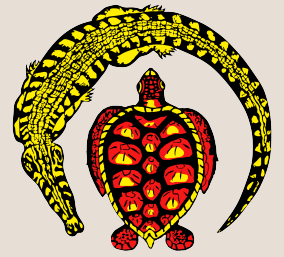


GARNDUWA AMBOORNY WIRNAN

STRATEGIC PLAN

2018–2022



GARNDUWA

OUR VISION

Healthy, active, and strong communities through the power of sport and recreation.

OUR VALUES

Culture, Community, and Leadership.



OUR PURPOSE

Garnduwa empowers people by promoting our values of culture, community, and leadership through sport and recreation.

Garnduwa acknowledges that we work on Aboriginal land and pays respect to Elders past and present. Aboriginal People and Torres Strait Islander People are warned that this document may contain images of deceased people.

KEY RESULT AREAS

ORGANISATION IMPACT AREAS			SERVICE DELIVERY IMPACT AREAS			
GOVERNANCE	PEOPLE & ORGANISATIONAL CULTURE	INDIGENOUS CULTURE	PARTNERSHIPS & ADVOCACY	PROGRAMMING	SUSTAINABILITY	
OUR STRATEGIC OBJECTIVES						
Garnduwa is a leader and best practice performer across all levels of governance and operations.	Garnduwa is the employer of choice for local people.	Garnduwa reflects and celebrates Indigenous culture across all aspects of the organisation and is recognised externally as a leader in providing culturally safe sporting and recreation services.	Garnduwa develops meaningful partnerships with remote communities, service providers and peak sporting bodies.	Increase overall engagement and participation (whilst ensuring gender equality) across Garnduwa programming and where possible deliver programs that meet national sporting standards.	Remote communities have the capacity to independently initiate the development and delivery of sporting activities.	
THE INITIATIVES WE WILL UNDERTAKE						
2018/19	Increase Garnduwa's corporate governance knowledge, skills, efficiency and accountability	Invest in improving Board Capabilities.	Positively promote the impacts of culture in empowering individuals and communities.	Develop a comprehensive communication strategy that includes the promotion of the positive achievements of remote communities and individuals and celebrates Aboriginal culture.	Increase and improve programming opportunities for females.	Assist communities to identify longer-term sporting and recreation priorities and advocate for funding of sporting facilities.
2019/20	Review the governance structures to ensure relevance and engagement of the membership base.	Develop a staff retention strategy and succession plans.	Develop culturally sound community engagement strategies to aid program staff to achieve relevant connections to remote communities.	Develop partnerships with local CDP providers that allow for Sport and Recreation program to be counted as a recognised activity.	Implement nationally recognised sporting programs by developing partnerships with WAFC, AFL, Basketball Kimberley, Netball WA and Athletics WA.	Support unincorporated community associations, sporting associations and leagues to improve governance and access funding opportunities.
2020/21	Conduct a funding scan to identify alternative funding models and income streams.		Participate in Indigenous cultural training for all staff and ensure directors, contractors and partner organisations have an awareness of cultural issues, adherence to and respect for local protocols.	Develop relevant MOU's and Partnership agreements with local shires to support mutually identified outcomes/objectives.	Conduct a programming review to determine alignment to core business and prepare sustainable exit strategy to transition out of current programming that is not core business.	Facilitate access to accredited training to participants and community volunteers relevant to their Community Sport and Recreation Plan.
2021/22				Advocate for talent development program funding to be invested across the Kimberley.		
WHAT SUCCESS WILL LOOK LIKE						
2018/19	Compliance with statutory obligations.	Competent and confident Board Members.	Communities feel a sense of ownership, and confidence in Garnduwa and its programming.	Garnduwa is recognised as the leading conduit for the delivery of sport and recreation services to Indigenous Australians in the Kimberley.	A baseline of female participation will be established, and challenges and opportunities identified.	All communities serviced by Garnduwa will have a current Sport and Recreation Plan with three-year horizons.
2019/20	Clarity around governance changes and engagement of the membership.	Retention of employee base. New organisational leaders have been identified and developed.	Cultural considerations are part of all organisational policy, process, programs and communications.	CDP participants actively delivering sport and recreation plans in community.	Increased community participation in the development and talent pathways for players, coaches, referees/umpires across the Kimberley.	Community based sporting clubs are supported in communities.
2020/21	Diverse revenue sources secured, and grant funding is aligned to achieving our vision and objectives.		All Garnduwa staff directors, contractors and partner organisation personnel are culturally competent and able to effectively engage with Indigenous Australia.	Relationships with local government are clarified and where sport and recreation services are delivered by the LGA, these services are delivered in remote communities.	Females are actively participating in sport and recreation activities. All programming is in alignment with our Vision and core business activity.	Sporting administration / governance training is integrated into community sport and recreation plans. Local volunteers working in sport and recreation.
2021/22				Talent identification and recruitment programs are providing opportunities for youth.		
HOW WE WILL KNOW THAT WE HAVE ACHIEVED OUR OBJECTIVES						
2018/19	Unqualified audit report. 100% achievement using a governance compliance checklist.	100% of Directors have discussed their needs and preferences in a formal documented process undertaken by the Chairperson. 100% of Directors have received governance training.	A minimum of three community stakeholders are engaged in the facilitation of the community sport and recreation plan.	A comprehensive communications plan is in place with resources allocated for implementation. Complete a scan to set the regional funding benchmark and understand how much funding is available for sport and recreation and the proportion that should be allocated to the Kimberley.	A strategy has been completed that responds to the barriers preventing increased female participation in sport and recreation and establishes a participation baseline and growth target.	100% of serviced communities have a sport and recreation plan.
2019/20	review progress reports to the Board with the review completed at the end of June 2020.	A retention strategy is in place with retention targets. The Board has endorsed a CEO succession plan. Within 3 months of commencement, all Directors have received governance training and a formal induction.	At the 6th month review of Community Plans, respondents indicate a 100% satisfaction level with Garnduwa's cultural sensitivity.	Written agreements are in place with CDP providers located cross the Kimberley.		At the 6th month review of Community Plans, respondents indicate a 100% satisfaction level with Garnduwa's support for local clubs and associations. At least 1 new club or association has been established in each of the 5 sub regions.
2020/21	Funding is being sourced from each of the following streams, Grants, Fee for service Sponsorship, Philanthropy.		At the end of 2020, 100% of Garnduwa staff, directors, contractors and partners have received cultural competency training (or equivalent).	By the end of 2020, partnership agreements are in place with each Kimberley Shire.	One Kimberley participant from each of the following codes - AFL, basketball and athletics – achieves state or national recognition. Achieve the growth target in female participation identified in 2018/19. 100% alignment between strategic plan and programming activities.	Governance training opportunities appear in 100% of community sport and recreation plans. A minimum of 2 volunteers in every community working on the sport and recreation plan.
2021/22				Talent identification and recruitment programs are providing opportunities for youth.		