



Kingston East Neighbourhood Group Inc
Strategic Plan
2018-2021



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A MESSAGE FROM OUR PRESIDENT AND MANAGER

For over thirty years, the Kingston East Neighbourhood centre has provided a central meeting place and a range of services and programs to meet local community needs. The most successful neighbourhood centres are those that can adapt and modify their focus in response to changing demographics and community needs. This has been one of KENG's greatest strengths. As a result, our programs now support increasing numbers of Culturally and Linguistically Diverse people and we deliver employment programs in addition to distributing emergency relief to help long term jobless families and individuals gain economic independence.

As part of the process of developing this plan, we consulted with clients, volunteer and staff in the community, analysed local statistics and sought feedback from staff and committee members. Key issues that emerged throughout this process, were the high numbers of young children aged under 8yrs, disproportionate numbers of single parents, an increasingly culturally diverse community, increasing numbers of unemployed families and families on low incomes. Domestic Violence has become an issue and children are developmentally vulnerable. These issues were reinforced through community consultations with poverty, safety, employment, finances, mental health and social isolation being identified as major needs for the community.

KENG's Vision is to create an inclusive and empowered community. As such our role is to equip people with the skills and knowledge they require to live independently. Our mission is connecting people and building futures, so that members of the community live life to the full. We will aim to achieve this by:

- Being creative and innovative and building sustainable futures
- Adopting a continuous improvement approach and being accountable and transparent
- Connecting and partnering with others
- Ensuring our centre is visible and accessible and
- Responsibly managing our resources

It is with great pleasure that we commend this strategic plan to you as the blueprint to guide us as we continue to support and respond to the needs of the Logan Community.



Geoff Leeming
President



Kim Wright
Manager

WHAT DOES KENG DO?

The Kingston East Neighbourhood Group Inc (KENG) was established in 1984 to meet the needs of a small and developing community. More than thirty years later it is a well-established and respected organisation with an integrated service delivery model that is being mirrored across other agencies. Under this model we provide a range of comprehensive services that assist individuals, children and families. This includes universal services and early intervention support through to secondary services for people who are homeless and/or have children in care. KENG's services work together in an integrated way so when a person walks in the "front door" they have the opportunity to have the support of the entire organisation. Furthermore, KENG is well connected to many other external services, so if they can't help, referrals can be made to more appropriate support.

KENG operates within a **Community Development** approach identifying key issues within the community and developing services and self-help strategies to address them. There are 12 key focus areas for the programs and services that KENG delivers. These are as follows:

1. Early Years Place (0-8)

The Child and Family Early Years Place provides a range of universal early childhood education and care, health and family support to families with children 0-8 years, with an emphasis on 0-3 years. The program is underpinned by early childhood development concepts and focuses on providing safe, enjoyable and supportive experiences for families to maximise health, education, care and safety for families to learn and grow together. The Occasional Childcare Centre is an essential service to support families and work closely in partnership with the Child and Early Years Place at KENG. Early Years Place works collaboratively across the organisation.

2. Communities for Children

The Kingston East Neighbourhood Group Inc, (KENG) Communities for Children (CFC) programs are delivered across three community hub sites; KENG, Kingston State School and Loganlea Community Centre. We also provide community outreach at the Logan Library and provide family-centred and child-focused programs and activities. CFC programs and services include:

- **Playgroups** - Four playgroups are facilitated across the Logan area during the school term.
- **Hello Baby** - A weekly program offered on Tuesday mornings during school term for carers and their infants 0 to 9 months. Hello Baby incorporates infant massage, music, sensory play and a weekly drop in clinic with a child and maternal health nurse from QLD Health
- **Kids Club** - is facilitated weekly on a Wednesday afternoon during school term at the Loganlea Community Centre. The program provides a safe environment for adults and youth in both primary and secondary school to engage together and receive academic support
- **Circle of Security** - is a parenting program which provides parents with the skills and knowledge to support and strengthen family relationships
- **123 Magic and Emotion Coaching** A four week parenting program designed to provide parents and carers with strategies to promote positive behaviour in their children
- **Occasional Childcare Centre (OCC)** Early childhood education is provided for children in order that parents/carers are able to attend Communities for Children programs and activities.
- **Girls Club** - A one-day school holiday workshop targeted at girls in primary and high school. The day provides opportunities for positive social interactions and increases self-esteem, as well as offering information and promoting discussion around issues such as safety, healthy relationships, goal setting and health.
- **Family Disco** - is a family event focused on children aged under 8 years and their care givers.



3. Community Development program (CD)

The CD program aims to strengthen resilience and build the capacity of individuals and families within the culturally, linguistically and economically diverse city of Logan.

Programs/activities include:

- Monday Computer Club,
- Intergenerational Yoga,
- Craft Group,
- Card Making,
- Intergenerational Tai Chi
- Under 12's Family Disco.
- KRANK school holiday program
- Adult and Senior Cooking Club
- Volunteer programs



4. Emergency Relief

The Emergency Relief (ER) program objective is to assist clients in dealing with immediate crisis situations in a way that maintains dignity and encourages self-reliance. Over 5000 clients are assisted each year. Food parcels are also provided.

5. Family Support program

The Family Support Program is an in-home visiting support program for families with children from birth to 12 years in the Logan Community. The program is an early intervention/prevention model that works from a strength-based framework. In 2016/17 KENG supported 27 families with 322 home visits.

6. Home Interaction Program for Parents and Youngsters (HIPPY)

The Home Interaction Program for Parents and Youngsters (HIPPY) is a two-year, home-based early childhood learning and parenting program that empowers parents and carers as their child's first teacher.

7. Immediate Supported Accommodation

The Immediate Supported Accommodation (ISA) Program operating through KENG functions as a Specialist Homelessness Service (SHS) that offers temporary accommodation linked with case-managed support to individuals and families who are homeless or at risk of homelessness. From July 2017 to March 2017 a total of 555 clients received assistance from the ISA team. Of the clients assisted 298 were children under 17 years.

8. Occasional Child Care

The Kingston East Occasional Child Care is a unique Children's service that provides a rich learning environment for young Children on a short-term basis. Our service provides a warm and nurturing environment for families to use when attending programs at the Centre or as a transition in preparing their Children for an additional early childhood setting. Offering a low cost hourly rate ensures that all families have the opportunity to access an educational facility for their Child. The Childcare is a significant element to the Community centre with 76% of families accessing Childcare being actively engaged in programs within the centre.

9. Older Person's Action Program

The Older Person's Action Program (OPAP) aims to enhance the quality of life of seniors in our local area. We provide services that include: therapeutic social services, health promotion activities, access to information and resources, opportunities for learning and for professional and personal development as well as opportunities to continue to contribute and derive meaning and value through voluntary roles. Activities and programs include:

- Adults and Seniors Cooking Club
- Seniors Wednesday Computer Club
- Community Education/Information Sessions have included a display in the reception area to promote International Elder Abuse Awareness Day, Diabetes Awareness/ prevention, physical, mental and social wellbeing information delivered across all programs
- First Aid for Senior's sessions facilitated by a qualified First Aid trainer
- Card Making & Craft Groups
- Tai Chi
- Yoga



10. Personal and Relationships Counselling

The Counselling Program offers opportunities for clients to avail themselves of personal or relationship counselling. Added to this are the on the spot phone calls from clients or government departments.

11. Employment Programs

The Skilling Queenslanders for Work (SQW) Build a Secure Future employment and training program provides accredited training in partnership with TAFE Brisbane and learner support which includes self-development and employment/job search skills, First Aid & CPR and a Working with Children Blue Card. Language, literacy and numeracy are embedded in the program.



12. Tech Savvy Seniors Program

Kingston East Neighbourhood Group Inc. (KENG) has supported Logan City Council Libraries to successfully deliver the Tech Savvy Seniors Program across all Logan City Council Library Services. The aim of Tech Savvy Senior Program includes enhancing the quality of life of seniors by addressing social isolation; vulnerability (general 'fear' of participating in social services and specific fear of accessing social structures through technology); passive and/or negative attitudes/ experiences towards lifelong learning; mental and physical health issues; access to free or low cost transport; and, knowledge of support services available in their communities.

DEVELOPMENT OF THIS PLAN

This plan was developed following consultation and feedback from our clients, staff, committee members and volunteers and through consideration of relevant demographic data and statistical data. Consistent with our values, KENG places significant value on collaboration and ensures that our programs and services are responsive to the needs of the community.

This strategic plan has been developed by giving consideration to the following contextual factors.

1. DEMOGRAPHIC DATA

Kingston East Neighbourhood Centre is situated within the Logan City LGA. As can be seen from the following demographics, Logan includes suburbs characterised by significant disadvantage as well as high percentages of children, single parent families and CALD families hence KENG's focus on addressing poverty and disadvantage and delivering programs that meet the needs of families, older people and support early childhood.

1.1 Children and young people

Logan is characterised by high numbers of children with 42,202 children aged 0-8 in Logan City and 45,000+ expected by 2025. Local suburbs with high numbers of children aged 0-8 years are:

- Marsden – 18.4% (2,611)
- Woodridge – 15.1% (1,894)
- Slacks Creek – 14.2% (1,484)
- Kingston – 14.5% (1,506)
- Underwood – 15.4% (977)
- Logan Central – 14.7% (901)
- Loganlea – 14.2% (1,484)

1.2 Single parent families

Single parents with children in Logan comprise 8.2% of families compared to 5.8% for Qld and 5.1% for Australia. The suburbs with highest levels of single parent families are:

- Kingston – 29.96%
- Logan Central – 30.95%
- Loganlea – 30.09%
- Marsden – 26.5%
- Slacks Creek – 27.36%
- Waterford West – 25.6%
- Woodridge – 25.87%

1.3 Older people

As a whole Logan City has a lower percentage of older people (aged over 65 yrs) than for South East Qld (12% compared to 14.8%). The highest percentage of older people reside in:

- Eagleby – 13.78%
- Woodridge – 8.4%
- Logan Central – 7.2%
- Rochedale South – 8.5%
- Springwood – 8.8%
- Slacks Creek – 7.8%
- Kingston – 5.7%

1.4 Aboriginal and Torres strait Islander Population

While 3.2% of Logan's whole population identifies as Aboriginal and/or Torres Strait Islander, almost 6% (3,842) of children aged under 15 years do. Jimboomba, Kingston, Woodridge and Eagleby have the highest Aboriginal and Torres Strait Islander populations of all Logan areas, while Kingston, Beenleigh, Logan Central, Woodridge and Slacks Creek have the highest prevalence of people identifying as Aboriginal and/or Torres Strait Islander as a proportion of the population.

1.5 Culturally and Linguistically Diverse Population

82,867 people who were living in Logan City in 2016 were born overseas, and 18% arrived in Australia within five years prior to 2016.

The top countries of birth for (outside Australia) for people living in Logan include (in order from highest):

- New Zealand
- United Kingdom
- Philippines
- India
- Samoa
- South Africa
- Fiji
- China
- Afghanistan
- Burma

The top 11 languages other than English spoken at home in order from highest are:

- Samoan
- Mandarin
- Persian/Dari
- Arabic
- Filipino/Tagalog
- Hindi
- Spanish
- Punjab
- Khmer
- Cantonese

77.8% of Logan households speak only English at home, 15.9% speak only another language and 6.9% are bilingual.

The major countries of birth for local suburbs are:

| | | |
|--|--|---|
| <p>Kingston</p> <p>New Zealand – 9.19% Samoa – 2.17% Burma – 1.73% Afghanistan – 1.44%</p> | <p>Slacks Creek</p> <p>New Zealand – 8.95% Afghanistan – 1.41% Samoa – 1.36% India – 1.08% Fiji – 0.79%</p> | <p>Logan Central</p> <p>New Zealand – 8.48% Burma – 5.9% Afghanistan – 2.73% Samoa – 2.34% Philippines – 1.35%</p> |
| <p>Loganlea</p> <p>New Zealand – 8.93% India – 2.1% Philippines – 1.31% Afghanistan – 1.24% Samoa – 0.78%</p> | <p>Woodridge</p> <p>New Zealand – 7.19% Burma – 3.5% Afghanistan – 3.02% India – 2.0% Samoa – 1.93%</p> | |

1.6 People with a disability

While overall Logan has a similar profile as the whole of Queensland in terms of number and proportion of people living with a disability significant enough to require assistance with everyday life, there were particular suburbs where it was particularly high. These are:

| SLA | Need for Assistance all ages % | Need for assistance 0-14 yrs % |
|--------------------|-----------------------------------|-----------------------------------|
| Beenleigh | 8.2% | 4.1% |
| Bethania-Waterford | 10% | 3.1% |
| Eagleby | 8.4% | 6.3% |
| Slacks Creek | 7.5% | 3.1% |
| Woodridge | 7.4% | 2.5% |
| Waterford West | 8% | 3.5% |

2. KEY ISSUES

2.1 Domestic Violence

In the Logan District, the rate of Domestic and Family Violence Applications decreased from 789 in 2015/16 to 737 in 2016/17, or seven percent in the rate of applications per 100,000 person.

However, the number of breaches to Domestic and Family Violence Protection Orders increased from 2,079 in 2015/16 to 2,173 in 2016/17.

2.2 Employment

Since 2014, unemployment in the Logan LGA has dropped from around 9% to around the state average of 5.66%. However, there are some areas where unemployment is much higher than average and where parents are less likely to be working. These are as follows:

| Statistical Area | Unemployment rate March Qtr 2017 % | Families with no working parent % |
|------------------|---------------------------------------|-----------------------------------|
| Beenleigh | 9.3% | 27.9% |
| Eagleby | 9.4% | 32% |
| Kingston | 12.9% | 36.5% |
| Logan Central | 17.3% | 40.1% |
| Loganlea | 8.3% | 23.4% |
| Marsden | 8.2% | 23.7% |
| Slacks Creek | 8.1% | 27.6% |
| Woodridge | 15.8% | 39.1% |

2.3 Income Levels

Poverty is a significant issue for many individuals and families. Logan has many suburbs where there are people living on low incomes. Areas with low **household incomes** of less than \$500/week are:

- Kingston – 9.7%
- Logan Central – 15.7%
- Loganlea – 9%
- Slacks Creek – 9.8%
- Waterford West – 10.87%
- Woodridge – 13.2%

16.5% of Logan's residents had incomes of less than \$300 per week. Areas with the highest percentage of people on less than \$300/week were:

- Kingston – 19.9%
- Logan Central – 23.1%
- Loganlea – 17.8%
- Slacks Creek – 18.3%
- Waterford West – 17.1%
- Woodridge – 21.3%

2.4 Early Childhood Development

The Australian Early Development Census (AEDC) data for 2015 tells us that there is a gap between the figures for Logan children and national and state figures. Based on the AEDC survey of prep children, we estimate that 31.7% of children in Logan are vulnerable in one or more areas of their development while 17.2% are vulnerable in two or more areas. This means around 14,265 0 to 8 year olds in Logan are vulnerable in one or more areas of development: social, physical, emotional, language or cognitive or communication, while approximately 7,740 are vulnerable in two or more of these areas. These children are likely to need extra help to reach their potential.

WHAT DO PEOPLE THINK ABOUT KENG AND LOCAL ISSUES?

Surveys were completed by over 160 clients, volunteers and staff. Respondents were asked to provide feedback on key issues that affect them, their family and friends and to provide information about their views in regards to KENG. Feedback from respondents was that the key issues of concern to them were:

Key Issues

Financial

- Cost of rising bills (10)
- Financial issues (10)
- Paying bills
- The price of living
- Poverty
- No Internet and costs are high
- The price of petrol

Safety

- Safety about Kids (Bad people's languages and behaviour) and poor Security (8)
- Domestic Violence (3)
- Not feeling safe after dark/safety (5)
- Crime again associated with bored youth (3)
- Children and Women safety
- Neighbourhood bullying

Material aid

- Housing (6)
- Clothing (2)
- Food
- School supplies
- Centrelink incompetence

Employment

- Job (9)
- Trade base learning for youth
- Extra support for single parents that work
- Finding a job after being a stay at home Mum
- Putting together a resume after being a stay at home Mum
- Recruitment

Transport

- Transport (10)
- Traffic jam on the highways and insufficient roads (4)

Children and Youth

- Community support & Family network (7)
- Lack of safe spaces for young children and shaded parks (4)
- Activities for after school and holiday (3)
- Childcare rates (3)
- Not enough opportunity for youths and older teenagers in the community (2)
- Lack of affordable childcare for nonvaccinated children
- Need for training on bullying
- Raising children
- Community based support for indigenous children
- Seeing Aboriginal kids on the streets
- Mentoring for the youth
- Kids on computers

Drug and Alcohol addiction and mental health

- Substance abuse
- Alcohol addiction
- Mental Health
- Immediate assistance for people who having mental health issues
- Children have easy access to drugs
- Stress and Depression (3)

Accessibility

- Evening access to activities at the centre
- Access to services
- More information about community centres- people I talk to don't often know what is around

Education

- English Language support (4)
- Homework help

Social Isolation

- Social isolation (3)
- Lack of community connection
- Social life with local people
- Constraints and isolation

What do you like about KENG

111 respondents rated the occasional child care at KENG as one of the things they liked best about the organisation. Other positive features were identified as follows:

- Friendly people who work at KENG & welcoming nature of the centre (41)
- Activities and programmes on offer (37)
- The environment and facilities (20)
- Groups and staff are very supportive (12)
- Play Group (5)
- The facilities (4)
- HIPPY programme (4)
- Food (3)
- Great place to come and meet people (3)
- Offers significant services to the people in need (2)
- Multicultural focus (3)

What is it that we could improve at KENG?

- No improvement needed (20)
- Improved advertising and promotion (8)
- More early year programme and courses (5)
- After school activities and Homework club (4)
- More English language Classes (3)
- Free KRANK program and other school holiday programs (3)
- Women's Group and more Mothers Group (3)
- Physical Activity workshops (Yoga and Meditation) (2)
- Visits from Centrelink, Legal and Counselling
- Child care five days per week

SWOT Analysis

| | |
|---|--|
| <h2>Strengths</h2> <ul style="list-style-type: none">• Experienced and dedicated staff• Well established with a good history, reputation and local recognition• Committed management committee – very hands on• Resourceful with limited resources• Integrated service model• Credibility with government• Deliver support to community through the ages – antenatal →senior• Great culture – very low staff turnover• Good Ambience/energy at centre• KENG premises – occasional child care centre• Responsive to client needs• Men’s group• Child and family friendly focused• Integrity of workers/volunteers/students• Staff have range of experience and qualifications• Fully subscribed classes/ strong attendance• Connected organisations/partnerships | <h2>Weaknesses</h2> <ul style="list-style-type: none">• Time limited funding for some projects• Poor access to centre by public transport• Lack of integrated data collection• Out of date signage and facing the wrong way• Lack of suitable room space• KENG doesn’t promote its achievements and measure its outcomes• Lack of framework and data systems to measure outcomes• Manager is not full-time• Over-reliance on government funding• Not tapping into bequeaths and other fundraising options |
| <h2>Opportunities</h2> <ul style="list-style-type: none">• Establishment of a community legal service• Opportunities for shared space in other community centres• Population growth expansion in Yarrabilba →allocation of resources• Closer liaison with other groups through LGGGA to expand services• Increase membership base• Collaboration with other agencies• Link with churches• Increasing number of volunteers• Expand to other premises• Build on partnerships – formal/informal with community leaders/Logan Together• Link with day care and schools• Increase technology to facilitate delivery | <h2>Threats</h2> <ul style="list-style-type: none">• Changes in program structures• Consortium v individual models• Technical disruption• Over reliance on govt funding• Change of government can impact on funding availability• Increasing wages and operating costs• Competition with other organisations especially big NGOs |

OUR VISION

KENG aspires to create an inclusive empowered community



Our Mission

Connecting people, building futures

OUR VALUES

- Empowerment:*** We are committed to assisting individuals to make positive choices in their lives
- Collaboration:*** We value the contribution of volunteers, students and community partners and promote a culture of teamwork
- Inclusive:*** We acknowledge Australia's first people, respect and value diversity and are committed to equality
- Responsive:*** We are creative and receptive in seeking opportunities to meet individual and community needs
- Integrity:*** We respect confidentiality, accountability and regard honesty as a priority
- Quality:*** We implement evidence based best practice and strive for continuous improvement
- Sustainability:*** We are constantly evolving and adapting our practices to ensure longevity and viability

To create an inclusive and empowered community we will.....



Build sustainable futures

We will continue to be innovative and creative and take hold of opportunities that respond to local community needs



Be accountable and transparent

We will identify and measure our service outcomes and adopt a continuous improvement approach to everything we do.



Connect & partner with others

We will partner and collaborate with other stakeholders to enhance efficiencies and ensure the best possible services for the community



Be visible and accessible

We will make the centre more visible and accessible to people from all walks of life



Responsibly manage our resources

We will provide responsible governance by effectively managing our resources (people, assets and finances)

Goal 1: Build Sustainable futures

We will continue to be innovative and creative and take hold of opportunities that respond to local community needs

| | | |
|--|---|--|
| <p>1.1 Generate new revenue streams</p> <ul style="list-style-type: none"> • Research and develop social enterprises that integrate with our core business and add financial benefit to the organisation • Increase revenue streams to maximise service outputs • Make use of KENG’s Deductible Gift recipient (DGR) status to apply for funds from corporate organisations and philanthropic trusts | <p>1.2 Diversify programs and services</p> <ul style="list-style-type: none"> • Consult with community and collect needs-based data on key issues • Pursue funding opportunities consistent with our mission, strategy and capability and identified needs • Establish a maternity child health hub • Provide a visiting community legal service • Deliver multigenerational unemployment programs that help break the cycle. | <p>1.3 Develop partnerships with corporate sponsors</p> <ul style="list-style-type: none"> • Identify suitable corporate sponsors consistent with our values • Implement joint ventures and marketing strategies with the private sector |
| <p>1.4 Establish Multi outlets/sites</p> <ul style="list-style-type: none"> • Work with Government (local and state) to identify suitable sites that require community management • Liaise with other community organisations regarding service delivery from shared premises |  | <p>1.5 Extend services to high need areas and respond to service gaps</p> <ul style="list-style-type: none"> • Outreach into high growth areas (e.g. Jimboomba) • Develop service responses to support those experiencing family and domestic violence • Develop strategies that support disengaged young people • Implement programs that enhance quality of life and support to people with a mental illness • Help people strengthen their skills for managing money and building financial resources |

Goal 2: Be Accountable and Transparent

We will identify and measure our service outcomes and adopt a continuous improvement approach to everything we do.

2.1 Define, measure and improve business performance

- Build an outcome-focussed performance culture
- Collate and interpret service and organisational data (qualitative and quantitative)
- Implement an integrated whole of KENG outcomes regime

2.2 Use technology to transform the way we work

- Implement a data management system that tracks client outcomes across different programs
- Improve data capture, management and analysis to drive timely, evidence-based decision making

2.3 Evaluate and publish our achievements

- Undertake program and project evaluations that provide a documented body of knowledge regarding KENG services and programs
- Evaluate and document KENG's integrated service model and promote at a national level
- Conduct relevant research in partnership with University and develop a robust evidence base



2.4 Ensure service delivery meets program standards

- Undertake continuous improvement monitoring through regular reviews against the HQSF standards



Goal 3: Connect and Partner with Others

We will partner and collaborate with other stakeholders to enhance efficiencies and ensure the best possible services for the community

3.1 Establish partnerships and strategic alliances within the sector

- Share resources with other NGOs
- Develop MOUs and agreements with aligned organisations
- Use strategic alliances to undertake research/joint initiatives and advocate for client and organisational needs
- Negotiate bulkbilling arrangements with medical centres

3.2 Enhance connections with the private and corporate sector

- Establish University or corporate volunteer days
- Outreach KENG programs to University
- Access corporate sponsorship from local businesses

3.3 Co-location arrangements

- Implement strategies to outreach programs from different locations and community centres
- Develop local support infrastructure and identify opportunities for collaboration



Goal 4: Be Visible and Accessible

We will make the centre more visible and accessible to people from all walks of life

4.1 Improve service marketing and promotion

- Promote our Occasional Childcare Centre to schools and University
- Distribute marketing materials in major areas where people wait – e.g. hospitals, libraries, Logan City Council, other community centres, links with churches.
- Advertise on Logan City Council website

4.2 Make the Centre more visible

- Install visible signage to advertise the centre
- Bring more people into the centre through programs such as outside school hours care programs.

4.3 Improve accessibility

- Explore transport options
- Obtain additional premises closer to public transport



Goal 5: Responsibly manage our resources

We will provide responsible governance by effectively managing our resources (people, assets and finances)

| | | |
|--|--|---|
| <p>4.1 Build our staffing capacity to position us for growth</p> <ul style="list-style-type: none">• Develop a framework for student placements | <p>4.2 Save resources through organisational efficiencies</p> <ul style="list-style-type: none">• Develop financial efficiency models through increased recycling and solar energy• Maximise the value and security for the organisation through management of assets and finances | <p>4.3 Implement effective governance and compliance frameworks</p> <ul style="list-style-type: none">• Undertake robust risk management and continuous improvement systems• Ensure that our governance arrangements and delegations deliver timely decision-making, support balanced risk-taking and drive effective implementation• Ensure KENG's policies, processes and systems and structures meet organisational needs |
|  | <p>4.4 Upskill our staff</p> <ul style="list-style-type: none">• Develop an organisation wide training plan• Build the capacity of our staff• Provide ongoing training and development for staff and committee members |  |

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