



*Portarlington*  
NEIGHBOURHOOD HOUSE

# Portarlington Neighbourhood House

## Strategic Plan 2021 – 2025

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## Introduction

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.

PNH was originally located in the Masonic Hall at Brown Street. After outgrowing the Masonic Hall, PNH moved to Parks Hall in September 2019 under a sub-lease agreement between PNH and the City of Greater Geelong (CoGG). Parks Hall is situated on Crown Land, managed by Bellarine Bayside Foreshore Committee of Management who lease the building to CoGG. PNH contributed funds to support the addition of the PNH office space to the rear of Parks Hall that includes a small entrance foyer, reception area and Coordinator's office.

Under the sub-lease, PNH are allocated 60 hours per week use of Parks Hall to run the program, with the facility available for hire by the community outside of these times through the CoGG. PNH continues to support existing community activities and events at Parks Hall by suspending or amending our program to accommodate these events.

Parks Hall offers four spaces for programming opportunities: a very large Hall, commercial kitchen, medium-sized meeting room with kitchenette (Parkview Room) and smaller meeting room also with kitchenette (Bayview Room).

Neighbourhood Houses Victoria is the peak body providing governance oversight, advocacy and liability insurance coverage for our activities. 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.

## Governance and Operational Administration

### **Committee of Management**

A volunteer Committee of Management (CoM) is responsible for the governance of PNH. A maximum of 12 members are elected to the committee at the Annual General Meeting in October.

### **Staff**

Department of Families, Fairness and Housing (DFFH) funds the employment of the PNH Coordinator for 30 hours per week.

### **Volunteers**

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

- Committee of Management
- Office
- Activity Facilitators

## Funding

PNH is a registered not-for-profit incorporated association that receives State Government funding through DFFH for our coordination. PNH also receives support from the City of Greater Geelong through grant funding opportunities and heavily subsidised lease and hire fees.

To support the delivery of special projects, PNH is eligible to apply for additional funding support through grant programs offered by a variety of organisations and agencies, including Federal and State Governments.

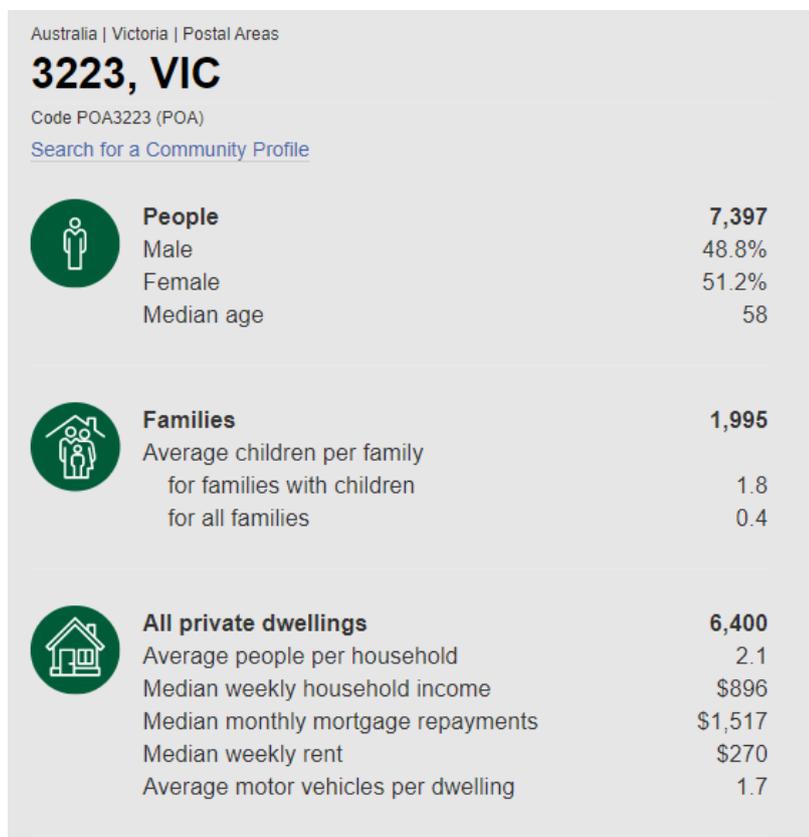
To keep the regular program activity participation fees low, the current fee structure requires participants to join as members, with the payment of a low annual membership fee, and then payment of a small participation fee for each activity they attend.

PNH also host social fundraising events and offer services that do not require participants to be members.

## Demographic Summary

PNH is primarily accessed by residents of Portarlington with participants also travelling from neighbouring towns on the Bellarine Peninsula including Curlewis, Drysdale, Clifton Springs, Indented Head, Ocean Grove, St Leonards and Point Lonsdale.

The following is a demographic snapshot from the 2016 Census Data for the 3223 postal area (Portarlington, Indented Head and St Leonards):



The 2021 Portarlington Membership database as of May 2021 provides the following snapshot of our membership demographic:

|                |          |
|----------------|----------|
| Total Members  | 496      |
| Female Members | 78.63%   |
| Male Members   | 21.37%   |
| Average Age    | 71 years |

## Program

PNH offers a wide range of activities delivered under a skill-share model, with volunteers generously sharing their passion, skills, expertise and experience to facilitate, support and guide activities.

The PNH program offers a range of activities and services in the areas of:

- Health & Wellbeing
- Arts and Crafts
- Literature and Writing
- Language
- Singing and Musical Instrument
- Social Groups
- Board and Card Games
- Tech Assistance
- Item Repairs

## Context for this Strategic Plan

The PNH Strategic Plan 2021-2025 was developed following a strategic planning day in December 2020 facilitated by Arrival Consulting. The day provided members of the Committee and the newly appointed Coordinator the opportunity to reflect on the previous 5 years and to consider strategies to guide the direction of PNH over the next 5 years.

The session assisted with the establishment of a Vision, Mission and Values that are a reflection of PNH now and into the future and a SWOT Analysis was prepared to guide the development of this plan.

The Strategic Plan is presented as an easy reference, one page 'Snapshot', with a supporting Action Plan detailing the actions to be undertaken to achieve the Strategic Plan goals. Indicators for monitoring and evaluating the success of the Action Plan have been identified.



**Vision** A place for all to connect, learn and contribute

**Mission** To facilitate meaningful social, educational and creative experiences through a diverse program of activities and events

**Values** Integrity | Respect | Community

What we will see

### GOVERNANCE

Our governance practice and policy is clearly defined and implemented

### PRACTICE

Our members engage in activities that support positive health and wellbeing

### CONNECTIONS

Our partnerships achieve mutually beneficial community development outcomes

### PROFILE

Our community recognises, values and respects all that we offer

How we will get there

Enhance our governance practice to support good governance and transparency

Broaden the variety of activities offered to maximise participation and engagement

Seek and embrace opportunities to partner with others to achieve our Vision and Mission

Raise our profile and reputation throughout the community

What we will do

- ◆ Ensure the quality and integrity of our governance practice
- ◆ Ensure our policies and procedures are current, consistent and available for all members
- ◆ Provide a safe and satisfying work environment for staff, volunteers and facilitators

- ◆ Respond to the needs and interests of our members and the community
- ◆ Provide high quality activities, programs and services
- ◆ Create a space that supports positive experiences and sustained participation

- ◆ Build effective relationships within the local community and with the NH Barwon Network
- ◆ Build effective relationships with key Local, State and Federal government officers and members
- ◆ Build positive relationships with funding bodies

- ◆ Develop our 'brand' through consistent, professional communications
- ◆ Ensure advertising is diverse and targeted to maximise exposure
- ◆ Actively participate in our community and sector to raise our profile

## Core Value

## Value Statement

## Characteristics

**Integrity**

We act with honesty,  
consistency and fairness

Accountability  
Transparency  
Stewardship

**Respect**

We provide an inclusive,  
supportive and  
welcoming space for all

Kindness  
Empathy  
Tolerance

**Community**

We foster a sense of  
belonging, unity and  
connectedness

Diversity  
Hospitality  
Friendship

## 1. Governance

Goal: Our Governance practice and policy is clearly defined and implemented

Strategy: Enhance our Governance Practice to support good governance and transparency

| Objective   | Action  | Evidence  | Responsible Person | Year |   |   |   |   |
|---|---|---|--------------------|------|---|---|---|---|
|   |   |   |                    | 1    | 2 | 3 | 4 | 5 |
| 1.1. Ensure the quality and integrity of our governance practice                              | 1.1.1. Review Purpose and Model Rules (every three years)   | The Purpose and Model Rules have been reviewed                    | CoM                | ●    |   |   | ● |   |
|   | 1.1.2. Review and update the CoM Handbook   | The CoM Handbook has been reviewed and distributed to CoM members | CoM                | ●    |   |   | ● |   |
|   | 1.1.3. Conduct an annual Strategic Planning Session   | Annual Strategic Planning Session has taken place                 | CoM                | ●    | ● | ● | ● | ● |
|   | 1.1.4. Identify and comply with relevant legislation and regulations that apply to PNH operations | Applicable legislation and regulations are identified in policies | Coordinator        | ●    | ● | ● | ● | ● |
|   | 1.1.5. Develop a Terms of Reference template to be used for CoM sub-committees                    | A Terms of Reference template exists                              | CoM                | ●    |   |   |   |   |
| 1.2. Ensure our policies and procedures are current, consistent and available for all members | 1.2.1. Develop and implement a system for the regular review of policies and procedures           | A policy review system exists                                     | Coordinator        | ●    |   |   |   |   |

| Objective  | Action  | Evidence   | Responsible Person | Year |   |   |   |   |
|--|---|--|--------------------|------|---|---|---|---|
|  |   |  |                    | 1    | 2 | 3 | 4 | 5 |
|  | 1.2.2. Develop, review, update and adopt policies and procedures as per the review system and as required | Current policies and procedures have been adopted and are available on the PNH website | Coordinator        | ●    | ● | ● | ● | ● |
| 1.3. Provide a safe and satisfying work environment for staff, volunteers and facilitators | 1.3.1. Review the orientation process for new CoM members   | An orientation process has been implemented  | CoM                | ●    |   |   | ● |   |
|  | 1.3.2. Develop a risk management framework to protect CoM, staff, volunteers, facilitators and visitors.  | A risk management framework has been implemented                                       | Coordinator        | ●    | ● |   |   |   |
|  | 1.3.3. Develop an OHS management framework to protect CoM, staff, volunteers, facilitators and visitors.  | An OHS management framework exists   | Coordinator        | ●    | ● |   |   |   |
|  | 1.3.4. Develop and implement a volunteer management framework   | Volunteer Management Framework has been implemented                                    | Coordinator        |      | ● |   |   |   |
|  | 1.3.5. Develop and implement a staff management framework   | Staff Management Framework has been implemented  | President          | ●    | ● |   |   |   |

## 2. Practice

Goal: Our participants engage in activities that support positive health and wellbeing outcomes

Strategy: Broaden the variety of activities offered to maximise participation and engagement

| Objective  | Action   | Evidence  | Responsible Person | Year |   |   |   |   |
|--|--|---|--------------------|------|---|---|---|---|
|  |  |   |                    | 1    | 2 | 3 | 4 | 5 |
| 2.1. Respond to the needs and interests of our members and the community           | 2.1.1. Undertake consultation with our members and the community to determine their needs and expectations   | Consultation and surveys conducted  | Coordinator        | ●    | ● | ● | ● | ● |
| 2.2. Provide high quality activities, programs and services                        | 2.2.1. Develop a facilitator recruitment and management framework  | Facilitator Management Framework has been implemented   | Coordinator        |      | ● |   |   |   |
|  | 2.2.2. Collect and review feedback from members on their experiences at PNH to seek improvement opportunities  | User surveys conducted  | Coordinator        | ●    | ● | ● | ● | ● |
|  | 2.2.3. Review and update Office Procedure Manual to ensure they reflect current practices  | Office Procedure Manual is current  | Coordinator        | ●    | ● | ● | ● | ● |
| 2.3. Create a space that supports positive experiences and sustained participation | 2.3.1. Explore off campus opportunities to broaden our program delivery  | Off campus opportunities have been investigated.  | Coordinator        | ●    | ● | ● | ● | ● |
|  | 2.3.2. Apply for grant funding to support the enhancement of Parks Hall  | Grant applications completed  | Coordinator        | ●    | ● | ● | ● | ● |
|  | 2.3.3. Advocate for a fit for purpose 'Home' for PNH that can accommodate a variety of participation opportunities and experiences for our growing community | Communications with relevant CoGG representatives<br><br>Communications with State and Federal Government representatives | CoM                | ●    | ● | ● | ● | ● |

### 3. Connections

Goal: Our partnerships achieve mutually beneficial community development outcomes

Strategy: Seek and embrace opportunities to partner with others to achieve our Vision and Mission

| Objective   | Action  | Evidence                                     | Responsible Person | Year |   |   |   |   |
|---|---|--|--------------------|------|---|---|---|---|
|   |   |  |                    | 1    | 2 | 3 | 4 | 5 |
| 3.1. Build effective relationships within the local community and with the NH Barwon Network    | 3.1.1. Actively participate in NH Barwon Coordinator Network meetings                     | Meetings attended                            | Coordinator        | ●    | ● | ● | ● | ● |
|   | 3.1.2. Actively participate in NH Barwon Governance Network meetings                      | Meetings attended                            | President          | ●    | ● | ● | ● | ● |
|   | 3.1.3. Seek opportunities to partner with other groups and organisations in our community | Meetings attended                            | Coordinator        | ●    | ● | ● | ● | ● |
| 3.2. Build effective relationships with key Local, State and Federal Government representatives | 3.2.1. Invite Councillors and Members of Parliament to attend AGM and other events        | Invitations sent                             | CoM                | ●    | ● | ● | ● | ● |
|   | 3.2.2. Attend meetings with City of Greater Geelong Officers                              | Meetings attended                            | Coordinator        | ●    | ● | ● | ● | ● |
|   | 3.2.3. Participate in community consultations   | Consultations attended and feedback provided | Coordinator        | ●    | ● | ● | ● | ● |
| 3.3. Build effective relationships with funding bodies  | 3.3.1. Actively develop and maintain relationships with funding bodies                    | Communications with funding bodies           | Coordinator        | ●    | ● | ● | ● | ● |

## 4. Profile

Goal: Our community recognises, values and respects all that we offer

Strategy: Raise our profile and reputation throughout the community

| Objective  | Action   | Evidence   | Responsible Person | Year |   |   |   |   |
|--|--|--|--------------------|------|---|---|---|---|
|  |  |  |                    | 1    | 2 | 3 | 4 | 5 |
| 4.1. Develop our 'brand' through consistent, professional communications   | 4.1.1. Develop a Communications Style Guide including templates              | A Communications Style Guide has been implemented        | Coordinator        |      | ● | ● |   |   |
| 4.2. Ensure advertising is diverse and targeted to maximise exposure       | 4.2.1. Develop a Communications and Marketing Plan                           | A Communications and Marketing plan has been implemented | Coordinator        |      | ● | ● |   |   |
|  | 4.2.2. Develop an informative program template that meets the style guide    | A new program template exists                            | Coordinator        |      | ● | ● |   |   |
|  | 4.2.3. Review and update the website to improve content and user interaction | Website content is current                               | Coordinator        | ●    | ● | ● | ● | ● |
| 4.3. Actively participate in our community and sector to raise our profile | 4.3.1. Participate in community-led events                                   | Community-led events attended                            | CoM                | ●    | ● | ● | ● | ● |

## Monitoring and Evaluation

Our success will be measured by:

| Pillar      | Goal  | Measure                | Key Performance Indicator   | Data Source                               |
|-------------|---|------------------------|---|---|
| Governance  | Our Governance practice and policy is clearly defined and implemented                     | Task Achievement       | Total number of Strategic Plan Actions that are commenced or completed in the identified year   | Strategic Plan                            |
|             |   | OHS                    | Percentage of recorded hazards, incidents and near misses have been investigated and resolved   | OHS Reporting Records                     |
|             |   | Volunteer Satisfaction | Percentage of Volunteers who report that they feel supported and satisfied in their work at PNH | Annual Volunteer Survey                   |
| Practice    | Our participants engage in activities that support positive health and wellbeing outcomes | Participation          | Total number of participants who attend activities and events                                   | Attendance Records / Participant Database |
|             |   | Impact                 | Percentage of participants who report that they feel happier after attending activities at PNH  | Annual Participant Survey                 |
|             |   | Program Diversity      | Total number of new* activities, events or workshops conducted                                  | Program                                   |
| Connections | Our partnerships achieve mutually beneficial community development outcomes               | Partnership            | Total number of activities delivered in partnership with another group or organisation          | Program                                   |
|             |   | Relationship Building  | Total number of meeting attended by the Coordinator and CoM with external organisations         | Coordinator Diary<br>CoM Minutes          |
|             |   | Funding Success        | Percentage of grant applications applied for that are successful                                | Executed Funding Agreements               |
| Profile     | Our community recognises, values and respects all that we offer                           | Reach                  | Total number of new participants  | Attendance Records                        |
|             |   | Visibility             | Total number of community-led events supported by PNH   | CoM Minutes                               |
|             |   | Online Presence        | Percentage increase in the total number of online engagements                                   | Mailchimp / Google                        |

\*New = an activity that has never been held at PNH or has not been held at anytime over the past 24 months.

## Reporting

Our progress toward achieving our Strategic Plan goals will be reported annually at the Portarlington Neighbourhood House Annual General Meeting. The data reported will pertain to the financial year just ended i.e. July through to June.

## SWOT Analysis

|   |  |
|---|--|
| <b>Strengths</b> <ul style="list-style-type: none"><li>• Volunteers</li><li>• Skill sharing model of program delivery</li><li>• Friendly atmosphere</li><li>• Variety of activities</li><li>• Large central venue</li><li>• Low operating costs</li><li>• Growth in participation</li><li>• Solid financial position</li></ul>  | <b>Opportunities</b> <ul style="list-style-type: none"><li>• Reach out to broader demographic</li><li>• Use of social media and other marketing tools</li><li>• Mutually beneficial partnerships</li><li>• 'Fee for service' programs</li><li>• Better use of kitchen facilities</li><li>• To advocate for a venue that is 'fit for purpose'</li></ul> |
| <b>Weaknesses</b> <ul style="list-style-type: none"><li>• Supports only small community demographic</li><li>• Limited use of Parks Hall (60 hours under lease agreement)</li><li>• Inability to adapt Parks Hall to suit PNH</li><li>• Layout and spaces withing Parks Hall</li><li>• No control or knowledge of external bookings</li><li>• Physical accessibility</li><li>• Sufficient and accessible parking</li><li>• Marketing and promotion</li><li>• Limited knowledge of wider community needs</li><li>• Technology</li></ul> | <b>Threats</b> <ul style="list-style-type: none"><li>• Lease restrictions</li><li>• Lease not extended</li><li>• Breakdown of relationships with landowner and manager</li><li>• Inability to provide the community with an engaging program</li><li>• Inability to attract a variety of skill share volunteers</li></ul>                              |