



STRATEGIC PLAN

2023 -2025

OUR VISION

Healthy, active, and strong communities through sport and recreation.

OUR PURPOSE

To empower people by promoting our values of culture, community, and leadership through sport and recreation.

OUR CORE BUSINESS

Improving the lives of Aboriginal people by providing opportunities to participate in sport and recreation.

Building the capacity of Kimberley communities to implement and deliver sustainable and self-sufficient sport and recreation programs.

Providing a culturally safe environment to support positive social and emotional wellbeing and healthy lifestyles.

Assisting communities to identify resources and engage partners to support them in the delivery of their activities and improve community sporting facilities.

OUR VALUES

CULTURE

Recognising and embedding Aboriginal culture across Garnduwa programming. Demonstrating that the value of Aboriginal culture and self-determination are vital.

COMMUNITY

Community is an intrinsic part of how Garnduwa works with and learns from Aboriginal people. Contributing to the safety and development of our people, ensuring our communities are healthy and have strong liyan.

LEADERSHIP

Garnduwa is led by strong Aboriginal people and built for the positive mentorship and development of young Aboriginal leaders. Enhancing the leadership skills and qualities of community is crucial to the success of our Kimberley youth as future leaders.

STRATEGIC OBJECTIVES / ORGANISATIONAL IMPACT

GOVERNANCE	PEOPLE & ORGANISATIONAL CULTURE	INDIGENOUS CULTURE
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 sport and recreation services.
INITIATIVES WE WILL UNDERTAKE		
Review the governance structures to ensure relevance and engagement of the membership base.	Invest in the capabilities of our Board of Directors.	Positively promote the impacts of culture in empowering individuals and communities.
Improve Garnduwa's corporate governance, knowledge, skills, efficiency and accountability.	Develop staff retention strategy and succession plans.	Develop culturally sound community engagement strategies to aid all staff to build relevant connections to remote communities.
Provide a funding scan to Board of Directors to identify alternative funding models and income streams.	Staff wellbeing and safety are at the forefront of all planning and operations.	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
Organisational Risk Assessment and Policy/Procedure processes are comprehensive and annually reviewed.	Support staff to achieve work life balance and foster Social and Emotional Wellbeing.	
WHAT SUCCESS WILL LOOK LIKE		
Organisational updates and governance changes are communicated to members.	Competent and confident Board Members.	Communities feel a sense of ownership and confidence in Garnduwa and its programming.
Members are engaged through Garnduwa activities and local advisory groups.	Retention of employee base.	Cultural considerations are part of all Organisational policy, process, programs and communications.
Compliance with statutory obligations.	Employees are proactive and engaged in their roles, contributing to a positive and friendly work environment.	All Garnduwa staff, Directors, contractors and partner organisations are culturally competent and confident to engage respectfully with Kimberley communities.
Diverse revenue sources secured, and grant funding is aligned to achieving our vision and objectives.	Maintain and review WHS policies and training requirements.	
Risk mitigation and response to incidents managed as per Organisational policy and procedure.	New Organisational leaders have been identified and developed.	

STRATEGIC OBJECTIVES / SERVICE DELIVERY IMPACT

PARTNERSHIPS & ADVOCACY	PROGRAMMING	SUSTAINABILITY
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.
INITIATIVES WE WILL UNDERTAKE		
Develop a comprehensive communication strategy that includes the promotion of the positive achievements of remote communities and individuals and celebrates Aboriginal culture.	Increase participation and engagement of community members in sport and recreation activities.	Assist communities to identify longer-term sport and recreation priorities and advocate for funding toward improving sporting facilities.
Develop and maintain relationships in each region of delivery, developing networks to support community engagement and program delivery.	Conduct a programming review to determine alignment to core business and ensure effective and quality program delivery.	Support community associations, sporting clubs and leagues to identify needs and understand governance and operational requirements in partnership with State and National Sporting Associations.
Develop relevant MOUs and partnership/service agreements with local shires, communities and other organisations to support mutually identified outcomes and objectives.	Develop partnerships with State and National Sporting Associations in select sports to deliver nationally recognised sporting programs.	Facilitate access to State and National Sporting Association accredited training for participants and community volunteers relevant to their Community Sport and Recreation Plan.
Advocate for the impactful connection between community and government and external stakeholders to support communities to manage sustainable sport and recreation programs and facilities.		Advocate for Active Leaders Program funding to be invested across the Kimberley. Young people and community members engaged to build their capacity to deliver programs in community.
WHAT SUCCESS WILL LOOK LIKE		
Garnduwa is recognised as the leading conduit for the delivery of sport and recreation services to Aboriginal people in the Kimberley.	A baseline of participation will be established and challenges and opportunities identified across all Garnduwa programs.	All communities serviced by Garnduwa have identified priorities and pathways to improvements in their Sport and Recreation Plan.
Positive relationships with stakeholders are in place across the region, which are benefitting the community that they service.	Effectively implement Sport and Recreation Plans to identify opportunities to improve service delivery. Increased community participation across select sporting codes. Player development and coach and referee accreditation across the Kimberley in select sport codes.	Stronger relationships between State and National Sporting Associations and communities, having positive impact on the progress of their community associations, sporting clubs and league governance and operations.
Relevant MOUs and partnerships are active across the region, which are benefitting the community that they service within the parameters of the agreement in place.	National and State Sporting Associations are engaged and invested in developing select sports in the Kimberley region.	Increased opportunity for accredited training for administrators, officials and coaches in the Kimberley Region. More accredited officials and coaches across the Kimberley Region
Communities have the capacity to access Government and stakeholder support independently to manage and sustain sport and recreation programs and facilities.	Broader community engagement and opportunity to participate in structured sports across the Kimberley region.	Active Leaders Program is being invested in, providing increased opportunities for youth across the Kimberley. Increase in the number of Kimberley youth taking up leadership roles within the S&R industry, as a volunteer, staff, player, coach or official in their local community or through talent pathways at State or National level. Young people and community members have capacity to effectively run local sport and recreation programs.