



STRATEGIC PLAN

Kensington Neighbourhood House

2025-2027

Endorsed by KNH Board 26 February 2025



Contents	Page No.
Section 1: The Strategic Plan	
Kensington Neighbourhood House	1
The strategic plan	1
Our focus for the future	2
Key pillars	3
Priority actions	4
Monitoring and review	7
Monitoring the plan	7
Business performance	7
Section 2: Research underpinning the Strategic Plan	8
The value of neighbourhood houses	9
Policy and funding environment	9
Our community	11
Programs	13
Participation	13
How does KNH compare with others	16
Partnerships and Networks	17
Consultation and engagement	18
Our organisation	22
Board of Management	22
Staff	23
Operating policies	24
Reviewing actions from the 2022 – 2024 strategic plan	25

Section 1:

The Strategic Plan

Kensington Neighbourhood House

Kensington Neighbourhood House (KNH) is a dynamic and highly valued part of the Kensington community. Over nearly 50 years we have supported community members and their families in times of need, provided opportunities to develop new skills and to participate in leisure and wellbeing activities, facilitated local volunteerism, strengthened connections in the community, and fostered partnerships and networks to build community capacity. Most importantly and we have been there when people need us most.

Each year, adults and children from over sixty countries join and participate in classes, activities and projects offered by 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 activities and groups we offer.



The strategic plan

The Strategic Plan (the Plan) is a living document reflecting the changing circumstances the neighbourhood house operates in, and the evolving needs of the community. This new 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.

Research underpinning the Plan includes assessing the current and future demographic profile of the community and users of KNH, analysing programs and changing participation and enrolment patterns, assessing the range of programs and services offered by other neighbourhood house providers in the area, an assessment of the general operations of KNH and an extensive program of consultation and engagement with the community, staff and partners.

The Plan identifies our focus for the future, key pillars to guide decisions, and priority actions which will be reported on and updated each year to ensure KNH responds to emerging issues and opportunities, remains sustainable and viable, and continues to work in partnership with other organisations, agencies and networks.

Our focus for the future

This Plan sets out a roadmap to ensure that KNH continues to be responsive to the needs of our local communities, complements the role of other community organisations and provides programs and activities that are consistent with the resources available.

The current operating environment for KNH is characterised by rapid community change including the proposed redevelopment of public housing estates, changes in population driven by apartment developments in the Macaulay precinct, a challenging funding environment with reduced State Government funding to support community development activities, and persistent cost of living pressures on individuals and families.

In developing a new Strategic Plan, we have looked critically at our role and activities, at the emerging needs in the community, considered the complementary work of other community organisations, and reviewed the resources available to KNH.

We are committed to:

- Operating within a community development framework in response to community needs.
- Valuing diversity and being inclusive of people of all ages, abilities and backgrounds.
- Connecting our communities to information, opportunities, services, and each other.
- Maintaining a child safe environment and ensuring all children attending KNH are safe, happy and empowered.
- Providing high-quality services and embracing innovative approaches.
- Incorporating sustainable practices across our organisation
- Being a trusted advocate and partner, complementing the work of other agencies and community organisations.
- Being clear about our role in supporting the community and what we can reasonably achieve within the resources available.

We will focus on supporting people in our community who are most in need:

- People experiencing financial disadvantage.
- People living in public housing.
- People experiencing social isolation.
- People from diverse cultures and backgrounds.
- People experiencing barriers to participation in community life.

We will deliver programs and services which:

- Respond to community needs and interests.
- Strengthen connections within the community, providing opportunities for the community to come together.
- Support lifelong learning.
- Offer opportunities for intergenerational activities or multi age programming.
- Support and promote opportunities for volunteering.
- Are consistent with our expertise, volunteer support and the space we have available.

Key Pillars	
A Place for Community	<p>We demonstrate we are a place for community:</p> <ul style="list-style-type: none"> • By being supportive, welcoming and open to all. • Through being a place for learning, creativity and social support. • By empowering people to live their best lives. • By telling the community about what we offer and how they can become involved. • By advocating on behalf of the communities we support.
Community Connector	<p>We create connections:</p> <ul style="list-style-type: none"> • By offering opportunities for community members to come together and build their own social connections. • By partnering and collaborating with our community, agencies and organisations to find solutions and drive positive change. • By sharing our knowledge, experience and successes across the neighbourhood house sector and with like-minded organisations.
Responsive, Adaptable and Sustainable	<p>We demonstrate we are responsive, adaptable and sustainable:</p> <ul style="list-style-type: none"> • By regularly reviewing the mix of programs and services we offer to make sure 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.

Priority actions

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. Performance measures have been developed to assess and monitor the delivery and impact of the Plan, and these are outlined in the table below.

Pillar	Actions		Measuring our impact
A Place for Community	1.1	Proactively communicate and market KNH programs and activities to relevant cohorts.	<ul style="list-style-type: none"> • Evidence of the impact of marketing, communication, and information initiatives in attracting users and participants (participant data and annual survey). • Total number of volunteers, and new volunteers, and the length of time they are engaged with KNH. • Evidence of strengthened referral pathways in response to mental health needs (numbers of referrals). • Diversity of programs and initiatives which support intergenerational connections. • Course/program viability, including enrolment numbers, retention rates, length of time people are engaged with KNH, and participant satisfaction. • Evidence of improved engagement with people living in new residential developments (participant data).
	1.2	Use multiple channels to promote programs, provide community information, and build connections with the community.	
	1.3	Pursue initiatives which promote and support opportunities for volunteers.	
	1.4	Respond to mental health needs in our community by promoting services available and building strong referral pathways.	
	1.5	Develop and implement intergenerational approaches and programs to maximise connections in the community and promote awareness of the needs of different age groups across the community.	
	1.6	Continually assess whether the programs and activities KNH offers are fit for purpose and reflect the changing needs and interests of our community.	

Pillar	Actions		Measuring our impact
Community Connector	2.1	Maintain and strengthen our partnerships with government agencies and other community organisations to maximise connections and underpin efficient service delivery.	<ul style="list-style-type: none"> • Evidence of partnership projects, and how they benefit KNH and the communities they support. • Evidence of co-design processes in program development. • Evidence of advocacy initiatives and the impact they have had on decision makers. • Number of staff and board members from the local community and reflecting the diversity of the community. • Recognition for partnering and connection initiatives through awards and grants gained.
	2.2	Proactively advocate to key decision makers on issues relevant to our community.	
	2.3	Create opportunities for KNH staff and Board to reflect the diversity of the Kensington community.	
	2.4	Leverage relationships with other organisations to build meaningful education, employment, or volunteering pathways for KNH participants.	

Pillar	Actions		Measuring our impact
Responsive, Adaptable and Sustainable	3.1	Increase opportunities for funding by obtaining Deductible Gift Recipient (DGR) status.	<ul style="list-style-type: none"> • DGR status obtained. • Financial viability maintained (incl. monitoring of performance against budgets) • Diversity of income sources increased. • Advocacy has occurred to secure funding to upgrade KNH. • Additional space secured locally to deliver KNH programs and initiatives. • Future needs for IT equipment and systems are identified. • Evidence of barriers being reduced or removed for program participants. • Evidence of grant funding secured for programs and initiatives which respond to local community needs including the social support / case work program. • Evidence of continued development of the Debney Meadows offerings. • Assessment completed of the role of KNH in responding to food insecurity.
	3.2	Seek opportunities and advocate for funding to upgrade the KNH building to address functionality and accessibility constraints.	
	3.3	Explore options to access more local space to deliver new programs and initiatives, and if needed, find new space for programs operating from Christ Church Kensington.	
	3.4	Undertake a review of IT equipment and systems to meet future needs.	
	3.5	Actively seek solutions to reduce barriers to participation for program participants.	
	3.6	Identify and pursue grant opportunities to support programs and activities.	
	3.7	Secure ongoing funding to support the social support / case work program.	
	3.8	Continue to develop the Debney Meadows Community Hub offerings.	
	3.9	Review the role of KNH in responding to food insecurity in Kensington.	

Monitoring and review

Monitoring the Plan

As noted previously, the Priority Actions outlined in this Plan will be monitored annually, with new actions and measures agreed to by the Board, and relevant actions included in the Business Plan.

The Strategic Plan will be reviewed and refreshed in the second half of 2027.

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
- Risk Management Register.

Section 2:

Research underpinning the Strategic Plan

The value of neighbourhood houses

Neighbourhood Houses are highly valued community assets delivering services and programs designed to respond to community needs and aspirations, and to build community capacity. The 2023 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	177,000
Visits to Neighbourhood Houses in a year	8.4 million
Their value in creating community connections	\$178 million
Value produced for every \$1 of income received	\$3.52
Active partnerships in any given month to deliver on community needs	6,300+
Community groups supported by Neighbourhood Houses	4,600+
Neighbourhood House staff working to support their communities	5,540
Volunteer hours each week	28,000
Total Neighbourhood House management / coordination / community development experience	2,900 years

Policy and funding environment

KNH operates within a policy environment shaped by guidelines and requirements for State Government funded programs and its agreement with the City of Melbourne. The activities of KNH need to comply with the expectations of each of the funding bodies.





Adult, Community and Further Education Board (ACFE)
Department of Jobs, Skills, Industry & Regions (DJSIR)

The ACFE Board leads adult community and further education in Victoria and oversees Victorian Government funding to the Learn Local sector. The ACFE Board also has responsibility for public promotion of the sector, undertaking research, and providing advice to Government.

During 2023, the ACFE Board, Regional Office Staff and funding agreements moved from the Department of Education & Training (DET) to DJSIR. This is a significant change for the pre-accredited education sector with the ramifications yet to be fully understood.

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

	<p>agreed targets and outcomes, and providers have periodic reporting obligations to the Board.</p>
 <p>Neighbourhood House Co-ordination Guidelines and funding</p>	<p>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.</p> <p>The Guidelines set out the following:</p> <ul style="list-style-type: none"> • 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. <p>Previously governed by rolling 3 year funding agreements, in 2023 DFFH made Neighbourhood House funding ongoing. The guidelines identify the responsibilities of the individual Neighbourhood House, Neighbourhood House Network or Neighbourhood Houses Victoria and the Department. It sets out the key obligations, objectives, rights, and responsibilities of the organisations delivering services and the department providing funding to the organisation.</p>
 <p>City of Melbourne Neighbourhood House Partnership Statement 2024 – 2027</p>	<p>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 Partnership Statement 2024-2027 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.</p> <p>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.</p>

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 another 30% living within 5 to 10km of the House. Around 20% of participants come from further afield.

In addition to participants attending KNHs physical site, the organisation also has a relatively strong social media presence with over 3,000 Facebook followers. Many members of this “virtual community” never attend the house but feel connected to it and engage online regularly.

Key Characteristics of Kensington (2021 Census)

Growing community

The current population of 10,745 is projected to grow 15,847 by 2031 as residential developments are completed along Macaulay Road.

Young community

Nearly half of all residents are aged 25 to 45 years of age with the median age being 35. This trend is likely to continue as more apartment developments attract younger residents to the area.

Culturally diverse community

34.7% of residents were born overseas and 30% do not speak English at home. By comparison, 55% of people accessing KNH were born overseas.

Transient community

50% of residents rent, rather than own their dwelling which may indicate frequent turnover of residents.

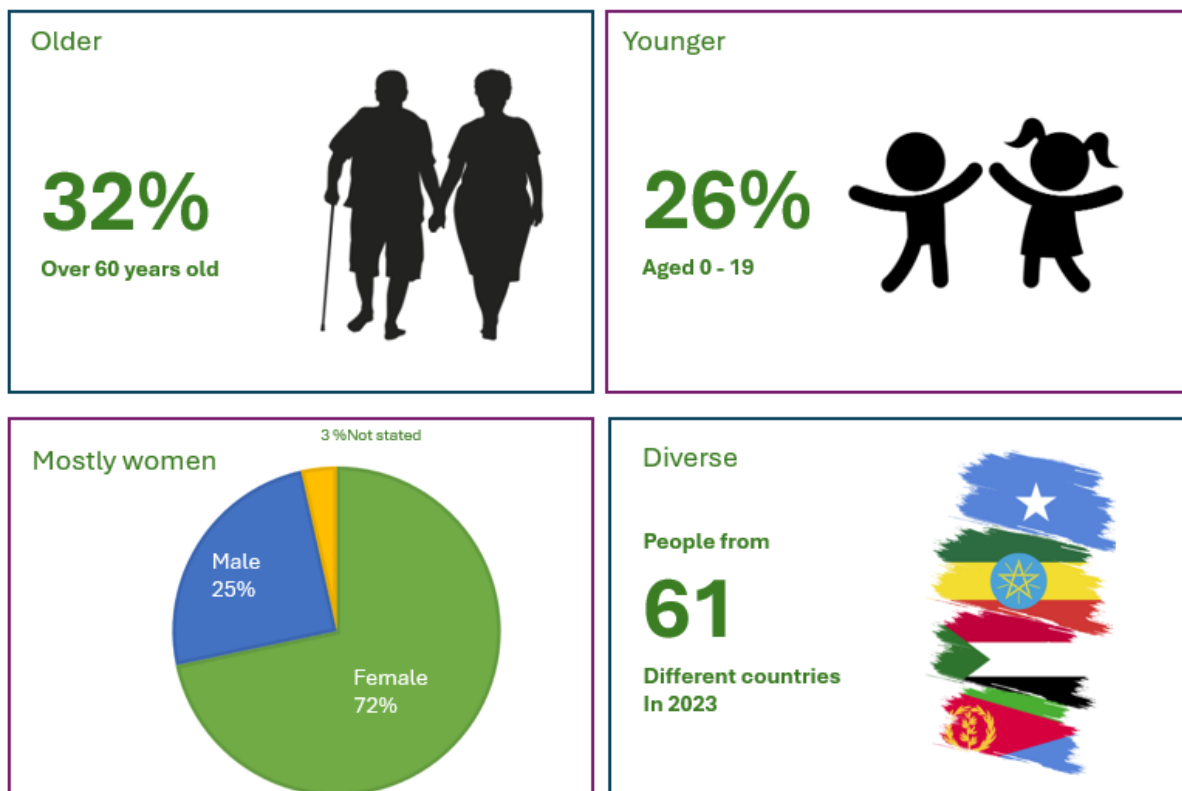
Increasingly wealthy community

Median household income in Kensington \$2,216 per week, compared to \$1,759 for Victoria. However, there is a large percentage of low-income households (17.8%) and the majority of public housing tenants receive govt. benefits (88%).

Increasingly isolated and anxious community

35% of households are single person households (up from 30% in 2016).
11.5% of residents report long term mental health challenges, compared to the State average of 8.8%

Key Characteristics of KNH Participants



- **Many participants are aged 65 years and older and on low incomes.** This reflects the focus, timing and accessibility of programs.
- **Many participants are females** which may reflect the programs and activities offered, as well as females often being more proactive in seeking opportunities for social connection.
- **Many participants are children.** This reflects the relatively high number of children attending study support, playgroups 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, Eritrea 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.** In 2023, participants came from 61 different countries.

Programs

KNH offers a range of programs and activities aimed at bringing people together to improve mental health and reduce social isolation:

Community education	Pre-accredited language classes, employment programs, digital literacy courses, family learning programs (study support, strong foundations etc).
Children’s programs	playgroups, creative arts programs, literacy and language programs and digital technology programs.
Social connection	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.
Individual social support	Activities such as Form Help and Case Work.

KNH also hosts external organisations who provide weekly community support:

- Al Anon Family Group
- Spanish Speaking AA Group
- GROW Australia Mental Health Peer Support Group.

Participation

After averaging around 1,000 participants per year for several years, 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 leisure and recreational programs needed to be cancelled. Likewise, vocational programs that are dependent on the hospitality industry were also unable to run. In 2023 participation began returning to normal and 2024 enrolments are expected to be similar.

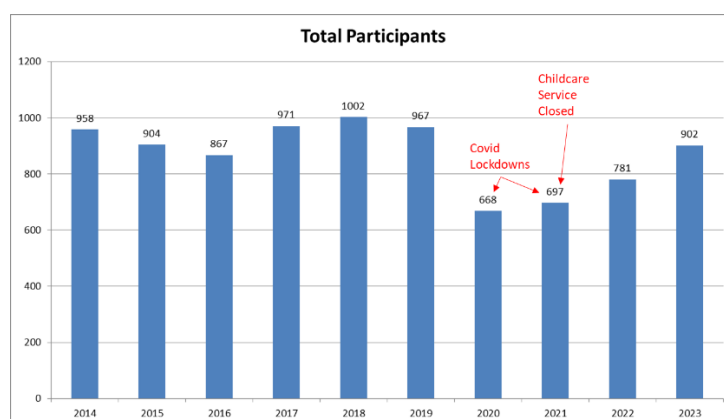


Chart 1: Total individuals attending Kensington Neighbourhood House 2014 - 2023

In addition to COVID-19, key changes occurring or factors influencing participation and program enrolments in the past few years include:

- **Childcare:** 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 led 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.
- **Children's programs:** Since the closure of the childcare service, there have been steady growth in children's programs. This is attributable to the addition of regular community playgroups in 2022/23 and strong demand for Study Support and Strong Foundations programs, as well as the always popular Creative Art and Code Club groups.
- **Digital Literacy and English Language:** These programs have always relied heavily on students from migrant and refugee backgrounds. Minimal new migration to Kensington in the past three years, coupled with high employment is reflected in declining participation in these courses.
- **Recreation programs:** After the "Covid slump", hobby and recreation programs have revived and are showing strong upwards growth.
- **Social groups:** These have seen declining participation for some time. This is largely due to the age of participants. Many members of the various groups have reached an age when they are no longer able to attend. At the same time, relatively few new members have joined.
- **Vocational programs and Volunteering:** Participation in these programs remains steady.

Chart 2 below provides further information about these programs.

Additional programs not captured in the Chart are:

- **Food relief:** KNH is experiencing increased demand for food relief (McCracken Street Food Share Pantry).
- **Social support / case work:** KNH is experiencing increased demand for social support / case work in response to the growing reliance on technology to access services and supports. Community members may not have access to technology, do not know how to use technology or simply do not understand systems or processes.
- **Debney Meadows Community Hub:** The Hub was established in January 2023 and is funded until the end of 2026. KNH is the project lead in partnership with Debney Meadows Primary School. This is a major project for KNH.

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.

How does KNH compare with others

KNH is an active and busy neighbourhood house and the most recent results from the Victorian Neighbourhood Houses survey (2023), highlights this.

	2023 Median All NH in Victoria	2023 KNH
Number of participants in programmed activities	177 per week	529 per week
Number of volunteers	13 per week	63 per week
Number of hours of volunteering	42 per week	96 per week
Program sessions undertaken	17.5 per week	48 per week
Total activity hours	–	119
Staffed open hours	36 per week	40 per week
Avg number of community groups using NH space	7 group	8 groups
Projects and Funding	Avg for 2023 Year	KNH 2023 Year
Projects Managed	5	16
Grant applications made	6	29

Table 1: Benchmarking KNH against median results for neighbourhood houses in Victoria (2023)

There are a number of 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)
- Farnham Street Neighbourhood Learning Centre (1.6km).

These organisations operate in a similar way to Kensington Neighbourhood House, aiming to deliver programs that respond to the needs of the communities in which they are located. While they offer similar types of programs and activities, they are not in competition with each other and actively seek opportunities to collaborate in responding to community needs, program planning and delivery and sharing resources.

Partnerships and Networks

KNH actively pursues partnership opportunities with other organisations recognising the value and increased capacity which comes from working with others to respond to community needs. Key partnership arrangements currently in place:

- Debney Meadows Primary School for delivery of the Debney Meadows Community Hub.
- The Community Grocer for linking the KNH Micro Business course with The Community Grocer’s Flemington Market.
- Unison for delivery of Study Support, Strong Foundations & Healthy Living & Learning.
- Christ Church Kensington for delivery of KNH programs and activities from the CCK site.

KNH also convenes the Kensington Community Network which is a quarterly meeting of various agencies and individuals supporting the residents of Kensington.

Outlined below are just some of the organisations KNH partners with regularly.



Community connections

- KNH has a well-earned reputation in the community as being supportive and welcoming, inclusive and diverse. While the programs and activities are key reasons people visit the House, they value the staff and volunteers, the opportunity for connection with people, the friendly, welcoming and inclusive feel of the centre, the sense of calm, the friendships formed, and the support provided when it is needed.
- A high proportion of program participants responded to the survey which is evidence that there is a strong level of connection to the House.
- The role that KNH plays in the community is widely recognised and appreciated and especially in relation to support and recognition for women.
- There is widespread interest in celebrating 50th birthday of the House in recognition of its role and value to the community.
- The establishment of Debney Meadows Primary School Community Hub has been a valuable way to maintain and build connections in the community and with local families.

Understanding and responding to community needs

- 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 and a growing challenge in the local community. This is typically a difficult group to engage with but there are opportunities for collaboration with other agencies in this space.
- Access to affordable / appropriate housing in Kensington is a major challenge. Housing insecurity / uncertainty is increasingly evident as residents struggle to navigate administrative processes, exacerbated by proposed future redevelopment of public housing estates.
- The importance of promoting intergenerational opportunities and other multi-age programming options was identified by representatives of other community organisations interviewed.
- There is significant diversity in the socio-economic circumstances of the community KNH serves, and it is challenging 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.
- The local community is growing and changing rapidly, and this is anticipated to continue including an increased transient population and proposed redevelopment of public housing. The needs and aspirations of the local community are also growing and the ability of KNH to respond to this is challenged through reductions in funding available from the State Government.
- It is important for KNH to continually engage with the community to understand their needs and interests and not rely on engagement undertaken as part of periodic strategic planning processes.
- Cost of living pressures and lack of time are key concerns for program participants.
- Support for young people was identified as an important priority by staff and representatives of other community organisations with leveraging off Debney Meadows Primary School Community Hub seen as an opportunity.

The work of KNH

- Internal systems and processes need investment to enhance sustainability and customer service.
- Attracting and retaining a strong volunteer base is an ongoing challenge for KNH and other services and agencies working in the Kensington area.
- Word-of-mouth continues to be the most effective marketing tool to program participants with many also indicating the House's brochure was a source of valuable information.
- The current range of programs and activities is highly valued with program participants also expressing an interest in additional and more advanced computer classes and arts activities.
- There is a high level of interest by other agencies and community organisations in partnering with KNH with KNH regarded as a valuable and reliable partner.
- Closure of childcare service has enabled spaces to be available for other programs and has enhanced the future financial sustainability of KNH.
- The benefit of involving staff in planning and decision making was identified by both Board members and staff.
- The importance of staff continuity and retention which supports deeper relationships with the community and participants.
- The increased social media presence KNH was identified as a success with other comments from the Board and staff that investment is required in information technology equipment and systems.
- Accessibility of the house is compromised by parking limitations in the precinct, loss of the community bus service, and no lift access in the building. Advocacy to Council and accessing funds to assist upgrade of the building was encouraged.

Future positioning of KNH

- The Board and staff continue to have an aspiration to access additional space to deliver an increased number and range of programs and to upgrade / renovate the existing building.
- Community members and KNH staff have lots of ideas about new programs and activities but this needs to be considered in a strategic way having regard for the House's core purpose.
- Confirm and communicate the core focus and activities of KNH.
- Continue to focus on partnerships and collaborative approaches and use Debney Meadows Primary School Community Hub as a case study.
- Improve information about and the promotion of programs and activities offered by KNH including sharing of stories and learning experiences.
- Alternate program delivery methods, e.g. hybrid delivery, out of hours and one on one home tutors, could be considered to extend the reach and capacity of the KNH.
- Use co-design approaches to pursue initiatives to respond to community needs.
- Continue to strengthen connections with other agencies and organisations, particularly the local Primary Schools and other community centres.

- Strengthen our engagement with specific cohorts including young people, families through the Strong Foundations program, fathers and men, people living in new developments in the area and those experiencing isolation.
- More effectively measure the impact of KNH in the community i.e. an evaluation framework.
- Strengthening our volunteering programs and increase the number of volunteers, ensuring that training and development programs are implemented and up to date.
- Accessing additional space to support programs e.g. community spaces in new residential developments.

Our organisation

Kensington Neighbourhood House 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 sound 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 clear understanding of and commitment to good governance including Board composition with strong representation from the local community.
- Enduring and varied partnerships.
- 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 direction:	Setting and overseeing a strategic plan that informs all stakeholders of the mission, priorities and action plans for KNH.
Advocacy:	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 the 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.

Community Education programs are overseen by the Community Education Manager position. The Community Education Manager role is a part time position, responsible for compliance and the management of the education programs and projects which used to be primarily ACFE Board funded. In recent years, Community Education has expanded to also include school support programs – Strong Foundations and Study Support – and project management of the Debney Meadows Hub.

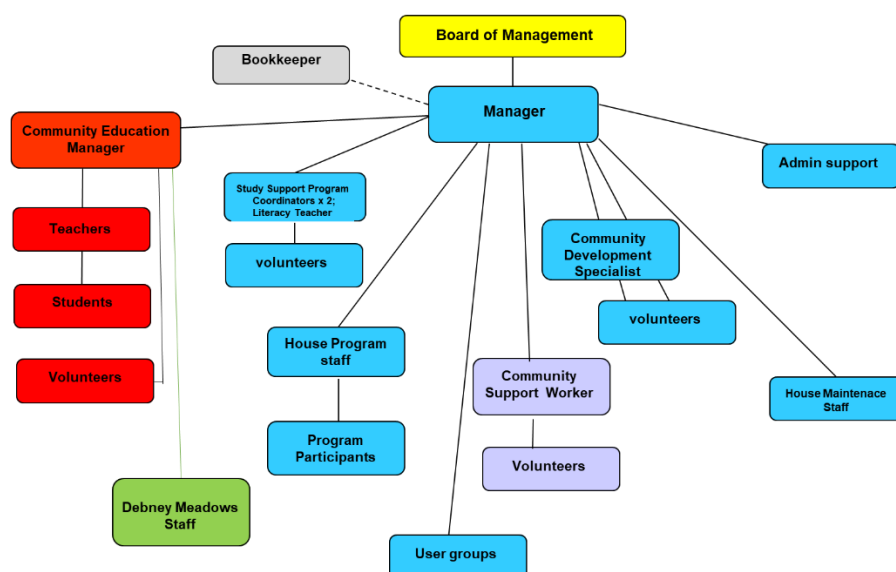
A Community Development Specialist, also part time, is responsible for delivering a broad range of social support programs.

The Manager, Community Education Manager and Community Development Specialist all contribute to grant writing and grant project management.

The core staff, are supported by part time and sessional staffing positions (administrators, tutors, study support coordinators) and volunteers. In 2024, a Community Support Worker (qualified social worker) was added to the team to assist with the increasing demand for case work.

Since the resignation of the previous long-term Manager in 2020 and the closure of the childcare service, staffing has settled and there has been virtually no turnover.

Staff morale and general job satisfaction remains high. KNH continues remains committed to local employment whenever possible. 66% of current staff live in the 3031 postcode or an adjoining suburb. Over half (52%) of KNH employees arrived in Australia as migrants or refugees.



Kensington Neighbourhood House Organisational Chart 2024

22 Employees in total

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. Own Rules for Kensington Neighbourhood House Inc. (constitution)
4. Annual Business Plan.
5. Annual Report.
6. Insurance policies.
7. Organisational Policy Manual.

Reviewing actions from the Strategic Plan 2022-2024

The status of priority actions listed in the Strategic Plan 2022-2024 has been reviewed to identify completion, partial completion and/or continued relevance. An assessment of progress is shown below:

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

Pillar	Actions	Status
Responsive, Adaptable and Sustainable	Explore options to access more local space to deliver programs and initiatives.	Achieved
	Diversifying funding sources, with a focus upon targeting non-government funding.	Achieved
	Improve administrative systems and processes to ensure consistency, achieve efficiencies and improve records management.	Partially Achieved
	Investigate opportunities / initiatives identified through the KNH Digital Vision process, including innovative delivery in the neighbourhood house sector.	Achieved
	Develop and implement an evaluation framework to assess the short and long-term impact KNH has upon the lives of the people it supports.	Partially Achieved
	Look for strategic opportunities for the KNH to respond to the residential development occurring in the Kensington area.	Partially Achieved
	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.	Achieved