



**GOONAWARRA**  
NEIGHBOURHOOD HOUSE

ABN: 17 827 193 183  
INC: A0021512T

# Strategic Plan 2021-2024



# Chair's Forward

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**Andrew Gould, Chair**

It's safe to say that at the end of 2019 we truly had no idea what 2020 would entail for us all. Everyone's lives were impacted by COVID in one way or another.

I received a call in April 2020, seeking help forming a new interim Committee of Management for the Goonawarra Neighbourhood House. We set up an interim board quite promptly, to which I was elected Chair.

Through 2020, we were able to steer the House through obstacles thrown in our way, including the ongoing renovation, pivoting sessions to COVID-safe Zoom chats, and the Annual General Meeting (AGM). Although we were sad to lose some much-valued committee members of our interim board by the time the AGM rolled around, we were delighted to welcome some new replacements who have proven to be invaluable.

As soon as the new board was formed, we had no shortage of members of the community asking us to reinstate the much-loved Occasional Child Care service which Goonawarra Neighbourhood House ran until early 2020. After listening to the feedback and finding a way to sustainably reinstate the service, we began a trial in late Term 2, 2021.

In early 2021 we held a workshop with members of staff and the board to collaborate on a new strategic plan to see us through the next 4 years. In doing so we have formulated a sustainable outlook which both serves and balances the needs of staff and governance.

I look forward to seeing a continued bright, positive future for the Goonawarra Neighbourhood House. The team has done a great job looking after it over the years and I have full faith that staff, members and committee members will continue to ensure that it continues to serve an essential place in the community.

# Executive Summary

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**Lockie Flenley, Secretary**

## A fresh approach to reconnect to the community we serve.

Goonawarra Neighbourhood House's 2021–2024 Strategic Plan has a simple focus, with a simple outcomes. Firstly, how do we work to reconnect with members of our community and how do we best cater for the increased needs of our community.

The committee has been dedicated to delivering stable governance for the houses dedicated team to shine. This plan puts in place a path for continuous, stable and ongoing governance to allow the house to grow despite the inevitable changes in the committee.

We also drew a spotlight on our services, how they work with the community, how we advertise these, deliver them and review them to keep them in step with our members. This plan seeks to better tune our house to the beat of the community, working, listening and adapting to deliver what is needed.

2020 saw us lose many members and volunteers as the impacts of COVID-19 reached every part of our small community. 2021 and beyond is about rebuilding our volunteers and members, as well as empowering our team in the house. Rebuilding our membership and volunteer base will allow us to continue to expand the houses services to the ever growing Goonawarra & Sunbury communities.

Join us as we go on a journey to transform Goonawarra Neighbourhood House for a strong and vibrant Goonawarra community.

## Who are we?

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### For a strong & vibrant Goonawarra community



Goonawarra is located two kilometres south of Sunbury. Goonawarra has historically been socially isolated with members of our community consisting of first home buyers, young families, long term residents and retirees. Goonawarra has a mixture of private and social housing, with our community coming from low and middle socio-economic backgrounds.

Goonawarra is on the cusp of a massive housing development program, with Sunbury South now under construction. Over the next ten years, hundreds of new families will move into the area and fall within the house's catchment.

Goonawarra Neighbourhood House was a long sought-after facility, after lobbying the then Shire of Bulla, the house opened in April 1990. The House is located within the Goonawarra Community Hub. Our neighbours include Goonawarra Medical Centre, Sunningdale Avenue Children's Centre, Goonawarra Primary School, local shops and the Goonawarra Community Hall.

Today the Neighbourhood House is primarily funded through the Department of Families, Fairness & Housing, this funding supports our four staff and operational costs. Funding is also provided by the City of Hume to help facilitate programs for the local community and through application to non government organisations, state and federal grants.

The Goonawarra Neighbourhood House is a not for profit organisation which offers a range of programs as dictated by the needs of our community. Goonawarra Neighbourhood House offers over 20 programs, including childcare, pro-social activities, recreational courses, learning and development courses and space for community groups.

# SWOT Analysis

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What we do well, what can we improve upon, what are the opportunities and threats?

- Better connections with our community to continue to develop, refine and deliver services.
- Build stability within our governance model, to build long-term stability.
- Better connections with local community organisations to help build partnerships and resilience.
- Secure, stable and long term funding to grow and deliver for our community
- Continue to invest in our biggest assets, our team and members.

Strengths

- Community engagement
- Participants feel welcome
- Reputation & trust
- Longevity
- Our team & volunteers
- Soft entry for services
- Well-located
- Ability to use community hall
- Our members
- Our upgraded house

Opportunities

- Occasional Child Care
- Better use of digital platforms
- Sunbury South growth area
- Engage with our new community
- Capitalise on growth
- Explore alternative funding
- Work with local community groups
- Develop local community partnerships
- Invest in our team and members
- Better understanding of evolving community

Weaknesses

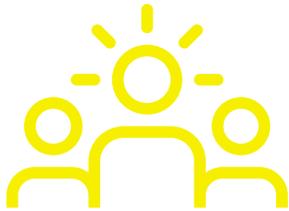
- Do we still understand our community post-COVID?
- Funding constraints
- ICT capacity: hardware & staff knowledge
- Lack of Goonawarra locals on the board
- Board's lack of diversity
- Part-time workforce creates constraints
- Single year board terms lead to instability

Threats

- Longevity: are we losing focus?
- COVID-19
- Population growth
- Demand for increased services
- Duplication of local services

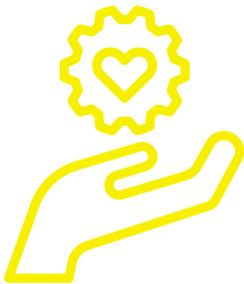
# Strategic Goals 2021 - 2024

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## Governance, Leadership & Finance

Foster a stable, ongoing, transparent governance & decision making process for our house & community.



## Services & Programs

Implement a Continuous Improvement Model, to deliver better services & programs for our community.



## Our Team, Resources & Volunteers

Our Team, Volunteers & Members have the training, support and resources to be fully involved in our house.



## Community Engagement & Partnerships

To have effective, productive and trusted relationships with like-minded partners, both new and existing, from our community and surrounds.

# Governance, Leadership & Finances

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Foster a stable, ongoing, transparent governance & decision making process for our house & community.

Members in our community have a right to hold the committee to account for the decisions that they make. Over the years changes to programs have been made that our community did not agree with, nor understood why these happened. The committee seeks to install changes that foster ongoing & stable governance for the house, regardless of changes to committee positions.

## Priorities

### Committee charter

Our Committee develops and operates to a best practice charter, to ensure accountability and transparency of our committee members' work and decision making.

### Open days

To better connect with our community and encourage transparency between our committee and the community we serve; we will host open days throughout the year.

### Open members meetings

To ensure all of our members have a say in our decision making process, the committee will host 'open' meetings for members each year.

### Charity & grants

GNH will apply for full charity status to encourage donations, as well as implement a clear grant application process to maximise our opportunities for funding.

## Services & Programs

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Implement a Continuous Improvement Model, to deliver better services & programs for our community.

We need to be continuously reviewing the services and programs we offer, to make sure we are providing what our community needs. We also need to make sure our community knows what's on offer, by better connecting with them.

## Priorities

### Website upgrade

Upgrade our website to better communicate and allow online bookings for programs and services we offer.

### Feedback loop

Develop and implement a feedback loop for all services and programs to allow for continuous improvement.

### Seek grants for new services

Implement training and policies to maximise grant opportunities, seeking out grants for new services that can be offered to the community.

### Technology policy

Develop an industry best practice technology policy to support online delivery of services and programs. Utilise digital platforms to enhance our program delivery.

## Our Team, Volunteers & Resources

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Our team, volunteers & members have the training, support and resources to be fully involved in our house.

With limited funding for full time staff, we like many community organisations, rely on the generous support of our members and volunteers to deliver services to our community. We want to support and increase the capacity of these amazing people.

## Priorities

### Consultative decision making

Implement a consultative and open decision making process for our team, committee and members, allowing for all stakeholders to have their say in our programs and services.

### Professional development

Assess and implement professional development opportunities for our team, board and volunteers. Implementation of an internal professional learning framework.

### Volunteer growth & retention

Increase our volunteer base to expand our service capacity, work with our volunteers to seek out areas of personal and professional growth. Implement policies for volunteer growth.

### Membership growth

Increase our membership base, primarily focusing on our local Goonawarra community. Implementation of policies for membership growth.

# Community Engagement & Partnerships

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To have effective, productive and trusted relationships with like-minded partners, both new and existing, from our community and surrounds.

We are only so effective on our own, it's time to harness the power of community collaborations with other local groups & leaders. Working together with our peers and we can expand our reach, build greater capacity and deliver more to our members.

## Priorities

### Social media policy

Develop and implement industry best practice social media policy to guide and grow our online presence.

### Community survey

Conduct an annual wide-ranging community survey to hear our communities voice, using this data to improve services.

### Asset-based community models

Develop asset based community models, allowing greater community empowerment and self direction.

### Establish new partnerships

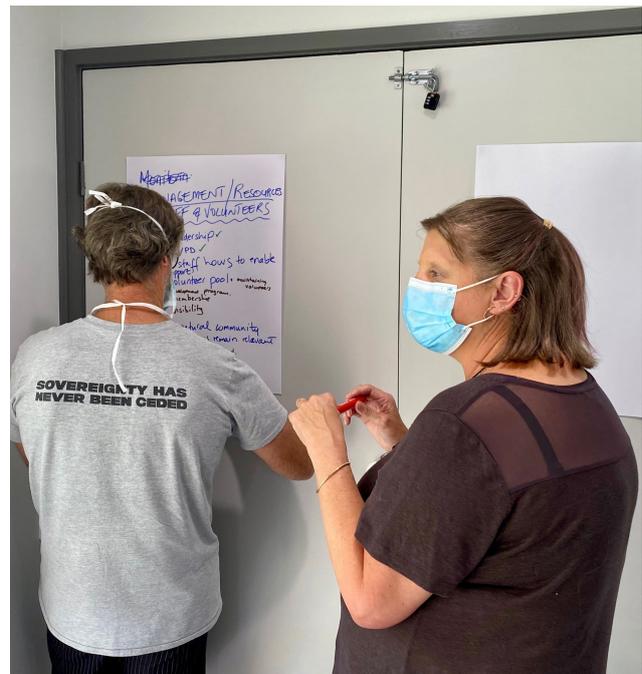
Work to establish links to other community organisations such as LGBTQI, Local Charities, Mental Health & Family Violence Networks to build greater awareness and understanding, working towards positive partnerships.

# Tracking Progress

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This plan puts in place the foundations for us to transform and grow Goonawarra Neighbourhood House.

We are committed to keeping our community up to date with how we are progressing. Our committee will publish yearly updates on how we are tracking against our strategic goals and priorities. As we work through our plan there will be many opportunities for the community to have input and help shape the future of Goonawarra Neighbourhood House.



# Goonawarra NH Strategic Plan 2021 - 2024

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Thank you for your continued support of  
Goonawarra Neighbourhood House.

## Our Committee

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Chair: Andrew Gould

Deputy Chair: Win Laing

Secretary: Lockie Flenley

Treasurer: Jordan Casey  
December 2020 - June 2021

Jeremy Hearne

Cameron Hine  
Treasurer from June 2021

Laura Mackey  
June 2021 onwards

## Our Team

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House Manager: Alfina Sinatra

Sandy Jinnette

Susan Burke

Amelia French

## Contact us

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