we live in.

The Strategic Plan will be supported by an operational plan which will contain the actions required to progress the key strategic focus areas.

The Strategic Plan will be reviewed annually by the Board to ensure ongoing relevance and to monitor its progress.

**David Beyer**  
**Chairman**  
**Board of Directors**  
**Living Smart**

## **Our Vision**

Create sustainable communities through increased awareness of sustainability and ecological issues, shared actions to protect the environment and reinforcing sustainable behavior change so we and future generations can enjoy the environment we live in.

## **Our Mission**

To act as a behavior change catalyst by facilitating, encouraging, supporting, inspiring and celebrating more sustainable ways of living through the delivery of Living Smart activities.

## **Our Values**

### ***Accessible***

Our programs and services are widely available and accessible to our communities.

### ***Focused***

Our focus is on goal setting, personal action, education, community connection and celebration of our successes.

### ***Lifelong learning***

We operate on current and innovative community adult learning education principles.

### ***Quality***

We are committed to delivering programs that are well structured, evidence-based and comprehensive, covering many facets of sustainability and behavioral change.

### ***Continuous improvement***

We will continuously monitor, evaluate and improve our programs.

### ***Self-sustaining***

Our programs will be self-sustaining.

## Key Strategic Areas

Our efforts over the next five years will focus on the following five Key Strategic Areas.

1. Programs and Services
2. People
3. Partnerships and Financial Sustainability
4. Communication
5. Governance

## Future Directions Summary

- We will deliver high quality programs that meet the needs of the community.
- We will continue to base our programs on the best available research evidence and through evaluation of our services to continually improve our programs.
- We will explore ways to expand the Living Smart courses to other parts of Western Australia and other States and Territories.
- We will continue to support our facilitators through the provision of training and support in developing and facilitating courses.
- We will explore ways to strengthen our partnerships and build new partnerships with potential stakeholders.
- We will develop and implement a communication and marketing plan and an operational plan to progress the strategic areas of our Strategic Plan 2014-2018.

## Key Strategic Area 1 – Programs and Services

Our Goals	Our Strategies
<b>To provide high quality programs for individuals and communities that encourages ongoing self-sustaining actions.</b>	<ul style="list-style-type: none"> <li>• Keep up-to-date on research in sustainability behavior change mechanisms and activities with a view to improving Living Smart courses.</li> <li>• Support new facilitators through mentoring to deliver high quality Living Smart courses.</li> </ul>
<b>To develop and maintain quality resources and well-designed systems that are simple, well-designed and provide an effective management platform for the day-to-day and other operations of Living Smart.</b>	<ul style="list-style-type: none"> <li>• Continue to review, develop and refine existing modules in the Living Smart course and develop new modules and initiatives to enhance the Living Smart course.</li> <li>• Regularly review the Participant Guide to keep it relevant and to ensure that it is up-to-date and fully interactive.</li> <li>• Continue to build and annually review a library of case studies to promote the Living Smart courses.</li> <li>• Ensure Living Smart policies and procedures are regularly reviewed and updated.</li> </ul>
<b>To increase the number of Living Smart courses and geographical locations.</b>	<ul style="list-style-type: none"> <li>• Identify new clients by approaching appropriate Local Government Authorities.</li> <li>• Identify areas of regional Western Australia where Living Smart courses could be conducted and organize facilitator training and support to conduct the courses.</li> <li>• Maintain contact with Living Smart facilitators leaving Western Australia to establish Living Smart links in other regional, national and international areas.</li> </ul>
<b>To develop an effective evaluation framework for Living Smart courses to determine their effectiveness and to continuously improve existing programs and develop new initiatives.</b>	<ul style="list-style-type: none"> <li>• Develop an evaluation framework for monitoring all aspects of Living Smart courses.</li> <li>• Review and improve the quality of Living Smart courses offered each year in order to improve existing courses and to develop new initiatives.</li> </ul>

## Key Strategic Area 2 – People

Our Goals	Our Strategies
<p><b>To nurture energetic and enthusiastic people in all aspects of Living Smart.</b></p>	<ul style="list-style-type: none"> <li>• Support and grow the network of Living Smarties Groups to promote post-course engagement.</li> </ul>
	<ul style="list-style-type: none"> <li>• Increase the number of trained Living Smart facilitators in order to grow the facilitator pool by conducting new facilitator training biannually in the metropolitan areas of Western Australia.</li> </ul>
	<ul style="list-style-type: none"> <li>• Support facilitators by holding Facilitator Network meetings quarterly and providing training opportunities in order to share knowledge and experience.</li> </ul>
	<ul style="list-style-type: none"> <li>• Support the Living Smart Coordinator to effectively deliver Living Smart.</li> </ul>



## Key Strategic Area 3 – Partnerships and Financial Sustainability

Our Goals	Our Strategies
<p><b>To strengthen existing partnerships and build new partnerships with potential stakeholders and to achieve financial sustainability.</b></p>	<ul style="list-style-type: none"> <li>• Explore ways to strengthen partnerships with existing partners and sponsors.</li> </ul>
	<ul style="list-style-type: none"> <li>• Explore ways to build new partnerships with potential partners and sponsors wishing to provide financial support, sponsorships and in-kind contributions.</li> </ul>
	<ul style="list-style-type: none"> <li>• Enhance relationships with Local Government Authorities.</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop and implement strategies to engage a range of sponsors, donors and partners in Living Smart.</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop a fund raising strategy for Living Smart.</li> </ul>
	<ul style="list-style-type: none"> <li>• Explore, establish and annually review a fee structure for Living Smart courses to cover base costs to achieve financial sustainability.</li> </ul>
	<ul style="list-style-type: none"> <li>• Identify funding opportunities to increase our revenue and to enable the development of new initiatives.</li> </ul>



## Key Strategic Area 4 – Communication

Our Goals	Our Strategies
<p><b>To support Living Smart through a communication and marketing strategy.</b></p>	<ul style="list-style-type: none"> <li>• Develop and implement a communication and marketing strategy to promote Living Smart.</li> </ul>
	<ul style="list-style-type: none"> <li>• Ensure that our messages to the community, stakeholders and potential stakeholders are clear, relevant and appropriate for each group.</li> </ul>
	<ul style="list-style-type: none"> <li>• Maintain regular contact with stakeholders by identifying key stakeholders that would benefit from regular communication through the Living Smart website.</li> </ul>
	<ul style="list-style-type: none"> <li>• Utilise social media and online resources to grow and promote Living Smart and encourage information sharing through Facebook, Twitter and any other relevant tools.</li> </ul>
	<ul style="list-style-type: none"> <li>• Identify and maintain good working relationships with appropriate and relevant media for promoting Living Smart.</li> </ul>



## Key Strategic Area 5 – Governance

Our Goals	Our Strategies
<p><b>To encourage high standards of governance to guide and grow an ethical and accountable not-for-profit organisation.</b></p>	<ul style="list-style-type: none"> <li>• Identify, recruit and retain a motivated, skilled and active Board committed to the Living Smart vision to ensure the strategic goals of Living Smart are achieved.</li> </ul>
	<ul style="list-style-type: none"> <li>• Ensure the Board consists of members with diverse skills identified through the Board Matrix document and members are actively recruited to fill the gaps in skills.</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop, implement and review policies and procedures for all aspects of the Board’s roles and responsibilities.</li> </ul>
	<ul style="list-style-type: none"> <li>• Ensure an operational plan is developed and regularly reviewed to progress the strategies contained in the Strategic Plan.</li> </ul>
	<ul style="list-style-type: none"> <li>• Ensure that Living Smart values are reflected in everything we do.</li> </ul>

### Monitoring and Evaluation

The Strategic Plan 2014- 2018 will be monitored regularly and evaluated annually by the Board to ensure ongoing relevance and to monitor its progress.