



Document purpose

This document briefly outlines the third and final Action Plan for Strategic Plan 2022-26.

Data for this Action Plan

This plan is based on performance against the last Action Plan, strategic performance as reported in Annual Report 2023-24, self-assessment of committee performance, and risks and compliance audits.

Strategic direction

Vision: Active and vibrant participation in the community

New Mission/Purpose: Portarlington Neighbourhood House Incorporated (PNH) is a public institution which has the charitable purpose of advancing social and public welfare by providing opportunities to:

- learn
- share skills
- bring community members together, and
- work on community projects

Strategic Goals:

1 Membership:	Our membership is growing to better reflect community demographics
2 Program:	Our program is growing to meet the diverse needs of our members and the community
3 Community Connections:	Our community is growing in awareness and engagement with PNH
4 Culture:	Our members are supporting and engaging new ideas through friendships and connections
5 Governance & Admin.:	Our governance and administration practices are grounded in accountability, transparency and achievement

Achievements so far against the 2022-26 Strategic Plan

- Financial stability
- Some changes to membership age demographics due to introduction of pre-school activities
- An increase in the number of non-members engaging with PNH due to a diversity of Community Events and Event Managers, e.g. DeStash Markets
- A slow, but promising, start to introduction of more community service activity that engages PNH within the community e.g. sewing bags for the Toy Library, working with North Bellarine Film Festival
- Maintaining a high volunteer rate
- Improved governance and administrative integrity and capability, with a focus on management of performance, record and data integrity, risk and compliance, and continuous improvement of operational processes.

Opportunities

- Embrace the new while protecting what's good about PNH
- Continue to build capacity to collaborate with other community groups
- Focus on 'flagship' or 'signature' events, and family events

Challenges ahead

- Venue limitations and their impact on program capacity, especially during school hours
- Managing a changing operational framework - defining the operational framework for common understandings, moving faster from ideas to outputs, changing the way we approach program development

Overview of Action Plan 2025-26

Venue	<ul style="list-style-type: none"> continue to advocate for venue refurbishment – suitable facilities for PNH and the community, as per CoGG study 2023, and engage the community to drive this Portarlington Community Hub Project
Program development	<ul style="list-style-type: none"> continue to focus on developing program outside the retiree age group and school hours improve the way PNH captures program ideas for Program Development, e.g. build relationships with the community to meet community need continue to grow the community event component of the program with a growing number of volunteer event managers, and more diversity in events, including family events, and emphasis on engaging the community continue to work on outcomes of the Community Needs Workshop April 2024 e.g. PNH youth program
Systems & processes	<ul style="list-style-type: none"> continue to identify, document and improve processes continue to modernise IT systems and automate (and connect) processes
Culture & Operational personnel	<ul style="list-style-type: none"> improve personnel management (>60 roles) - best practice volunteer management update PNH values to drive change
Marketing Capability	<ul style="list-style-type: none"> improve the PNH Website and use this as a central marketing tool explore CRM tools and subsequent processes for targeted marketing explore the use of a Net Promoter Score (NPS) system for feedback data engage PNH personnel in feedback processes and PNH development continue to explore the right advertising channels for PNH product and target groups (e.g. diverse social media channels) aim for consistent and accurate messaging that supports desired change

Financial Strategy

Fees	Maintain membership fees at \$20 per calendar year and maintain current activity fee structure (increase participations)
Alternate funding	<p>Increase</p> <ul style="list-style-type: none"> maintain/increase - grant funding, activity surplus, event surplus, income from “other business” set up a sustainable sponsorship program
Use of surplus funds	<p>Committee recommends maintaining a Contingency Fund of about \$150K and hence has about \$30K in surplus funds and an increased operational surplus.</p> <p>Surplus funds will be used for:</p> <ul style="list-style-type: none"> funding community projects, community support services and strategic projects engaging part-time employee/s to assist the Program Manager continuing to modernise all systems (potentially engaging expert to review PNH systems and advise/purchase improvements)
Financial Risks	<ul style="list-style-type: none"> a drop in participation rate (drop in surplus from activities and events) program Manager employment costs to be more than the DFFH Funding not meeting sponsorship targets