



# STRATEGIC PLAN

2014-2024

*Bringing hope, purpose and opportunity to people living in remote Australia who face social, economic and cultural challenges that can only be addressed through a community driven, creative & responsive service delivery model*

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# Introduction

## Our Vision

Community Focus National Limited (CFN Ltd) was created as a response to a recognised need for a community focused approach in program implementation and service delivery to remote indigenous communities. The Directors of CFN Ltd had been working for indigenous organisations in remote Northern Territory and Western Australia for many years and were concerned with the lack of not for profit organisations who had both a strong community base and sound governance practice operating in this sector. Government programs and services had been withdrawn because of the inability of many of the community owned organisations to demonstrate stability and sound financial governance and accountability. On the other hand, many large not for profit organisations were also operating in these communities but being mainly ineffective because of the lack of connection with community resulting in low take up of services, poor outcomes, low promotion of activities and lack of cultural awareness being demonstrated in program delivery.

We will take a “Two Pronged” approach to successful and effective service delivery that aims to achieve effective long term outcomes to our targeted communities. CFN Ltd aims to be:

### **1. Community Focused**

Its CFN Ltd’s aim is to be an organisation that delivers programs and services that are community based – that is, the vision, the dream, the participation, the design comes from community. It is our belief that this community ownership will ensure greater take-up, participation in, and eventually, significant social and community outcomes.

### **2. Internally Strong**

In addition, to support our community focused approach, CFN Ltd aims to become a leader in best practice governance to ensure its administration, financial management and program delivery can adapt to growth, effectively manage change and has strong internal mechanisms to support its service delivery.

Our constitution endeavours to capture our objectives so that we are governed by our written objectives but also guided by our core values and passion for change. Our constitutional objectives are:

**The objectives of the company are as follows:**

- a. To create a community focused organisation that is strategic, flexible and perpetual in its approach to providing support to eligible community initiatives to indigenous communities and organisations**
- b. To provide a philanthropic benefit to the community without the burden of administration and governance responsibilities on the community**

- c. To encourage multiple sources of funding from various sources for the purposes of assisting philanthropic projects and programs in the community**
- d. To create a culture of philanthropy by providing a reason and opportunity to invest in the community**
- e. To promote awareness of significant community and social issues and provide funds to charitable activities as a means of strengthening the community**
- f. To provide opportunities for the community to be an active part of long term planning for its needs, aspirations and destiny**
- g. To work alongside the community, funders, services providers and other stakeholders to ensure this corporation is effective**
- h. To pay and apply its income and property to or for, and otherwise promote, the community benefit objectives and purposes that the directors decide from time to time**

## **The Story so Far....**

CFN Ltd was set up in early 2014 by four directors who had the vision to create an entity that could be both community focused and demonstrate strong internal governance. The four directors have over 30 years combined experience working in and delivering services to remote indigenous communities. The directors have combined their expertise and qualifications together to form CFN Ltd and to attempt to bridge the gap that exist in program and service delivery out in remote regions of Australia

The Directors of CFN Ltd have significant experience delivering grant funded services to remote communities and their contribution to the strategic direction of CFN Ltd will provide both the experience and skills to enable CFN Ltd to become an effective operator in service and program delivery

We introduce our Directors below:

### Executive Director, Michelle Coats:

Michelle has been aligned with Aboriginal communities for over ten year with the past five years directly involved with organisations servicing the communities of Kalumburu and Wyndham in the Kimberley's WA. She has worked on community and strategic business planning through a consultative approach. Michelle is a qualified CPA Accountant with a Masters in Commerce and operate her own financial services company. Michelle has extensive knowledge of indigenous communities and has built an excellent and meaningful rapport with community leaders and members.

The work she does in the communities is largely as a result of program dysfunction or for programs that require intervention to assist in financial or governance issues. One of the main strengths of the way she operates in the communities with the indigenous groups.

Michelle is cognisant of the cultural aspects of working with indigenous people and the sensitivity of the situation. Michelle will always ensure that the community leaders and directors of the relevant organisations know who she is and what she does to reassure them of the process. Most importantly communication is kept open and transparent between stakeholders so that everyone is fully aware of what is going on.

Michelle is passionate about genuine indigenous community development through practical application and economic research.

#### Director, Edward Oxenbridge:

Eddie's background includes several years at Indigenous Corporations in middle and senior management, International Child Rights NGO and the Mining Resources sector where his focus was on working with Aboriginal communities.

As an indigenous man, Eddie is committed to promoting economic independence, social development and a fair go to those living and working in some of the most isolated regions in Australia.

Eddie is a prior Chair of Western Australia Aboriginal Advisory Council (WAAAC) and sat on the Aboriginal Affairs Coordinating Committee (AACC).

Eddie is recipient of the Australian Defence Medal (ADM) and Australian Service Medal (ASM) South East Asia, for his enlisted time in the Australian Army as an Infantry Soldier in Australia and overseas.

Eddie is the current Chairperson of the Aboriginal Family Law Services (AFLS) Western Australia

Eddie is a member of the Aboriginal Affairs Coordinating Committee (AACC) Kalumburu Working Party

Eddie has a deep personal and professional commitment to improving the social and economic welfare of Aboriginal people.

#### Director, Andrew Coats

Andrew has spent the last decade working in land and environment management throughout Northern Territory and Western Australia. As an Indigenous man, Andrew is aware of the cultural challenges, opportunities and constraints that exist for Indigenous Australians – particularly those living in remote regions of Australia. His experience working with Traditional Owners and Indigenous Associations in land management gives him the understanding and ability to understand the political and cultural landscape of delivering services and programs to unique people groups. He has provided consultations to Indigenous groups in land leases and development and has

personally been on indigenous land boards that were identifying traditional claims and developing joint management arrangements between government and traditional owner groups.

He is keen to continue his involvement in the fair and equitable delivery of key services and programs that aim to address the gap between Indigenous and non Indigenous Australias.

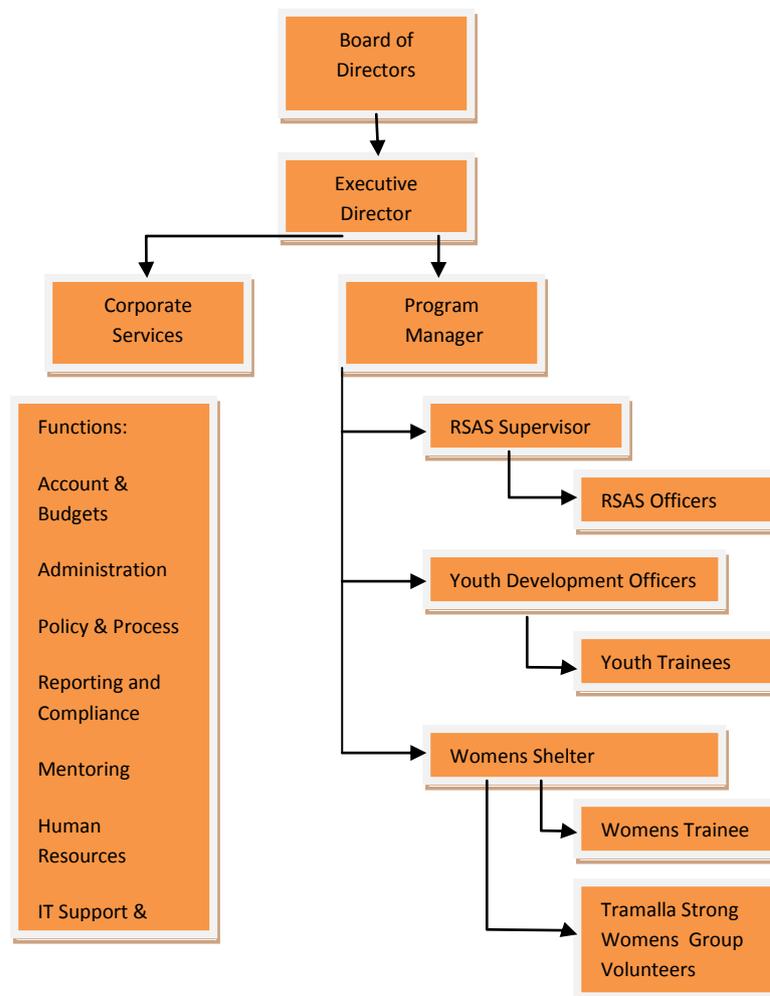
### Orly Oxenbridge

Orly is a multi-functional executive with an extensive experience and in-depth knowledge of a wide range of administrative functions in particular the ones with an emphasis on Finance and Marketing Research both in general and project content, which she had acquired and developed over the span of 25 years of rich and diverse career history.

Orly's current professional commitment as Director/Partnership owner of Indigenous Projects National (IPN) and is involved in strategic and operational management to deliver social and economic opportunities for Indigenous people in Western Australia with recruitment, training, youth programs, building construction, partnership negotiation etc. She is a liaison between government and Non-government organisations for IPN

## Staff Structure

CFN Ltd is in its infancy but is putting together a team of experienced and passionate individuals to ensure that it grows from a foundation of sound business practice with the ability to adapt to needs of community and provide creative approaches to service delivery. Our current staff structure looks like this:



# The Next 10 Years.....

## OUR CORE OBJECTIVES

Community Focus National Ltd aims to be *community focused* and *internally strong* and has several core objectives it wishes to achieve over the next 10 years.

Community Focus National Ltd aims to be an organisation that can ***represent, defend, support and be a voice*** for remote indigenous community groups.

Community Focus National Ltd aims to create ***strong internal governance*** that can be a glowing example of best practice in delivering community services

Community Focus National Ltd will actively source funding and opportunity to deliver services and programs on the ground through ***community involvement from creation to implementation***

Community Focus National Ltd aims to be the ***organisation of choice*** for Government and philanthropic activity

## OUR STRATEGIC ACTIVITIES

CFN Ltd believes it can achieve these core objectives by focusing on the following strategic activities:

- PROMOTION AND DEVELOPMENT
- INTERNAL GOVERNANCE AND ACCOUNTABILITY
- KEY COMMUNITY LINKS
- STANDARDISED PROGRAM DELIVERY FRAMEWORK

### PROMOTION AND DEVELOPMENT

- Develop relationships with key stakeholders in community
  - Services providers
  - Community leaders
  - Formal and informal community groups
- Develop relationships with government agency
  - Participate in Working Parties (community focused)
  - Participate in Interagency groups
  - Participate in workshops, seminars in relation to government funding
  - Develop links with government contacts primarily in indigenous funding arena
- Develop relationships with other philanthropic entities
  - Develop positive working relationships with other services providers and regional entities to create synergies and partnerships to respond to community needs

- Develop an interactive website to communicate events, activities and actions by CFN Ltd
- Promote CFN Ltd as a Regional Services provider
  - Develop a Regional Service Model to fit multi region/multi community delivery
  - Promote CFN Ltd as a community lead organisation – community is involved in all aspects of program development and delivery
  - Look for opportunity to deliver programs that can be effectively applied across a region to ensure economies of scale and scope
- Promote CFN Ltd as a voice for community by remaining focused on communicating with community through informal and formal mechanisms

### **INTERNAL GOVERNANCE AND ACCOUNTABILITY**

- Develop mechanism for community and stakeholder feedback to ensure accountability of CFN Ltd to individual recipients, community, local stakeholders and government
- Develop Policy and Procedures to support the effective delivery of programs and administration of CFN Ltd
- Develop a reporting mechanism (reports, templates etc) to ensure timeliness of report preparation to stakeholders (Government, contractual requirements, legislative requirements) and Directors
- Engage an external Accountant to produce quality financial reports as per accounting standards and professional standards
- Follow best practice standards in recruiting, engaging and supporting human resources
- Annual review of internal policy and procedures, staffing, financial process to ensure adherence to standards and to evaluate opportunity for improvement and development of CFN Ltd's resources for effective service delivery

### **KEY COMMUNITY LINKS**

- Ensure community engagement and participation are the corner stone to all program development and implementation through developing a community link framework
  - Interagency communication
  - Stakeholder identification
  - Methods of engagement
  - Program development is community led
  - Formal marketing efforts – promotion of CFN Ltd through flyers, posters, concerts
  - Informal promotion – participating in local events, engaging individuals in conversation
- Staff engagement with similar industry partners/service organisation
  - Actively encourage staff to attend seminars and meetings to gain support and ideas from other organisations working in similar field
  - Develop networks of like organisations who delivery similar services
  - Regular training and attendance and workshops by staff to create connections outside community
- High level interaction between CFN Ltd Directors and Government/Philanthropic organisations to look for opportunity, to actively communicate needs, to represent community and to be the voice for Indigenous Australians living in remote regions

## **STANDARDISED DELIVERY FRAMEWORK**

- Develop a framework for delivery of each service to targeted areas that incorporate
  - Community ownership of programs and services
  - Realistic and relevant goals with achievable and measurable objectives
  - Ability to expand service to regional model
  - Risk Management Analysis
  - Staff support and development
  - Communication and promotion strategy
  - Develop reporting/compliance calendar
  - Detailed budget by activity
  - Action plan with responsibilities and timeframe
- Internal Program Review
  - Ongoing review and improvement strategy
  - Compliance achievements
  - Stakeholder feedback

These Strategic Activities will be the main objectives for the Board of Directors with the Executive Director accountable for timely response against these objectives. Progress against these objectives will be evaluated from a short (2 year) and long term (10 years) perspective.

# OUR VALUES

The actions for Directors, Managers and Staff of CFN Ltd will be governed by the following set of values developed by the Directors:



## **VALUE 1: Community Focused**

Our definition of “Community Focused” means community inspired and identified, community engagement, community driven and community owned

## **VALUE 2: Trust & Integrity**

CFN Ltd will actively promote itself as an organisation that can be trusted and demonstrates integrity in all its dealing with targeted community groups not just through active promotion but through real action achieving real valued outcomes

## **VALUE 3 Holistic Action**

Our definition of “Holistic Action” is to endeavour to deliver programs, services and contracts to remote indigenous communities that are designed to target efforts that will have a positive effect on all residents of that community through service synergies, sharing of resources and ideas and developing action plans that target each group within the community

## **VALUE 4 Openness and Transparency**

CFN Ltd will actively seek to be an organisation that is approachable and accessible to all indigenous people and will willingly undertake efforts to provide services and programs to all indigenous communities that seek out our services. Our aim is to ensure transparency in all our actions through keeping people informed of what we do and how we do it, to ensure we are accountable for our actions by the people we endeavour to assist.