



KULLARRI REGIONAL COMMUNITIES INDIGENOUS CORPORATION

STRATEGIC PLAN 2020 - 2025

Endorsed by Kullarri Regional
Communities Indigenous Corporation
Board on 16 February 2021.

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KPP Business Development, 2020

Acronyms

AC's	Aboriginal Corporations
ATSI	Aboriginal & Torres Strait Islander
BYFH	Broome Youth and Families Hub
CDEP	Community Development and Employment Program
CDP	Community Development Program
IAS	Indigenous Advancement Strategy
ISO	International Standards Organisation
KRCI	Kullarri Regional Communities Incorporated
KRCIC	Kullarri Regional Communities Indigenous Corporation
KE	Kullarri Enterprises Pty Ltd
NDIS	National Disability Insurance Scheme
NIAA	National Indigenous Australians Agency
ORIC	Office of the Registrar of Indigenous Corporations
PBC	Prescribed Body Corporate
PBI	Public Benevolent Institution
RJCP	Remote Jobs and Communities Program
WAUPI	Woombooriny Aambooriny United Partnership Initiative

Executive Summary

Kullarri Regional Communities Indigenous Corporation (KRCIC) has achieved several milestones and successes over the past five (5) years. These achievements were guided by a strategic plan developed in 2015 that has been progressively implemented since this time. The Corporation has now recognised the need to update its strategic direction, and in conjunction with the board of directors, it has formulated this strategic document to guide the organisations activities over the next 3-5 years.

The current global environment presents unique challenges and circumstances, primarily due to the far reaching impacts of the COVID-19 pandemic. At a regional level the pandemic and associated responses made by Federal and State Governments has had a profound impact on the core program for KRCIC, that being the Community Development Program (CDP).

Due to lockdowns and income relief initiatives the situation has arisen that many job-seekers have become disconnected from CDP. This presents a major challenge for KRCIC in terms of reengaging job seekers into training and activities that will enable them to transition to employment.

The Corporation delivers a wide range of programs and services to communities in the Kullarri region, however there is a heavy reliance on CDP in terms of annual funding for the corporation. This has been acknowledged by the corporation's leaders who recognise the need to diversify its interests and focus on profit-making commercial initiatives that will facilitate increased financial independence.

In this context, the corporation has identified three (3) strategic focus areas 1) **Financial Security**; 2) **People and Communities**; 3) **Engagement**. These strategic pillars are the foundation upon which the future direction of the corporation will be based over the next 3-5 years.

Financial Security relates to increasing diversification of the corporations interests both in terms of Government funded programs and commercial activity. There is a clear mandate to reduce the reliance on CDP as the primary source of revenue. Strategies have been developed based on this objective that look to explore investment options, enterprise development, and leveraging of assets and resources to expand the financial base of the corporation.

The corporation acknowledges that its existence is driven by Aboriginal & Torres Strait Islander (ATSI) people and the communities it serves. Their needs and aspirations go to the core of all KRCIC's programs and activities.

A key focus for KRCIC under the strategic pillar of People & Communities is to develop the capacity of its people and members (internally and externally). This means investing in people. From an internal perspective strategies have been developed to advance the professional development of employees in addition to grooming and developing the next generation of leaders for the

corporation. This includes an attitude of continuous improvement towards corporate governance and upholding best practice standards.

From an external perspective strategies focus on understanding the needs of communities and aligning services and programs to deliver targeted outcomes. This includes investing in youth through strategies that will provide packaged support and position them for future success. This is not only an investment in people, it also meets KRCIC's objective of providing returns to communities funded by profits generated on an annual basis.

Engagement is at the core of everything KRCIC seeks to achieve as an organisation. It is pivotal to implementing strategies under the other focus areas and therefore highlights that the strategic pillars are highly interdependent. In simple terms, achieving the objectives under Financial Security and People & Communities is unlikely to occur without a targetted engagement process.

In terms of implementing the strategy the Corporation has aligned its organisation structure with the strategic focus areas thereby demonstrating that it is adequately resourced to achieve its strategic objectives.

The past success and achievements of the Corporation are testament to its capacity and capability in terms of meeting contracted deliverables. This success will be used to raise the public profile of the corporation amongst its members and stakeholder network with the intention of positioning the corporation as the key point of reference for all matters relating to the Kullarri region.

The Corporation is well-placed for a period of diversification and growth over the next five (5) years. This will not be without its challenges, but the strong track record of the corporation provides confidence that the well-considered strategies will be implemented and objectives achieved.

Strategic Overview

Where do we want to be?

Our Vision

Creating positive and sustainable futures for Aboriginal & Torres Strait Islander people and communities in the Kullarri Region.

Our Mission

Delivering quality and targeted employment services and leading the development of regional economic and community development projects for the benefit of member communities.

Our Values

Respect – For self, others, and the communities we serve underpinned by integrity and dignity in the delivery of our programs and services.

Fair & Transparent – We treat everyone equally and openly share information about our programs and activities.

Accountability – Being accountable for our actions and meeting the expectations of our partners, stakeholders, and communities.

Focussed & Committed – Holding true to our Vision & Mission, committed to our contractual obligations and the needs of our members.

Responsible – Continually building confidence in our stakeholders by meeting our commitments through high-quality delivery of services and programs.

Responsive & Adaptable – Being 'agile' and flexible in meeting the changing needs of our members.

What are our focus area??

Strategic Focus	Strategies
Financial Security	<ul style="list-style-type: none"> • Diversification of programs and services to reduce reliance on one core revenue stream and achieve a more balanced portfolio. • Identifying and targeting commercial opportunities that diversify the financial base and facilitate increased financial independence. • Achieving both qualitative and quantitative outcomes through all our activities.
People & Community	<ul style="list-style-type: none"> • Building capacity (internal & external) through investment in our people and members. • Continuing to drive community development and employment outcomes. • Meeting out social and community responsibility.
Engagement	<ul style="list-style-type: none"> • Building the reputation of KRCIC by celebrating and sharing our successes. • Position KRCIC to be the lead coordination agency for the Kullarri region, in leveraging outcomes and advocating on behalf of our members. • Focussed engagement with industry and relevant Government agencies.

Kullarri Regional Communities Indigenous Corporation

Formed in 2003, Kullarri Regional Communities Indigenous Corporation (KRCIC) has its origins in the delivery of Community Development Employment Projects (CDEP) services. Its structure enables absolute focus on community development, training and employment outcomes for the people and communities of the Kullarri Region.

KRCIC operates as a not-for-profit Indigenous Corporation under the Office of the Registrar of Indigenous Corporations (ORIC) and is classified as a Public Benevolent Institution (PBI).

Objects of the Corporation

KRCIC aims to maintain its strong relationships with communities, members, participants and external service providers and stakeholders to ensure the best outcomes for job seekers and communities in the region. KRCIC's focus is to provide a service that is culturally appropriate and caters to the needs of Aboriginal people.

The Rules of KRCIC give a clear indication that the organisation operates for the intended purpose of servicing and improving the lives of people within the Kullarri region:

- To provide Aboriginal & Torres Strait Islander (ATSI) people with work to enhance individual skills for the benefit of the individual and the wider community.
- Self-management and economic development and to provide work activities that will improve community infrastructure.
- To empower ATSI people to make decisions about the development of their community.
- To provide for the direct relief of poverty amongst ATSI people.
- To provide ATSI people with training to develop skills required to undertake work activities and improve their ability to gain employment in the mainstream labour market.
- To work with other organisations to promote the interests of ATSI people.
- To assist community development, capacity building, governance, cohesion, and cultural maintenance through work activities.
- To ensure the best outcomes for jobseekers and community residents of the Kullarri region.
- To apply for funds and other grants from any organisation including the Australian and State Governments and to spend those funds or grants consistent with these objectives.
- To undertake any other activity in support of these objectives, and;
- To operate and maintain a Gift Fund to be named "Kullarri Regional Communities Indigenous Corporation Gift Fund" in accordance with the requirements of the Australian Taxation Act 1997.

Core Role & Functions

The core role and functions for KRCIC focus on an overarching objective to build individual and community capacity in terms of physical health, and social and emotional well-being. This involves empowering its members with the skills and tools (through programs and services delivered), in context of both the mind and body, to advance their lives and facilitate increased prosperity.

The corporation has a key coordination role through its relationships and interactions with Government agencies, service providers and other regional stakeholders. It actively advocates on behalf of the individuals and communities it serves. This engagement is the backbone of the corporation's role and functions.

Past, Present & Future

As part of the strategic planning process the corporation has undertaken a high-level review of the Past, Present & Future. This activity was designed to provide clarity and context relating to 'Where have we come from?', 'Where are we now?', and 'Where are we heading?'. The outcomes of this process are provided below.

THE PAST

The Past for KRCIC is characterised by its contracts relating to the administration and delivery of Community Development Programs which have taken various forms (e.g., CDEP, RJCP, CDP) over the past 15 years.

In terms of looking at the Past it is important to recognise and acknowledge key achievements. These include:

- Successful transitions from CDEP to RJCP to CDP (current program) securing associated on-costs in the process.
- Annual revenue has increased from \$3.5 million to \$5.5 million in the last five (5) years.
- Average of \$500,000 annual profit in last three (3) years.
- Employment within KRCIC has grown from 20-25 to almost 40.
- \$1.7 million of property owned.
- Increased employment outcomes achieved.
- Reputation of the corporation has strengthened.
- Stable staff structure with low turnover, and many staff based in member communities.
- 68% Indigenous employment.
- Kullarri Enterprises Pty Ltd has advanced in terms of business development.
- Transition to incorporation under the Office of the Registrar of Indigenous Corporations (ORIC).
- Obtaining ISO accreditation.
- Traffic Management Company registration obtained.

Collectively, the achievements listed above demonstrate growth of the corporation through a committed approach and remaining focussed on key deliverables.

THE PRESENT

The Present for KRCIC is characterised by the ongoing administration and delivery of the Community Development Program (CDP) and a range of other programs as outlined below.

Existing Programs & Services

Indigenous Advancement Strategy

KRCIC has been funded for under the Indigenous Advancement Strategy (IAS) programme that is targeted around school aged children and their families. A key component of the programme is to develop 'place based' plans, involving local community input and tailoring to suit local needs.

Kullarri Enterprises Pty Ltd

Kullarri Enterprises Pty Ltd (KE) was established by KRCIC in 2009 as a means of creating sustainable income and employment for KRCIC and its members. KE is governed by Directors within the overarching KRCIC Board. KE has progressed to the point where it has a board of five elected representatives and some funding to initiate enterprise development initiatives.

ParentsNext

ParentsNext is an Australian Government Initiative that assists parents and carers of young children to build pathways in education and employment. KRCIC has developed a 'Place Based – Person Centred' approach to service delivery methods and creating an environment that is safe, family friendly and inclusive.

ParentsNext connects participants to local community providers and opportunities that assists participants with building confidence, addressing barriers, and attaining their goals. The aim is to empower participants to build independent and sustainable futures.

Community Development Program

The Community Development Program is the Australian Government's remote employment and community development service. It supports job seekers in remote Australia to build work-like skills, address employment barriers and contribute to their communities through a range of flexible activities. The Community Development Program is designed around the unique social and labour market conditions found in remote Australia and is an essential part of the Government's agenda for increasing employment and breaking the cycle of welfare dependency in remote Australia.

The overarching objective of the Community Development Program is to support services or activities that will have a positive impact on – employment and economic development – to support connecting working age Australians with real and sustainable jobs.

The Community Development Program also assists remote job seekers to prepare for work, move into work, and stay in work as it becomes available.

CDP Business Incubator – Pilot Project

This project focuses on fostering Indigenous business development and getting Indigenous Australians into work. The project seeks to engage with remote jobseekers and support the development of new business ideas to become sustainable commercial enterprises.

KRCIC Project: Remote Community Engagement

This project focusses on:

- Supporting families to give children a good start in life through improved early childhood development, care, education, and school readiness.
- Getting children to school.
- Improving literacy and numeracy.
- Supporting successful transitions to further education and work.

Community Navigators - Family Empowerment Model on the Dampier Peninsula

This program aims to strengthen social and emotional wellbeing wherever possible by employing local community members as Community Navigators (or similar). These positions will support the Woombooriny Aambooriny United Partners Initiative (WAUPI) Collective Impact Project to support strong, healthy, and resilient individuals, families, and communities, which in turn may enhance pathways to education and employment and reduce substance abuse, violence and contact with the criminal justice system.

Broome Youth and Families Hub – Early Years Parenting Project

The aim of this project is to improve family functioning, early childhood development, school readiness, and reduce absenteeism through a responsive and holistic service that ensures effective case coordination. This project is a collaboration between KRCIC and Broome Youth and Families Hub (BYFH).

Other key factors:

Other key factors relating to the Present includes:

- Through its programs and services, the corporation has historically targeted the 17-55 age demographic but now targets 0-55 age demographic age bracket.
- Reputation is strong.
- Relationships with funding bodies is strong and growing.
- KRCIC is a 'trusted' organisation.
- Staff satisfaction & retention is high.

THE FUTURE

The future for KRCIC can be summarised as:

- Becoming more self-funding and less reliant on Government-funded programs.
- To be resilient and adaptable.
- Diversification of activities and interests, and opportunistic.

- Participation in the National Disability Insurance Scheme (NDIS).
- To be socially responsible (good corporate citizen) in partnership with the corporate sector, philanthropic entities etc.
- Business support and creation under the Kullarri Enterprises banner.
- To optimise the public image and perception of KRCIC through a Public Relations program.
- Building organisation capacity by 'staying in touch' and using current and emerging technology.
- Continue to promote and advocate for a 'placed-based' structure in the Kullarri region.

Vision

The vision can be thought of as a 'destination statement' i.e. Where do we want to be?



Creating positive and sustainable futures for Aboriginal & Torres Strait Islander people and communities in the Kullarri Region

Mission

This is a statement about what KRCIC does to achieve the vision or reach the above 'destination'.



Delivering quality and targeted employment services and leading the development of regional economic and community development projects for the benefit of member communities.

Values

The values of the corporation represent the key factors that shape and influence the way the organisation operates in terms of its internal culture and carrying out its activities. The stated values for KRCIC are:

Respect - For self, others and communities we serve underpinned by integrity and dignity in the delivery of our programs and services.

Fair & Transparent - We treat everyone equally and openly share information about our programs and activities.

Accountability - Being accountable for our actions and meeting the expectations of our partners, stakeholders and communities.

Focussed & Committed - Holding true to our Vision & Mission, committed to our contractual obligations, and the needs of our members.

Responsible - Continually building confidence in our stakeholders by meeting our commitments through high-quality delivery of services and programs.

Responsive & Adaptable - Being 'agile' and flexible in meeting the changing needs of our members.

Stakeholder Mapping

A mapping exercise was completed to understand the status of relationships KRCIC has with key stakeholders; the relevance and level of influence they may have on the organisation's future; and the desired future relationship. The outcomes of this process are summarised in the table below.

Stakeholder Mapping			
Organisation	Relevance	Current relationship	Future relationship
National Indigenous Australians Agency (NIAA)	Funding agency	Strong & Supportive	Maintain & strengthen
Kimberley Land Council	Native title rights & interests	Good	Maintain & strengthen
North Regional TAFE	Training delivery, skills development	Good	Strengthen
Kullarri Communities	Client base, foundation of all KRCIC activity	Strong	Maintain
Many Rivers	Small business loans for client base	Fair	Improve & strengthen
Morrgul Pty Ltd	Indigenous business development support	Fair	Improve & strengthen
Aarnja Ltd.	Regional Advocacy	Fair	Improve & strengthen
Aboriginal Interpreting WA	Interpreting Services	Fair	Improve & strengthen
Ardi Indigenous Tourism Operators Incorporated	Tourism	Fair	Improve & strengthen
Ardyaloon Incorporated	Community Governance Body	Good	Strengthen
Bardi Jawi Nimidiman Aboriginal Corporation	PBC	Good	Strengthen
Beagle Bay Futures Indigenous Corporation	Community Governance Body	Good	Strengthen
Bidyadanga Aboriginal Community La Grange Inc.	Community Governance Body	Good	Strengthen
Broome Aboriginal Media Association (Goolarri)	Media and Training	Good	Strengthen
Broome Regional Aboriginal Medical Service (BRAMS)	Community Service Partner	Good	Strengthen
Carey Training	Registered Training Organisation	Good	Strengthen
Dambimangari Aboriginal Corporation	PBC	Fair	Improve & strengthen
Department of Main Roads	Transport and Maintenance	Good	Strengthen
Department of Primary Industry and Regional Development	Funding Agency	Strong	Maintain
Djarindjin Aboriginal Corporation	Community Governance	Good	Improve & strengthen
Empower Australia	RTO	Fair	Improve & strengthen
Garnduwa Aboriginal Corporation	Community Service Partner	Strong	Maintain
Horizon Power	Electricity utility company	Good	Improve & strengthen
Karajarri Lands Trust Association	PBC	Good	Improve & strengthen
Kimberley Development Commission	Funding Agency	Good	Improve & strengthen
Nirrumbuk Aboriginal Corporation	Community Service Partner	Good	Improve & strengthen
Kimberley Aboriginal Medical Services (KAMS)	Community Service Partner	Good	Improve & strengthen
Kimberley Agriculture & Pastoral Company (KAPCO)	Pastoral company	Good	Improve & strengthen
Kimberley Regional Service Providers (KRSP)	Construction company	Good	Improve & strengthen
Kooljaman @ Cape Leveque	Tourism	Good	Improve & strengthen
Lombadina Aboriginal Corporation	Community Governance Body	Good	Improve & strengthen

Madalah	Accommodation Support	Good	Improve & strengthen
Mamabulanjin Aboriginal Corporation	Community Service Partner	Good	Improve & strengthen
Marra Worra Worra Aboriginal Corporation	Community Service Partner	Good	Improve & strengthen
McCorry Brown Earthmoving Pty Ltd	Civil Construction & Contracting Company	Good	Improve & strengthen
Nimanburr Aboriginal Corporation	PBC	Fair	Improve
North Regional TAFE	Registered Training Organisation	Good	Improve & strengthen
Nyamba Buru Yawuru	Community Service Partner	Good	Improve & strengthen
Nyul Nyul Aboriginal Corporation	PBC	Fair	Improve & strengthen
Office of the Registrar of Indigenous Corporations (ORIC)	Community Service Partner	Good	Improve & strengthen
Roadline Civil Contractors	Civil Construction Company	Good	Improve & strengthen
Rio Tinto	Mining Company	Strong	Maintain
Services Australia	Community Service Partner	Good	Improve & strengthen
Department of Transport	Community Service Partner	Good	Improve & strengthen
Sheffield Resources	Mining Company	Good	Improve & strengthen
Shire of Broome	Community Service Partner	Good	Improve & strengthen
Sodexo	Hospitality / Catering company	Good	Improve & strengthen
Water Corporation	Water Utility Company	Good	Improve & strengthen
Winun Ngari Aboriginal Corporation	Community Service Partner	Good	Improve & strengthen
Wunan Foundation	Community Service Partner	Good	Improve & strengthen
Yawuru Native Title Holders Aboriginal Corporation	PBC	Fair	Improve & strengthen
Djarindjin Airport	Employment Placements	Good	Improve & strengthen
One Arm Point Remote Community School	Community Service Partner	Good	Improve & strengthen
Christ the King Catholic School Djarindjin	Community Service Partner	Good	Improve & strengthen
Sacred Heart School Beagle Bay	Community Service Partner	Good	Improve & strengthen
La Grange Remote Community School	Community Service Partner	Good	Improve & strengthen
Broome Youth Families Hub (BYFH)	Community Service Partner	Strong	Maintain & strengthen
Ardyaloon Community Store	Community Service & Employment Placements	Good	Improve & strengthen
Djarindjin Community Store	Community Service & Employment Placements	Good	Improve & strengthen
Beagle Bay Community Store	Community Service & Employment Placements	Good	Improve & strengthen
Cygnets Bay Pearl Farm	Tourism	Good	Strengthen
Gumbarnun Wilderness Retreat	Tourism	Good	Strengthen
Goombarargin AC	Tourism	Good	Strengthen
Middle Lagoon AC	Tourism	Good	Strengthen
Gnylmarung AC	Tourism	Good	Strengthen
Embalgun AC	Tourism	Good	Strengthen
Munget AC	Tourism	Good	Strengthen
Eco Beach	Tourism	Good	Strengthen
Save the Children	Community Service Partner	Good	Improve & strengthen
Bidyadanga HAAC	Community Service Partner	Good	Improve & strengthen
Broome Aboriginal Short Stay Accommodation (BASSA)	Accommodation Support	Good	Improve & strengthen
Far North	Community Service Partner	Good	Improve & strengthen
Department of Communities	Funding agency	Strong & Supportive	Maintain & strengthen
Woodside	Community Service Partner	Good	Improve & strengthen

Strategic Focus Areas & Priorities

The strategic focus areas for KRCIC over the next five (5) years are:

Financial Security

- As a strategic focus area **Financial Security** relates to diversifying revenue streams, reducing reliance on Government funded programs, and ensuring stability for our staff and member communities

People & Community

- People & Community** are at the heart of all we do from both an internal and external perspective (i.e. directors, staff, clients, and member communities). They are the reason we exist and central to all our activities.

Engagement

- Effective **Engagement** is central to the corporation achieving its Vision & Mission. As a key regional coordinating body, KRCIC is integral to the end-to-end services and programs delivered in meeting the needs of its clients and members.

Strategic Focus Area

Strategic Priorities

Financial Security

- Diversification of programs and services to reduce reliance on one core revenue stream and achieve a more balanced portfolio.
- Identifying and targetting commercial opportunities that diversify the financial base.
- Achieving both qualitative and quantitive outcomes through all our activities.

People & Community

- Building capacity (internal & external) through investment in our people and members.
- Continuing to drive community development and employment outcomes.
- Meeting out social and communy responsibility.

Engagement

- Building the reputation of KRCIC by celebrating and sharing our successes.
- Being the lead coordination agency for the Kullarri region, in leveraging positive outcomes for our members.
- Advocating on behalf of our members to influence policy development, ensuring programs and services meet client needs.

Strategic Objectives

The following chart provides an overview of 'where we want to be' and 'what success looks like' for KRCIC. These are the strategic objectives, and what it means to be achieving those objectives. KRCIC already performs well in a lot of these areas, however there is always room for improvement, and the idea of "continuous improvement" should be adopted when reviewing these:

Strategic Focus

Financial Security

Diversifying revenue streams, reducing reliance on Gov't funded programs, and ensuring stability for our staff and members.

- Diversification of Government funded activities and investments in commercial ventures.
- Investments and enterprise development that deliver healthy returns on investment.
- Create a sustainable financial future for the Corporation through non-Government funded activities.
- Healthy and steady profits and cash inflows.
- To leverage the organisation's assets, resources, and capabilities.

People & Community

Continually building capacity (internal & external) through investment in our people and members.

- Having an effective corporate governance model that assists the board in fulfilling their fiduciary duties.
- Board oversight, authorities and responsibilities, sub-committees, management authorities and reporting requirements clearly defined.
- Improved skills and capability of management and other key staff.
- Job seeker capacity developed to undertake the future job opportunities with KRCIC.
- To be recognised as a socially responsible corporate citizen.
- To invest in the youth of our member communities.

Engagement

Effective engagement at all levels to support our members and advocate on their behalf.

- Employment creation for KRCIC participants and local ATSI people.
- Increased income generation within remote communities.
- Recognition by industry, communities, and Government as a proactive and collaborative organisation.
- Strong links to regional industry opportunities and projects.
- Alignment of Gov't programs and services to the needs of member communities.
- To be acknowledged for our achievements and successes.
- To be the key point of reference for all matters relating to ATSI people in the Kullarri region. (to have a 'seat at the table')