



**PORT PHILLIP
COMMUNITY
GROUP**
Working for
Social Justice

Port Phillip Community Group Strategic Plan 2021–2025

Acknowledgements

We acknowledge the Yalukit Willam Clan of the Boon Wurrung as the traditional owners of the lands on which we work. We pay our respects to their Elders, past, present and emerging. We acknowledge and uphold their continuing relationship to this land.

We appreciate and welcome diversity in all its forms, including staff, volunteers and community members. Together, this makes our efforts stronger and more effective.

Thank you to **the board, staff, volunteers, and community members who contributed** to the development of this Strategic Plan.

Port Phillip Community Group Limited (PPCG) ABN 34 844 707 349 is registered with the Australian Charities and Not-for-profits Commission (ACNC). PPCG is endorsed as a Deductible Gift Recipient (DGR).



Strategic context

Port Phillip Community Group will celebrate 50 years of service provision during the life of this Strategic Plan 2021-2025. We honour and build upon our proud history and the many achievements of our current and past staff, volunteers, consumers and supporters.

We are committed to a community that fosters inclusion, where people feel valued and have the opportunity to participate in community life. This means delivering services in partnerships that enable consumers to achieve sustainable change and growth in areas such as social health and well-being, financial management, social connections and community inclusion.

Our Strategic Plan 2021-2025 will focus on new strategic partnerships and initiatives to foster greater inclusion and participation for our consumers. We will also continue our strong support and advocacy for our consumers that builds their individual and community capacity. We remain committed to utilising the expertise and generosity of the community to empower consumers and to promote equity and social inclusion.

Our vision and key directions

Our Vision describes our organisation's aspirations. Our Strategic Plan 2021-2025 sets out three key directions to guide our priorities and actions as we work towards achieving this Vision. These directions can be summarised as **Responsive**, **Inclusive**, and **Well-Governed**. They are based on engagement with our funders, key stakeholders, consumers and community. They are our proposed responses to key opportunities and challenges that we will need to navigate over the next five years and beyond.

Our Vision: A fair, just and inclusive community

Our Purpose: We support individuals, families and communities to live with dignity and self-determination

Our Mission: We provide responsive services in partnership with individuals, families and communities to empower people to achieve their goals



We value Respect, Equity, Inclusiveness, Empowerment and Accountability

Our values reflect the Victorian Charter of Human Rights and the Universal Social Justice Principles, and underpin a positive and inclusive culture:

- > **Respect** – we treat all people and each other with dignity and respect
- > **Equity** – we promote fair and equitable access to all of our services and resources
- > **Inclusiveness** – we embrace diversity, celebrate difference, and encourage participation
- > **Empowerment** – we work with individuals, families and communities to build on their strengths and to achieve their goals
- > **Accountability** – we approach our work in open and transparent ways and encourage feedback to improve our services and resources



Services and activities

Our key services and activities include:

- > **Information, referral and support** including emergency relief and material aid
- > **Financial counselling**, tax help, and no interest loans
- > **Community engagement and inclusion** through social, recreational and well-being groups
- > **Education and skills development** along with pathways to employment
- > **Advocacy** to reduce inequity, social exclusion and poverty

Our service model incorporates a **client centred**, open door policy combined with **collaboration and partnerships** that build on feedback from key stakeholders and community.





Strategic impact (2016-2020)

During 2016 to 2020 our strategic successes included:

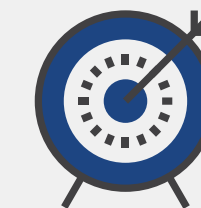
- > New service models, site improvements and increased operating hours
- > New information and education resources, and targeted social media
- > Greater capability and capacity of our most valuable resources – staff and volunteers with greater flexibility and innovative responses in service delivery
- > An increase in annual consumer contacts from 35,000 in 2016 to 73,062 in 2020
- > An 18% overall increase in access by CALD communities
- > 30% increase in new consumers between 2016-2020
- > Payments in direct assistance from \$100,000 in 2016 up to \$432,000 in 2020
- > 180% increase in volunteers to over 100 volunteers in 2020
- > Two awards - for education and partnerships; and hosted one federal minister and two state ministers to launch government initiatives.



COVID-19 Response (2020)

During 2020, in direct response to COVID-19, we were able to:

- > Continue our information, referral and support services, and financial counselling
- > Transfer our education courses to on-line platforms
- > Introduce regular welfare checks for our most vulnerable and marginalised consumers
- > Maintain staff employment with additional opportunities via government initiatives
- > Establish *Share the Food* to address food insecurity and food poverty as a direct result of COVID-19
- > Provide over one million dollars' worth of food and essential items to hundreds of PPCG clients as well as to 65 agencies to distribute to their consumers.



Strategic Directions 2021-2025

For 2021-2025 we have identified three key strategic directions. Each strategic direction identifies the specific outcomes we aim to achieve.



WE WORK TO PO
THROUGH FOSTE
EQUITY, PARTICIPA

REFERRAL AND
SUPPORT

01. Responsive - Service Effectiveness and Coordination

We use coordinated and contemporary services and resources to assist people and communities with a focus on those who are most vulnerable and at risk, to stay well and connected with each other and their community

- > Develop data-driven outcomes to define, measure and report against outcomes
- > Broaden our mechanisms for consumer feedback to ensure our service delivery remains informed by the needs of consumers
- > Continue to develop accessible information and resources for consumers and communities
- > Strengthen and develop relationships and partnerships that add value to our work and promote evidence based practice

Success is when:

- ✓ Data informs service delivery and development
- ✓ Consumers shape service and quality responses
- ✓ Resources and information are targeted and tested to meet consumer need
- ✓ Strong relationships and partnerships deliver positive consumer impacts and outcomes



02. Inclusive - Build Individual and Community Capacity

We deliver best practice services, supports and resources, and influence key funders and decision makers to reduce inequity and inequality in our community

- > Provide evidence-based services in community engagement and inclusion, group activities, education, and financial management
- > Provide emergency relief and material aid as part of our holistic service delivery to lead to improved skills development, self-sufficiency, and health and well-being
- > Enhance volunteer and student opportunities, pathways and outcomes
- > Leverage from our innovative service responses to inform our community engagement and inclusion strategy

Success is when:

- > “*Stories of change*” demonstrate increased community connections and inclusion where people feel supported, and are able to live their lives with dignity and control
- > Consumers move beyond reliance on emergency relief and material aid and build on their strengths and enhanced connections through involvement with other opportunities offered by us and partner organisations / services
- > Volunteers and students report high engagement and satisfaction levels with our organisation
- > Our profile and reach is strengthened, as measured by increased engagement and reach across promotional channels and networks





03. Well-Governed - Strengthen our organisation

We operate with integrity and accountability, strengthening the foundations of our organisation to achieve our purpose

- > Position PPCG as a key community service provider both within the City of Port Phillip and beyond through strategic alliances that meet consumer and community need
- > Balance financial and organisational stability with dynamic and strategic endeavours to achieve our purpose
- > Nurture an engaged, skilled and consumer focused workforce
- > Embrace a sustainable environmental footprint to mitigate and adapt to climate change

Success is when:

- > Funding sources are sustainable and diverse
- > Investments support our organisation's operations and enable future strategic opportunities
- > Our workforce is skilled and diverse and objective indicators demonstrate high retention rates, strong performance and alignment with our purpose and values
- > Future work practices are strengthened and guided by an environmental action plan



Key challenges for our plan

While there are high levels of advantage and favourable social health and inclusion in Port Phillip, there also exists extreme disadvantage and poorer social health and inclusion in some of our neighbourhoods.

The COVID-19 pandemic exacerbated this disadvantage and created challenges for others who up until that point had been doing relatively well. Financial stress and job losses have been significant over the past 12 months. Homelessness also continues to be a major concern.

As a small organisation that is increasingly reliant on volunteers and grant-based funding we need to develop a sustainable and diverse

funding base to continue to support our consumers and community in the long-term. This is compounded by increasing legislative and compliance obligations, cost-shifting from all tiers of government and the impacts of COVID. PPCG will continue to work with our well-established networks to offer support to those in need to recover and rebuild, and to achieve their well-being goals.

Our most important resources remain our staff and volunteers, and we will continue to invest in their professional growth and learning to foster an engaged, skilled and consumer focused workforce to deliver improved services and outcomes.

Our current 10 year Award Agreement (AA) ends 30 June 2021 which included both an annual CPI and Equal Remuneration Order (ERO) with

the latter being largely unfunded. Future Award Agreement outcomes greater than CPI, will continue to add to staffing and operating costs.

A much greater reliance on technology by our community means it is imperative that we continue to invest in technology to improve services, consumer experience, efficiencies and protect data and privacy.

Our primary catchment area, Port Phillip, is already experiencing the impacts of climate change with more harm from climate change predicted in the future. It is known that extreme heat causes health and harm related issues that are sometimes fatal. These issues tend to impact more isolated and vulnerable community members who often live in small or substandard spaces without adequate cooling or respite from

the heat and of course those most at risk are people sleeping rough. This requires investment in our resources, changing how we deliver our services and working with our consumers, community and partners to mitigate and adapt to climate change.

During the next five years we will be held to greater account by our funding partners who require us to report on outcomes rather than outputs. This will require additional resources and expertise.

Although this will be challenging, we are committed to our partnerships and to achieving outcomes that create lasting change and enhanced well-being for the Port Phillip community.



Implementing our strategic directions

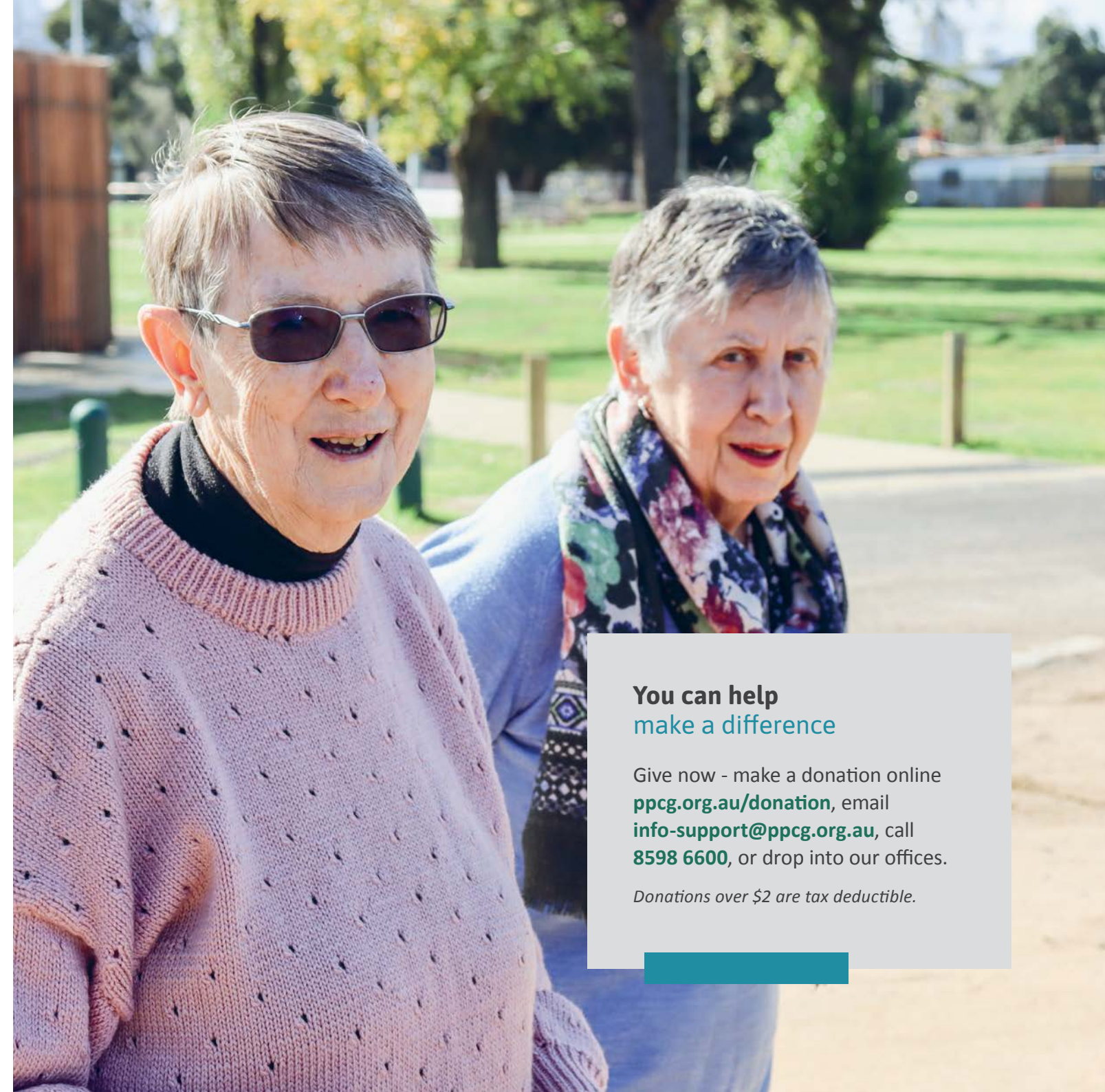
Our Strategic Plan has been developed in consultation with our community, partners, consumers and staff to respond to the challenges and opportunities in our environment and to position PPCG to respond to the community's changing needs and growing demand for services over the next five years.

Our purpose, mission and strategic directions will be supported by detailed plans driving clear outcomes.

Our decisions will be data-based, informing the services we will provide, facilitate and advocate for and who our partners will be.

The Strategic Plan 2021-2025 will ensure that our organisation and services remain contemporary, creative, responsive and effective for our consumers and community and add value for our funders and key stakeholders.

The Strategies will be underpinned by SMART principles – Specific, Measurable, Achievable, Realistic and Timely and key Indicators.



You can help make a difference

Give now - make a donation online
ppcg.org.au/donation, email
info-support@ppcg.org.au, call
8598 6600, or drop into our offices.

Donations over \$2 are tax deductible.





**PORT PHILLIP
COMMUNITY
GROUP** // *Working for
Social justice*

**St Kilda (main office), South Melbourne, Port Melbourne,
and Alma Road Community House (ARCH)**

For more information and opening hours visit ppcg.org.au
email info-support@ppcg.org.au or call **8598 6600**