



Edmund Rice  
Camps



Strategic Plan 2021-2024

# Our Vision, Values & Mission



Edmund Rice  
Camps

Making a  
difference by  
rising above

## Our Vision

A healthy WA community where children, families and young people thrive, belong and feel empowered.

## Our Values

Presence • Compassion • Liberation

## Our Mission

To respond to the needs of marginalised communities and individuals by delivering quality, mutually enriching programs that are managed and delivered by inspired, empowered people in the Edmund Rice tradition.

# What We Do

## Serve the WA Community

We attend to the needs of disadvantaged and 'at risk' children aged 7–16, as well as their families. We offer opportunities for respite that these families would not otherwise have.

## Deliver Programs & Camps

We provide engaging, enriching recreational programs that are developmentally-focussed, confidence-building and fun. We pair children with their own youth leader so they feel safe and listened to.



## Help Create a Better World

Our local WA initiatives contribute to a better global society, as part of a worldwide tapestry of organisations that are working towards similar missions within their own local contexts.

## Provide Youth Formation

We empower young people to connect with their local community and foster compassion for people who need help. We provide personal development opportunities and raise awareness of social justice.

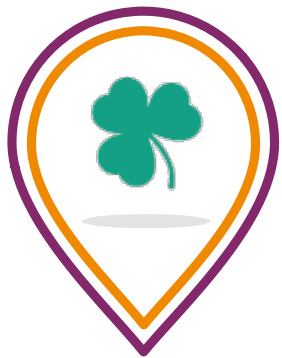
## Build a Stronger WA

We are the centre of a positive ripple effect in our community. We inspire everyone – our participants, volunteers, staff, community partners and sponsors – to contribute to a stronger, healthier and happier WA.

# The Legacy of Edmund Rice



Everything that ERCKWA does is in the tradition and spirit of our namesake, Edmund Rice. So who was he?



## A Man

Edmund Ignatius Rice was born in 1762 on a farm called 'Westcourt' in Callan, County Kilkenny in Ireland.



## An Altruist

Edmund was actively involved in the local community that helped to provide relief to the poor.



## A Merchant

In 1779 he began an apprenticeship at his uncle's merchant business, trading supplies to ships bound for British colonies. He inherited it in 1785.



## A Father

Edmund was thrust into the unexpected role of single father when his wife, Mary, passed away in 1789 after childbirth. Their daughter, also Mary, was born handicapped.

# The Legacy of Edmund Rice

(continued)



## A Friend

While contemplating joining a French monastery with the Bishop of Waterford's sister, she is said to have exclaimed: "What! Would you bury yourself in a cell on the continent rather than devote your wealth and your life to the spiritual and material interest of these poor youths?"



## A Philanthropist

After deciding to stay in Ireland, Edmund then dedicated himself and his plentiful resources to working within the margins of Irish society – making a difference in the lives of the disadvantaged.



## An Educator

Edmund founded the Preservation Brothers congregation and was keenly interested in education – particularly in schooling disadvantaged children. Today, there are 50 schools within the Edmund Rice Education Australia network that teach over 35,000 students.



## An Inspiration

ERCKWA carries on Edmund's work today in his name and spirit, delivering our programs for children and communities who are at risk and marginalised in Western Australia.

# The Meaning of the Edmund Rice Balloon

We enable kids and families to **rise above their challenges**

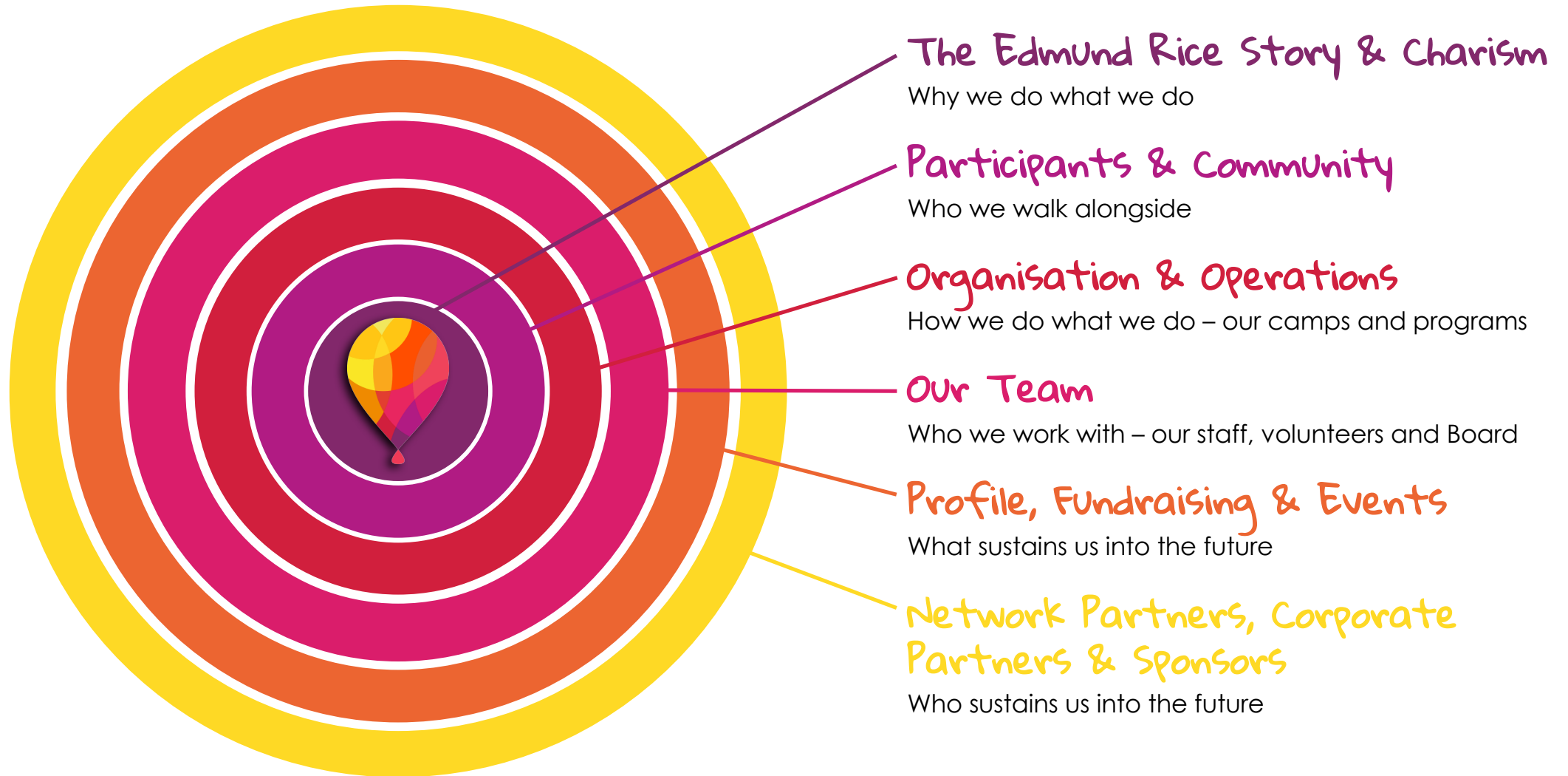
We offer volunteers, staff and stakeholders the chance to **view their lives and the lives of others from a new perspective**

The bright colours symbolise **fun, vibrancy, and the energy on our camps**

The different shapes and colours are the **variety of people we engage with – people from all walks of life**



# Our Strategic Priorities



# The Edmund Rice Story & Charism

Why we do what we do

## Focus Areas

- **Personal Growth & Formation** – embedding Edmund Rice's values, story and charism within our community
- **Social Justice Awareness** – raising greater awareness of and responding to the needs and challenges of at-risk, disadvantaged and marginalised kids and families living within our communities

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## Goals

- Live and share the Edmund Rice experience so that all participants, staff, volunteers and stakeholders have a strong understanding of and connection to the Edmund Rice story and values
- Foster the purpose of the Formation & Identity Committee to ensure that the Edmund Rice story, and our commitment to social justice, is woven into the everyday
- Provide reflection and formation opportunities that demonstrate our dedication to social justice and our greater context within the world

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## Initiatives

- Hold a biannual collaboration event to maintain energy between camps
  - Reference the Edmund Rice Camps (ERC) Theory of Change and Positive Youth Development Framework to plan and deliver camp programs
  - Ensure visibility for external stakeholders and communities
  - Secure First Peoples and Alumni representation on our Formation & Identity Committee
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# Participants & Community

Who we walk alongside

## Focus Areas

- **Communities and individuals** – delivering targeted and effective programs with and for those who are at-risk and marginalised
- **Community partnerships** – creating effective partnerships with referral agencies and other community organisations
- **First Peoples of Western Australia** – acknowledging, engaging with and delivering collaborative and mutually enriching programs for First Peoples participants and communities

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## Goals

- Deliver targeted, high quality, effective programs that have a demonstrated positive impact for communities in terms of self-esteem, confidence, resilience, social awareness and growth of the participants
- Effectively engage with and empower individuals and communities by strengthening partnerships with organisations whose values and goals align with ERCKWA
- Seek and secure relational and collaborative partnerships with First Peoples groups and representatives

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## Initiatives

- Develop a Reconciliation Action Plan
  - Train volunteers on how best to engage and empower our diverse participants, including First Peoples
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# Organisation & Operations

How we do what we do – our camps and programs

## Focus Areas

- **Edmund Rice Ministry accreditation** – retaining our status as an Edmund Rice Ministry, and living the Edmund Rice Charism
- **Venues** – securing long-term availability of facilities suited to our programs and events
- **Environmental sustainability** – championing environmental issues within our organisation and embracing actions for positive change

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## Goals

- Retain our status as an accredited Edmund Rice Ministry
- Secure long-term arrangements for logistics, camp sites, events and administration
- Minimise our environmental impact by reducing wastage on our programs and within our administration, as well as our overall carbon footprint

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## Initiatives

- Develop and implement an Environmental Plan
  - Conduct a comprehensive survey annually to assess achievements against all organisational Key Performance Indicators (KPIs)
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# Our Team

Who we work with – our staff, volunteers and Board


## Focus Areas

- **Board, staff and volunteers** – retaining a stable and effective team of qualified and trained professionals and volunteers to meet operational and strategic needs
  - **Community groups and corporate partners** – sourcing and maintaining partnerships that align with our values and are representative of the people we walk alongside
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## Goals

- Maintain staff and volunteer levels to achieve sustainability and support participation across all programs
  - Provide professional development opportunities for all staff, volunteers and Board members, including leadership, cultural awareness, mental health and formation
  - Include First Peoples and culturally and linguistically diverse (CALD) representation within our professional and volunteer structure
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## Initiatives

- Develop relationships with a broader range of schools to engage with the organisation
  - Engage external agencies for mental health and cultural competency training
  - Link the ERCKWA social network with those of other non-government organisations (NGOs)
  - Source professional development opportunities for volunteers and staff through our corporate partners
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# Profile, Fundraising & Events

What sustains us into the future

## Focus Areas

- **Successful events** – maximising event and fundraising activity outcomes
- **Sustainable fundraising** – generating diverse funding streams, including by government, that are independent to events and lead to long-term financial sustainability
- **Raising our profile** – increasing community awareness of our social impact (i.e. what we do and why we do it)
- **Community engagement** – actively seeking ways to engage with community and providing corporate partners and alumni with opportunities to meet and to participate in our programs


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## Goals

- Ensure a high return on investment (ROI) from our events in terms of profile, reputation and/or fundraising
- Sustain and increase individual and community fundraising initiatives that are independent of our events
- Develop a marketing framework in which to expand the promotion of ERCKWA events and sponsorship opportunities to the wider community
- Cultivate meaningful connections with our alumni to better utilise our network of people who are already familiar with what we do and why we do it

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## Initiatives

- Develop and maintain a register of potential sponsors, including new organisations that attend our events
  - Create a Marketing Strategy that is reviewed annually
  - Deliver an Alumni Engagement Plan with associated events and programs
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# Network Partners, Corporate Partners & Sponsors

Who sustains us into the future

## Focus Areas

- **Existing partnerships** – further sustaining and developing the relationships we have created
- **Future partnerships** – identifying, approaching and developing relationships with businesses and organisations that align with our core values and promote cultural inclusivity


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## Goals

- Maintain, nurture and enhance our existing Edmund Rice Network and corporate partnerships, including strengthening sponsor relationships
- Research and establish new partnerships with organisations, including First Peoples communities, that align with our core values
- Provide professional development opportunities for our corporate partners and sponsors (e.g. volunteering on camps or at events)

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## Initiatives

- Establish lasting engagement relationships with tertiary institutions
  - Connect with program-specific partners (e.g. for Eddie on the Road, and with First Peoples groups/leaders, funding support bodies and local businesses)
  - Develop a Partnership Succession Plan for existing partners
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# Key Performance Indicators

## The Edmund Rice Story & Charism

- Achieve  $\geq 70\%$  satisfaction rate from the Edmund Rice Charism & Engagement Survey
- Retain a Formation & Identity Committee with at least two (2) members who are trained storytellers, as well as representation from our Alumni and the First Peoples community
- Refer to the Edmund Rice Story and Charism in  $\geq 70\%$  of camp reflective opportunities
- Hold two (2) collaboration events a year between camps

## Participants & Community

- $\geq 240$  children participating in our Mini and Mega Camp programs per year
- $\geq 500$  children participating across all programs per year
- Achieve  $\geq 90\%$  participant, family and agency satisfaction rate via informal feedback and our online Participant Feedback Survey
- Create and foster one (1) new community partnership each year
- Gather social impact statistics via our annual survey that demonstrate our success in Positive Youth Development as outlined in the ERC Theory of Change
- Create our Reconciliation Action Plan by July 2022

## Organisation & Operations

- Continued accreditation as an Edmund Rice Ministry
- Create our Environmental Plan by the end of 2022

# Key Performance Indicators (continued)

## Our Team

- Maintain a core number of four (4) staff members across the key areas of operations, community engagement, volunteers and fundraising
- Retain a core number of 180 active volunteer leaders and 30 active ancillary volunteers
- Each Board member mentors at least two (2) staff members and/or volunteers annually
- ≥90% of volunteer positions are filled across programs, committees and the Board
- ≥90% positive results from the Team Satisfaction Survey for staff, volunteers and the Board

## Profile, Fundraising & Events

- Maintain a 4:1 ratio of funds raised to cost of holding events
- Raise \$12,000 annually via monthly individual donations (e.g. workplace giving (WPG))
- ≥20% event attendees outside of our current network (i.e. new to ERCKWA)
- Create our Marketing Strategy by July 2022
- Create our Sponsorship Lead Register by the end of 2022
- Create our Alumni Engagement Plan by the end of 2022

## Network Partners, Corporate Partners & Sponsors

- Maintain direct points of contact with all Edmund Rice Education Australia schools
- Engage two (2) new corporate partners and/or sponsors each year
- Maintain point of contact every six (6) months with each corporate partner and sponsor
- Engage one (1) corporate partner via a monthly workplace donation initiative each year
- ≥90% positive results from the Partner Satisfaction Survey
- Create our Partnership Succession Plan by the end of 2022



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