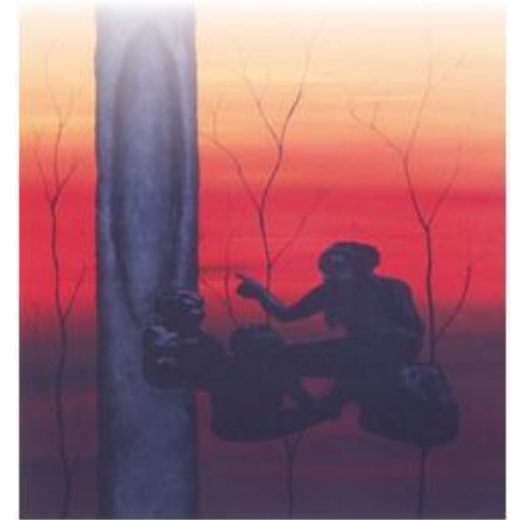


# Strategic Plan – DRAFT 2

To know our living Culture



2012 - 2017

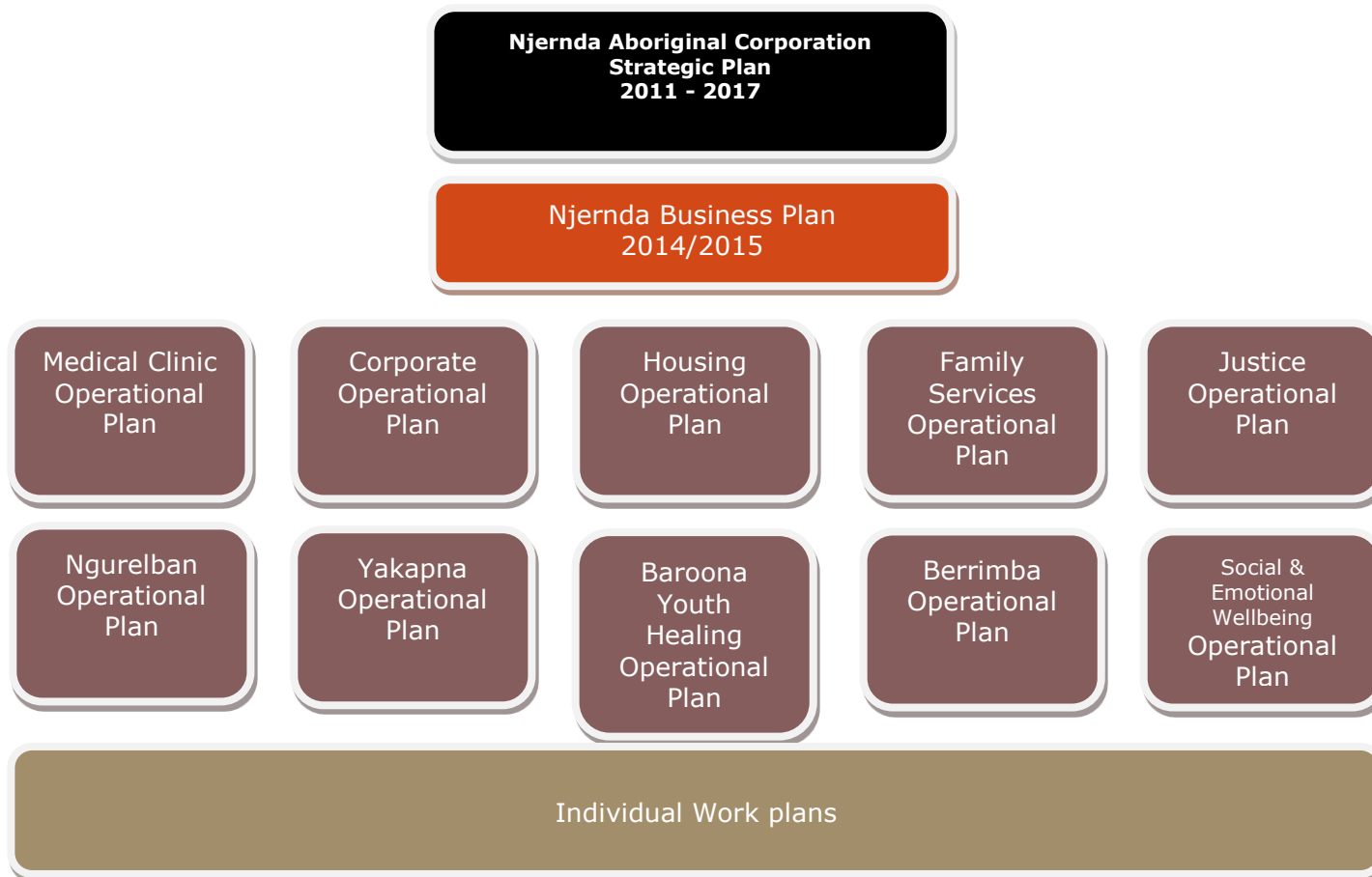
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## Introduction

The Board of the Njernda Aboriginal Corporation is pleased to present its second Strategic Plan, setting out its direction for the organisation for the next five years. Our Strategic Plan is supported by an annually developed business plan, and annual operational plans developed by each service area of the organisation. The Njernda Board, managers and staff continue to work towards the aspirations of our Elders past and present.

Our planning structure is outlined in the diagram below.



## 1. Njernda's History

Njernda Aboriginal Corporation (formerly the Echuca Aboriginal Corporation) was established in 1974 by local Aboriginal people fighting for recognition and self-determination. Njernda provides support to Aboriginal people in the Campaspe and surrounding areas (including the township of Moama in NSW). The Corporation has developed over time and now provides a diverse range of programs including health, medical, housing, child care, family services and the new Yakapna Centre (which provides a therapeutic environment for Aboriginal families with children at risk of being placed away from home and/or enabling return of children to their own families). The Corporation employs an estimated 65 Aboriginal people across its program areas. It also established a DHS funded Indigenous Innovations Program in May 2006 to complement its other services and programs. Njernda provides the following range of services:

- GP service
- Financial services
- Legal and Justice program
- Family Support
- HACC program
- Drug and Alcohol program
- Bringing them home
- Allied Health services
- Housing and support services
- Childcare
- Best start program
- Counseling services
- Men's Service
- Recreation
- Social, Emotional Well Being program (SEWB)
- Emergency relief
- Family services
- Healing Services



## 2. Njernda's Vision

### Empowering our Aboriginal Community

## 3. Njernda's Purpose

Njernda's purpose is to deliver community controlled, holistic services and programs which improve the physical, emotional, cultural and spiritual wellbeing of the Aboriginal Community of Echuca and surrounding areas.

Njernda will do this by:

- Regularly providing opportunities for Community members to come together for socialisation and to celebrate being Aboriginal.
- Continuing to support Aboriginal people every day.
- Supporting our Elders / mentors / role models to provide leadership and direction to our children and young people, to help them become strong in culture, spirit and Community, and to enhance future generations.
- Delivering services in a safe environment.
- Promoting self empowerment and self determination.
- Using continuous improvement strategies to ensure that Community can access the best evidence based programs.



## 4. Njernda's Values

👣 Accountability   👣 Commitment   👣 Compassion   👣 Confidentiality   👣 Empathy

👣 Sense of humour

**At all times the Njernda Aboriginal Corporation will act in such a way that others are treated with respect, empathy, compassion, fairness, justness and cultural sensitivity.**

**At all times the Njernda Aboriginal Corporation will:**

- act professionally
- maintain confidentiality
- be accountable
- be informative and helpful
- approach their work with passion and commitment
- maintain a sense of humour

👣 Informative and helpful

👣 Cultural sensitivity   👣 Fair and Just   👣 Passion   👣 Respect   👣 Professionalism



## **5. Our Strategic Directions 2012 – 2017**

1. Expand services and programs to meet the physical, social, emotional, cultural and spiritual needs of our Community.
2. Improve communication across all levels via strengthening our network and partnerships across all levels of the organisation.
3. Advocate for, and support our young people to reach their full potential.
4. Maximise the use of our Community properties for the benefit of our Community.
5. Support Community members to access employment opportunities in Echuca and surrounding areas.
6. Promote our cultural heritage - past, present and future.
7. Ensure that the infrastructure meets the needs of the organisation as it grows, and supports the delivery of high quality services to the Community.
8. Support the Community to stay connected through sports, recreation and other activities.
9. Ensure training/up skilling is provided to all staff.
10. To develop and maintain a quality and safety committee to oversee accreditation requirements for all legislative areas.



## 6. Njernda's Plan 2012 - 2017

### 6.1 Strategic Direction: *Expand services and deliver programs to meet the physical, social, emotional, cultural and spiritual needs of our Community*

Aim	Strategies	Who is responsible?	KPIs
Improve health and wellbeing outcomes and quality of life for our Community	<b>Medical Clinic</b> Deliver services and programs which improve the physical, social and emotional wellbeing of the Community including health promotion, early intervention, allied health and medical services.	Practice Manager	Operational Plan developed annually  Monthly reports to Board
	<b>Berrimba Childcare Centre</b> Provide childcare, kindergarten and associated children's services and activities which improve the physical, developmental, social, emotional, cultural and spiritual outcomes for children.	Coordinator Berrimba	Operational Plan developed annually  Monthly reports to Board
	<b>Family Support</b> Deliver a range of family services which improve the physical, social, emotional, cultural and spiritual wellbeing of families in the Community.	Manager Family Services	Operational Plan developed annually  Monthly reports to Board
	<b>Baroona Healing Centre</b> Reduce alcohol and drug abuse amongst young Aboriginal people in the Echuca and surrounding areas by providing a safe and culturally specific healing environment and programs.	Manager Baroona	Operational Plan developed annually  Monthly reports to Board
	<b>Yakapna Healing Centre</b> Provide an Intensive Support Service coupled with Culturally Sensitive Therapeutic Practices preventing the need for children to be placed away from home because of safety concerns; or enabling the safe return of children to the care of their family following placement in the out of home care system.	Manager Family Services	Operational Plan developed annually  Monthly reports to Board
	<b>Ngurelban Services</b> Provide programs and activities which are all directed towards supporting children, young people, families and Elders to improve their health and wellbeing, physically, spiritually and emotionally.	Manager Ngurelban	Operational Plan developed annually  Monthly reports to Board





**6.1 Strategic Direction: *Expand services and deliver programs to meet the physical, social, emotional, cultural and spiritual needs of our Community***

Aim	Strategies	Who is responsible?	KPIs
	<p><b>Corporate Services</b> Manage Njernda assets, finances, human resources and infrastructure to ensure organisational priorities, legal responsibilities and funding requirements are met.</p>	Manager Corporate Services	<p>Operational Plan developed annually</p> <p>Monthly reports to Board</p>
	<p><b>Social and Emotional Wellbeing</b> Maximise opportunities for individuals, families and the Community to develop and maintain good mental health and wellbeing.</p>	Manager Family Services	<p>Operational Plan developed annually</p> <p>Monthly reports to Board</p>
	<p><b>Justice</b> Support young people in court matters and with community based orders, and help young people to link back into schools and further education.</p>	Manager Corporate Services	<p>Operational Plan developed annually</p> <p>Monthly reports to Board</p>
	<p><b>Housing</b> Manage Njernda housing stock for the benefit of the Community.</p>	Manager Family Services	<p>Operational Plan developed annually</p> <p>Monthly reports to Board</p>
	<p>Review program data and consult with the Community to identify services and programs to meet needs.</p>	CEO and Board	<p>Quarterly consultations conducted and outcomes actioned</p> <p>Data collated and analysed</p> <p>Increased number of services and programs</p> <p>Positive feedback from Community</p>
	<p>Advocate for new funding for new programs and services for all our Community.</p>	CEO and Board	<p>Advocacy undertaken</p>



**6.1 Strategic Direction: *Expand services and deliver programs to meet the physical, social, emotional, cultural and spiritual needs of our Community***

Aim	Strategies	Who is responsible?	KPIs
			Additional funding and new services
	Establish a Fundraising Committee to identify funding and fundraising opportunities to enable Njernda to provide services to the entire Community.	Board	Fundraising Committee established and meeting regularly



## 6.2 Strategic Direction: *Improve communication across all levels*

What do we want to achieve?	Strategies	Who is responsible?	KPIs
Maintain effective communication flows internally, with the Community, and with external stakeholders	Develop and implement a Communication and Marketing Plan for Community, funding bodies, government, media, local businesses etc which includes strategies to promote our success stories with local media, VACCHO, funding bodies etc.	CEO and Board	Communication and Marketing Plan developed and implemented
	<b>Internal Communication</b> Conduct an annual in-service for all staff.	Management Team	Annual in-service held
	Establish and run a social club for Njernda staff.	Social Club Committee	Social club established and running regular social activities for staff
	Conduct regular meetings: weekly staff meetings – to keep staff informed of organisational issues; fortnightly managers meetings; and monthly Board meetings.	Management Team	Meetings held and minutes documented
	Ensure all staff complete an appropriate induction/orientation to Njernda and all non-Aboriginal staff complete cross cultural awareness training.	Management Team	All staff have completed the Njernda Induction/Orientation  All non-Aboriginal staff have completed cross cultural awareness training
	Increase use of intranet to communicate with staff.	Management Team	Increased use of intranet
	Investigate ways of recognising staff e.g staff awards.	Management Team	Staff recognition system developed
	Review Njernda image and branding including uniforms, signage.	Board and Management Team	Njernda image and branding updated
	<b>Community Communication</b> Hold quarterly Community meetings.	Board and CEO	Quarterly meetings held and well attended



## 6.2 Strategic Direction: *Improve communication across all levels*

What do we want to achieve?	Strategies	Who is responsible?	KPIs
	Promote our services to the Community.	Board and staff	Positive feedback from Community
	Produce quarterly newsletter and distribute to Community, funding bodies and partners.		Newsletter produced and distributed
	Promote the Njernda website.	Board and staff	Number of hits on website
	<b>External Communication</b> Ensure representation on key Boards, networks and committees i.e. VACCHO, VAYSAR, Rumbalara Football Netball Club, VALS etc.	CEO and Board	Njernda is represented on key Boards, networks and committees
	Establish partnerships to support employment and education opportunities for our Community.	Board	Partnerships in place  Employment and education opportunities for Community increased



### 6.3 Strategic Direction: *Advocate for, and support our young people to reach their full potential*

<b>Aim</b>	<b>Strategies</b>	<b>Who is responsible?</b>	<b>KPIs</b>
Reduce dangerous risk taking in our youth	Advocate for resources to more effectively support young people living in Echuca and surrounding areas.	Board, CEO, Management team and Staff	Increased resources
	Secure funding for a youth sport and recreation worker.	CEO	Funding secured
Increase recreation and cultural opportunities for our young people	Establish a Youth Centre.	Management Team	Youth Centre established and well utilised by young people
	Expand the School Holiday Program and conduct cultural camps for young people.	Management Team	School Holiday Program accommodates 60 young people
Increase the pride in culture amongst our young people			Number of cultural camps
	Increase participation by young people in sport and recreational activities.	Family Services Unit	Number of young people participating in sport and recreational activities
			Number of sport and recreational activities coordinated by Njernda
Create more opportunities for employment for young people	Advocate for increased employment opportunities for young people living in Echuca and surrounding areas.	Board, CEO, Management Team	Number of young people employed in mainstream
			Number of local businesses that employ our young people
	Provide pre-employment opportunities for Community members at Njernda e.g. TAFE placements, work experience, Rumba Ripples.	Management Team	Number of young people who access pre-employment opportunities



## 6.4 Strategic Direction: *Maximise the use of our Community properties for the benefit of our Community*

Aim	Strategies	Who is responsible?	KPIs
<p>Manage Njernda properties for the benefit of the whole Community</p> <p>Maximise income and value to the Community from our properties</p> <p>Preserve and promote our culture, heritage and history</p>	<p>Establish a Land Management Committee to develop a plan for our properties, which benefits the Community, in particular:</p> <ul style="list-style-type: none"> <li>• Baroona: Improve land management at Baroona.</li> <li>• Boltibulla Walla Property: Explore opportunities for the future use Boltibulla Walla.</li> <li>• Media House: Determine the future of Media House in High St.</li> <li>• Old Court House site: Continue to seek funding to develop the Old Court House site.</li> <li>• Middleton Road Property: Explore options for the future use of the Middleton Road property.</li> <li>• Ngurelban: Explore options for the future use of the Ngurelban property.</li> </ul>	<p>CEO, Board and Land Management Committee</p>	<p>Land Management Committee Established</p> <p>A Plan for our properties developed and implemented</p> <p>Viable and sustainable land and property management.</p> <p>Properties benefit of the Community with a financial return and employment opportunities.</p>
	<p>Develop Baroona Healing Centre building, facilities and activities.</p>	<p>Manager Baroona and CEO</p>	<p>Baroona Healing Centre expanded</p>
	<p>Continue to seek funding for the Dhungalla Art Gallery.</p>	<p>CEO and Kevin Williams</p>	<p>Funding received for the establishment and operation of the Dhungalla Art Gallery</p>
	<p>Analyse current fixed assets to ensure they are best suited for current use.</p>	<p>Board, CEO and Management Team</p>	<p>Analysis completed</p>
	<p>Seek capital funding to redevelop the Family Support building.</p>	<p>Board, CEO and Management Team</p>	<p>Capital funding secured and the Family Support building improved.</p>



**6.5 Strategic Direction: *Support Community members to access employment opportunities in Echuca and surrounding areas***

Aim	Strategies	Who is responsible?	KPIs
Increase employment of the Community in NAC, other health and community service organisations and in the private sector	Maximise opportunities for Community to work at Njernda.	Board and Management Team	Percentage of Njernda staff and managers who are Aboriginal
	Develop a strategy and advocate for local organisations to employ Aboriginal people including: <ul style="list-style-type: none"> <li>• targeting businesses where Njernda is an account holder,</li> <li>• lobbying Council,</li> <li>• preparing young people for work,</li> <li>• working with the Chamber of Commerce,</li> <li>• working with local employment agencies, etc.</li> </ul>	Board, Management Team and local employment organisations including GVCT, Workways, Rumba Ripples, Council	Strategy developed and actioned  Number of people employed in mainstream  Number of local businesses which employ Aboriginal people



## 6.6 Strategic Direction: *Promote our cultural heritage - past, present and future*

Aim	Strategies	Who is responsible?	KPIs
Increase recognition of our culture and heritage  Acknowledge our traditional owners	Better utilise our Community assets to promote our cultural heritage.	Elders Advisory Council	Avenue of honour with plaques established
	Raise the profile of our culture and heritage within the local Community including activities such as: <ul style="list-style-type: none"> <li>• Erecting Welcome to Country plaques at both Echuca entrances</li> <li>• Erecting flags Berrimba, and advocating for flags at all pre schools</li> <li>• Approaching the Shire to have new streets named after local Aboriginal families</li> <li>• Lobbying to have one of the paddle steamers painted</li> <li>• Developing pamphlets for display at the Shire offices, other community centres and at tourism venues</li> <li>• Continuing to pursue the Koori night market</li> </ul>	Elders Advisory Council	Number of resources available
	Increase awareness through Cultural activities.	LAECG	Number of cultural activities
	Strengthen cultural activities within our services including using language in program design and submission writing.	All Njernda units	Evidence of use of language in programs





**6.7 Strategic Direction: *Ensure that the infrastructure meets the needs of the organisation as it grows, and supports the delivery of high quality services to the Community***

<b>Aim</b>	<b>Strategies</b>	<b>Who is responsible?</b>	<b>KPIs</b>
High quality services to the Community	Achieve relevant accreditations including QIC, CSO Registration, HACCC, HASS, AGPAL, Housing and Childcare.	Accreditation Committee	Accreditation achieved and maintained
	Ensure ongoing quality improvement using Plan-Do-Study-Act (PDSA) cycles.	Accreditation Committee	Evidence of PDSA in all Units
	Ensure all staff have appropriate induction and orientation, and access relevant professional development.	Management Team and Human Resources	Training Plan in place
	Meet all legal and funding requirements.	Board, CEO, Corporate Services	All requirements met in a timely manner



**6.8 Strategic Direction: *Support the Community to stay connected through sports, recreation and other activities***

<b>Aim</b>	<b>Strategies</b>	<b>Who is responsible?</b>	<b>KPIs</b>
<ul style="list-style-type: none"> <li>• Connect the Community</li> <li>• Empower people with knowledge about culture, rights, services available etc</li> <li>• Self determination</li> <li>• No-one home alone</li> </ul>	Increase the number and variety of sporting and recreational activities available to the Community.	All managers and staff	Number of activities
	Enforce NAC vision statement -Empowering our Aboriginal Community.	All managers and staff	Number of participants
	Seek funding for a recreation and sports worker.	CEO and Board	Funding for worker secured
	Re-establish Warma Sports and Social Club.	Club Committee	Warma Sports and Social Club re-established



## 6.9 Strategic Direction: Ensure training and up skilling is provided to all staff.

Aim	Strategies	Who is responsible?	KPIs
<ul style="list-style-type: none"> <li>• Ensure all staff are qualified</li> <li>• Empower people with knowledge about culture, rights, services available etc</li> <li>• Ensure that all staff have the skills to deliver quality and culturally appropriate services.</li> </ul>	Maintain a training Matrix of each divisional training needs.	All Managers	Training Skills completed and certified.
	Enforce NAC vision statement -Empowering our Aboriginal Community.	All managers and staff	
	Ensure all mandatory training is complete each year.	Managers	First Aid Certificate OH&S training WWCC Crim checks Driver Licence checks
	Mentoring of staff across the organisation.	Qualified staff and Managers	All KPI's met with minimal supervision.



**6.10 Strategic Direction: To develop and maintain a quality and safety committee to oversee accreditation requirements for all legislative areas.**

Aim	Strategies	Who is responsible?	KPIs
<ul style="list-style-type: none"> <li>• To maintain accreditation for all areas of the Njernda Aboriginal Corporation</li> <li>• Empower people with knowledge about culture, rights, services available etc</li> </ul>	Align all accreditations to within a similar time frame for simplicity.	All managers	Successful attainment of accreditation
	Enforce NAC vision statement -Empowering our Aboriginal Community.	All managers and staff	
	Seek further funding based on the success of accreditations.	CEO	To continue meeting targets.
	Maintain the necessary documents in registers to ensure compliance for accreditation.	PA to CEO.	Gemba360



