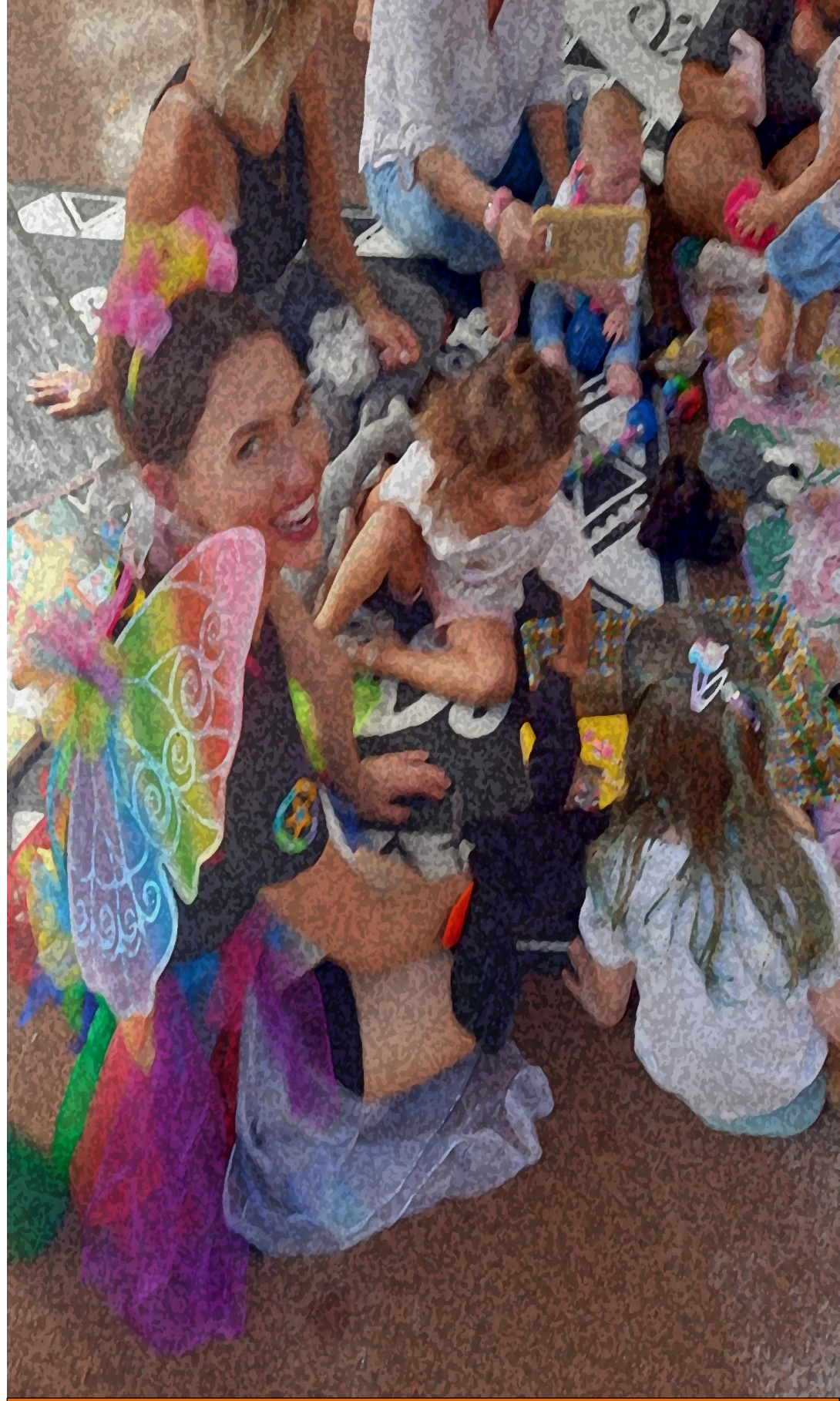


# STRATEGIC PLAN

2024  
2027



**KINGSTON EAST  
NEIGHBOURHOOD GROUP**

*Connecting People, Building Sustainable Futures*

# A Message from our Chair and Manager

*The Kingston East Neighbourhood Group Inc (KENG) was established in 1984 to meet the needs of a small and developing community. Over forty 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 we can't help, referrals can be made to more appropriate support.*

*As our community (Logan City) continues to grow, we have expanded our geographical reach and the range of services on offer to ensure that we meet the gaps and needs of individuals and Families. While we originally commenced with the current neighborhood Centre in Meakin Rd Slacks Creek we now, have a second neighborhood centre in Tudor Park Loganholme and have further expanded our footprint to deliver early childhood programs from the Eagle Community Centre.*

*In developing this Strategic Plan, we canvassed not only the views of management and staff but also feedback from community members. The information that was conveyed by all sources was that people are struggling with costs of living pressures and mental health issues and early intervention is needed for children and families to prevent future disengagement or social issues. Feedback from the community was very positive with families and individuals saying they did not know how they would have managed without the support from KENG.*

*Our mission has remained relevant over the years with just minor tweaking. We aim to **connect people and build sustainable futures**. Our strategic priorities over the next three years are:*

- 1. To work smarter and more effectively*
- 2. Financial sustainability*
- 3. Providing responsive delivery and services to meet needs and*
- 4. Enhanced marketing and promotion*

*This Plan provides our strategies for delivering our Vision of **"an inclusive engaged community where everyone feels safe and welcome."***



**Geoff Leeming**  
**President**



**Kim Wright**  
**Manager**

# OUR VISION

**To create an inclusive engaged community where everyone feels safe and welcome.**

# OUR MISSION

**Connecting People, Building Sustainable Futures**

# OUR COMMITMENT

KENG is a member of Logan Together, a community movement committed to the wellbeing of every child in Logan from 0-8 years. Within this framework, KENG is committed to work within the three Pillars:

**First Nations First, Children at the heart, Community led.**

# 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 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 flexible, adaptive and agile and responsive to emerging 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 & environmental sustainability.

# WHAT WE DO?

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 Via & 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 provides a place for children and families to come together, grow edible plants, learn gardening skills, and build friendships.



# Our Strengths

KENG is a well-established organisation with over 40 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.
- KENG has First Nations representation on the management committee.
- KENG staff include CALD people – diverse staff and clients
- Multidisciplinary team
- Universal service provided
- Environmental Consciousness
- Flexible, accessible and family-friendly
- Listens to the voice of the community, trends, rhythms, gaps,
- Diversity of skills among management committee, staff, volunteers
- KENG facilitates community support; people donate to KENG, and service users also donate to KENG through clothing/ housing goods. We also have a team of long-term volunteers
- KENG Offers a diverse range of activities and programs
- Strong relationships with community organisations and other services. Strong collaborations and Partnerships and excellent reputation.
- Passion and commitment of staff, volunteers and management committee
- Reputation with funders & community. KENG is seen as leader in the community
- An expanding organisation who is responsive to the needs of the community
- Hands-on and supportive, manager, management committee who are dedicated and passionate about the success of KENG.
- KENG provides early intervention services and is one of the few programs working with men to enhance their attitude, respect and relationship with women



# 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 always matched by Govt. funding) and a diminishing market for public donations.
- Job insecurity due to contracts/timeframes that align with funding agreements
- Economic downturn, results in increase of overheads and running costs and a stagnant funding base
- To achieve a significant and lasting social change, a collaborative approach is needed among government, business, philanthropy, non-profit organisations, and community members.
- Cybersecurity, scams and increased needs to keep client data safe
- NFP's are not always funded sufficiently to implement emerging technologies
- Competitiveness within other community services regarding funding
- Increasing complexities of clients and risk of harm to staff, when dealing with individuals who are experiencing severe mental crises or substance abuse
- Increased compliance requirements of government – policy and legislation
- Rising demand and requests for community support
- Rising demand for homelessness services and emergency responses
- Staff/Volunteer burnout and compassion Fatigue
- Cost of living crisis resulting in less ERP funding than demand/need

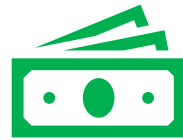


# Our Strategic Priorities 2024-2027



## Working smarter and more effectively

- Implement a CRM that improves services and increases efficiency
- Invest in staff professional development including external supervision.
- Improved marketing of services and programs
- Use technology for onboarding
- Streamline work processes
- Online training/upskilling
- Improve communications and linkages across internal programs



## Financial sustainability

- Establish Philanthropic Trust
- Explore corporate funding options
- Employ staff member to build connections with corporate partners
- Provide incentives for donors
- Maintain and strengthen ties with Govt bodies
- Expand social enterprises
- Increase fund raising and income generation programs such as room hire



## Responsive delivery & Services to meet Needs

- Mobile support and outreach programs to improve client accessibility
- Diversify and expand programs to meet unmet need
- Connect existing groups within KENG to external orgs/groups
- Conduct consumer surveys and data collection across target areas
- Online hub services
- Deliver early intervention mental health services
- Youth services including youth drop in centre



## Marketing and Promotion

- Build the KENG Brand
- Enhance and expand online systems including social media
- Engage a marketing/IT officer
- Promote programs/services through LCC website, radio and community papers
- Publish good news stories/testimonials
- Evaluate and document KENG's integrated service model and promote at a national level

