



STRATEGIC PLAN

2021-2024



**KINGSTON EAST
NEIGHBOURHOOD GROUP**

Connecting People, Building Futures

A Message from our Chair and Manager

The last two years have been challenging for most individuals and families. This time has served to show us the importance of community and being connected. Now, more than ever before we are reminded of the important role neighbourhood centres have in our community. A 2020 survey by the Queensland Families and Communities association found that \$4.08 of social value goes back into communities from every \$1 of state Government Funding and 1.83 million participants every year create over \$77.8M in social connections.

Having successfully run a thriving community centre for over 35 years, KENG has the knowledge, experience and skills not only to deliver programs and activities that are well attended and popular, but to re-orient and/or expand their services to meet the everchanging needs of local communities.

This strategic Plan has a big bold purpose to use our experience and skills to establish similar centres in other communities across Logan City. In doing so we aim to meet our mission of “Connecting People, Building Futures” and our Vision of an ‘inclusive empowered community’.

Our strategic priorities over the next three years are:

- 1. Financial sustainability*
- 2. Responsive to community needs*
- 3. Recognition and awareness*
- 4. Dynamic People and Systems*

KENG has demonstrated that it is agile and responsive and able to quickly adapt to a changing environment. We look forward to the next three years and are confident that we can continue to expand our delivery of quality services in order to connect people and build futures.



Kim Wright, Manager



Geoff Leeming, President

OUR VISION

Our Vision is to create an Inclusive Empowered Community



OUR MISSION

Connecting People, Building Futures

OUR VALUES

At KENG how we go about delivering our services is just as important as the outcomes we achieve. Our Values include:



Empowerment

We are committed to assisting individuals to make positive choices in their lives.



Collaboration

We value the contribution of volunteer, students and community partners and promote a culture of teamwork.



Inclusive

We respect and value diversity, acknowledge Australia's First Nation's People and are committed to equality.



Responsive

We are creative and responsive in seeking opportunities to meet individual and community needs and value feedback.



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 and environmental sustainability.

WHAT WE 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 Early Years Place provides a range of programs to increase family capacity 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:

- **Supported Playgroups** - Five 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.
- **The Hangout** - 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.

- **Great Mates Meet** - this is an all inclusive mens group who meet weekly on a Friday for a BBQ and chat. It focuses on building and sustaining friendships and supporting each other.
- **Wheel of Wellbeing** - is a program that explores everyday ways to improve wellbeing using the WoW framework of Body- be Active, Mind- Keep Learning, Spirit- give, People- connect, Place- take notice and Planet- care. The workshops include meditation, gentle stretching/yoga and mindfulness practices.
- **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.

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:

- The Computer Club
- Intergenerational Yoga
- Craft Group
- Card Making
- Intergenerational Tai Chi
- KRANK school holiday program
- Volunteer programs
- NILS Program- No Interest Loans
- Monthly Visa & Migration Advice Service
- SPER - State Penalties Enforcement Registry
- Financial Counselling



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 2020/2021 KENG supported families with home visits, parenting programs and events.

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.

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 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 and 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. Child Health Partnership Program

The Child Health Pathways Project is a new initiative aimed at supporting parents who are involved in the Thriving and On Track (TOTS) program, to connect families to early childhood health services.

12. Employment Programs

The Skilling Queenslanders for Work (SQW) Build a Secure Future employment and training program provides accredited training in partnership with local RTOs 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.

13. Community Connector

This program will open up communication channels and strengthen community relationships.

- Directly benefit the local community, its children and families
- Enables the Logan Together movement to become deeply informed by community voice.

14. Community Garden

Our Community Garden is a place where people can come together to grow food, share knowledge and build community. It is a great way to get involved in the local food system and to meet new people. The garden is open to everyone and is a great place for families to spend time together. It is also a great place for people to learn about growing food and to share their own experiences. The garden is a great way to get involved in the local food system and to meet new people. It is also a great place for people to learn about growing food and to share their own experiences.





Our Strengths

KENG is a well-established organisation with over 35 years of experience. The key strengths which KENG seeks to build upon in the development of this Plan Includes:

- A long standing Centre that has a reputation for being friendly and welcoming.
- Financially stable organisation.
- Good Governance and committed team of staff, students and volunteers and commitment of the management committee.
- Well known in the community with a reputation of excellence.
- Good relationships with the local and broader community.
- Shared knowledge base between staff, students and volunteers and teamwork across programs.
- A unique service delivery model that offers childcare alongside therapeutic/support programs and social activities.
- An integrated service model where clients can access a range of services.
- A Centre that is responsive to client needs.

Our Challenges

KENG faces a number of challenges over the next three years which it will seek to address within its future planning processes. These include:

- As with most not for profit organisations, KENG faces uncertainty of government funding, rising costs including increasing wage rates (not matched by Govt. funding) and a diminishing market for public donations.
- Currently there is an over-reliance on Government funding.
- Changing community needs.
- There are increasing and more complex needs within the client base including the growth of clients with mental health and affected by social isolation due to COVID.
- The organisation is starting to outgrow its current space and to expand its programs it will require a smarter use of existing space and additional meeting/office areas.
- To document the health and wellbeing outcomes that clients achieve through participation in KENG programs.



OUR STRATEGIC PRIORITIES



Financial Sustainability



Responsive to Community Needs



Recognition and Awareness



Dynamic People and systems

Financial Sustainability

Strategic priority 1:

KENG will develop a long term, sustainable funding approach with multiple Funding streams.

| Objectives | Key Result Areas |
|--|--|
| <ul style="list-style-type: none">• Increase revenue streams to maximise service | <ul style="list-style-type: none">• More than 25% of KENG's net operating revenue is generated from non-government funding sources |
| <ul style="list-style-type: none">• Establish social enterprises | <ul style="list-style-type: none">• Profitability of commercially orientated activities contribute to increased service provision |
| <ul style="list-style-type: none">• Increase capital resources | <ul style="list-style-type: none">• Expanded community housing portfolio |
| <ul style="list-style-type: none">• Retain and extend grants through strong relationships and outcomes | <ul style="list-style-type: none">• Increased government grants revenue by 2023 |
| <ul style="list-style-type: none">• Make use of KENG's Deductible Gift recipient (DGR) status to apply for funds from corporate organisations and philanthropic trusts | <ul style="list-style-type: none">• Revenue includes funding from Trusts and corporate organisations |
| <ul style="list-style-type: none">• Pursue funding opportunities consistent with our mission, strategy, capability and identified needs | <ul style="list-style-type: none">• Increased funding applications |
| <ul style="list-style-type: none">• Identify suitable corporate sponsors consistent with our values | <ul style="list-style-type: none">• Increased revenue from corporate sponsors |



Responsive to Community Needs

Strategic priority 2:

KENG will continue to be agile and innovative and respond to local community needs.

| Objectives | Key Result Areas |
|---|--|
| <ul style="list-style-type: none">• Representation on the management committee is reflective of our community | <ul style="list-style-type: none">• 25% of our management committee is diverse and reflective of our community |
| <ul style="list-style-type: none">• Deliver services that meet an increasingly diverse community | <ul style="list-style-type: none">• Increase in culturally appropriate programs |
| <ul style="list-style-type: none">• Help Close the Gap for our First Nations people | <ul style="list-style-type: none">• Develop and deliver on our Reconciliation Action Plan |
| <ul style="list-style-type: none">• Develop services in high need areas and to respond to service gaps | <ul style="list-style-type: none">• Domestic Violence initiatives• Establish a Bub Hub• Address Social isolation• Mental health support• Outreach into high growth areas |
| <ul style="list-style-type: none">• Expand KENG's programs to other unfunded community centres | <ul style="list-style-type: none">• Establish a second footprint in Logan city |
| <ul style="list-style-type: none">• Engagement of clients and stakeholders in feedback to inform program design | <ul style="list-style-type: none">• Establish Client driven programs |
| <ul style="list-style-type: none">• Deliver multigenerational unemployment programs that help break the cycle. | <ul style="list-style-type: none">• Expand employment initiatives |
| <ul style="list-style-type: none">• Help people strengthen their skills for managing money and building financial resources | <ul style="list-style-type: none">• Implement financial literacy programs |
| <ul style="list-style-type: none">• Increase counselling services | <ul style="list-style-type: none">• Establish financial counsellor position and community legal service |
| <ul style="list-style-type: none">• Improve accessibility of programs | <ul style="list-style-type: none">• Deliver programs on weekends and after hours• Expand Child Care programs |



Recognition and Awareness

Strategic priority 3:

We will build awareness of who KENG is and what it does.

| Objectives | Key Result Areas |
|--|--|
| <ul style="list-style-type: none"> Build the KENG Brand | <ul style="list-style-type: none"> Develop Marketing plan including brand awareness |
| <ul style="list-style-type: none"> Update the look and feel of the building | <ul style="list-style-type: none"> Building update to replicate brand design and re-launch |
| <ul style="list-style-type: none"> KENG is well known across the CALD community | <ul style="list-style-type: none"> Flyers and centre information in different languages |
| <ul style="list-style-type: none"> Our Brand will represent and position the organisation in accordance with our Mission and goals. | <ul style="list-style-type: none"> Measured increase in brand awareness and positive associations. |
| <ul style="list-style-type: none"> The marketing strategy will prioritise specific audiences and/or specific issues. | <ul style="list-style-type: none"> Marketing oriented towards key markets – CALD, Indigenous |
| <ul style="list-style-type: none"> Continue awareness raising and community engagement to facilitate early help seeking | <ul style="list-style-type: none"> Increased awareness of supports provided by KENG (annual survey) |
| <ul style="list-style-type: none"> Implement key strategies that promote KENG and its services while also assisting key groups | <ul style="list-style-type: none"> Implement youth bursaries in local schools |
| <ul style="list-style-type: none"> Increase universal services that bring more people into the centre | <ul style="list-style-type: none"> Bub Hub Toy Library |
| <ul style="list-style-type: none"> Increased presence on social media | <ul style="list-style-type: none"> Number of Instagram posts and followers |
| <ul style="list-style-type: none"> Implement joint ventures and marketing strategies with the private sector | <ul style="list-style-type: none"> Collaborative ventures with private sector |
| <ul style="list-style-type: none"> Evaluate and document KENG's integrated service model and promote at a national level | <ul style="list-style-type: none"> Program evaluation |



Dynamic People and Systems

Strategic priority 4:

We will build a workforce that is capable, engaged and works safely and ensure our technology effectively supports and improves our services.

| Objectives | Key Result Areas |
|---|--|
| <ul style="list-style-type: none">• Ensure our technology effectively supports and improves our services | <ul style="list-style-type: none">• Identify and implement technology applications that improve our operational efficiency |
| <ul style="list-style-type: none">• Improve data capture, management and analysis to drive timely, evidence-based decision making | <ul style="list-style-type: none">• Produce data-based reports |
| <ul style="list-style-type: none">• Identify and market our strengths so the right people want to work, volunteer and stay with us | <ul style="list-style-type: none">• Increase percentage of young volunteers• Increase social workers in programs |
| <ul style="list-style-type: none">• Invest in workforce and leadership capability that drives individual and business performance at all levels, and supports creativity and innovation | <ul style="list-style-type: none">• Develop and implement an organisation wide Training Plan |
| <ul style="list-style-type: none">• Build an outcome-focussed performance culture | <ul style="list-style-type: none">• Establish program and worker KPIs |
| <ul style="list-style-type: none">• Achieve our environmental sustainability commitments | <ul style="list-style-type: none">• Reduce use of plastics |
| <ul style="list-style-type: none">• Improve communications and linkages across internal programs | <ul style="list-style-type: none">• Better integrated internal systems and partnerships across programs |
| <ul style="list-style-type: none">• Evaluation of organisational activities to identify opportunities for continuous improvement. | <ul style="list-style-type: none">• Regular Evaluations conducted |
| <ul style="list-style-type: none">• Maintenance of quality certification and alignment with industry standards | <ul style="list-style-type: none">• An organisational culture committed to safe work practices. |
| <ul style="list-style-type: none">• Undertake targeted leadership development linked to succession planning | <ul style="list-style-type: none">• Risk management plan with backfill and succession plans |



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