

Reynard Street Neighbourhood House

STRATEGIC PLAN 2024 - 2027



Vision

To be a vital hub for a happy, healthy, vibrant and inclusive Merri-bek community

Mission

To improve the wellbeing of our community and build a strong neighbourhood by being a welcoming place where everyone can learn, connect and play

Role

- We create a welcoming space to enrich personal, family and community development
- We engage with our community and represent and respond to local needs and priorities
- We deliver accessible, high-quality programs and services
- We build community wellbeing and resilience

Values

Our values underpin everything we do. In our work we aim for:

- **Authenticity** - we bring our whole selves to work to connect with our community and colleagues and build trust
- **Sustainability** – a minimal ecological footprint, with an emphasis on innovation and continuous improvement
- **Inclusion** – we value diversity and recognise, respect and welcome all people equally
- **Integrity** – on an organisational and personal level we maintain high standards and our operations are honest, ethical and transparent
- **Respect** – for ourselves, each other and the natural environment, we act with care
- **Community connectedness** – engagement with the local service system and strong links with organisations and service providers to meet community needs

OUR PEOPLE

OUR SERVICES

OUR PARTNERS

OUR HOUSE

We are a place where staff and volunteers thrive

We have sustainable service offerings that respond to our local needs and priorities

We collaborate and build strong and meaningful partnerships to enhance our capacity to serve the community

We are resilient and strive to deliver long term value for our members and community

- Ensure ongoing adherence to all relevant employment relations legislation through robust human resource practices
- Continuously improve employment and volunteer engagement practices
- Use student placements and volunteers to support operational requirements
- Staff and volunteers are resourced and supported to thrive in their roles

- Inform program design and delivery through user surveys and data-driven insights
- Offer diverse programs that meet the different needs of our community
- Deliver programs by qualified staff with quality resources and facilities
- Identify and pursue new opportunities for program and service growth

- Map current and future strategic relationship opportunities
- Pursue partnerships that align with the House's mission and objectives to enhance its viability and impact
- Leverage our partnerships to amplify House utilisation and support delivery of our vision and mission
- Develop and implement an annual outreach plan

- Programs will remain relevant to our community needs and will be measured by attendance
- The House will have a number of alternative income streams to remain financially viable
- The projection of the House's income will stay in line with expenses
- We will endeavour to deliver a budget surplus across three consecutive years

SUSTAINABLE WORKFORCE STRUCTURES

FOCUS ON PRIORITIES

ROBUST GOVERNANCE

REPORTING WITH PURPOSE

OUTCOME

KEY RESULTS

ENABLERS

SUSTAINABLE WORKFORCE STRUCTURES

We design and deliver services our community wants and needs and effectively run and manage the RSNH through workforce structures and capabilities we need now and into the future.

Staff and volunteers want to work at RSNH because we have the culture, the people and the supports to help staff and volunteers to do their work, thrive and feel connected.

How this looks in practice:

- We have regular reviews of the capabilities we need to deliver on our strategy and operational plan.
- We provide feedback on what is working and what isn't regarding how teams and individuals do their work.
- We provide professional development opportunities that are fit-for-purpose for our organisation and needs.
- We meet industrial relations and health and safety regulatory requirements and obligations.

FOCUS ON PRIORITIES

We are a small organisation but we deliver visible local impact. We do this by focusing on our priorities aligned to our mission, our strategy and operational plan.

We are nimble and take up opportunities as they arise, but we always ask ourselves: *"Is this a priority? What am I not doing that I have committed to? Is there another way I can deliver the strategic outcome more efficiently?"*

How this looks in practice:

- We undertake quarterly reviews on progress against our operational plan.
- We undertake annual reviews on progress against our strategy.
- We ensure through manager, staff and volunteer catch-ups we plan for our upcoming priorities and re-prioritise as needed.

OUR ENABLERS

ROBUST GOVERNANCE

We are trusted by our community, stakeholders and funding bodies to deliver our commitments, be transparent on our delivery, policies and processes, and manage a sustainable organisation.

The community, staff and volunteers understand their role and how the Committee of Management (CoM) makes decisions and meets all governance and operational requirements.

How this looks in practice:

- We undertake regular reviews of policies to ensure they are fit-for-purpose and comply with our regulatory obligations.
- We operate in accordance with our constitution and funding contracts.
- We undertake annual health checks of the CoM.
- We manage our finances and risks with the appropriate tools, systems and processes.
- We manage conflicts of interest.
- We have a CoM with a diverse range of capabilities.

REPORTING WITH PURPOSE

We understand how effectively the house is operating, can identify new opportunities and know where to improve. We regularly track progress against our strategy and operational plan through fit-for-purpose reporting structures.

We source additional, relevant information to have the insights we need to make decisions (including when to pivot or re-prioritise). Reports are not time consuming to produce or read. We are able to ask questions, find solutions and make decisions from these reports.

How this looks in practice:

- We undertake quarterly reviews against our annual commitments and budget, and re-prioritise as needed to meet our outcomes and goals.
- Our subcommittees take forward work on behalf of the CoM and enable the CoM and House Manager to make decisions.
- The CoM has all relevant information to make good decisions.
- We understand if we are delivering impact to our community.