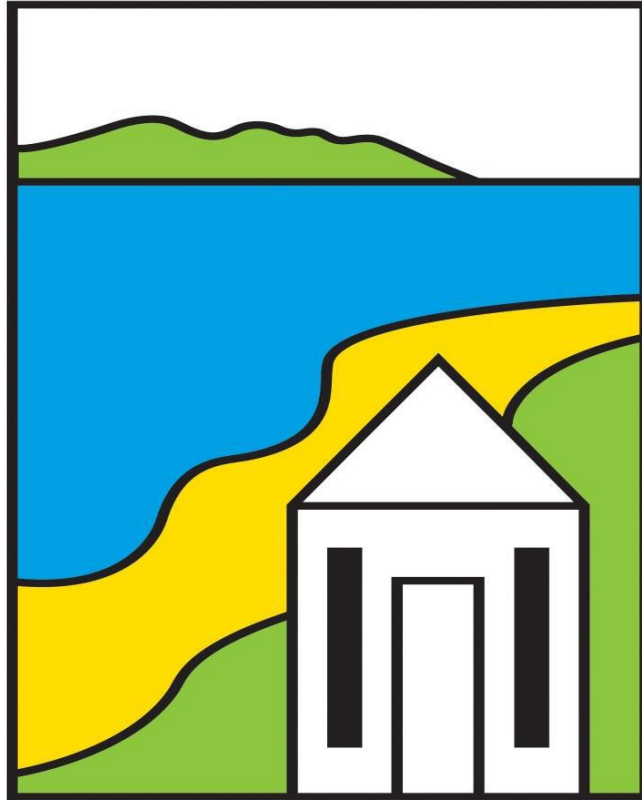# Portarlington Neighbourhood House Inc

Performance Evaluation Framework

How we measure operational & strategic success

Performance Evaluation Framework

Document Control

Version number	1
Date adopted:	July 2022
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CONTENTS

Document Purpose

1. The purpose of this document is to outline an 'ideal' *PNH Performance Evaluation Framework*. This framework is a **guide** for use by the PNH CoM, for the evaluation of PNH operational and strategic performance.

2. The operational performance standards in this document also guide CoM decisions in the development of PNH, and the implementation of our change goals.

3. Each year, the PNH CoM may choose to collect some of the evaluation data that is part of this framework, or all of it, depending on resources and other challenges in that year.

4. This document focuses on operational performance, i.e. quality of our *normal operations.* It includes 'stretch' target to meet strategic/change goals, as the strategic goals are expected to become 'normal operations'.

5. **This PNH Performance Evaluation Framework SHOULD NOT be used to evaluate the performance of the PNH Program Manager.** The PNH Performance Evaluation Framework is to evaluate the operational and strategic performance of PNH. The assessment of the PNH Program Manager's performance is based in the KPIs in the PNH Program Manager's Work Plan, and focusses on how the PNH Program Manager influences PNH performance and manages challenges.

6. This Performance Evaluation Framework does not include **PNH Financial KPIs** (in Financial Management Policy).

PNH Operational Performance Standards

Refer to the table on pages 4-5 for the operational performance standards and KPIS.

The Operational Performance Standards are linked to the Strategic/Change Goals in the Strategic Plan and describe "what we want to be known for" in a manner that is measurable, and also guides decisions.

Strategy is converted to 'normal operations', hence strategic progress is evaluated as 'operational performance'.

The Performance Standards, were determined by several PNH CoM workshops, the Program Manager, and a Member Focus Group to ensure member contribution.

Evaluation Data Sources

As per the introduction to this document, the PNH CoM may choose to collect some of the data that is part of this framework, or all of it, depending on resources and other challenges in that year.

The data sources used in the PNH Performance Evaluation are:

1   Office Records
2   Annual Member Online Survey and subsequent member feedback via focus groups
3   CoM self-assessment

Monitoring vs Evaluation

Performance Evaluation is an evaluation of the end product, i.e. an evaluation made at a specific point in time, for a specific period, looking back.

Performance monitoring is a series of operational processes and a culture that looks forward, to ensure evaluation KPIs are met. The Program Manager monitors operations and manages any risks, challenges and changes. The Program Manager reports to the CoM monthly, with monthly monitoring data, and is in constant communication with the President. Hence, the Program Manager and the CoM work together, looking forward to monitor progress and to keep the organisation 'on track'.

Timeframe for Data Collection

Once all evaluation data is collected and analysed, writing the performance report may be a team effort under a CoM subcommittee.

Suggested timeframes:

Month	Task
March	Review this document, decide on the program for the year to evaluate PNH performance
April	Prepare for: • Collection of office data • Annual Member Survey • CoM self-assessment
May	Conduct all surveys - collate results

June	Conduct Member Focus Groups (maybe facilitator focus groups too)
July	Collate all results and write draft report for CoM
August	CoM reviews the draft performance Report
September	Draft Performance Report adopted at CoM
October	Report to Members (AGM)

NOTE: Lots of the information regarding the detailed processes, e.g. how we run an annual survey and collate data, can be recorded in operational procedures as this framework evolves.

Annual Member Satisfaction Survey

The most important factor in PNH performance evaluation is member satisfaction. The only way to evaluate member satisfaction is to survey members for quantifiable data and back that up with qualitative data. To analyse trend data, the annual member satisfaction survey must use the same questions (statements for rating) every year. PNH aims for 80% satisfaction rating (strongly agree or agree rating) in all questions/categories.

Additional questions can be added each year for a topical issue. A space to collect comments may be added. The survey will be online for convenience and automated data collection. A 10% response rate will be accepted as statistically relevant. The survey should be followed with focus groups to analyse the data and provide the qualitative data.

Member Satisfaction Survey Questions

	Please rate the following statements, in my PNH experience -	Strongly disagree	Disagree	Unsure	Agree	Strongly Agree
1	PNH activities & events are diverse, safe, accessible, and meet my needs as a member					
2	The facilities used by PNH are suitable for PNH activities and events					
3	The facilitators for activities and events are capable in their roles, and reflect PNH values and desired behaviours					
4	PNH overall is aligned to its values, and desired behaviours					
5	There is increasing community awareness of PNH, and PNH is engaging well with the wider community to meet community needs					
6	PNH Committee is performing with integrity, transparency, engaging members in decisions, and role models PNH values and desired behaviours					
7	PNH communications are accessible, timely and meet my needs					
8	Overall PNH is performing well					

PNH values - sense of community, respect, integrity
Desired behaviours - members are engaged, friendly, and supportive (as per the Code of Conduct)

Performance KPIs

1. Membership Goal: Our membership is growing to better reflect community demographics

PNH Operational Performance Standards	2026 Performance KPIs & targets
PNH will continually grow the membership, and non-member participation, to reflect the community demographics, without loss of existing members.	**Office Data** • By 2026, the total number of members will be 7.5% of the total 3223 population *Based on a population of 8540 and 500 members in 2020, that is approximately 5.8% of the population. In 2026 based on an estimated population of 9000, 7.5% will be approximately 675 members. Not all members will be from this post code but will be counted in this KPI.* • Membership non-renewals will be no greater than 10% of memberships per year (i.e. members retained each year will be 90%). • Membership, and non-member participation, for persons with a known disability will continue to grow (limited data available) • The number of male members in relation to female members will continually increase • By 2026, the number of *participants/participations per year* in each age segment will represent the community demographics re age segment. Note that this is a KPI for participation not membership. It is to encourage actions that introduce PNH to the various age segments. Hopefully membership in each age segment will follow over time. Refer to Appendix 3, page 9, for the definition of participant and how it is calculated for this KPI.

2. Program Goal: Our program is growing to meet diverse needs of our members and the community

PNH Operational Performance Standards	2026 Performance KPIs & targets
The Program (of activities & events) will: • Meet purpose/mission: learning, social and community opportunities • Safe & accessible • Be diverse • Meet needs of members • Meet community needs • Utilise opportunities to partner with other organisations • Maximise member participation and engagement • Demonstrate best use of resources (facilities, physical resources, human resources, and financial resources) • Have appropriate and cost-effective facilities for activities and events • Have appropriate number of capable facilitators that reflect PNH values and desired behaviours	**Member Satisfaction Data** • At least 80% of members report that the PNH Program of activities & events is diverse, safe, accessible, & meets their needs (Q1) • At least 80% of members report that the facilities used by PNH are suitable for PNH activities and events (Q2) • At least 80% of members report that the facilitators for activities and events are capable, and reflect PNH values and our desired behaviours (Q3) **Office Data** • Continual increased trend in number & diversity of activities, number of facilitators, and number and diversity of events • Continual increase in number of community partnerships • **Monthly trend ratio** - number of activities (per month): total number of activity participations (per month) - is increasing • **Monthly trend ratio** - number of events (per month): total number of event participations (per month) - is increasing **CoM Assessment** • Program Efficiency • Program meets community needs (no data source)

3. Culture Goal: Members and staff will comply with the desired behaviours as found in the Code of Conduct Policy, which reflects the PNH Values and support the Strategic Goals

PNH Operational Performance Standards	2026 Performance KPIs & targets
Members and staff are complying with the desired behaviours as found in the Code of Conduct Policy (friendly, supportive engaged), and actively support PNH Values (sense of community, respect, integrity).	**Member Satisfaction Data** • At least 80% of members report that PNH is aligned to its values, and desired culture (Q4)

4. Community Connection Goal: Our community is growing in awareness and engagement with PNH

PNH Operational Performance Standards	2026 Performance KPIs & targets
From the wider community perspective, there is a growing awareness of PNH, and increased engagement.	**Member Satisfaction Data** • At least 80% of members report increasing community awareness of PNH, and that PNH is engaging with the wider community to meet community needs (Q5) • PNH meets Marketing KPIs (to be determined)

5. Governance & Administration Goal: Our governance and administration practices are grounded in accountability, transparency and achievement

PNH Operational Performance Standards	2026 Performance KPIs & targets
PNH CoM, staff and Office volunteers will demonstrate: • Integrity • Transparency • PNH Values and desired behaviours Our governance and administrative practices will: • Reflect an modern, flexible organisation • Meet overall satisfaction of members • Engage members in decisions • Achieve our 2026 performance KPIs & targets Information and communication will be: • Accessible • Timely and accurate • Meet needs of members Compliance & safety • CoM will continually improve its governance practices • PNH will meets all its regulatory compliance requirements	**Member Satisfaction Data** • At least 80% of members report that PNH CoM is performing with integrity, transparency, engaging members in decisions, and role models PNH values and desired behaviours (Q6) • At least 80% of members report that PNH communications are accessible, timely and meet their needs (Q7) • At least 80% of members report that PNH is performing well overall (Q8) **CoM Assessment** • CoM self-assessment of CoM performance • CoM analysis of progress towards strategic /change goals • 100% compliant using CoM internal checklists for legal and policy compliance • 100% compliant against internal OH&S Checklist • No serious accident or injury • Efficiency and effectiveness of the program of activities and events • Efficiency and effectiveness of the office administration • The growing percentage of members engaged in decision making (via forums, written suggestions, etc.)

Appendix 1: Annual scorecard report to members (template)

KPI		2022-23 Achievement	Comments re meeting 2026 target
Member Satisfaction re diversity of activities & events	80% satisfied		
Member Satisfaction re facilities	80% satisfied		
Member Satisfaction re facilitators	80% satisfied		
Member Satisfaction re values, and desired behaviours	80% satisfied		
Member Satisfaction re community awareness, PNH engagement in community, and meeting community needs	80% satisfied		
Member Satisfaction re governance	80% satisfied		
Member Satisfaction re communications	80% satisfied		
Member Satisfaction overall	80% satisfied		
Number of memberships	7.5% of population =675 members based on 9000 by 2026		
Number of resignations/non-renewals	Less than 10% of membership		
Number of new memberships	No KPI in 2023		
Ratio- number of female members: number of male members	Continual increase *(p.a.)*		
Number of activities	Continual increase		
Number of facilitators	Continual increase		
Number of participations* in activities	Continual increase		
Ratio - number of activities:number of participations	Continual increase		
Number of partnerships	Continual increase (p.a)		
Participation rate due to partnerships (estimate)	Continual increase (p.a)		
Number of events	Continual increase		
Number of participations in events (total)	Continual increase		
Ratio - number of events:number of participations	Continual increase		
Participation rate be persons with known disability (estimate)	Continual increase		
OH&S -number serious incidents or injuries	Nil		

In report, comment on program efficiency and effectiveness, and office efficiency and effectiveness.

Also comment on the participation rate per age segment.

Financial report is separate.

NOTE: moving forward past this 2022-2026 Strategic Plan, PNH needs to consider evaluation from the external.

Appendix 2: Monthly report to CoM (template)

	KPI	Target	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	ANNUAL TOTAL
1.	Number of memberships	675 by 2026													
2.	Number of new members	(no target yet)													
3.	Number of resignations or memberships lapsing	Less than 10% of membership													
4.	Number of members not engaging via activities														
5.	No. of members doing -1 activity per week														
6.	No. of members doing -2 activities per week														
7.	No. of members doing - 3 or more activities / week														
8.	Number of actual Activity Hours per month	(no target)													
9.	Number of facilitators	Continual increase													
10.	**Number of participations in activities	Continual increase													
11.	Ratio - number of activities:number of participations	Continual increase													
12.	Cash taken for activities	(no target)													
13.	Coupons taken for activities	(no target)													
14.	***Net profit activities (office data)	As per budget c.f. MYOB													
15.	Income activities (office data)	For comparison to MYOB data													
16.	****Income activities (MYOB Data)	As per budget													
17.	Number of events	Continual increase													
18.	*****Number of participations in events	Continual increase													
19.	Ratio - number of events:number of participations	Continual increase													

	KPI	Target	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	ANNUAL TOTAL
20.	Net profit events (Social Committee data)	For comparison to MYOB													
21.	Net profit events (MYOB Data)	As per budget													
22.	Number 0-4 year olds participants	25-30 per annum													
23.	Number 5-9 year olds participants	30-35 per annum													
24.	Number 10-19 year olds participants	65-70 per annum													
25.	Number 20-29 year olds participants	65-70 per annum													
26.	Number 30-39 year olds participants	60-65 per annum													
27.	Number 40-49 year olds participants	75-80 per annum													
28.	Number 0-4 year olds participants	65-70													
29.	Participation rate for persons with known disability (estimate)	Continual increase													
30.	*****Participation rate for members engaged in decisions (estimate)	Continual increase													
31.	******Total Volunteer Hours (total)	No target													
32.	OH&S -number serious incidents or injuries	Nil													
33.	Number of partnerships	Continual increase (p.a)													
34.	Participation rate due to partnerships (estimate)	Continual increase (p.a)													

** Participations/Participants are counted as a person (can be non-member) attending an activity or event, e.g. a member attending 3 activities per week= about 14 participant counts per month.

*** Net profit for activities from office data uses an operational cost factor per hour for operational costs - it is an indicator of costs

**** Income activities (MYOB Data) can be different from income (office data) because of the way coupons are sold and redeemed

***** Number of participants (participations) in events (total) - from Social Committee data

****** Members engaged in decisions - indicated by the number of participants at any forum or meeting, and number of written suggestions

******* Total Volunteer Hours (total) includes volunteer hours by facilitators, committee, social committee, office personnel, other e.g. gardener

Appendix 3: Calculating member participation by age segment

Membership Change Goal: Our membership is growing to better reflect community demographics
The KPI is -

- By 2026, the number of *participations per year* in each age segment will represent the community demographics re age segment

  * Participations are counted as a person attending an activity or event, e.g. a member attending 3 activities per week, will have about 14 participant counts per month and a participation rate of about 140 per year. Participants can be non-members.

The calculations below are based on an assumption that the % of each age segment remains the same, regardless of the growing population. The assumption is due to lack of current demographic population data from Census.

The table below is a <u>guide</u> for indicating that <u>PNH's participation</u> (not membership) is reflecting the community demographics by age group. To achieve membership that reflects community demographics, we first have to engage with each age segment.

	3223 Population based on 2020 census	% of total population (total 8500)	Participation rate required for 500 members	Participation rate required for 675 members	Participation rate required for 750 members	Participation rate required for 1000 members	Number of members April 2022
0-4 years	269	3.1	16	21	23	31	0
5-9 years	373	4.4	22	30	33	44	0
10-19 years	713	8.3	42	56	62	83	0
20-29 years	641	7.5	38	51	56	75	0
30-39 years	583	6.8	34	46	51	68	0
40-49 years	777	9.1	46	61	68	91	5
50-59 years	1148	13.4	67	90	101	134	12
60-69 years	1898	22.2	111	150	167	222	152
70-79 years	1480	17.3	87	117	130	173	227
80 > years	659	7.7	39	52	58	77	71
TOTAL	8541	100	500	675	750	1000	467*

*Number of members is about 480, age unknown for about 13