

Karingal Neighbourhood Centre

STRATEGIC PLAN | 2018-2023



RioTinto



Department of
**Local Government, Sport
and Cultural Industries**



Australian Government
Department of Human Services

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This strategic planning process was proudly facilitated by



ABOUT THIS STRATEGIC PLAN

The Management Committee and staff of the Karingal Neighbourhood Centre met during May 2018 to deliberate on their future.

They answered the four key questions of strategic planning:

- Where is Karingal now?
- Where do we want to be ?
- What are we going to focus on in our quest to achieve our vision?
- How will we make sure we achieve what we want?

The following pages outline what they came up with.

The outcomes and strategies described here are broad. However details discussed were captured and are to be used as a reference to define more specific strategies as the plan is put into action.



SNAP SHOT OF US NOW

WHERE ARE WE?

Paraburdoo is a close-knit community, housing many of the workers from the nearby Rio Tinto Iron Ore mine. The town is located approximately 1500 km from Perth and is located at the south-western end of the Hamersley Range National Park, 80kms from Tom Price on a bitumen road. The township of Paraburdoo was originally constructed by Hamersley Iron Pty Ltd between 1970 and 1971 to house workers at the nearby mine. In the present day, the town continues to provide housing for workers from the three nearby mines, those being the Channar, Eastern Range and Paraburdoo mines. There are 300 students enrolled at Paraburdoo Primary School and around 1800 residents based on Sodexo estimates. There is a total of 687 dwellings in Paraburdoo with the average household size being 2.79 (Approximately 1916.73).

KEY DEMOGRAPHIC CHARACTERISTICS:

- A large percentage of 'Young Workforce' (25 to 34)
- A large percentage of Parents and homebuilders (35 to 49)
- A small percentage of Seniors

**Statistics from Australian Sensis data, Sodexo housing and Shire of Ashburton*

WHAT WE DO?

Karingal Neighbourhood Centre is Paraburdoo's Community centre where families, individuals, community groups and businesses can connect, learn new skills, access support services and participate in a range of community building activities and events. We are a not for profit organisation committed to providing a supportive network throughout the area and to help people overcome social issues that come with living in remote communities.

OUR MISSION IS:

"To empower our community by providing a place where people connect, learn, belong and participate.

OUR VALUES ARE:

| | |
|----------------------|---|
| Commitment | We are a dedicated team, committed to supporting others in our community through our work at Karingal. We are all accountable for our responsibilities and will do as we say we will do. We encourage participation, feedback and ideas from all of our stakeholders. We care about each other, and people who use our centre and participate in our programs. |
| Empathy | We are supportive of those who need assistance. We do not judge people for their personal circumstances. |
| Respect | When people visit our centre for help we will always maintain absolute confidentiality regarding their information and circumstances. In our dealings with each other and our centre users we will treat everyone with respect and show courtesy. We are sensitive to people's feelings and needs. |
| Integrity | The decisions we make will always be in the best interest of the organisation. We will be transparent in all our dealings. We will always be open and honest in the way we act and communicate. We will share our plans with our stakeholders and follow the direction we have set. |
| Inclusiveness | We will be inclusive of all people who wish to be a part of our organisation. We will encourage diversity in gender, ethnicity, race, age, ability, and interests. We will treat all people fairly and consider all relevant views and opinions. |

SNAP SHOT OF US IN THE FUTURE

OUR VISION:

“A friendly and inclusive place where the People of Paraburdoo connect, are empowered, valued, feel they belong and consider they have contributed to the further development of their community.”

OUR FOCUS:

The Management Committee and Staff of Karingal identified 6 key focus areas to help them further progress towards their vision for Karingal. These were identified via a facilitated process using the SWOT Analysis during their workshop. The following diagram depicts these key focus areas and the following pages further describe: the outcomes expected, broad strategies to achieve the outcomes and an assignment of responsibility.



1. OUR PROGRAMS

TO HAVE IN PLACE PROGRAMS THAT ARE RELEVANT TO THE NEEDS OF OUR COMMUNITY.

| OUTCOMES | BROAD STRATEGIES | RESPONSIBILITY |
|---|---|---|
| 1.1 Diverse support programs on offer so that the people of Paraburdoo feel connected, empowered, feel they belong and they have contributed. | 1. Engage with community to identify current and future needs and wants in line with expected outcomes; 2. Undertake programs and check to ascertain relevance to achieving desired outcomes; and 3. Make adjustments to programs as necessary. | Manager and Staff with support from Management Committee |
| 1.2 Increased events offered that connect and support the diverse skill, community and cultural development needs of our Paraburdoo people. | 1. Refer to engagement outcomes above; 2. Ascertain requirements to provide additional events and activities that increase the success of achieving desired outcomes; 3. Provide childcare; 4. Seek out resources either within budget or elsewhere; and 5. Check outcomes of each activity and make adjustment to future events. | Management and Staff with support from Management Committee |

2. OUR PROFILE

TO HAVE PEOPLE INSTANTLY RECOGNISE WHAT KARINGAL IS ABOUT

| OUTCOMES | BROAD STRATEGIES | RESPONSIBILITY |
|--|---|----------------------------------|
| 2.1 Community recognises what Karingal has to offer and uses it. | 1. Engage with community to test their current appreciation of what Karingal has to offer and how that can be improved; 2. Design a campaign based on above findings; 3. Identify relevant measurements for the success of the above campaign and assess and adjust; and 4. Learn from the outcomes above to deliver more and more relevant marketing. | Management Committee and Manager |
| 2.2 Brand instantly recognised for what it stands for. | 1. Engage with community to test their current appreciation of Karingal branding; 2. Design a campaign of recognition about the logo to target market; 3. Measure the success of that by again engaging with the community and/or measuring the success via events, seeking of support and activities attended; and 4. Adjust where appropriate. | Management Committee and manager |

3. OUR PARTNERSHIPS

KARINGAL MAINTAINS AND CREATES STRONG AND SUCCESSFUL PARTNERSHIPS TO ENABLE THE CENTRE TO DELIVER ON COMMUNITY NEEDS.

| OUTCOMES | BROAD STRATEGIES | RESPONSIBILITY |
|---|---|----------------------------------|
| 3.1 Strong stakeholder partnerships are maintained and enhanced to increase Karingal's impact and relevance. | 1. Engage with current stakeholders to discuss strategic direction and to ensure alignment with their expectations; 2. Keep current stakeholders informed on progress to align with partnership contract; and 3. Discuss with current stakeholders any additional exchange that could benefit the partnership. | Management Committee and Manager |
| 3.2 New Stakeholder partnerships are uncovered and developed to improve Karingal's ability to connect community members and give them a sense of belonging. | 1. Explore the possibility of new and relevant partnerships to deliver on Karingal's key purpose; 2. Strategic collaborative partners engaged to maximise impact on service delivery and income opportunities; and 3. New partnerships are collaborative arrangements that share and include all parties' expectations; | Management Committee and Manager |
| 3.3 Increased and improved local community partnerships for Karingal within Paraburdoo. These will contribute to increased events and service delivery. | 1. Karingal influences a change in Paraburdoo social culture to one that feels resilient, inclusive and empowered; 2. Conduct a skills audit for the Paraburdoo community; and 3. Karingal to capitalise on a change in social culture to become involved in community development. | Management Committee |



4. OUR ORGANISATION/OUR PEOPLE

KARINGAL'S STRUCTURE AND THE PEOPLE THAT MAKE IT HAPPEN ARE ORGANISED FOR THE MAXIMUM DELIVERY OF SERVICE TO THE PARABURDOO COMMUNITY.

| OUTCOMES | BROAD STRATEGIES | RESPONSIBILITY |
|---|--|----------------------------------|
| 4.1 Policies and procedures are relevant and embedded in our strategies and operations. | 1. Conduct regular audit of current policies and procedures in line with peak body suggestions; 2. Undertake regular health checks of governance requirements; 3. Edit where necessary; and 4. Engage with all staff and Management Committee to understand and sign off any changes of policies and procedures. | Management Committee and Manager |
| 4.2 Staff and management are maintained, skilled and experienced. | 1. Undertake regular review of development needs via performance appraisal with staff and development reviews for Management Committee; 2. Undertake development; 3. Respond to feedback from those involved; and 4. Ensure all involved are acknowledged for what they contribute to the organisation both as paid and unpaid members of the organisation. | Management Committee and Manager |
| 4.3 Dedicated process in place to plan for staffing and management future (succession planning, staff and volunteer retention) to meet the needs of the organisation. | 1. Update succession planning policy and procedures; and 2. Maintain an active process of undertaking the requirements of the succession plan on a regular basis-Revisit at 6 monthly intervals at Management Committee meetings. | Management Committee and Manager |
| 4.4 Karingal's operational hours and staff structures meet the needs of the community and programs. | 1. Review the operational hours of the Centre to ensure it is in line with community and customer needs 2. Consult with staff and restructure in accordance with community needs; and 3. Review on an annual basis. | Management Committee and Manager |

5. OUR FACILITIES AND INFRASTRUCTURE

TO ENSURE THAT OUR PREMISES AND INFRASTRUCTURE SUIT THE NEEDS OF KARINGAL DELIVERING A SUCCESSFUL SERVICE TO ITS COMMUNITY.

| OUTCOMES | BROAD STRATEGIES | RESPONSIBILITY |
|--|---|--|
| 5.1 Facilities that Karingal operates within are welcoming and offer space to accommodate the needs of delivering appropriate services, support, programs and events. | <ol style="list-style-type: none">1. Review the layout and flow of the new premises to suit the needs as identified in the expected outcome;2. Maintain Function Centre3. Invest in appropriate changes that could be made—seek support; and4. Actively engage community to provide support in changes.. | Management Committee, Manager and owner of new premises. |
| 5.2 Karingal has technology that is state of the art and offers additional service opportunities via this for the community of Paraburdoo to connect with vital services.. | <ol style="list-style-type: none">1. Investigate the technology requirements for Karingal into the future (including broad band requirements, technology support, hardware, skills development and software;2. Identify appropriate remote technology support that is appropriate to Karingal's future require-ments (including video-conferencing, public computers and printing) | Manager |



6. OUR INCOME STREAMS

TO IMPROVE OUR INCOME STREAMS SO KARINGAL CAN DELIVER APPROPRIATE SUPPORT SERVICES TO THE PEOPLE OF PARABURDOO

| OUTCOMES | BROAD STRATEGIES | RESPONSIBILITY |
|--|--|----------------------------------|
| 6.1 Expanded sources of grant and funding income achieved that are relevant to desired outcomes. | <ol style="list-style-type: none">1. Identify from community engagement requirements for program and event development;2. Identify other ways that our current sponsors and partners can provide us with income;3. Investigate becoming a Community Resource Centre as an additional means of providing community access to necessary services; and4. Create networks and relationships via Peak body as well as CRC and other Neighbourhood Centres to identify alternative funding and sponsorship sources. | Management Committee and Manager |
| 6.2 Alternate means of income raising in place to support ongoing operations of Karingal. | <ol style="list-style-type: none">1. Encourage community to understand the need to support Karingal and pay for some of the events and activities; and2. Identify other sources of “Fee for Service” arrangements that are acceptable to the community and that provide a larger percentage of income for the Centre | Manager |



HOW WE WILL CHECK ON OUR PROGRESS TOWARDS SUCCESS?

Apart from the initial steps to undertake this strategic process, the plan will be placed on the Management Committee's agenda once every six months to review and check that outcomes are being achieved. The strategies stated above are broad enough to tease out more finite planning and it is these more precise actions and strategies that will more likely change as a consequence of measurement and review.

Karingal will endeavour to formally review the current plan within six months of its finish date which is June 2023. The result of this should provide a reason for celebration and a new planning process to be undertaken.

KARINGAL LOOKS FORWARD TO SHARING THIS PLAN WITH ITS STAKEHOLDERS AND FUTURE PARTNERS.



OUR PARTNERS

Karingal is currently funded by the Department of Local Government and Communities, Department of Human Services and has a valued partnership with Rio Tinto.



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