



**Port
Melbourne
Neighbourhood
Centre Inc.**



2015 - 2018 Strategic Plan

INTRODUCTION	2
Contact Details	2
HISTORY AND PROFILE.....	3
Background	3
Neighbourhood House Coordination Program.....	4
Department of Health and Human Services.....	5
City of Port Phillip	6
RECENT ACHIEVEMENTS.....	7
OUR NEIGHBOURHOOD.....	8
Port Melbourne.....	10
South Melbourne.....	10
Fishermans Bend	11
City of Port Phillip	11
ORGANISATIONAL STRUCTURE.....	12
Committee of Management	12
Staff.....	12
GUIDING PRINCIPLES.....	13
Our Vision	13
Our Purpose	13
Our Values.....	14
PESTLE ANALYSIS (iTEMS IN BOLD EFFECT CURRENT PLAN PERIOD)	15
PMNC – Our Assets and Strengths.....	17
PMNC – Opportunities.....	17
KEY PERFORMANCE AREAS.....	18
Strategic Priorities and Goals	18
2015-2018 PRIORITIES	19
IMPLEMENTATION.....	27
MONITORING AND EVALUATION	27
Ongoing Monitoring.....	27
Evaluation of the Strategic Plan	27
PMNC ACTION PLAN PRIORITIES (2015)	28
RISK MANAGEMENT PLAN	29
RISK ANALYSIS.....	29
PORT MELBOURNE NEIGHBOURHOOD CENTRE ORGANISATIONAL CHART	30

INTRODUCTION

The strategic plan identifies and aligns resources and funding for the successful fulfilment of the stated goals and initiatives and will be used as the primary instrument for directing activities and reviewing progress against stated milestones.

It takes into account the following:

- **Environment** – External factors that directly or indirectly affect our business.
- **Targets** – People and organisations we need to communicate with now and in the future.
- **Positioning** – How we are generally perceived in the community.
- **Competitors** – Who take human resources, time and money that could be utilised in achieving our goals.
- **Resources** – What we have to work with including funds, human resources, facilities, time and contacts.



This plan covers three years from 2015-2018 with the intention of a mid-point review in mid-2016.

Contact Details

Port Melbourne Neighbourhood Centre Inc
Cnr Liardet and Nott Streets, Port Melbourne VIC 3207
Phone: 03 9645 1476
Email: connect@pmnc.org.au
Web: <http://www.pmnc.org.au>

HISTORY AND PROFILE

Background

For the past 27 years Port Melbourne Neighbourhood Centre (PMNC) has provided a broad range of affordable accessible social, educational and community development programs to a diverse community. PMNC provides lifelong learning and recreation programs including English, literacy, information technology, parenting, work and life skills. These programs help participants manage daily life, deal with disability, and overcome disadvantage and social isolation while transitioning into work, study or other activities. Participation in PMNC community events, arts and social groups also generates community benefits related to broader connections developed. Networks are created between participants, workers and other institutions to help people feel part of a community and become more tolerant of difference. The positive experiences for many at PMNC lead them to want to give back to the community and some become involved in volunteering, committees, or decision-making activities in the broader neighbourhood. These Port Melbourne Neighbourhood Centre initiatives and programs facilitate an active citizenship and a stronger, resilient and more inclusive community.

Port Melbourne Neighbourhood Centre (PMNC) was formed in late 1985 with the help of a grant from the Port Melbourne Council. For the first six years PMNC occupied an Office of Housing owned shopfront at 31 Bay St. During this time PMNC was co-located with a number of other non-profit learning and recreation groups. Some of the earliest groups run by PMNC included playgroups, a drop in and self-help groups.

In 1991, PMNC moved to the local council owned Liardet Centre. During the 1990s informal social groups such as the Drop In and the men's BBQs remained popular. In the late 1990s PMNH started to receive ACFE funding and provide education classes. During this time PMNC began a focus on community arts programs, projects and events which continue today. New projects included *artist in the house* and *sculpture in residence* programs as well as the management of the *Port Melbourne festival*. In the early to mid-2000s the centre underwent extensive renovation and PMNC was now running around 19 programs per term. PMNC received a VicHealth grant to develop a large community garden in Murphy's reserve and also developed an innovative holiday program for disadvantaged families. In addition PMNC took over the management of a range of COPP funded disability recreation and wellbeing programs as well as the management of the City Of Voices Inclusive theatre company. All of these programs continue to be vibrant and well attended today.

In 2005-14 PMNC further expanded its programming and infrastructure. PMNC applied for and received an increase in NHCP and ACFE funding and some large infrastructure grants allowing the centre to develop a number of new staffing roles, programs and equipment and services.

Marketing strategies and a new website were developed to increase participation numbers and new programs were developed including a volunteer reception training program, Drop In Art, four new computer courses; including digital photography, computers level 2 & 3 to web design, a literacy course, kitchen skills classes, and a range of social groups including bridge, scrabble and knitting group. A number of new

roles were developed and staff appointed including a volunteer and marketing coordinator and finance officer position as well as a reception team. Also, the development of systems and technology resource projects such as computers, laptops, iPad's for the IT training room, new phone systems, server, Wi-Fi, computer networks and website.

Neighbourhood House Coordination Program

Around 30% of PMNC funding is from the Neighbourhood House Coordination Program (NHCP). The NHCP provides funding to neighbourhood houses, Neighbourhood House Networks and the Association of Neighbourhood Houses and Learning Centres (ANHLC) to:

1. Support the provision of community development programs and activities that lead to community-strengthening outcomes by:
 - supporting diversity and promoting community participation and inclusion
 - facilitating community development and capacity building in support of individuals and groups within communities
 - supporting lifelong learning opportunities for people to improve their training and employment pathways and community participation.
2. Supporting community development processes to address locally identified priorities and needs through:
 - community consultation
 - development of agreed community responses to identified priorities and needs
 - identification of partners and funding sources
 - facilitating and evaluating responses to identified needs and priorities.

Funding to neighbourhood houses is allocated on the basis of hours of coordination (as identified in each funding agreement). Funding assists with employing a coordinator and related costs to:

- provide a balanced mix of community development planning and activity hours¹
- promote participation in the NH program and activities by diverse community groups and individuals
- be open for at least as many hours as the NHCP provides coordination funding
- provide at least twice as many activity hours as the NHCP-funded coordination hours.

All neighbourhood houses funded through the NHCP form the membership of a regional or sub-regional neighbourhood house network according to their location and should participate in the management and activities of that neighbourhood house network. *The Neighbourhood House Good Practice Guide* is a sector-developed guide to support quality standards in neighbourhood houses. The guide is available from the ANHLC website.

PMNC is funded through the NHCP (currently via the Victorian Department of Health and Human Services) for 35 hours a week via 3 year funding agreement. This is a higher than average number of hours for a NH (average is around 20). Two previous ALP and Lib governments have consistently said there is no new funding for new houses in growth areas / new suburbs. Last significant funding increase was in 2008 with the ANHLC Heart of our Community Campaign. The most recent significant funding increase was \$750,000 in 2014 in response to ANHLC houses funded less than 20 hours/houses at risk campaign. It is hard to predict changes if any to the NHCP. The Shergold report in 2014 led to the new DHS direction of Services Connect which has influenced a more generalist approach in regional teams. It is hard to predict new initiatives for NHCP as the new state government has yet to finalise their policy directions in these areas.

Department of Health and Human Services

In an environment of increasing demand for services, in 2013 DHS introduced "People and Place - A guide to the new Department of Human Services, moving away from 'problem and program' focus to a 'people and place' approach. The aim is to improve access to services, taking a holistic view of the range of supports and services an individual client may need.

The vision is for a more integrated and effective human services system in Victoria with a focus on a better relationship between government and the community services sector.

'People and place' means that decisions affecting clients are made at the local level, based on a person's circumstances rather than the specific programs available.

The Department of Human Services merged with the Department of Health in January 2015 to create the new Department of Health and Human Services.

Adult, Community and Further Education Board - Learn Local

Established by the Adult, Community and Further Education Act in 1991, the ACFE Board works with adult and community education providers to support Victorians to broaden their social networks, gain skills and careers, and contribute to their communities. The introduction of the Victorian Training Guarantee for providers of accredited training placed many adult and community education providers in a competitive marketplace with increasingly higher costs of audit and compliance. The funding of pre-accredited training programs has remained with the ACFE Board, with increasing rigour around the quality of the curriculum. Rebranding of the ACFE Board funded providers to the "Learn Local" network has not reduced the incidence of centres abandoning ACFE Board funding, further not reducing opportunities for the marginalised to take up learning opportunities that will improve their career changes, literacy levels and ability to engage in community life.

In 2013, there were 950 Learn Local enrolments in the City of Port Phillip, delivering 1.1% of total ACFE Board allocated hours.

In 2013, the ACFE Board introduced its Policy Statement "Learn Local - Focusing on the Future". Its three Strategic Directions are:

1. Refocusing and refining the role of Learn Local

2. Promoting durable networks and co-location of services to improve pathways and sustainability
3. Building the Learn Local sector's capability to deliver high-quality education services.

Through the Capacity and Innovation Fund (currently up to Round 7), funding is available for Learn Locals to innovate, partner and refocus their operations and structures to achieve positive learning outcomes for Learn Local students.

City of Port Phillip

The Neighbourhood Centre has a positive working relationship with the City of Port Phillip and is an effective conduit to achieving community outcomes of the Council Plan in areas such as:

- Building a network of active and informed communities.
- Providing a welcoming and safe community for all, an inclusive community that welcomes diversity and eliminates discrimination.
- Supporting the community to achieve improved health and wellbeing (health and active lifestyles, flexible community spaces that meet the broad needs of the community).
- Fostering a community that values lifelong learning, strong connections and participation in the life of the city.
- Promoting and increasing participation of volunteers.
- Promoting an improved range of cultural and leisure opportunities that foster a connected and engaged community.
- Promoting and delivering a diverse program of festivals and events.
- Supporting and showcasing the city's creative people and culture.
- Building connections and a sense of community in high-density living.

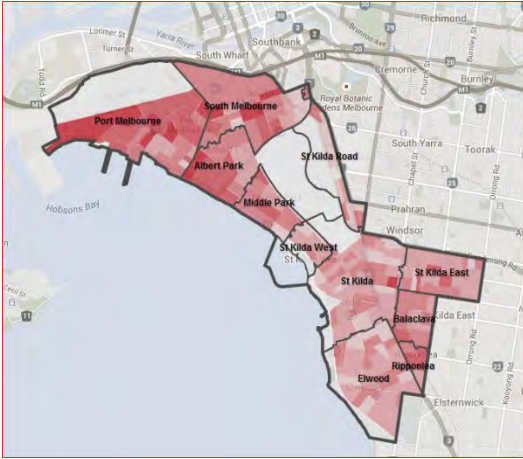
RECENT ACHIEVEMENTS

PMNC now runs over 40 programs per term and involving over 450 participants each week. There has been a number of significant new projects developed recently including:

- The reception/customer service training program.
- The annual Community Carnival which attracts over 500 participants.
- A series of arts projects including: Art Seen, Homesick and Stalked.
- Dig In community garden expansion.
- Connections & perceptions research reports.
- PMNC segment on House around the Corner TV series.
- PMNC display space.
- Pop-up Community Classes partnership project
- The *Discover Yourself / Re-engage* project.



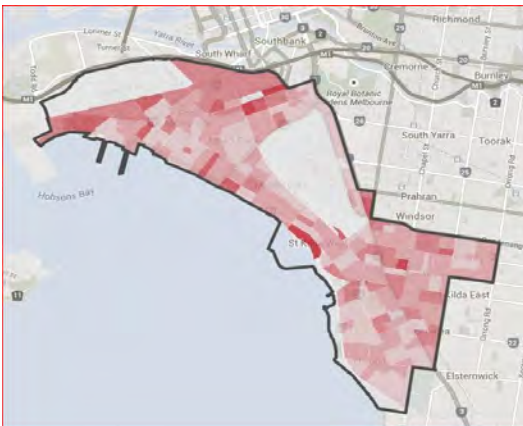
OUR NEIGHBOURHOOD



Population with education below Year 11

6,269 people in the Port Melbourne neighbourhood had a tertiary qualification in 2011 (49.2%). 9.4% held a vocational qualification and 29.8% held no qualification.

3,276 people in the South Melbourne neighbourhood had a tertiary qualification in 2011 (48%). 7% held a vocational qualification and 30.2% held no qualification.



Low income households

There are pockets of low income households spread across Port Philip with 57%+ of high density areas on low incomes in South Melbourne.



Fluency in English

In 2011, 2.8% of COPP's population were not fluent in English compared to 5.1% in Greater Melbourne. The South Melbourne neighbourhood had the highest percentage of people not fluent in English at 5.1%

SEIFA Index of Advantage and Disadvantage

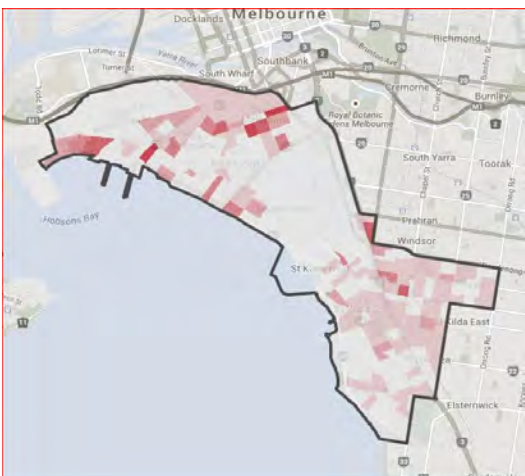
The highest pockets of disadvantage in the City of Port Phillip are in South Melbourne ranging from 582 to 789 on the SEIFA Scale.



Social Housing

Social housing in the Port Melbourne neighbourhood comprises 8% of total households compared to 16.5% in South Melbourne, 4.8% across the City of Port Phillip and 3.2% in Victoria

In 2011, 4.8% of COPP's households were renting from a government authority.



Port Melbourne



In 2011, the Port Melbourne neighbourhood had a population of 14,508 living in approximately 457 hectares with a population density of 31.76 persons per hectare. Port Melbourne has already experienced rapid growth since the 1990s with the population doubling between 1991 and 2011 as a result of new dwellings replacing industrial sites. 48.4% were males and 51.6% female. 81% were Australian citizens and 68.7% were eligible voters.

0.2% of the population identified as Aboriginal and Torres Strait Islanders in the 2011 Census. 64.9% of the population were Australian born. 19.7% spoke a language other than English at home.

4,052 people who were living in the Port Melbourne neighbourhood in 2011 were born overseas and 28% arrived in Australia within five years prior to 2011.

96.6% of the population were employed (71.5% full time, 23.7% part time). The participation rate was 67.6% with 24.2% not in the workforce. 36.3% of the working population were professionals and 23.6% managers. 12.8% were clerical and administrative workers. Labourers made up 2.3% of the workforce ahead of machinery operations and drivers (1.3%). 33% earned an income of \$1500 or more per week, 36% earned less than \$800 per week.

In 2011, 17% of the population stated they were involved in some form of voluntary work. 74% did not volunteer.

South Melbourne



In 2011, the South Melbourne neighbourhood had a population of 7,843 living in approximately 267 hectares with a population density of 29.4 persons per hectare. 48.4% were males and 51.6% were females. 81% were Australian citizens and 68.1% were eligible voters. Significant development occurred during the 1960s and 1970s, added by the construction of public housing high-rise estates. The population increased

gradually from the early 1990s as a result of new dwellings being added to the area.

0.4% of the population identified as Aboriginal and Torres Strait Islanders in the 2011 Census. 64.2% of the population were Australian born. 18.2% spoke a language other than English at home.

2,152 people who were living in South Melbourne neighbourhood in 2011 were born overseas and 21.6% arrived in Australia within five years prior to 2011.

95.7% of the population were employed (66.7% full time, 27.9% part time). The participation rate was 60.7% with 29.9% not in the workforce. 40.1% of the working population were professionals and 21% managers. 12.4% were clerical and administrative workers. 7.3% were sales workers, 6.7% were community and personal service workers, 6.1% technicians and trades workers, 2.8% labourers and 1% machinery operators and drivers. Labourers made up 2.3% of the workforce ahead of machinery operations and drivers (1.3%). 27.9% earned an income of \$1500 or more per week, 36.4% earned less than \$800 per week.

In 2011, 19% of the population stated they were involved in some form of voluntary work. 70.9% did not volunteer.

Fishermans Bend



The 2014 Fishermans Bend Strategic Framework Plan was prepared to guide future development of an inner city precinct for at least 80,000 residents with commercial opportunities to create 40,000 jobs. It will be an urban renewal project to enable an expanded centre to become Australia's largest commercial and residential centre by 2040.

City of Port Phillip

Port Melbourne and South Melbourne are located within the City of Port Phillip. As at 2015, the population of COPP is 105,592 with an expected 23.31% growth between 2015 and 2036.

There are 18,022 local businesses in COPP¹ and 65,982 employed residents (64% of the population). There are 86,950 local jobs² and the largest industry is Professional, Scientific and Technical Services³.

In 2012/13, the City of Port Phillip contributed to 3.9% of Victoria's employment.

Between 2011 and 2036, it is predicted that the number of residents in the City of Port Phillip will increase from 97,845 to 130,209. Within this figure the estimated growth for Port Melbourne is expected to be 15,610 to 22,578 and South Melbourne from 8,332 to 18,595.⁴ The number of people aged 65+ will increase by 56% from 9,918 to 15,486. There will be a 23% increase in young people aged from 0 to 14 (10,501 in 2011 to 12,920 in 2036). **These figures do not consider the implications of the additional 80,000 residents expected at Fishermans Bend.**

¹ Business Register 2013

² NIEIR 2013

³ NIEIR 2013

⁴ COPP Population and household forecasts 2011 to 2036, id

ORGANISATIONAL STRUCTURE

Committee of Management

The Committee of Management consists of the Officers of the Association and ordinary members.

The Office Bearers on the Committee of Management are:

- Chairperson
- Secretary
- Treasurer
- Vice Chairperson

Plus a Public Officer.

There are currently 3 ordinary committee members with two further casual vacancies.

There is currently one committee – the Budget and Finance Committee. It's purpose is to oversee the preparation and review of the budget and keep track of all financial transactions for accountability purposes. It consists of the Treasurer, the Chairperson and the Manager and Finance Officer who attend ex-officio. It meets quarterly.

Staff

There are currently 26 Staff and contractors.

Please see the PMNC Organisational Chart at the end of the report.

In 2014-15 there were 30 regular volunteers and around 45 event volunteers.



GUIDING PRINCIPLES

Our Vision

We are at the heart of an active, vibrant, engaged community

Our Purpose

We connect with our community, particularly those experiencing disadvantage, by providing a welcoming and inclusive environment.

We develop and provide learning, social and recreational opportunities that are affordable and inclusive

We advocate for community needs and change as we become aware of them

Our Values

Our **behavioural values** are founded on **respect, honesty, trust, communication** and **transparency**.

The **social values** we follow are:

Social Value	Encompassing :
Social justice	<ul style="list-style-type: none">• Working with and supporting communities that lack resources to engage with civil society• Treating all people equally• Advocating for disadvantaged community members
Community participation	<ul style="list-style-type: none">• Seeking to actively engage community members irrespective of backgrounds
Lifelong learning	<ul style="list-style-type: none">• Providing opportunities for pathways skills• Encouraging personal development• Overcoming disadvantage through learning• Flexible and diverse learning• Adapting learning to current life stages
Inclusiveness	<ul style="list-style-type: none">• Welcoming all• Tolerance of all• We consult with the community, members, volunteers and staff
Creativity	<ul style="list-style-type: none">• Open to new ideas

PESTLE ANALYSIS (ITEMS IN BOLD EFFECT CURRENT PLAN PERIOD)

<p>POLITICAL</p> <ul style="list-style-type: none"> • Change in state government has resulted in potential for new policy in ACFE and NHCP; however there is little evidence of any significant or immediate change. • No guarantee of additional funding for neighbourhood houses. • Changes in demographic could make it increasingly difficult to argue the case for grants for disadvantaged community members. • City of Port Phillip Council – changes to direction and priorities may impact on PMNC and its activities. • Disadvantaged areas becoming more disadvantaged / more complex needs – potential ghetto-isation. 	<p>ENVIRONMENTAL</p> <ul style="list-style-type: none"> • Increasing high density development in PMNC and Fishermans Bend may result in increasing demand for outdoor activities such as community gardens. • Increased development of Beacon Cove and Fishermans Bend will result in an increase in population and increase in demand for programs. • Constraints with existing building and facilities.
<p>SOCIAL</p> <ul style="list-style-type: none"> • Increased development of Beacon Cove and Fishermans Bend will result in an increase in population and increase in demand for programs. • Rapid growth will leader to higher density living. • Changing demographics will result in need to gather data on changing needs to effectively design and implement relevant programs. • Increasing population is changing demographics to more affluence. • Public housing enclaves may become more marginalised. • Attracting people from Docklands. • Impact of ageing population and their needs. • There is still a proportion of transients eg CALD. 	<p>TECHNOLOGICAL</p> <ul style="list-style-type: none"> • Rapidly changing technology necessitates monitoring and updating our programme delivery. • Increasing use of social media may require change to marketing plans. • Technology/social media is redefining community connectedness. • Technology could open up opportunities to reach businesses and people who work during the day.

<ul style="list-style-type: none"> • Possible influx of a high number of international students. • Growing number of one person households. 	
<p>ECONOMIC</p> <ul style="list-style-type: none"> • DHS and ACFE funding for all core operations will remain stable. • DGR status: increased opportunities for corporate sponsorship and philanthropic funding. • Increase in strategic grant writing and obtaining of larger grants has provided scope for large high impact projects. • Increase in unemployment may lead to decrease in fee for service courses and increase in demand for employment training courses. • Mandated council rate freeze from 2016 may impact COPP funding. • Impacts on COPP RAG funding from HACC Funding changes. 	<p>LEGAL</p> <ul style="list-style-type: none"> • DHS risk attestation? • Increasing cost of compliance for funding contracts. • Risk mitigation is a priority.

PMNC – OUR ASSETS AND STRENGTHS

- ✓ Commitment by staff and committee
- ✓ Experience - staff
- ✓ Good funding base
- ✓ Successful range of programs
- ✓ PMNC brand – public and stakeholder recognition
- ✓ Strong partnerships
- ✓ Strategic connections
- ✓ Repeat membership (200+)
- ✓ Engaging students in programs
- ✓ Carnival
- ✓ Strong in arts
- ✓ Dig in
- ✓ Publicity materials
- ✓ Open to new ideas / innovation

PMNC – OPPORTUNITIES

- ✓ Waterfront welcomers – adapt to Port Melbourne Welcomers
- ✓ Partnerships and alliances (South Melbourne Community Chest)
- ✓ Face to face activities in this increasing virtual and isolating world

KEY PERFORMANCE AREAS

In accordance with our Vision and Mission, we have identified the following Key Performance Areas (KPA's) where desired outcomes are required over the period of the Strategic Plan and beyond:

Strategic Priorities and Goals

- ✓ **Connecting with the community through relevant programme Delivery**

We are a forward thinking organisation engaging opportunities for our community

- ✓ **Community Connections and Relationships**

We nurture, develop and maintain strong partnerships and relationships with the community and stakeholders

- ✓ **Our Organisational Capacity**

Our people, our place, our systems

- ✓ **Governance**

Cohesive Board with a diversity of gender and skills, focus on our viability

2015-2018 PRIORITIES

Please see following tables according to Key Performance Areas:

Objective	Key Strategies	Outcomes	Measures
Connect with the Community through Relevant Programme Delivery			
<i>We are a forward thinking organisation, embracing the future and engaging opportunities for our community</i>			
Connect our community members through programs, services and events	<p>Continue to develop, resource and grow our education pathways, social and community development programs</p> <p>Promote community inclusion through celebrations and events (such as carnival)</p>	<p>Pathways programs for learners that lead to further education or employment</p> <p>Social and community programs that connect our community</p> <p>Community members welcomed and feeling part of the community</p>	<p>Evidence of successful pathways</p> <p>Evidence of social connection</p> <p>Successful celebrations and events such as the Carnival</p>
Improve community participation in programs with focus on pathways for disadvantaged participants	<p>Gateway project</p> <p>Partnership project</p> <p>Referral pathways project</p> <p>Discover yourself</p>	<p>Increased participation by disadvantaged participants in PMNC programs and services</p> <p>Improved outcomes for disadvantaged participants</p> <p>New participant groups attracted to and engaging in PMNC programs and services</p>	<p>Numbers of participants in new programmes</p> <p>Increased participants in existing core programmes</p>

Objective	Key Strategies	Outcomes	Measures
Connect with the Community through relevant Program Delivery			
Ensure programme delivery follows best practice	Benchmark current practice and evaluate programs	<p>Best practice frameworks identified, adapted and integrated into PMNC systems</p> <p>Identify data that can be used for promotion, lobbying, grant applications and presentations</p>	Best practice report with improvements documented
Ensure programmes meet community needs	Develop robust community consultation	<p>Consultation reports</p> <p>Identification of new/ confirmation of existing community needs</p>	<p>New/changed programmes</p> <p>Advocacy to stakeholders</p>

Objective	Key Strategies	Outcomes	Measures
Community Communications and Relationships			
<i>We develop and maintain strong relationships with the community, our funders and our partners</i>			
<p>Communicate with and understand our community needs</p>	<p>Further develop our consultation processes to existing and new community members and groups</p> <p>Establish a community working group to support PMNC activities</p> <p>Enhance our communication with the community through our website, newsletter and other media</p>	<p>PMNC adapts to an expanded community whilst maintaining our support for existing residents</p> <p>The community is consulted and involved in PMNC activities</p> <p>The community is kept informed of our programs and services</p>	<p>New programs meet the needs of new as well as existing residents</p> <p>Regular reports from community working group</p> <p>Regular communication and consultation through surveys, web and social media, newsletters and a community working group</p>
<p>Maintain strong relationships with our funders and stakeholders</p>	<p>Actively engage with our funders: COPP ACFE DHHS DSS</p> <p>Actively engage with our key stakeholders</p> <p>Neighbourhood Houses Victoria</p>	<p>PMNC remains relevant and a key stakeholder in community planning</p> <p>Identify potential new funding opportunities</p> <p>Ensure knowledge and awareness of funder directions leading to opportunities</p>	<p>Good relationships</p> <p>Ongoing partnership projects and activities</p> <p>Well informed organisation of changes in policy and funding landscape</p>

Objective	Key Strategies	Outcomes	Measures
Organisational Capacity			
<i>Our people, our place, our systems</i>			
Highly skilled, professional and committed staff	Provide appropriate training to support our staff Recruit appropriate senior staff to support the organisation Ensure that staff workload is adequate and manageable	Increased productivity Greater customer/staff satisfaction Lower turnover of staff	Satisfaction surveys Performance management tools
Diversified funding sources	Investigate DGR status Corporate sponsorship Other sources	Finalise status Development of corporate sponsorship package and strategy New funding opportunities Targeted donations to offset possible COPP funding reduction due to rate capping	Government and philanthropic funding support/grants for projects that increase social integration and PMNC's position in the community Additional funding

Objective	Key Strategies	Outcomes	Measures
Organisational Capacity			
<i>Our people, our place, our systems</i>			
Suitable facilities to deliver programmes and support staff	<p>Clarify the facilities needed to support programs, activities, projected growth, population data, alternatives</p> <p>Develop key relationships to advocate for our need for a new facility</p>	<p>Clearly articulated report on facility requirements with possible solutions</p> <p>Support from key influencers, stakeholders and community for identified facility needs</p>	<p>Report</p> <p>Committee approval of identified needs</p>
Maintain industry standard IT infrastructure	Maintain IT equipment, software and applications to support learning, communication and efficient processes	<p>Efficient business practices (processes, record keeping)</p> <p>Better communication – internally and with the external environment</p> <p>Technologically appropriate teaching methods/platforms</p>	<p>IT equipment upgraded as appropriate</p> <p>Learning/communication delivery upgraded as appropriate</p>

Objective	Key Strategies	Outcomes	Measures
Governance			
<i>Cohesive Board with a diversity of gender and skills, focus on our viability</i>			
Cohesive, effective and informed team	<p>Self-evaluation is a priority of the Board built on its implementation of the Strategic Plan and Annual agenda of Board business</p> <p>Improve Board skills to effectively provide strategic and operational oversight of the organisation</p>	<p>Attraction of new Board members (we're a serious Board)</p> <p>Board members respect and trust each other</p> <p>Board members feel valued</p> <p>Board operates in a collaborative manner</p> <p>Skilled Board</p>	<p>Annual Board evaluation and plan</p> <p>Skills gap analysis and professional development plan / activities</p> <p>Strategic focus to Board meetings</p>
Board Diversity	A recruitment strategy is developed with sufficient resources to implement	Successful recruitment of Board members representing the diverse interests of the community	Succession plan/recruitment strategy that encourages and develops Board membership from diverse backgrounds, skills and interests
Strategic	<p>3 year Strategic Plan cycle</p> <p>Regular review of Plan</p> <p>Keep Vision and mission at top of the Board agenda</p>	<p>Our Strategic Plan continues to be relevant</p> <p>Board remains focussed on Vision and Mission</p>	<p>Mid review budgeted and completed by July 2016</p> <p>Board reports always address key strategic directions</p>

Objective	Key Strategies	Outcomes	Measures
Governance			
<i>Cohesive Board with a diversity of gender and skills, focus on our viability</i>			
Monitor and manage organisational risk and viability	<p>Ensure that we have the skills to monitor our financials and plan for ongoing fiscal viability</p> <p>Effective review of policies and procedures</p>	Security of the future of PMNC	<p>Strategic Plan</p> <p>Annual budget planned and monitored</p> <p>Annual Board work plan</p> <p>Monthly financial reporting</p> <p>Annual risk plan (fraud, health and safety, operations etc)</p> <p>Policy review calendar</p>

IMPLEMENTATION

The Strategic Plan will be implemented over three years. An Annual Plan based on the goals of the Strategic Plan, will be set each year, outlining the priority actions that can be achieved to support the plan.

The Annual Plan will inform the Annual Work Plan for the Manager, who in turn will develop performance plans for staff/volunteers.

The Committee will monitor progress towards achieving the outcomes of the Annual Plans at monthly meetings and will align the Annual Plan progress with the Strategic Plan at least annually.

The Strategic Plan will be reviewed not later than December 2016 (18 month point) and adjusted according to environmental, economic or other changes which impact on the Plan.

MONITORING AND EVALUATION

Ongoing Monitoring

The annual plan (which is determined by the Strategic Plan) will be set at the start of each financial year. As part of the process, the committee will evaluate the previous year's plan in respect of:

- Achievement goals and objectives
- Extent to which values have been practiced
- Culture of process improvement
- Meeting our Statement of Purpose

Evaluation of the Strategic Plan

The Strategic Plan will be evaluated against the anticipated outcomes, capturing the following questions:

- How well did we engage with the plan?
- Did the plan achieve our goals?
- Did we have the right foci for long term sustainability?
- Did our systems (HR, reports, policies and procedures, linkages) support our strategic objectives?
- Did we make a difference in our community?

These questions will be considered quarterly by the committee against the annual plan and the overall strategic plan. Slippages or changes to the plan will be addressed.

PMNC ACTION PLAN PRIORITIES (2015)

Governance & Structure					
Priority H/M/L	Activity	Resource(s)	Deliverables	Date	Budget

Priority H/M/L	Activity	Resource(s)	Deliverables	Date	Budget

RISK MANAGEMENT PLAN

Port Melbourne Neighbourhood Centre Strategic Plan 2013-2016

RISK ANALYSIS

Strategic Priority	Risk(s)	Likelihood (H, M, L)	Impact (H, M, L)	Mitigation

PORT MELBOURNE NEIGHBOURHOOD CENTRE ORGANISATIONAL CHART

Port Melbourne Neighbourhood Centre - Organisational Chart - June 2014

