



**STRATEGIC PLAN**  
**Kensington Neighbourhood House**  
**2022 - 2024**

Endorsed by KNH Board 15<sup>th</sup> February, 2022

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## Why a strategic plan?

Kensington Neighbourhood House (KNH) is a lively and valued part of the Kensington community. Established in 1975, the House strives to meet the needs of the local community by providing a place to meet, talk, make new friends, learn and support each other. Today, adults and children from over fifty countries join and participate in classes, activities and projects that take place at KNH. They come to learn English, undertake personal development or vocational training, share information and form friendships through being part of the wide variety of classes and groups at KNH such as art programs, weekend workshops and social groups.

KNH has a track record of taking a proactive and strategic approach, and this is demonstrated through its commitment to developing and implementing a strategic plan every three years. This new Strategic Plan (the Plan) aims to position the Neighbourhood House to continue responding effectively to the needs of the community and to remain a welcoming, proactive and sustainable organisation.

## The plan

This Plan is underpinned by thorough research and consultation to ensure it reflects community needs and aspirations, and the resourcing capacity of the House. Key areas of research include assessing the demographic profile of the community and users of the House, an analysis of programs and enrolments, an analysis of other providers in the area, an assessment of the general operations of the House, and the results from an extensive program of consultation and engagement with the community, staff and partners. A summary of the research outcomes is provided as part of this document.

The Plan identifies key areas of focus for KNH over the next three years and priority actions. The actions will be reported upon and updated each year, to ensure KNH responds to emerging issues and opportunities.

## The value of neighbourhood houses

Neighbourhood Houses are a highly valued community asset that respond to the needs and aspirations of local communities by delivering responsive services and programs that build community capacity. The 2021 Neighbourhood Houses Survey conducted by Neighbourhood Houses Victoria Inc. sought to identify the scale and impact of neighbourhood houses and centres revealing the following:

Number of people attending a Neighbourhood House each week	Around 200,000
Visits to Neighbourhood Houses in a year	10 million
Their value in creating community connections	\$162 million
Value produced for every \$1 of income received	\$4.27
Active partnerships in any given month to deliver on community needs	3,600+
Community groups supported by Neighbourhood Houses	4,090
Neighbourhood House staff working to support their communities	5,460
Volunteers each week	6,940
Total Neighbourhood House management / coordination / community development experience	2,500 years
Group activities delivered during over 1 million hours of Neighbourhood House use	Over 5 million

## Policy and funding environment

KNH operates within a policy environment shaped by guidelines and requirements for funded programs and its agreement with the City of Melbourne.

### **Adult, Community and Further Education Board Strategy, 2020-2025**

The Adult, Community and Further Education (ACFE) Board leads adult community and further education in Victoria and oversees Victorian Government funding to the Learn Local sector. The Board is responsible for planning and providing for the delivery of adult community education in Victoria. Funding for the sector is provided by the Victorian Government through the ACFE Board, which also has responsibility for public promotion of the sector, undertaking research, and providing advice to Government.

The ACFE Board strategy sets out a target audience for vocational and educational training, and expectations of providers that vary significantly in size, focus and scope. Funding is provided to meet agreed targets and outcomes, and providers have periodic reporting obligations to the Board.

### **Neighbourhood House Coordination Program Guidelines 2016-2019, Department of Health and Human Services**

The Victorian Government provides annual funding support and other resources to assist Neighbourhood Houses. These Program Guidelines set the parameters for the operation of the program and the roles and responsibilities for Houses/Committees of Management.

The Guidelines set out the following:

- Funding and reporting requirements;
- Role of the Coordinator;
- Activities to respond to community needs;
- A requirement to participate in the network;
- Planning and development obligations;
- Governance expectations; and
- Consultation and engagement requirements.

Neighbourhood Houses are required to enter into a Service Agreement with the Department Families Fairness & Housing prior to receiving funding. The agreement identifies the responsibilities of the individual Neighbourhood House, Neighbourhood House Network or Neighbourhood Houses Victoria and the Department. The service agreement sets out the key obligations, objectives, rights, and responsibilities of the organisations delivering services and the department providing funding to the organisation.

### **City of Melbourne and Neighbourhood House Collaboration Statement, 2019–2023**

The City of Melbourne has developed a document to guide its relationship with and support for the four neighbourhood houses located in the City. The Collaboration Statement 2019-2023 sets out shared community development values, documents the support to be provided to neighbourhood houses, and underpins the relationship by identifying principles, roles and commitments.

The Statement notes that Neighbourhood Houses are welcoming and inclusive places for people of all abilities and backgrounds. That they are committed to building stronger communities using a strength-based approach that empowers individuals to be self-determining and realise their potential. Broad obligations of Neighbourhood Houses include community advocacy, information brokerage, coordination of local community activities and community capacity building.

The activities of KNH need to comply with the expectations of each of the above-mentioned funding channels.

## Our community

The primary catchment for KNH is residents of Kensington in Melbourne's inner north-west. The house also attracts residents from surrounding suburbs including North Melbourne and Flemington and some from further afield. At any one time, around 50 percent of people enrolled in programs at KNH are from Kensington with the remaining participants mostly living within 5 to 10km of the House.

### Key Characteristics of the Kensington (2016 Census)

- **A growing neighbourhood.** The current population of 10,812 is projected to grow by 8% or 200 people each year. It is not yet known what impact COVID-19 border closures will have on this growth estimate.
- **An increasingly young neighbourhood.** Nearly half of all residents are aged 25 to 45 years of age with the median age being 33. This trend is likely to continue as more apartment developments attract younger residents to the area.
- **A culturally diverse neighbourhood.** In total 40% of residents were born overseas and 33% do not speak English at home. By comparison, 53% of people accessing KNH were born overseas.
- **An increasingly wealthy neighbourhood.** The median family income for Kensington is \$2,480 per week, compared to \$1,715 per week for Victoria. However, there is significant social disadvantage with a large percentage of households on low incomes (17.8%) and the majority of public housing tenants in the area in receipt of government benefits (88%).
- **A transient neighbourhood.** 30% of Kensington households are single person households. Over 50% of residents rent, rather than own their dwelling which may indicate frequent turnover of residents.

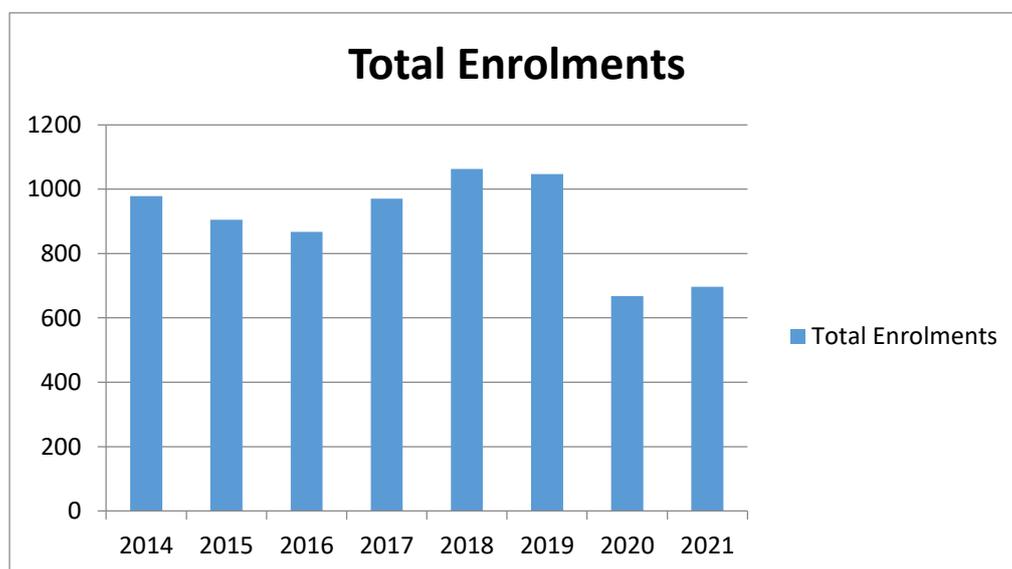
### Key Characteristics of Users of KNHe

- **Many participants are aged 65 years and older and on low incomes.** In 2021, 35% of KNH participants were 60 years or older reflecting the focus, timing and accessibility of programs.
- **Many participants are school aged.** In 2021, 22% of participants were aged 6 – 20, reflecting the relatively high number of children attending study support and after-school programs.
- **Low participation by males in programs** but relatively high levels of involvement by men in volunteer initiatives.
- **Community members from Somalia, Ethiopia, Eritria and Sudan are key users of KNH.** While a key target audience for the House, this community does not stand out in Census data.
- **A high number of users are from a non-English speaking background.**

## Programs and enrolments

KNH offers a range of programs and activities comprising:

- **Community education** including pre-accredited language classes, employment programs, digital literacy courses, family learning programs (study support, strong foundations etc).
- **Children’s programs** including playgroups, creative arts programs, literacy and language programs and digital technology programs.
- **Community development** programs and activities such as movie nights, social groups, cooking classes.
- **Recreational / health and wellbeing** activities such as gentle exercise classes, art programs, exercise classes and workshops on topics of interest.



*Chart 1: Total program enrolments Kensington Neighbourhood House 2014 - 2021*

**After a strong 2019 where enrolments remained high, 2020 and 2021 saw a steep decline due to the Covid-19 pandemic.** Extended lockdowns in Melbourne meant KNH was unable to operate normally for two or more terms in each of those years. While some programs and activities could be moved online, most hobby and recreational programs needed to be cancelled. Likewise, vocational programs that are dependent on the hospitality industry were also unable to run.

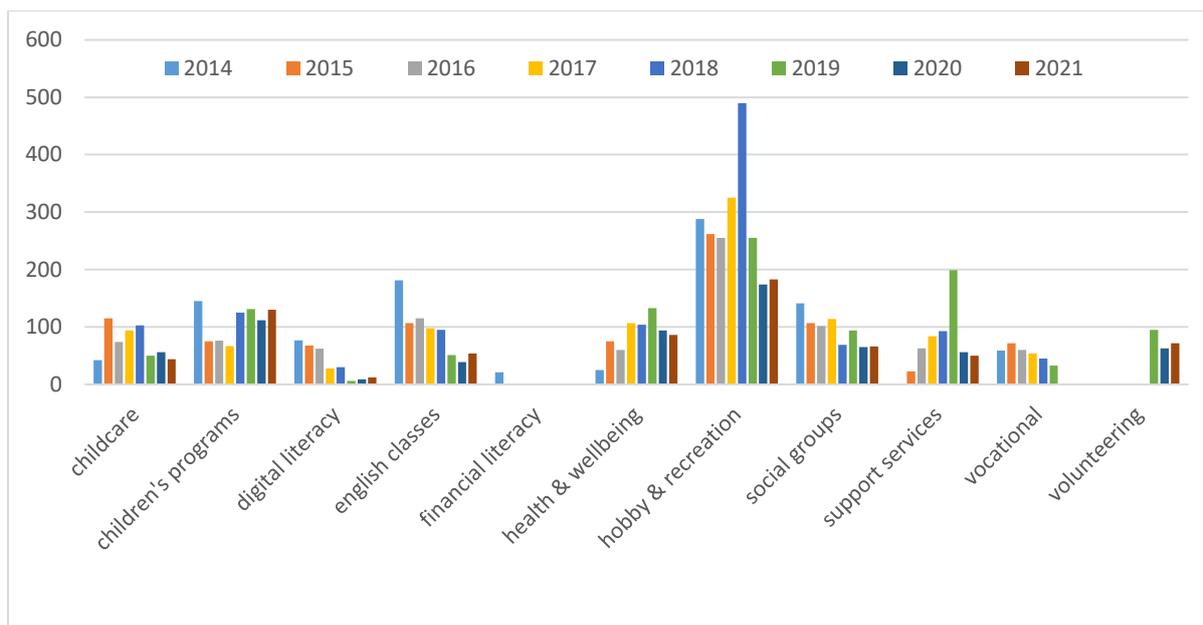


Chart 2: Total program enrolments Kensington Neighbourhood House 2014 - 2021

In addition to COVID-19, key changes occurring or factors influencing participation and program enrolments since 2018 include the following:

- The growth in hobby and recreation programs in 2018 is attributable to a series of large “event” type weekend activities (Sharing Traditions).
- The increase in support services in 2019 was largely driven by rapid growth of the Form Help Program. This growth looked likely to continue in 2020/2021, however, the program was unable to run due to Covid 19 restrictions.
- Children’s programs have remained steady during the past three years. This is due to the growth in the Study Support Program and the ability to move the program to online delivery. Volunteering has also remained stable, noting that no data is available for the period 2014-2018.
- The commencement of 2019 saw very low enrolments for childcare and KNH became a registered childcare subsidy provider to increase enrolments, and also restructured the sessions and days offered. However, continuing low demand for the service lead to a review at the end of 2021 and a decision to close the service, as it no longer met community needs and was unsustainable. KNH ceased offering childcare from the end of 2021.

Several services are not effectively captured in the data above including the increased reliance on KNH for food relief (McCracken Street Food Share Pantry), technology support (laptop and iPad lending) or printing and photocopying during Covid 19 lockdowns.

The programs and activities offered by KNH cover a wide range of subject areas and provide the community with a diversity of opportunities and experiences. Programs offered are shaped in response to community needs and interests. The ongoing challenge is to ensure that the programs and activities on offer are regularly reviewed to ensure they meet the needs of a changing community.

## What other neighbourhood houses are offering

There are a number of other Community Centres or Neighbourhood Houses located close to KNH including:

- Carlton Neighbourhood Learning Centre (5.3km);
- The Centre, North Melbourne (2.7km);
- Wingate Avenue Community Centre (2.4km);
- North Melbourne Language and Learning Centre (2km); and
- Farnham Street Neighbourhood Learning Centre (1.6km).

These facilities operate in a similar and complementary way to Kensington Neighbourhood House, aiming to deliver programs that respond to the needs of the communities in which they are located. In particular, they focus on supporting members of the community experiencing disadvantage, and often work very closely with people living in public housing areas. Many of these organisations offer similar types of programs and activities tailored to meet the specific needs of local communities.

Table 1 below outlines the range of programs offered by Kensington Neighbourhood House and the other Community Centres or Neighbourhood Houses in the area. Areas of similarity and contrast include:

- Three offer accredited language classes (down from 4 in 2018);
- Four offer pre-accredited / not accredited language classes;
- Five offer social programs (these vary significantly);
- All six offer digital literacy programs (these vary significantly);
- Three offer art and craft programs;
- Five offer employment programs;
- Five offer health and wellbeing / environmental programs; and
- Four offer food programs.

There is constructive collaboration between the Neighbourhood Houses and Community Centres and this is an area that can be strengthened, particularly in relation to program planning and delivery.

	Accredited Language Classes	Pre-accredited classes/not accredited language classes	Social Programs	Digital Literacy	Art and Craft	Employ't Programs	Health and Wellbeing / Enviro	Food	Children	Other
KNH										
Carlton Neighbourhood Learning Centre										
The Centre										
Wingate Avenue Community Centre										
North Melbourne Language and Learning										
Farnham Street Neighbourhood Learning Centre										

Table 1: Programs offered by neighbourhood houses and community centres close to Kensington Neighbourhood House, December 2021

## Consultation and engagement

An extensive program of consultation and engagement was undertaken with agencies and community groups, House users, staff and Board members. The consultation sought to understand views about the quality and appropriateness of programs offered by KNH, how they respond to community needs, key challenges and possible areas of focus for this Plan.

The consultation and engagement program included:

- Strategic planning workshops involving Board members and key staff.
- Consultation interviews with 10 community organisations.
- Survey for KNH program participants which attracted 152 responses.
- Survey of KNH staff members which attracted 17 responses.

Key themes identified from the consultation were:

### COVID impacts

- The strength of the relationships KNH has with the community, partners, volunteers, participants etc, meant KNH was able to respond effectively and quickly during COVID, but it has been challenging to effectively support the Kensington community due to staff availability, uncertainty around program income, the need to convert to on-line program delivery, and a lack of continuity in key staff.
- The COVID-19 pandemic has presented unique challenges and inequities for the Kensington community particularly in relation to access to timely information, restrictions, and access to services.

### Connection to community

- KNH has a longstanding community reputation as being supportive and welcoming, inclusive and diverse. While the programs and activities are key reasons people visit the House, the aspects they value the most are the staff and volunteers, the opportunity for connection with people, the friendly, welcoming and inclusive feel of the centre, the sense of belonging, the friendships formed, and the support provided when it is needed.
- There is a high level of interest by other agencies in partnering with KNH.
- A high proportion of staff responded to the survey, and it is evident that there is a strong level of engagement and comfort with the strategic direction of the House which positions KNH well for the future.
- It is important to develop a better understanding of ways to engage with community members who do not currently have a relationship with KNH including those in new residential developments. Word of mouth is a key way people find out about KNH, along with the KNH

brochure delivered to households, people walking past the House and through local community groups or agencies. Far fewer people find out about KNH via the website, social media, or internet research.

- There are inherent challenges engaging some specific communities and connecting them to support programs and initiatives, particularly people living in public housing and persons experiencing isolation.

### **KNH operations**

- There is a need to invest in internal systems and processes to enhance sustainability and customer service.
- Program participants indicated a strong preference for face-to-face activities but a high level of comfort in connecting on-line. This could include the introduction of on-line booking.
- Training and development programs are needed for staff and volunteers including in digital literacy.
- Attracting and retaining a suitable volunteer base is an ongoing challenge for services and agencies working in the Kensington area.
- The Board and staff continue to have an aspiration to access additional space to deliver an increased number and range of programs.

### **Understanding community needs**

- The importance of having a broader understanding of program participants including age, residential location (suburb), cultural background and employment status.
- There is a growing awareness of the changing interests and pastimes of older adults and of the need for programs and services to respond to this.
- Support for people experiencing mental health issues or with complex needs is critical. This is typically a difficult group to engage with but there are opportunities for collaboration with other agencies in this space.
- Access to affordable and appropriate housing in Kensington continues to be a major challenge.
- Programs that support parents of pre-school and school aged children are highly valued and in demand. Current challenges include a lack of engagement with schools, drug use by young people, social media use and complexity of government funding and support programs.
- There is significant diversity in the socio-economic circumstances of the community KNH serves, and it is an ongoing challenge for KNH to meet the needs of both affluent and disadvantaged members of the community.
- A lack of access to and understanding of how to navigate technology is an ongoing issue for older members of the community and those who experience socio-economic disadvantage.

## Aspiration for KNH

- Improve information about and the promotion of programs and activities offered by KNH including sharing of stories and learning experiences.
- Alternate program delivery methods, eg. hybrid delivery, out of hours and one on one home tutors, could be considered to extend the reach and capacity of the KNH.
- Be more representative of our local community e.g. KNH offering employment opportunities for members of our local community.
- Use co-design approaches to pursue initiatives to respond to community needs.
- Continue to strengthen our connections with other agencies and organisations, particularly the local primary schools
- Strengthen our engagement with specific cohorts including young people, families through the Strong Foundations program, fathers and men, and people living in new developments in the area.
- More effectively measure the impact of KNH in the community i.e. an evaluation framework.

## Our organisation

KNH has enjoyed stability and broad community support since its establishment in 1975. KNH works collaboratively with other organisations, programs and activities to respond to community needs and changing circumstances, and the Board and staff are optimistic about the future. Key strengths of the organisation are:

- A strong and stable financial position, with ongoing emphasis on the objective to diversify funding sources including from the philanthropic sector. The organisation has a relatively high reliance upon government funding but this is from multiple sources including City of Melbourne, Department of Health and Human Services, Department of Education and Training and Department of Jobs, Precincts and Regions.
- A strong understanding of and commitment to good governance including varied Board composition with strong representation from the local community.
- Established and varied partnerships, including most importantly the INC Partnership which involves the previously mentioned six local Neighbourhood Houses working together to identify organisational efficiencies and economies of scale to allow the further strengthening of service delivery.
- Recognition of the contribution made by staff and volunteers and the value of volunteer involvement in programs and activities.

## Board of Management

The KNH Board oversees the operations and activities of the organisation to ensure the services provided deliver on the KNH mission. The Board also provides a critical link between the House and the community which it serves.

The Board is legally accountable for the management and operations of Kensington Neighbourhood House. The role of the Board includes:

- **Legal** – meeting the requirements of relevant federal, state and local government laws and regulations.
- **Financial** – ensuring the financial sustainability of the organisation, that appropriate policies and systems are in place for allocation of funds, delegations and reporting arrangements are in place and that conditions are met for expenditure of grant funds.
- **Staffing** – recruiting and managing the Manager.
- **Resources** – ensuring that the property, facilities and resources are provided and maintained so that services can be provided properly and safely, and staff are appropriately trained and supported.
- **Strategic directions** – setting and overseeing a strategic plan that informs all stakeholders of the mission, priorities and action plans for KNH.

- **Promotion and marketing** - represent and advocate for KNH, its aims, services and achievements and the needs of the local community.
- **Reporting and accountability** – for KNH users, members, funding bodies and the wider community.

## Staff

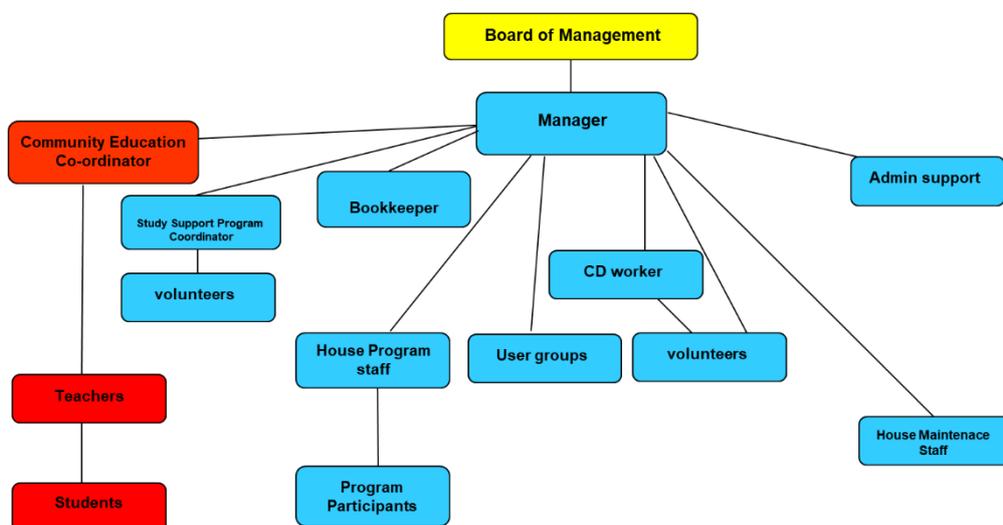
The Manager is responsible for overseeing the delivery of KNH’s strategic plan and all operational activities. Other responsibilities of the Manager include seeking funding sources and opportunities, networking and developing partnerships, funding body compliance, managing community development programs and ensuring that KNH is well maintained, safe and effectively used. The Manager is also responsible for day-to-day financial management.

The Community Education programs are overseen by the Community Education Coordinator position. The Community Education Coordinator role is a part time position, responsible for compliance and the management of the education programs and projects which are primarily ACFE Board funded. A Community Development Specialist, also part time, is responsible for delivering a broad range of social support programs.

The Board, and core staff referred to above, are supported by part time and sessional staffing positions (administrators, tutors, study support coordinators) and volunteers.

The long-term Manager resigned in October 2020 after 16 years of service and a new Manager was appointed in June 2021. This disruption, along with the many challenges of the pandemic, made for a difficult year for KNH employees. However, staff morale remained strong and staff work satisfaction continues to be high.

### Kensington Neighbourhood House Organisational Chart



## Operating policies

KNH operates in accordance with a range of operating policies and key documents that guide operations, support good governance, and ensure timely reporting to the community and funding bodies. These include:

1. Certificate of Incorporation.
2. Statement of Business Viability (as measured against Adult, Community and Further Education guidelines).
3. Model Rules for Kensington Neighbourhood House Inc.
4. Annual Business Plan.
5. Annual Report.
6. Insurance policies.
7. Organisational Policy Manual.

## Reviewing actions from the Strategic Plan 2019 – 2021

The status of priority actions listed in the Strategic Plan 2019-2021 has been reviewed to identify completion, partial completion and/or continued relevance. Implementation of the entirety of the 2019-2021 actions was compromised by COVID-19 and a lack of continuity in key staff positions. An assessment of progress is shown below:

Pillar	Actions	Status
<b>A Place for Community</b>	Strengthen the branding and marketing collateral for KNH. This will include reviewing and updating the existing Marketing Plan.	<b>Partially Achieved</b>
	Deliver targeted programs that support community members who are the most vulnerable and in need of support.	<b>Achieved</b>
	Provide opportunities for community members to contribute to the direction, decision-making processes and operations of KNH.	<b>Achieved</b>
<b>A Community Leader</b>	Build the skill and capacity of the Kensington Community Network with a focus upon growing the level of participation and encouraging organisations to work together more effectively.	<b>Achieved</b>
	Develop a Reconciliation Action Plan in partnership with other community organisations in Kensington, perhaps through the Kensington Community Network.	<b>Not Achieved</b>
	Strengthen partnerships with other neighbourhood houses and community centres in relation to program development and delivery.	<b>Achieved</b>
	Actively pursue initiatives that will help to bridge the gap between affluent and disadvantaged members of the community.	<b>Achieved</b>
<b>Responsive, Adaptable and Sustainable</b>	Explore options to access more space to deliver programs and initiatives.	<b>Partially Achieved</b>
	Diversifying funding sources, with a focus upon targeting non-government funding.	<b>Achieved</b>
	Implement investment logic mapping to assess and confirm the rationale for pursuing initiatives and programs.	<b>Not Achieved</b>

	Explore options for implementing a consistent and longitudinal evaluation framework to assess the long-term impact KNH has upon the lives of people it supports.	<b>Not Achieved</b>
	Review the operating model for the childcare program and position it to respond more effectively to community needs.	<b>Partially achieved</b>
	Look for strategic opportunities for KNH to respond to the residential development occurring in the Kensington area.	<b>Not Achieved</b>
	Assess the digital literacy programs offered by KNH including examining the need for programs to support access to online government services, and how these initiatives can be funded.	<b>Achieved</b>

## Our focus for the future

**Our Vision** Kensington Neighbourhood House is a place where people of all abilities, backgrounds and ages can belong, and participate in a range of inclusive social, educational and recreational programs.

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**Our Community** Our programs and marketing strategies are targeted and developed for people living in Kensington, and we also welcome people from the wider community to participate in our programs.

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**Our Principles** **Equity:** ensuring that individuals are treated in a fair, just and equitable manner.

**Inclusive:** providing access to all individuals who wish to participate.

**Participation:** seeking to maximise opportunities for people to engage in their own personal development and in the local community.

**Rights:** ensuring that the rights of individuals are respected regardless of their background. We are committed to the safety and wellbeing of children and young people accessing our services.

**Excellence and Innovation:** providing the highest quality in service provision and embracing new and efficient processes and practices.

**Sustainability:** incorporating sustainable practices across our organisation.

**Connections:** collaborating and partnering with other organisations to enhance outcomes for the local community.

**Community cohesion:** valuing diversity and encourage a sense of belonging for all.

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### **Key Pillars** **A Place for Community**

We demonstrate we are a place for community:

- By being supportive, welcoming and open to all.
  - Through being a place for learning, creativity and social support.
  - By focusing upon empowering individuals and having a positive impact upon people's lives.
  - By telling the community about what we offer and how they can become involved.
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### **A Community Leader**

We demonstrate leadership:

- Through our partnerships with the individuals and organisations.
  - By bringing people together to find solutions and drive positive change.
  - By advocating on behalf of the communities we support.
  - By sharing our knowledge, experience and successes across the neighbourhood house sector and with like-minded organisations.
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### **Responsive, Adaptable and Sustainable**

We demonstrate we are responsive, adaptable and sustainable:

- By regularly reviewing the mix of programs and services we offer to make they are viable and responsive to community needs.
  - By working hard and smart to make things happen.
  - By being ambitious and taking advantage of opportunities to strengthen KNH and the communities we support.
  - By having strong governance, policies and systems.
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## Priority actions

A new action plan has been prepared to incorporate relevant actions from the 2019-2021 Plan and additional priority actions which respond to the challenges and opportunities identified in the consultation process and background research undertaken. An annual Business Plan will be prepared identifying timing and accountability for the actions and progress will be regularly reported to the Board and broader community. These actions will be reviewed each year to ensure they continue to remain relevant and to reflect new opportunities or issues that emerge.

Pillar	Actions
<b>A Place for Community</b>	Develop and implement a plan to support post COVID-19 community recovery.
	Strengthen the branding and marketing collateral for the KNH with a focus upon improving social media and website presence.
	Deliver targeted programs that support community members who are the most vulnerable and in need of support.
	Strengthen our engagement with young people, fathers and men, and people living in new residential developments.
<b>A Community Leader</b>	Strengthen our understanding of the needs and aspirations of community members not currently engaged with KNH.
	Develop a Reconciliation Action Plan in partnership with other community organisations in Kensington.
	Provide opportunities for community members to contribute to the direction, decision-making processes and operations of the KNH.
	Implement co-design approaches to design programs and build community capacity.
	Actively pursue initiatives that will help to bridge the gap between affluent and disadvantaged members of the community.
	Strengthen connections with agencies and organisations, particularly local schools.
	Explore and implement employment opportunities through KNH for local community members.

<b>Responsive, Adaptable and Sustainable</b>	<p>Explore options to access more local space to deliver programs and initiatives.</p>
	<p>Diversifying funding sources, with a focus upon targeting non-government funding.</p>
	<p>Improve administrative systems and processes to ensure consistency, achieve efficiencies and improve records management.</p>
	<p>Investigate opportunities / initiatives identified through the KNH Digital Vision process, including innovative delivery in the neighbourhood house sector.</p>
	<p>Develop and implement an evaluation framework to assess the short and long-term impact KNH has upon the lives of the people it supports.</p>
	<p>Look for strategic opportunities for the KNH to respond to the residential development occurring in the Kensington area.</p>
	<p>Assess the role of technology in the delivery of programs and activities, with a focus upon understanding how to support digital literacy and accessibility for all community members.</p>

## Monitoring and review

### Business performance

A range of business performance indicators are measured by KNH in order to meet the requirements of various funding agencies as well as to ensure ongoing viability. Business performance indicators measured annually include:

- Compliance with statutory reporting requirements
- Financial operating results
- Liquidity
- Solvency
- Economic dependency
- Achievement of funding body outcomes
- Governance systems in place
- Accounting systems and processes including budgeting, monitoring and reporting
- Policies and operational guidelines
- Fraud prevention and fraud management
- Financial diversification strategy

## Monitoring the plan

The priority actions outlined in this Plan will be monitored annually, with new actions agreed to by the Board and relevant actions included in the Business Plan. The Plan will be reviewed and refreshed in the second half of 2024. Performance measures have been developed to assess and monitor delivery against the Plan. The measures are grouped under the key pillars to reinforce the strategic intent of the Plan.

The following measures will be used to assess the performance of the Plan:

Pillar	Measures
<b>A Place for Community</b>	<ul style="list-style-type: none"> <li>● COVID recovery Plan developed and implemented.</li> <li>● Social media and website presence strengthened.</li> <li>● Client / user satisfaction.</li> <li>● Course and program viability including levels of enrolments, numbers of courses that have to be cancelled and student retention rates.</li> <li>● Numbers of “first time users” visiting the House or accessing services.</li> <li>● Evidence of strengthened engagement with young people, fathers and men, and people living in new residential developments.</li> </ul>
<b>A Community Leader</b>	<ul style="list-style-type: none"> <li>● Reconciliation Action Plan developed and adopted.</li> <li>● Evidence of strong co-operation and partnering with other Neighbourhood Houses and Community Centres.</li> <li>● Co-design processes implemented.</li> <li>● Number of staff employed from within the local community.</li> </ul>
<b>Responsive, Adaptable and Sustainable</b>	<ul style="list-style-type: none"> <li>● Staff satisfaction.</li> <li>● Compliance with funding provider requirements and funding body satisfaction.</li> <li>● Assets well maintained and computer and equipment resources adequate for needs.</li> <li>● Evaluation framework developed and implemented.</li> </ul>