



awabakal
OUR PEOPLE

AWABAKAL STRATEGIC PLAN 2017 - 2020





ACKNOWLEDGEMENT

Awabakal Ltd acknowledges that we operate and function on the lands of the Awabakal, Worimi, Wonnarua, Mindaribba, Birabahn, Bahtabah people.

We pay our respect to these lands that provide for us.

We acknowledge and pay respect to the ancestors that walked and managed these lands for many generations before us.

We acknowledge and recognise all Aboriginal people who have come from their own country and

who have now come to call this country their home.

We acknowledge our Elders who are our knowledge holders, our teachers.

We acknowledge our youth who are our hope for a brighter and stronger future.

We acknowledge and pay our respect to our community members who have gone before us and recognise their contribution to our people and community.

OUR VISION

Our Vision is for Awabakal to be the lead provider and advocate for services to Aboriginal people in the Newcastle region.

OUR MISSION

Our Mission is to empower self-driven lifestyles for our clients and community.

Awabakal is celebrating a 40 year history of service delivery in 2017. While known mostly as the largest Aboriginal community controlled health service in the region, we now have well-established programs in health, aged care, early learning and housing. We have a strong Aboriginal leadership team and provide training and career pathways for our staff to empower the leaders of the future for a safer, healthier and stronger community.

RESPECTING OUR PAST

In 1973 the first incarnation of Awabakal was established, this was known as the Newcastle Aboriginal Advancement Society and it delivered cultural activities to the community. In 1975 it became known as Awabakal Newcastle Aboriginal Co-operative Limited and was registered in 1977.

This was the genesis of an organisation which transformed into one of the largest Aboriginal community owned and run organisations in New South Wales

and became a leading example of Aboriginal community development in Australia.

The Awabakal Co-operative objectives in 1977 were broad and centered around providing services in the areas of employment, culture, health and welfare, sport, housing and education.

Awabakal celebrates its 40th Anniversary in 2017 and in marking this occasion, we pay tribute to those who fought for the organisation we have today.

LEADING



FUTURE

Moving into the next 40 years, Awabakal is planning an expansion phase, building on recent years of consolidation which has resulted in the staff and community experiencing significant change and restructuring. To do this, Awabakal will rely its experience, networks and leadership to increase our influence and capacity to achieve purposeful lives for our community.

The Board and management of Awabakal will be working with

staff and community to build a sustainable future, growing empowerment and wellbeing for individuals, families and community.

Awabakal is very well positioned to be a strong, viable and sustainable organisation in this environment.

We continue to plan and refine our operational systems and processes whilst we balance our cultural and commercial focus.



GOALS

Awabakal has identified three key Strategic Goals which were introduced in the 2014 -2017 Strategic Plan and will continue to guide Awabakal today. These are:

- **Building a Dynamic Organisation**
- **Empowering People and Communities**
- **Planning and Providing for a Sustainable Future**

Following the implementation of the 2014 – 2017 Strategic Plan, Awabakal have now made these areas our core principles which are reflected in the way the organisation works on a daily basis.

It is now time to see what empowerment really means for the future and grow the successes and energy of the organisation.



VALUES

Vision - Unity - Identity

Awabakal continues to lead the way in Newcastle for the wellbeing of Aboriginal people, grounded in our cultural strength and connections.

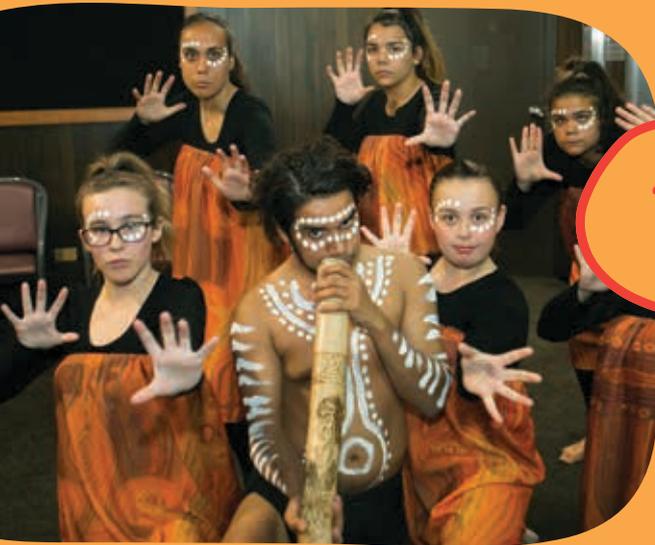


CULTURE



EIGHT STRATEGIC INTENTIONS

To continue to grow and thrive, Awabakal's Board has outlined our intentions for the next three years and into the future:



1

Build a Strong Portfolio Structure

This will allow Awabakal's various portfolios to operate more independently and allow the business structure to evolve.

Develop a Monitoring Framework

This will allow Awabakal to monitor our successes and continuously improve our activities. This will help us demonstrate and celebrate our successes, as well as identify opportunities for improvement and to promote our work to the broader community.

2



3

Establish a Values Framework and Code of Conduct

This will explain to staff, our network and community how Awabakal operates. It will also help build the culture of the organisation so that future leaders understand the cultural foundations of our work. This will be developed jointly by the Board and Executive Management team.



Establish Business Opportunities

Developing relationships with external networks will help community members to grow their own business ideas and establish their own income for purpose driven lives.

4



5

Develop Expansion Phase Targets

Awabakal's Board and management will identify actions and time frames for growth of the portfolios. This will guide the safe and steady growth of the organisation.



Risk Analysis and Planning

Focusing on risks are essential during the expansion phase. This includes financial, governance, social and operational risks.

Awabakal will need to access a range of skills and expertise without losing cultural integrity. This will inform safe expansion planning that reduces risk.

6





7

Strategic Communications and Partnerships Planning

Leading service provision for the community requires communication with a range of stakeholders, including community, staff, funders, networks and potential partners. Strategic level communication helps identify partners that will provide the skills and resources Awabakal needs for growth into new areas.

Induction Process

Awabakal has 40 years of history to learn from. Gathering stories and sharing lessons as part of an induction process will help people understand how to continue the journey together.

8



These eight Strategic Intentions form the basis of the strategic direction for Awabakal from 2017 to 2020.

The eight **Strategic Intentions** express the **Vision** of the Board and will form the basis of an organisational plan to be developed by management in consultation and in unity with the Board, to establish actions and measures to demonstrate success.

This approach will help strengthen Awabakal's **Identity** through the '**I AM**' way of working together: **Intentions > Actions > Measures.**

OUR COMMUNITY

Disclaimer: Awabakal wishes to advise that some of these photos may contain images or names of deceased Aboriginal and Torres Strait Islander people.



STRATEGIC INTENTIONS

1

Build a Strong Portfolio Structure

Priority High

Actions	Measures
1.1 Review existing structure in line with new areas identified for growth	1.1 Business plans developed for proposed expansion within portfolios
1.2 Capitalise on the diversity of the organisation	1.2 Integrated model of care between services/portfolios
1.3 Conduct a skills audit of staff in line with business requirements	1.3 Individualised training plan for all staff
1.4 Conduct an annual Organisational Health Check	1.4 Increased staff satisfaction & compliance with funders

2

Develop a Monitoring Framework

Priority Medium

Actions	Measures
2.1 Identify & implement a Quality Improvement Program/process across all services	2.1 Demonstrate quality improvement across all services
2.2 Develop a system for receiving & responding to community feedback	2.2 Community feedback recorded in Annual Report
2.3 Regularly review service data	2.3 Increased performance against state/national KPI's
2.4 Undertake a data analysis project to demonstrate outcomes	2.4 Published report for stakeholders
2.5 Ensure high quality & effective internal governance services & systems	2.5 Compliance with annual audit requirements
2.6 Conduct annual governance evaluation processes	2.6 Board of Directors annual evaluation completed
2.7 Review present remuneration policy for Director governance roles	2.7 Governance remuneration policy

3

Establish
a Values
Framework

Priority
Medium

Actions	Measures
3.1 Develop a recruitment process that incorporates the values, history & vision of Awabakal	3.1 Increase in staff awareness of Awabakal history & strategic plan
3.2 Develop an induction process that reflects & acknowledges the journey of Awabakal past, present & future	3.2 100% of staff undertake Awabakal induction program
3.3 Conduct annual Staff Development Days including Awabakal history & founders	3.3 Annual Staff Development Days
3.4 Develop a Code of Conduct consistent with Awabakal's values	3.4 Increased staff & community satisfaction
3.5 Become an employer of choice in our sector	3.5 Increase in the number of Aboriginal people employed

4

Establish
Business
Opportunities

Priority
Medium

Actions	Measures
4.1 Adopt a commercial focus for existing services where appropriate	4.1 Commercialise lawn maintenance & cleaning services for aged care
4.2 Identify & develop partnerships to provide resources to support commercial opportunities	4.2 Engage micro finance, Indigenous Business Australia & social entrepreneur networks
4.3 Pilot the commercial viability of selected businesses	4.3 Profitable lawn maintenance & cleaning business
4.4 Recruit local Aboriginal people into the businesses	4.4 Increased employment of Aboriginal people of Newcastle area
4.5 Ensure financial sustainability of the business	4.5 Cost savings & increasing profits to Awabakal

STRATEGIC INTENTIONS

5

Develop
Expansion
phase Targets

Priority
Medium

Actions	Measures
<p>5.1 Develop business plans for potential areas of expansion identified within existing services</p>	<p>5.1 Expansion of Medical sites 5.1 Aged Care meeting outputs 5.1 Increase in Preschool enrolments</p>
<p>5.2 Analyse & monitor the impact of expansion on KPIs</p>	<p>5.2 Risk Management Plan</p>
<p>5.3 Identify resource implications for expansion</p>	<p>5.3 Business plans with financial projections</p>
<p>5.4 Identify potential partnership arrangements to resource expansion opportunities</p>	<p>5.4 Partnership arrangements in place with: Hunter New England Health (HNEH), Hunter Primary Care (HPC) HNECC Primary Health Network</p>

6

Risk
Analysis &
Planning

Priority
High

Actions	Measures
<p>6.1 Develop a risk mitigation plan using the internal audit program</p>	<p>6.1 Organisational Risk Management Plan</p>
<p>6.2 Create a Risk Appetite Statement relating to the new Strategic Plan</p>	<p>6.2 Completed Risk Management Plan</p>
<p>6.3 Develop a system for identifying, responding & managing risk</p>	<p>6.3 Implementation of a Quality Management System</p>
<p>6.4 Ensure the executive & management team are managing program budgets in line with funding agreements</p>	<p>6.4 Program budgets with monthly profit & loss statements</p>
<p>6.5 Review all organisational policies & procedures</p>	<p>6.5 Board sign off on all policies & procedures</p>
<p>6.6 Implement a WH&S System</p>	<p>6.6 Monthly meetings linked to Quality Management System</p>

STRATEGIC INTENTIONS

7

Strategic Communications & Partnership Planning

Priority Medium

Actions	Measures
7.1 Identify partners to provide skills & resources for growth areas	7.1 Partnership agreements with partners who can offer return on investment
7.2 Develop strategy to increase sponsorship, donations & philanthropic opportunities	7.2 Revenue strategy
7.3 Re-establish Hunter Aboriginal Community Organisation Network	7.3 Bi-monthly meetings at Yarnteen
7.4 Develop a comprehensive internal & external communication strategy	7.4 Organisational wide communication strategy
7.5 Create succession & recruitment plan for Board Directors focusing on recruiting more female & younger members	7.5 Review constitution re: membership of females & younger representation for members endorsement
7.6 Develop a community consultation strategy	7.6 Quality Management System

8

Induction Process

Priority High

Actions	Measures
8.1 Develop & implement a process that incorporates the culture of Awabakal, its history & Elders in the induction process	8.1 Induction process incorporating PowerPoint, visuals & comprehension test
8.2 Ensure all staff undertake the induction program and are assessed	8.2 100% implementation of induction program
8.3 Ensure all position descriptions reflect the culture of Awabakal, values & mission	8.3 Completed position descriptions
8.4 Each portfolio to develop customised induction processes	8.4 Site specific induction processes developed & implemented by Managers

OUR COMMUNITY

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a. 64 Hannell St Wickham NSW 2293
p. 02 4918 6400
e. admin@awabakal.org

www.awabakal.org
Awabakal Ltd trading as Awabakal
ABN 93 865 911 384