



# OUR ORGANISATION

Founded in 1982  
Parent Organisation: [www.clunesnh.org](http://www.clunesnh.org)  
Social Enterprise: [www.boomclunes.org](http://www.boomclunes.org)

**ABN: 14 982 753 940**

# Neighbourhood Houses

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There are more than 400 Neighbourhood Houses ([www.nhvic.org.au](http://www.nhvic.org.au)) in Victoria but no two houses are the same. Funded recurrently by the Victorian State Government, their role is to **bring people together to connect, learn and contribute to their local community through social, educational, recreational and support activities**. How they do this in each community often depends on the needs of the people and place in which they are based. Each House starts with the assumption that communities have existing strengths and assets that make them part of the solution – and then together, they 'do with' community rather than 'doing for'.

## Clunes Neighbourhood House

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This is very much how Clunes Neighbourhood House works. Founded in 1982, Clunes Neighbourhood House is a community led organisation, that collaborates with local people, businesses and other community groups to contribute to the **liveability of Clunes** by supporting everyone to be an active part of the neighbourhood. The impact we seek to have in our community, and the principles that underpin us, shape how we operate.



# Our 'Why'



Maslow's hierarchy of needs

## VISION TO ACTION

2021 to 2024			
<b>The future we seek to create</b>	<b>Vision:</b> A community actively caring for all people and place. <b>Mission:</b> At Clunes Neighbourhood House we collaborate with our local neighbourhood in developing a diverse range of opportunities that serve to connect and strengthen our community.		
<b>The values that drive us</b>	We are always welcoming We are open minded and inclusive We are respectful and supportive We consider the past, present and future in all we do		
<b>We acknowledge</b>	The traditional owners of the land on which we meet and pay our respects to their elders, past, present and emerging. We acknowledge that sovereignty was never ceded. We are committed to a future where all people can walk together equally.		
<b>The results we will achieve</b>	<b>Goal 1.</b> We connect our community through our programs and services.	<b>Goal 2.</b> We enable a positive culture by how we act.	<b>Goal 3.</b> We facilitate a healthy, vibrant and sustainable future.
<b>How we measure our results</b>	<i>Volunteer participation across all demographics of the community.</i>	<i>Number of initiatives and partnerships locally and beyond.</i>	<i>Measured increase in our capacity to contribute to achievement of the United Nations Sustainable Development Goals: Goal 3: Good Health and Well-Being; Goal 8: Decent Work and Economic Growth; Goal 11. Sustainable Cities and Communities.</i>
<b>The strategies that will get us there</b>	<b>Strategy 1a.</b> Foster belonging and meaningful connections through community involvement and volunteering.	<b>Strategy 2a.</b> Create welcoming pathways for people to reduce the risk of social isolation and strengthen connections.	<b>Strategy 3a.</b> Strengthen opportunities for good health and well-being for people at risk of chronic disease in Clunes.
	<b>Strategy 1b.</b> Nurture understanding and growth about healthy community and agency through story telling.	<b>Strategy 2b.</b> Attract community leadership and future thinking opportunities to nurture aspirations and ambitions across all ages and demographics in Clunes.	<b>Strategy 3b.</b> Increase our neighbour's capacity to become active place makers in their own community.
	<b>Strategy 1c.</b> Build confidence, experience, and capacity across community through proto-typing, diversity and collaboration.	<b>Strategy 2c.</b> Celebrate our communities' successes at a local level and beyond.	<b>Strategy 3c.</b> Model circular economy thinking at all levels to ensure the sustained viability and growth of Clunes Neighbourhood House and related initiatives.

Clunes Neighbourhood House believes that to contribute to a community that can actively care for all people and place, you need to play a **long and strategic game**. Fortunately the funding structure (recurrent - therefore providing some surety) of a Neighbourhood House enables this. The committee of volunteers who lead Clunes Neighbourhood House participate in a 3 year strategic and succession planning cycle to help us all identify and articulate our direction, and work together to achieve our goals.

The future we seek, the values that drive us and the results we achieve rarely change. But the way we measure our results and the strategies we use to get can and do shift. Reporting throughout the year helps us monitor how we are performing. In the second year of a strategic plan, trends or shifts inform professional development that is undertaken by the committee and community stakeholders, paving the way for the next 3 year strategic plan and helping create succession paths for the committee members and other key leadership roles in the organisation.

# Our 'What'



Clunes Neighbourhood House is funded to deliver 30 hours of activity a week. Currently we operate activities 7 days a week, delivering activities or services out of more than 7 different facilities.

- 9.30am til 2pm, Clunes Neighbourhood House office (Clunes Free Lending Library), Tuesday - Thursday [commences 20th February 2023)
- 10am til 3pm, BOOM Retail, Thursday - Monday
- 9am til 5pm, BOOM Business, Monday - Friday
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Additional programming delivered: Open House, Community Care including the introduction of a Homeless Clinic and shower/laundry facilities in 2023, general events/activities, Community-led supported programming: Attitude (60+ target market), Men's Shed (Male social support), Friends of Free Lending Library and in 2023 when the tram restoration is finished, a Toy Library.

## The Business We are In

The business we are in is more diverse than you might think. It's reflective of the opportunities that we have sought strategically, and the needs we've identified at a local level.

### Volunteering

**Why?** This is the best way to build relationships *across* our community. It increases capacity, reduces costs and provides us with the greatest potential to enhance livability for all.

### Retail

**Why?** Increases accessibility and visibility, contributes to local economy, increases revenue for community programming and provides upskilling.

### Asset Management

**Why?** Reduces costs, increases income, builds capacity, preserves assets, stimulates collaboration and enables community 'ownership'.

### Activities/Events

**Why?** Creates connections, reduces isolation, stimulates learning, addresses needs and builds capacity.

### Services - Wellbeing & Business

**Why?** Responds to need, improves health, enables futures for all

# Our 'Who'

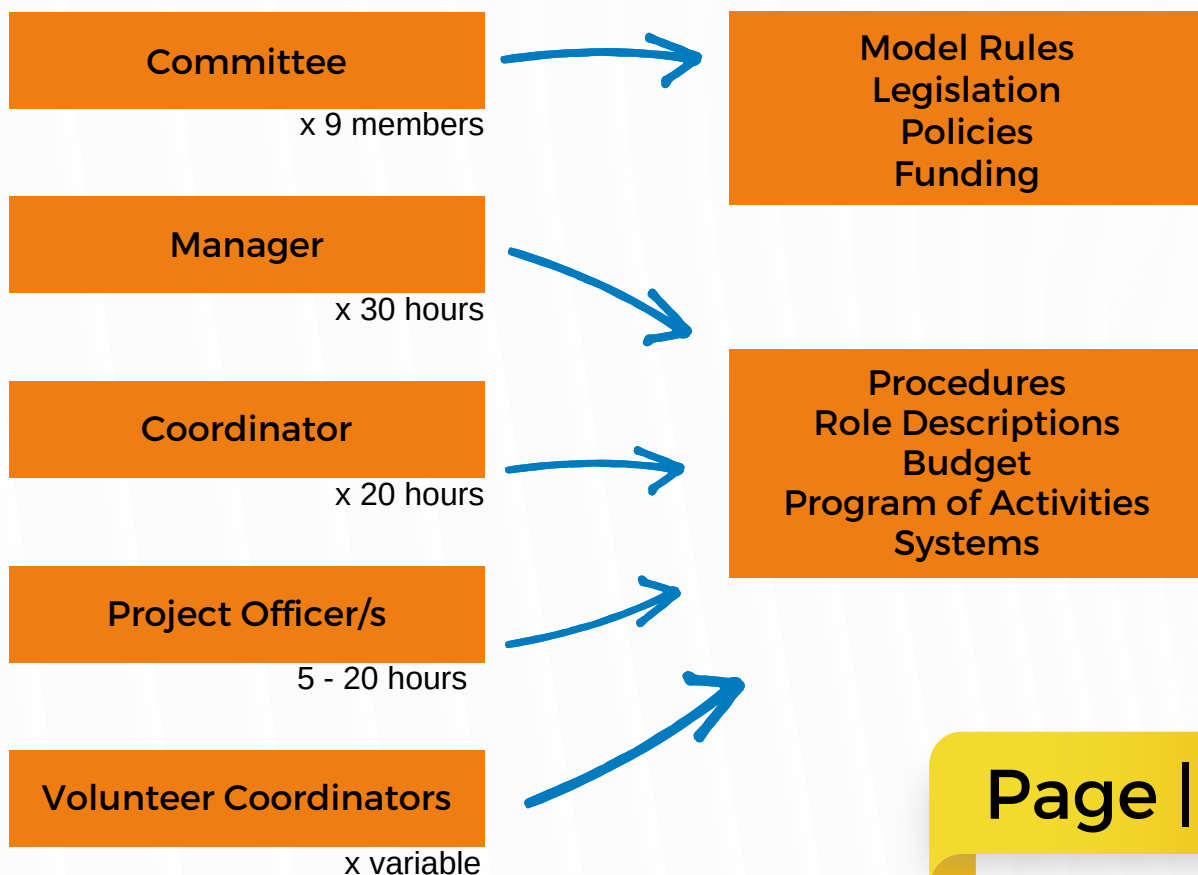


Clunes Neighbourhood House operates in a way that deliberately involves volunteers at all levels in order to build capacity and reduce operational costs. Each week Clunes Neighbourhood House involves more than 27 volunteers in activities under our banner (prior to COVID we involved 39).

Many of these volunteers play key activity or programming roles; ensuring that the paid staff focus on addressing the compliance, administrative, business development, reporting or systems needs required to ensure that we can operate effectively. All of the paid roles are subject to funding availability.

## Our Structure and Guidelines

The structure of Clunes Neighbourhood House is relatively flat in order for people to get involved at all levels. It includes:



# Our 'How'



In order to increase our impact in the community, Clunes Neighbourhood House has striven to reduce operational costs, and increase and diversify revenue opportunities. Put simply, we enable our success by keeping our costs low, so that any revenue we can generate can be returned to the community. It can be a tricky balance to achieve, but the frameworks we have in place help us remain focused, as do the many talented people who help 'steer' our ship.

Over the last decade Clunes Neighbourhood House has grown significantly.

	2015	2016	2017	2018	2019	2020	2021
<b>Total Assets</b>	\$34,362.00	\$32,910.15	\$32,046.10	\$207,620.42	\$110,935.85	\$102,644.23	\$43,413.04
<b>Total Liabilities</b>	\$3,218.00	\$11,509.78	\$19,670.76	\$12,122.08	\$14,418.55	\$15,454.70	\$3,173.33
<b>Equity</b>	\$32,144.00	\$21,400.37	\$12,375.34	\$195,498.34	\$96,517.30	\$87,189.73	\$40,239.71
<b>Total Revenue</b>	\$129,683.00	\$189,116.02	\$232,957.14	\$422,154.55*	\$244,255.64	\$260,273.40	\$322,527.04
<b>Total Expenditure</b>	\$154,574.00	\$194,857.78	\$233,165.65	\$247,658.66	\$269,397.58	\$269,348.87	\$304,433.93
<b>Net Profit/Loss()</b>	(\$24,890.40)	(\$5,741.76)	(\$208.51)	\$174,495.89**	(\$96,766.71)	(\$9,075.57)	(\$49,948.65)

Our revenue has more than doubled, enabling us to have greater impact and plan more confidently for the future. It also requires us to strengthen the systems underpinning how we operate and have resources in place to help us transition to the future we are creating. In effect, we are migrating from a small, grassroots organisation to something more complicated and managing that is a challenge we have ahead of us.

In 2022 we commenced a series of internally focused reviews, underpinning the strategic plan to achieve this. This simple road map includes:

- the roles/responsibilities of those involved in our business
- representation
- the systems underpinning how we do business
- areas for improvement
- growth or opportunities for the future

The process of developing this road map included undertaking an employee wellness check and performance reviews.

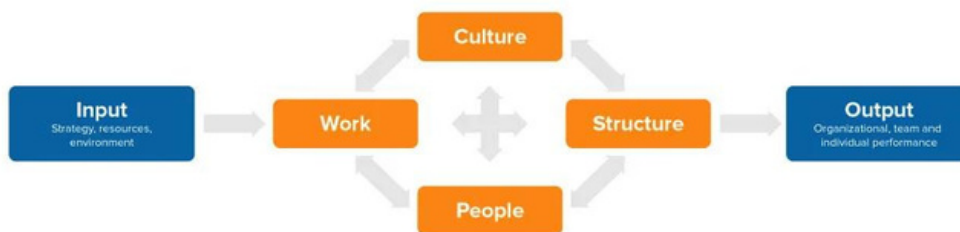
# 'How' cont'd



At Clunes Neighbourhood House we are committed to enabling a positive culture by how we act (Key Goal: 2). This means making sure that we have the right organisation design and culture to support the outcomes we want to achieve - and by extension - the people who power our organisation.

## Creating a Good Culture

There are many organisational models that explore effective performance, but at Clunes Neighbourhood House we've chosen the Nadler & Tushman's Congruence Model that focuses on nurturing capacity for large-scale change. We have done this deliberately. Why? Because this provides our volunteers and community with first hand experience of the technical and social skills and relationships necessary to effect change.



The Congruence Model makes sense for Clunes Neighbourhood House because it starts with strategy, an understanding of our environment or community, and an appreciation of resources. Everything else flows from those inputs and can alter or shift depending on changes. At Clunes Neighbourhood House we manage this by placing significant emphasis on culture, people and structure through our induction processes, policies and procedures and emphasis on leadership at all levels, primarily through our inclusion of volunteers. How we operate these aspects of the Congruence Model remains consistent, but how we work (ie the systems or processes underpinning operations) has often varied because of need or resources. Where this variance makes us more adaptable or resilient (as demonstrated during the pandemic) this is a great outcome. Where it means we are working hard, rather than smart, it's less desirable.

As we've matured as an organisation and technology has evolved, many of these systems or processes are becoming more consistent across the organisation. This streamlining is balanced against the need to always have an adaptive leadership approach at all levels of our organisation.