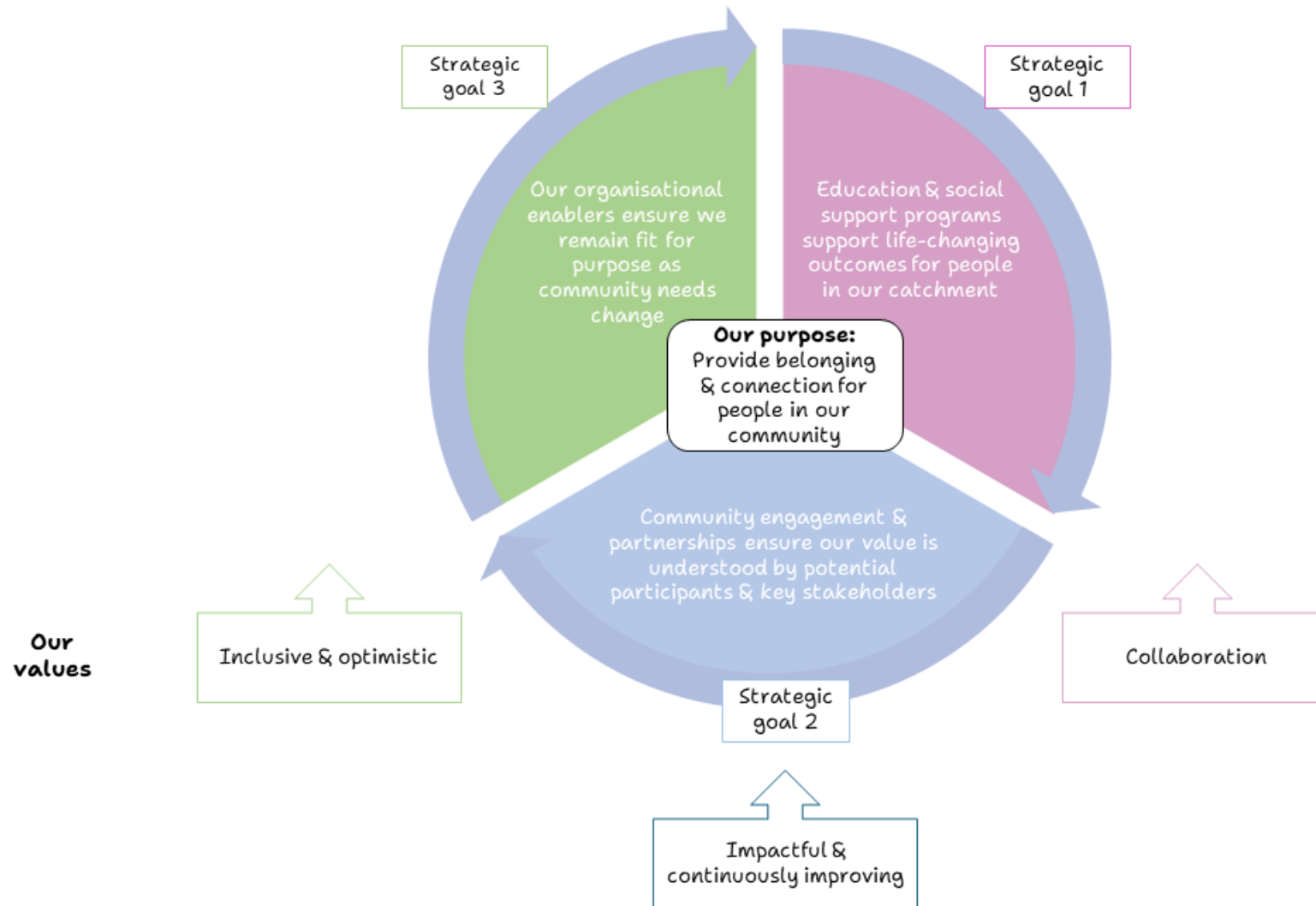


FSNLC STRATEGY ON A PAGE – 2025 TO 2027

Our vision: *A connected and empowered community in which people have the opportunity to live fulfilling lives through learning, engagement and participation.*



Our education & social support programs support **life-changing outcomes** for people in our catchment

A focus on adults in our catchment, with a growing focus on those aged 55+

Focus on demand with existing participant groups across our current & locations before any further geographic expansion

A welcoming & high quality learning environment, responsive to student needs & preferences

Respond to increasing learning demand where there are gaps in provision, combine service expansion with supporting advocacy

Our community engagement and partnerships ensure **our value is understood** by potential participants and key stakeholders

Maintain strong community networks, partnerships & sources of referral information

Continue to review demand & refresh program offerings & promotion

Marketing strategy - review, refresh, implement & monitor progress

Focus on key stakeholder relationships & leverage community benefits of FSNLC

Our organisational enablers ensure **we remain fit for purpose** as community needs change in our catchment

Diligent financial planning & management (incl assets)

Governance stability, succession planning (staff & governance)

High quality environment & culture for paid staff & volunteers

Strategic opportunity analysis & risk management underpins FSNLC goals

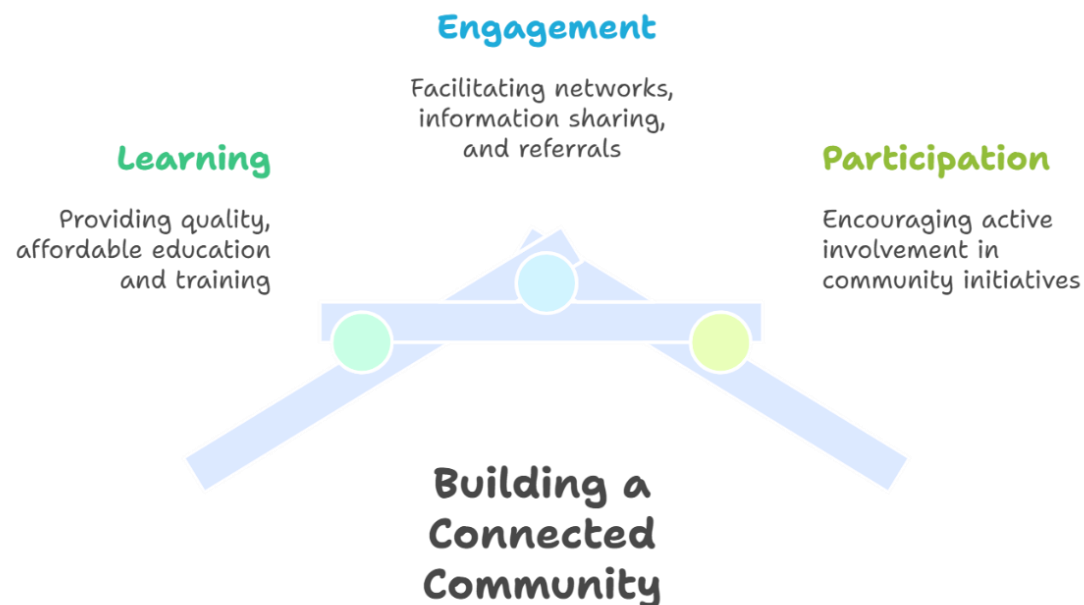
Farnham Street Neighbourhood Learning Centre (FSNLC) Strategic Planning Report (2025–2027)

1. Executive Summary

The Farnham Street Neighbourhood Learning Centre (FSNLC) is undertaking strategic planning to guide its direction for 2025 to 2027. The planning process has included internal review, stakeholder consultations, and external environmental scanning. This document outlines the agreed vision, mission, priorities, and strategies to ensure FSNLC continues to serve its community effectively and sustainably.

2. Vision and Mission

- **Vision:** A connected and empowered community in which people have the opportunity to live fulfilling lives through learning, engagement and participation.
- **Mission:** To provide the local community with opportunities to:
 - Learn: through quality, affordable needs-based education and training
 - Engage: through networks, information sharing, and referrals
 - Participate: through active involvement in community initiatives and activities



3. Organisational Purpose

- Serve the local community
- Foster belonging through structured activities and support
- Create social connection, moving individuals from isolation to community involvement
- Provide learning and personal development opportunities

4. Strategic Context and Principles

FSNLC is known for its strong community engagement, high-quality adult education, and capacity to adapt to emerging needs. Strategic decision-making is guided by alignment with purpose, financial sustainability, reputation, operational capacity, and the needs of underserved populations.

5. SWOT Analysis

Strengths:

- Strong reputation and deep community trust
- High performance in ACFE reporting and compliance
- Effective partnerships and collaborative mindset (e.g., Inner North Cluster)
- Diverse program offerings tailored to local needs
- Proven financial management and reserve holdings

Weaknesses:

- Heavy reliance on key staff (e.g., coordinator)
- Limited physical space for program expansion
- Some community members unaware of FSNLC's broader service offering
- Aging volunteer and participant base

Opportunities:

- Build on strengths in digital literacy and mental health support
- Engage with the public housing redevelopment and Homes Victoria
- Strengthen visibility and brand through targeted marketing and value data
- Increase engagement with NDIS-eligible and ineligible participants
- Develop new fee-for-service or philanthropic-funded programs

Threats:

- Tightening government budgets and expiring grant programs
- Rising operational costs not matched by indexed funding
- Competitive service environment among local NHs and community services
- Shifting demographic trends and service expectations

SWOT Analysis of FSNLC



6. Strategic Priorities (2024–2027)

Priority 1: Program Development

- Strengthen and diversify non-accredited and pre-accredited training
- Maintain focus on digital literacy, mental health support, and EAL for new arrivals and older adults
- Collaborate with schools and libraries to reach priority populations
- Pilot new initiatives in response to changing demographics (e.g., aged care and public housing transitions)

Priority 2: Marketing and Community Engagement

- Promote FSNLC's impact using NHV data (e.g., \$195 community value per \$1 MVCC funding)
- Enhance visibility of FSNLC-run programs at partner locations
- Leverage participant networks for word-of-mouth marketing
- Strengthen community governance and participant engagement in decision-making

Priority 3: Financial Sustainability

- Monitor funding landscape and advocate for sustainable core and project funding
- Use financial reserves to pilot scalable initiatives
- Explore philanthropic and fee-for-service opportunities to diversify revenue

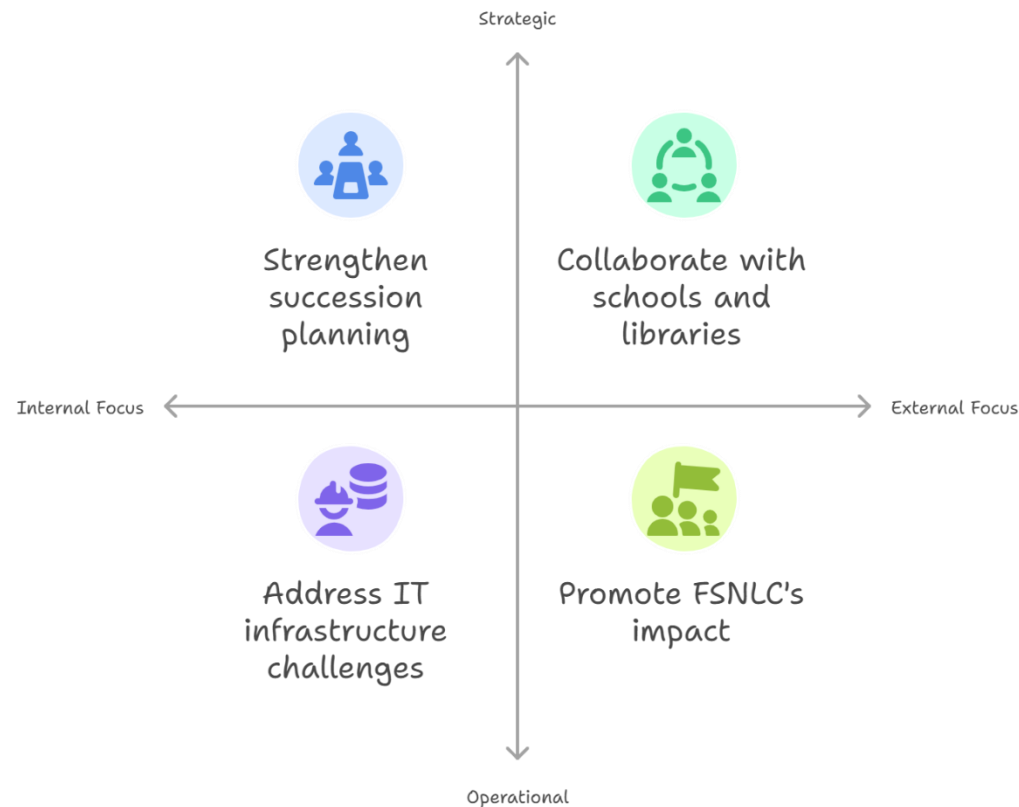
Priority 4: Governance and Operations

- Strengthen succession planning for key roles, including committee and coordinator
- Address IT infrastructure and digital program delivery challenges
- Enhance operational documentation and back-office support through INC collaboration

7. Stakeholder Insights

Stakeholders praised FSNLC for its community integration, responsiveness, and leadership. Concerns included coordinator dependence, competition with other neighbourhood houses, and funding uncertainties. Opportunities include collaboration with Homes Victoria, NDIS participant engagement, and leveraging strengths in digital and mental health programming.

Strategic Priorities and Stakeholder Insights



8. Community Impact (FY2023)

FSNLC demonstrates significant return on investment and social value:

- **Total Income:** \$811,460
- **Total Community Value Generated:** \$8,794,355

This equates to:

- \$10.84 of community value for every \$1 of total income
- \$57.68 for every \$1 of DFFH core funding
- Approximately \$195 for every \$1 of Moonee Valley Council funding

Breakdown of Community Value:

- **Adult Community Education:** \$7,224,367 – highlighting FSNLC’s strong focus on accessible education
- **Improved Quality of Life via Social Connection:** \$1,209,156 – through community meals, group activities, and welcoming spaces
- **Volunteer Contributions:** \$249,661 – reflecting high community engagement and reliance on volunteers
- **Services Provided:** \$111,171 – including internet use, résumé assistance, form-filling help, and more



Additional Insights:

- **Facilities Usage:** Space made available for other community organisations, events, and gatherings
- **Employment:** 7.6 Full-Time Equivalent (FTE) jobs supported (5.5 direct, 2.1 indirect)
- **Hourly Community Value:** FSNLC generates over \$2,955 of community value for every hour the neighbourhood house is in use

These figures, validated by Neighbourhood Houses Victoria, demonstrate FSNLC's wide-reaching and measurable community benefit, reinforcing its importance to funders and local government partners.

9. Next Steps

- Align program changes with calendar year (2025–2027)
- Continue stakeholder and community engagement throughout implementation
- Support the team by ensure adequate staffing and IT support for key programs.
- Maintain regular evaluation and refresh strategic direction as required

Appendices

- A. Planning Session Agenda (23 June 2024)
- B. Summary of Stakeholder Interviews
- C. 2023 Community Value Data
- D. List of Program Delivery Sites

Prepared by: FSNLC Strategic Planning Committee

Facilitated by: Cath Smith, Changesmith Consulting Date: 23 June 2024