



2021-2024

planning for our future...

STRATEGIC PLAN

NJERNDABORIGINAL CORPORATION

This report was prepared in conjunction with
Rapid Impact consultants, Melbourne.

OUR VISION:

A self-determining community,
strong in culture &
walking towards a deadly future.

OUR ASPIRATIONS:

Njernda board, managers & staff will know they are
making progress towards the vision when:

- Our kids & young people are proud,
they know who they are, & where they come from.
- Our children, young people & community are enriched
through life-long culturally-safe learning.
- Our community is represented in positions across all sectors,
at every level.
- Aboriginal men & women are strong cultural leaders
speaking up on issues that matter to community.
- Elders are supported & have a respected place
& visible influence in our community.
- Aboriginal people are the architects of their future on country.
- The Traditional Owners have a strong presence in everything we do.



OUR PRIORITIES:

Our children have a strong future...

- Keep our children in our community
- Connect our kids to culture, their stories, and Elders
- Strengthen learning and engagement for all children
- Create active youth spaces and programs

Healthy families...

- Encourage Aboriginal men to be active in community
- Create health and wellbeing participation pathways
- Support healthy partner and family relationships
- Host gathering opportunities for families, Elders and community

Secure and affordable housing...

- Support homeless people to secure permanent accommodation
- Refresh the housing policy and infrastructure to address community need
- Support community to sustain tenancies
- Encourage home ownership

The right infrastructure to grow Njernda...

- Create a 30-year infrastructure plan, including a home for Njernda
- Enhance Aboriginal training and employment opportunities for community
- Continue to foster a culturally safe workplace with diverse career opportunity



HOW WE WILL MEASURE SUCCESS:

- *Our children have a strong future...*
 - Greater participation by youth in activities and programs

- *Healthy families...*
 - Increase in community members participating in wellbeing activities
 - Increase in health checks per annum
 - Increase in flu vaccinations for the 0-6 and 50+ age groups

- *Secure and affordable housing...*
 - Increase in successful applications for private accommodation
 - Increase in community members housed in permanent accommodation
 - More Aboriginal students completing Year 12

- *The right infrastructure to grow Njernda...*
 - Increased number of traineeships
 - Increased number of Njernda staff with diplomas and/or degrees

APPENDIX I - OPERATIONAL PRIORITIES:

A number of operational improvements have been identified that will need to be introduced to enable the strategic priorities and to ensure robust service delivery is possible. A detailed operational plan will be created with the following key elements:

Systems and processes...

- Modernisation of the Njernda financial systems & processes
- Audit of buildings to meet OHS & other compliance requirements e.g. tag & testing
- Scheduling & completion of online mandatory OHS & risk management training
- Review of the structure & delivery of non-service delivery activities
- Creation of a management calendar that integrates HR, reporting, meeting & compliance activities
- Refreshed & simplified meeting agenda & minutes
- Car tracking for safety & efficiency
- Review of the performance & development process
- Creation of a hierarchy, access, & version control process for shared directories
- Review of client surveys

Community access...

- Simple community online access
- Remote client program registration using iPads & other technology
- Refreshed online communication for staff and community, including an active facebook

Quality services delivery...

- A uniform case planning template
- Refreshed education campaign for TVs across the business

COVID-19...

- Create a COVID-19 directory which is the single source of truth for policies & procedures with strict authorisation controls
- Implementation of over 2020 innovations & new ways of working identified by managers

APPENDIX II - STRATEGIC PLANNING PROCESS:

The Njernda Aboriginal Corporation is developing a strategy with the full engagement of staff, community and the new leadership team. The strategy process was initiated with an All Staff In-service conducted on 20 February, 2020. Staff provided invaluable insights into the current capability of the organisation, the changes within the community, and their shared aspirations for the future. Shortly after the workshop, COVID-19 arrived and sent Victoria, along with the rest of the world, into lock-down.

Like many ACCOs, Njernda introduced workplace practices rapidly to ensure community's continued access to essential services so they would remain safe and protected, and to make sure staff, particularly those who were deemed high-risk (using the criteria from Victoria's Chief Medical Officer), were protected. The strategy development process was amended to review and understand the key learnings from COVID-19 and to determine which of these should be carried forward into Njernda's future operating model (see diagram below).

Njernda's Strategy Development Process

STAGE ONE

All Staff Strategy Workshop Outcomes

STAGE TWO

Fact Pack - Internal and External

STAGE THREE

Learnings from Njernda's COVID-19 Response

STAGE FOUR

Community Strategy Consultation

Njernda's
Strategic
Plan
2021-2024

On 26 June 2020, the Njernda leadership team met to:

- Revisit the All Staff In-service strategy data,
- Analyse the learnings from the COVID-19 pandemic,
- Review the key data on the performance of the organisation, and
- Create a Draft Strategic Plan.

The key outcomes of the leadership workshop are summarised in this report. The CEO is seeking to consult on the Draft Strategic Plan during June and July, with the final plan due for completion, board ratification, and publication, by August 2020.

LEARNINGS FROM COVID-19:

Each of the areas within Njernda introduced a diversity of new practices. The list below is a snap shot of those that are expected to be translated in full or in part, into future work practices as they either increased the quality of service delivered, improved the connectedness with community, and/or demonstrated a more efficient way of doing business.

Organisation-wide...

- Increased cleaning and hygienic standards and practices across all areas of the business
- Online training and education

Youth & residential...

- Online care team meetings
- Health & Wellbeing
- More regular contact with clients
- Online Narcotics Anonymous, which had greater attendance and more open dialogue

Early Years...

- Systemic training of staff on trauma and other areas, which led to the redesign of children's environment and the introduction of new practices
- Increased use of the Story Park app to connect children and families

Family Services...

- Facetime sighting of children and families, which could continue with lower risk children and families (this is not appropriate long-term for Integrated Family Services clients)
- Zoom meetings enabling better and more regular staff connections
- More stringent sign-in processes making clearer who is in the building
- Online carer team meetings
- Online triage for emergency scenarios which helps to enact support faster
- Men's groups spending more time on country enabling members to share more personal experiences

LEARNINGS FROM COVID-19: CONTINUED



Medical...

- Use of telehealth, which increased the number of clients that doctors saw per session
- A new 715 process, which was completed via telehealth except for the final measurements
- Greater referrals to SEWB, which increased the level of support for medical clients
- Scripts sent from medical directly to the chemist with medications subsequently dropped off to clients by the chemist or Njernda's transport
- Temperature scan on entering the building, which could be linked to the sign-in process for staff & clients
- The fit-out of the new health and wellness centre
- Mobile vaccinations to Elders
- Gaining verbal consent for PIP

Corporate...

- Online meetings, which significantly reduced travel time and costs
- More efficient approval processes
- Introduction of the debit card payment system

Others...

- HAAC staff, who dropped off lunches to over 300 Elders
- Weekly activity packs dropped off to Elders with an opportunity to check their wellbeing
- Homeless people provided with fortnightly accommodation, which through negotiations reduced weekly rental



STRATEGIC CAPABILITY:

Coming out of COVID-19, & based on the changing needs of the community, Njernda has identified the following organisational strengths with which it can build its strategy:

- Strong Aboriginal leadership
- A strong Aboriginal voice advocating on behalf of our staff and community
- Culture as a part of everything we do
- Self-determining, innovative and multi-disciplinary services which meet community needs despite funding limitations and narrowly defined programs
- Managers and staff collaborating and looking out for each other
- Training and employment opportunities for staff and community

Some of the risks that are currently being addressed and will need to be attended to over the next strategy cycle include:

- Outdated and inadequate financial and other corporate processes
- Infrastructure that does not match current, much less future, demand
- The challenges of recruiting culturally appropriate, qualified staff, and succession planning
- Lack of capacity to respond to community AOD use and mental health issues
- A gap in the engagement and provision of youth services
- Difficulty in keeping our children and young people on country when they are removed

The logo features the word "Njernda" in a large, bold, black sans-serif font. A small red dot is positioned above the 'j'. Below "Njernda", the words "Aboriginal Corporation" are written in a smaller, red, sans-serif font. The entire logo is centered within a white circle that has a thick, dark red, hand-drawn border. The background of the entire image is a solid dark red color, with several thin, white, wavy lines resembling roots or branches extending from the top and sides.

Njernda

Aboriginal Corporation

NJERENDA ABORIGINAL CORPORATION

"to know our living culture"

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