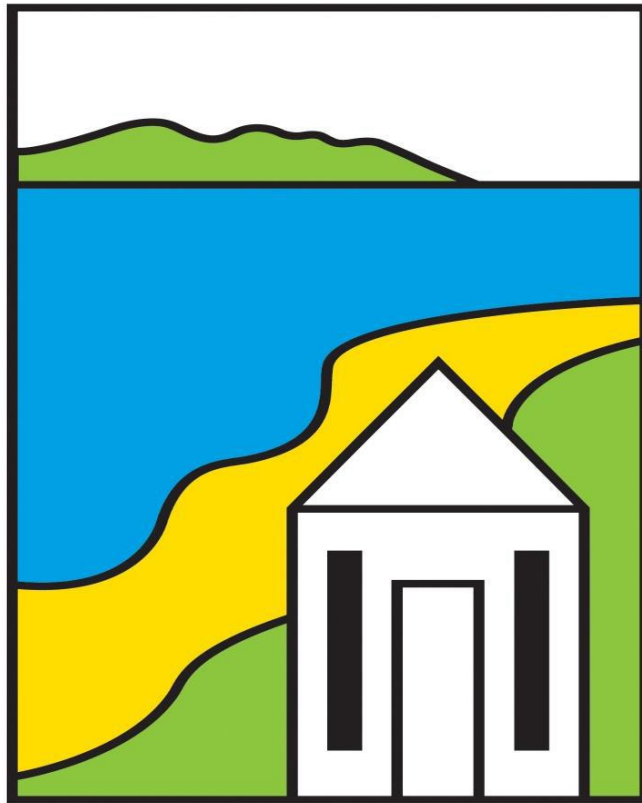


*Portarlington Neighbourhood House Inc*



## PNH Strategic Plan 2022 – 2026

Adopted July 2022

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## Summary of the Strategy

This Strategic Plan is based on two important principles:

1. to use the success and learnings of the last decade, to continue building a strong and sustainable future; and
2. to acknowledge that the Portarlington Neighbourhood House (PNH) exists for the whole community, and is for people of all ages, interests and abilities to access.

Hence, the focus of this Strategic Plan is to continue serving the PNH current membership base with low-cost activities and events during core daytime hours, and at the same time to start moving towards the needs of the whole community.

The strategy aims to look inward towards PNH members and their needs, and at the same time, outwards towards the whole community and its needs. The success of this strategy relies on new methods of engaging members and researching future needs of the wider community in order to strengthen and maintain the membership base.

At the heart of this Strategic Plan is a new Vision Statement for PNH with a focus on the future role of PNH in the community -

**Vision:** Active and vibrant participation in the community

and a new Mission Statement (purpose) that encourages PNH to look inwards, and outwards at the same time -

**Mission:** To provide opportunities for learning, and social and community connection

Providing *community connection opportunities* opens up a new dimension for PNH. It allows PNH to connect with the community via traditional means, i.e. via activities and events, and to explore new ways for PNH to participate in community development, e.g. through partnerships and charitable works. The new Mission Statement is a statement of 'what we do'. It supports traditions and past success in the provision of learning as well as social connection, and enables PNH to achieve our Vision, and our place in the community, with 'active and vibrant participation'.

# Organisation Background

## Brief History

Portarlington Neighbourhood House (PNH) is located in the historic township of Portarlington on the Bellarine Peninsula, 28km east of the city of Geelong. PNH was officially opened by The Hon. Lisa Neville MP, Member for Bellarine, in August 2009, and originally located in the Masonic Hall at Brown Street. More details of the history are available on the PNH website.

## Facilities

After outgrowing the Masonic Hall, PNH moved to Parks Hall. Parks Hall is managed by City of Greater Geelong (CoGG) under lease from Bellarine Bayside Foreshore Committee of Management. PNH contributed funds to support the addition of the PNH office space to the rear of Parks Hall.

Parks Hall is a shared resource available for hire by the community. In essence, it is a community hub managed by CoGG. PNH continues to support existing community activities and events at Parks Hall by suspending or amending its activities to accommodate these non-PNH events. Under the CoGG lease, PNH is allocated 60 hours per week free use of rooms in Parks Hall to run its program. Note that leasing is by room and not the whole centre. In addition to the free lease, PNH pays \$6,000 to \$8,000 per year for facility rent. PNH pays utility fees for the hours used. Overhead costs are about \$7 to \$10 per hour, based on about 60 to 100 hours of room use.

Unfortunately, the large hall is unsuitable for many PNH activities and also provides the only access to the bathroom facilities from the office and the Parkview Room. The move to Parks Hall from Brown Street did not provide many benefits in terms of suitable space for activities. As the PNH program is expanding to service its growing membership, at times it needs to seek other venues. Hence, PNH sometimes uses multiple venues to run its program. In 2022, CoGG began a process to determine future needs of community facilities in Portarlington. PNH is participating in this process.

## Funding

PNH is a registered not-for-profit incorporated association. PNH receives State Government funding through DFFH for its Program Manager, and hence, is regulated by DFFS. PNH is supported by CoGG through heavily subsidised lease and hire fees. PNH seeks support through grant programs offered by a variety of organisations and agencies, including CoGG, Federal and State Governments.

Members pay a low annual membership fee. In addition, there is a minimal participation fee for activities and some events. PNH also hosts fundraising events, and sometimes receives donations.

## Peak Body

Neighbourhood Houses Victoria is the peak body providing governance oversight, advocacy and liability insurance coverage for Neighbourhood House activities and events. PNH is also part of

Neighbourhood Houses Barwon, a network of 25 Houses in the Barwon region supported by a Network Coordinator, providing practical guidance and collective support across the region.

## Program of Activities & Events

In Term 1 2022, PNH offered almost 50 ongoing regular activities, and approximately 2 one-off events per month.

Events are managed by the volunteer Social Committee. The ongoing regular activities are managed by the Program Manager, employed by PNH. At time of writing in 2022, almost all activity facilitators are volunteers. This 2022-26 Strategic Plan aims to extend the program to attract a broader community demographic. This will mean introducing a hybrid of paid and volunteer activity facilitators, and more evening activities to attract a broader age demographic.

Activity categories in 2022:

- Art & Crafts
- Literature & Learning
- Fitness & Relaxation
- Card & Board Games
- Nature & Environment
- Technology

## Governance and Administration

### ***Committee of Management***

A volunteer Committee of Management (CoM) is responsible for the governance of PNH. Currently, a maximum of 12 members are elected to the committee at the Annual General Meeting in October. The composition of the Committee changed in October 2021 with a healthy turnover of volunteer members. A new President was elected, and the elected Committee comprised a total of nine members, five new members and four retained.

### ***Staff***

Department of Families, Fairness and Housing (DFFH) funds the employment of the PNH Program Manager, 30 hours per week. A new Program Manager was appointed in September 2021. PNH also funds an Office Administrator 16 hours per week.

### ***Volunteers***

PNH is fortunate to have a large team of volunteers supporting its program and operations. These volunteers assist in the areas of:

- Committee of Management
- Office Administration
- Activity Facilitators

Many PNH members also volunteer in other ways; they gladly contribute their help when required, and they make new members welcome.

## Context for this Strategic Plan

The 2021 Committee of Management reviewed the 2021-2025 strategy and decided to update it. This Strategic Plan 2022-2026 was developed by the PNH Committee, in consultation with the PNH Program Manager and PNH members. Members were involved via a Member’s Forum and opportunity to provide written feedback.

What has changed in our strategy since 2021?

- The Purpose / Mission, Vision, and Goals have been redefined
- The revised Goals clearly outline the desired changes and direction for PNH
- The PNH Values have been updated, and align with the new Code of Conduct Policy
- The drivers for change (SWOT analysis) have been reviewed
- The Annual Action Plan has been updated specifically for 2022. It will be reviewed each year
- A Performance Evaluation Plan has been added (as a separate document).

## Demographic Membership Summary

In 2022, PNH is expected to have a healthy membership of more than 500. The membership is expected to grow over the next 5 -10 years. PNH is primarily accessed by residents of the 3223 post code. Members also come other areas on the Bellarine and Geelong. The following is a demographic snapshot from the 2020 Census Data for the 3223 postal area (Portarlinton, Indented Head and St Leonards).

The 3223 Census Data below is a guide only for comparison to PNH age demographic data. The 3223 Census Data takes in Indented Head’s and St Leonards’ districts. St Leonards has its own community activities, but many residents are also PNH members.

### 2020 Census data for 3223

	Males	Females	total	% of total
0-4 years	144	125	269	3.1
5-9 years	198	175	373	4.4
10-19 years	376	337	713	8.3
20-29 years	362	279	641	7.5
30-39 years	278	305	583	6.8
40-49 years	374	403	777	9.1
50-59 years	546	602	1148	13.4
60-69 years	860	1038	1898	22.2
70-79 years	745	735	1480	17.3
80 > years	335	324	659	7.7
<b>TOTAL</b>	<b>4218</b>	<b>4323</b>	<b>8541</b>	<b>100</b>

- Total 3223 post code population (2020) > 8500

- Median age all persons -58.5 years
- Median age of males - 57.2 years
- Median age of females - 59.3 years
- Working age residents (15-64 years) - 51.3%
- Number of preschool children - 73
- Number of age pensioners - 2034
- Over 3000 household and about 1/3 of them are lone households (one person)
- About 2000 families
- Persons with some form of disability over 2000 people, and over 1000 people said they were carers

**Number of PNH Members** (approximate number at end of financial year)

2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
350	450	530	550	550	550	600	610	600	580	563

**Member demographic data at end April 2022**

	Males	Females	total	% of members based on 480 members	% of total 3223 population by age
0-4 years	0	0	0	0	3.1
5-9 years	0	0	0	0	4.4
10-19 years	0	0	0	0	8.3
20-29 years	0	0	0	0	7.5
30-39 years	0	0	0	0	6.8
40-49 years	0	5	5	1	9.1
50-59 years	0	12	12	3	13.4
60-69 years	25	127	152	33	22.2
70-79 years	42	185	227	48	17.3
80 plus years	22	49	71	15	7.7
			467*	100%	100%

- Members represents about 6% of the 3223 population
- Members aged 60-80+ years represent more than 10% of the 3223 population for that age group
- Median age of members - 68
- Member Ratio of males: female - 1:5
- Number of members with a disability - this is unknown as PH does not collect this data.
- PNH does not collect socio-economic data of members

*\*based on known data, some age data not known*

The table and data above show that PNH membership is well represented by 60-80 year olds. The percentage of its membership in these age groups is greater than the percentage of these age groups in the 3223 community, e.g. the 2020 census data above shows that the community has 17.3% of residents aged 70-79 years, and PNH membership is made up of 48% 70-79 year olds. PNH members aged 60-80+ years represent more than 10% of the 3223 population for that age group, whereas PNH membership is approximately 6 % of the total 3223 population. This Strategic Plan aims to maintain membership numbers in the 60-80+ age groups.

Current PNH membership is not well represented by anyone under 59 years, as the current PNH program is not aimed at a younger demographic. This Strategic Plan aims to start researching community needs and to introduce some activities and events to encourage participation across the younger age groups and community groups that are under-represented, creating “community connection opportunities” and working towards the new PNH vision, “active and vibrant participation in the community”.

## Evaluation of the Strategic Plan

Performance against PNH’s ability to convert ‘strategy’ to ‘normal operations’ will be evaluated annually. The method used for evaluation can be found in the *Performance Evaluation Framework* document, available on the Website. The *Performance Evaluation Framework* contains KPIs and operational standards for comparison to actual quantitative and qualitative performance data. NOTE: Planning is usually for a calendar year, whereas evaluating and reporting is for a financial year.

# Drivers for the Strategy

## SWOT Analysis

The following SWOT analysis, with contributions from the CoM, Program Manager and from members, was used as the basis to develop the Strategic Plan 2022-2026

<p><b>Strengths (internal)</b></p> <ul style="list-style-type: none"> <li>• Membership - Maintaining membership numbers of 500-600, hence assuming a positive reputation among people of current PNH age demographic</li> <li>• Program – healthy number of activities and events</li> <li>• Facilitators - strong (volunteer) skill sharing model of program delivery over past 10 years</li> <li>• Facility - reasonable availability and some CoGG rent assistance</li> <li>• Overall - many volunteers</li> <li>• Finance - low operating costs, solid financial position, DFFH subsidy</li> </ul>	<p><b>Opportunities (in the external)</b></p> <ul style="list-style-type: none"> <li>• Expand the program to reach a broader demographic (e.g. younger members and more males, and for growing membership in existing member demographic) - develop mutually beneficial partnerships; provide ‘fee for service’ activities; exploit current venue advantages e.g. use of kitchen facilities for cooking classes; and continually improve culture; explore ‘out-of-hours’ opportunities</li> <li>• Advocate for a venue that is ‘fit for purpose’ with CoGG</li> <li>• Develop image and reputation - develop marketing plan including the Port Report and Facebook, and opportunity to engage the community</li> </ul>
<p><b>Weaknesses (internal)</b></p> <ul style="list-style-type: none"> <li>• Narrow program - supports only small community demographic, ‘silo’ environment due to narrowness of activity participation</li> <li>• Time and other resources to engage with the community</li> <li>• Unsuitable facility - inability to adapt Parks Hall layout and number of rooms to suit, physical accessibility to building and lack of suitable parking, difficulty providing a coherent ‘homely group feel’ for members in current venue</li> <li>• Lease difficulties - lack of access to CoGG booking calendar as a whole, double booking of rooms, limited free CoGG lease hours for growth</li> <li>• Difficulty finding activity facilitators and appropriate office volunteers</li> <li>• Perceived limited reputation in the broader community - perceived as an elderly citizens club, lack of visibility within the community due to location, limited marketing and promotion</li> <li>• Weakness in governance - lack of transparency, lack of member involvement in decisions, lack of governance skills, lack of data (no knowledge of member or community needs)</li> <li>• Use of volunteers in office administration is often unmanageable and inefficient use of Program Manager’s time</li> <li>• Out dated administrative practices – out-of-date or lacking use of technology and automated practices</li> </ul>	<p><b>Threats (from external)</b></p> <p>Threat of closure due to:</p> <ul style="list-style-type: none"> <li>• Inability to provide the community with an engaging program due to failure to attract facilitators, difficulty negotiating suitable short-term and long-term lease for facilities</li> <li>• Internal capacity to research and implement change</li> <li>• Inability to develop and enhance PNH reputation in the community</li> <li>• Inability to respond to a changing demographic</li> </ul>

# Strategic Plan 2022 - 2026

A 20 year + goal:

**Vision** Active and vibrant participation in the community

'What we do':

**Mission** To provide opportunity for learning, and social and community connection

PNH Values		Goals	Challenges	Action Guide
<b>SENSE OF COMMUNITY</b>	<b>MEMBERSHIP</b>	Our membership is growing to better reflect community demographics	Achieving the right number and variety of activities and events, attracting new facilitators, and finding suitable venues	1. Broaden the variety of activities and events, especially to attract participants from age groups not yet represented at PNH 2. Provide online payments 3. Engage in community needs research
	<b>PROGRAM</b>	Our program is growing to meet the diverse needs of our members and the community		4. Ensure member input into program and event planning 5. Expand the program over multiple venues as necessary 6. Assess the effectiveness and efficiency of activities and events (maximise use of resources) 7. Attract and retain a diverse range of activity facilitators
<b>RESPECT</b>	<b>CULTURE</b>	Our members are supporting and engaging new ideas through friendships and connections	Valid and reliable member and community data, and time to engage with the community	8. Explore diverse and innovative ideas to build participation and connections
	<b>COMMUNITY CONNECTION</b>	Our community is growing in awareness and engagement with PNH		9. Market ourselves for awareness of PNH and community engagement 10. Develop partnerships with other local organisations and governments 11. Do things differently - be part of our community and encourage the community to be part of PNH
<b>INTEGRITY</b>	<b>GOVERNANCE</b>	Our governance and administration practices are grounded in accountability, transparency and achievement	Attraction of members with governance skills to CoM, attracting volunteers, and right data for data-based decisions	12. Implement a governance document framework 13. Focus on governance practices for transparency, accountability and achievement 14. Make decisions based on data & member involvement 15. Automate and modernise office practices for payment of membership and activity fees



# Annual Action Plan

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

Strategic Plan Action	'22	'23	'24	'25
1.1 Explore opportunities to develop and extend the program of activities to reach a broader demographic, and to meet community expectations, e.g. out-of-hours activities; a hybrid system of paid and volunteer activity facilitators, and use of multiple facilities	●	●	●	●
1.2 Continue to develop the Events Calendar with a diversity of events to attract participants from all age segments	●	●	●	●
1.3 Explore participation in various age segments via partnership	●	●	●	●

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

Strategic Plan Action	'22	'23	'24	'25
2.1 Make changes to the Program of Activities based on member feedback (via Performance Evaluation Framework, advisory forums, suggestion box and other feedback mechanisms)	●	●	●	●
2.2 Manage a 'one-house' feel across multiple venues (if required) as the program expands	●	●	●	●
2.3 Participate in CoGG's scoping exercise to create a 'Portarlington Community Hub', AND determine the best venue options for PNH long-term	●	●		
2.4 Develop an Activity Facilitator recruitment framework	●	●		
2.5 Develop a management framework for management of facilitators	●	●		
2.6 Research community needs and expectations of PNH		●	●	

## 3. Culture Goal: Our members are supporting and engaging new ideas through new friendships and connections

Strategic Plan Action	'22	'23	'24	'25
3.1 Implement a Code of Conduct Policy aligned to PNH values	●			
3.2 Ensure on-going member contribution to decision-making via advisory groups, focus groups, workshops and suggestion box. Look for diversity in opportunities for new connections	●	●	●	●
3.3 Explore opportunities for volunteers in different capacities, internally and externally focussed roles (member engagement opportunities)	●	●	●	●
3.4 Celebrate often - success is dependent on volunteers, facilitators and member participation	●	●	●	●

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

Strategic Plan Action		'23	'24	'25
4.1 Develop and implement a marketing plan with the objective to raise PNH reputation in the community ( <i>for awareness &amp; engagement</i> )		●		
4.2 Develop partnerships with other groups in the community to increase awareness and participation in PNH	●	●	●	●
4.3 Explore innovative ideas to connect with the community	●	●	●	●

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

Strategic Plan Action	'22	'23	'24	'25
5.1 Develop new Strategic Plan (every five years)	●			
5.2 Review Annual Action Plan (every year)	●	●	●	●
5.3 Review PNH Constitution (every five years)	●			
5.4 Implement an Operational Performance Evaluation Framework for annual evaluation of PNH Success (include KPIs against standards and strategic targets)	●			
5.5 Introduce Financial KPIs and a Financial Management Policy (with security mechanisms)	●			
5.5 Develop the Governance Document Framework and all relevant documents	●			
5.6 Contribute CoM news to member email newsletters for transparency and hold regular forums with members	●	●	●	●
5.7 Develop an OHS management framework and a compliance checklist	●			
5.8 Continually improve marketing and communications	●	●	●	●
5.9 Modernise office procedures e.g. online system for payment of membership and activity fees	●	●		