

STRATEGIC PLAN

2019-2022



MUNGABAREENA
ABORIGINAL
CORPORATION

AUNTY PAM GRIFFIN BOARD VICE CHAIR

"My name is Aunty Pam Griffin and I am a daughter of the Ngarrindjeri people of South Australia. My homeland is at the mouth of the Murray river.

I've lived and worked in the Wodonga region since 1994 (retired in 2016).

I am a founding member of the Mungabareena Aboriginal Corporation and established the Aboriginal Education Unit at Wodonga TAFE, where I worked for 22 years.

Currently I am involved in a voluntary capacity on several Aboriginal projects and i help out other's on a one to one basis.

My lifetime commitment is to promote the advancement of the Aboriginal initiatives."



ROBERT O'DWYER BOARD CHAIR

"My name is Robert O'Dwyer, I am a father of 3. I've been in the area for a long time, and I'm originally from Cootamundra. I have been in Albury Wodonga since I was 1 year old. I was a fitter and turner for 30 years. I am currently retired.

I have been involved with Mungabareena for the past 5 years. I drove the preschool bus for the first 2 years, I am actively involved in the PAGS group and men's group. I've just been appointed chair of the board, I hope to get the community back on board, try and get more funding and to get things more organized than what they were before. I'd like to see more of the community get involved. I want to see Mungabareena go from strength to strength and I'm here to help in any way I can"

OUR PURPOSE

To provide culturally appropriate services and to connect and work with Aboriginal and Torres Strait Islander people, to become more confident, take control of all aspects of their life and create pathways to a better future.

OUR VISION

To stimulate positive change, through self-management and self-determination.

Strive to be the Peak Body in our region to deliver engaging programs and events that empower and fulfil community needs.

We are a proud, strong, respectful and a culturally centred organisation that has abundant knowledge and skills to enhance and grow cultural programs and services to improve the lives of Aboriginal and Torres Strait Islander community members.

OUR VALUES

CULTURALLY PROUD

We are culturally proud and promote traditional Aboriginal and Torres Strait Islander culture in everything we do.

EMPOWERMENT

We empower our Team, Mob, and Community through cultural education and self-determination principals.

COLLABORATION

We engage the Aboriginal Community with a wide range of stakeholders to work with us to achieve our vision.

RESPECT

We respect our Aboriginal and Torres Strait Islander Ancestors, Elders, Community and those that interact with us.

INTEGRITY

Every decision is made honestly, through transparent and ethical practices and is in the best interest of the Community that we represent.

COMPASSION

Our actions are always delivered with understanding, compassion, and genuine objectivity.



OUR COMPETITIVE ADVANTAGE

We have trust, welcoming access, and active participation from our Aboriginal and Torres Strait Islander community. We are knowledgeable in Aboriginal Culture and advocate a genuine belonging to our community members. Our organisation is a grass roots voice for the Aboriginal and Torres Strait Islander Community and therefore our strategic direction is guided and controlled by Community thinking.



THE KEY BUSINESS DRIVERS

- ▶ **ACCESS TO CULTURALLY SAFE PRIMARY HEALTH CARE**
- ▶ **PROVIDE CULTURALLY APPROPRIATE HOUSING SERVICES**
- ▶ **CULTURALLY DRIVEN JUSTICE SUPPORT**
- ▶ **CULTURALLY INTEGRATED EDUCATIONAL SERVICES**
- ▶ **GRASS ROOTS COMMUNITY ENGAGEMENT AND CULTURAL SUPPORT**

ACCESS TO CULTURALLY SAFE PRIMARY HEALTH CARE

WHAT WE WILL DO:

- Continue to provide Culturally Safe Quality Primary Health Care for existing patients and clients.
- Increase the caseload for new patients and clients and expand into clinical services provision depending on viability and community needs.
- Subject to feasibility acquire new specialised premises, plant, and equipment to provide better Culturally Safe Primary Health Care while catering for the expected growth.

STRATEGIC OBJECTIVES:

- Ensure that medical, clinical and holistic health priorities of the Aboriginal and Torres Strait Islander community of Ovens and Murray Region are clearly identified; and Mungabareena services are developed and delivered in a culturally appropriate manner while considering the identified priorities.
- Provide quality support on-site and visiting medical and allied health care services.
- Through health promotion, advocacy, and education hold other relevant medical and clinical service providers to a high standard on their delivery of services to the Aboriginal and Torres Strait Islander Community.
- By building relationships with other medical and non-clinical service providers ensure that the community has adequate access to holistic, affordable, clinically effective primary health educational services.
- Provide Cultural advocacy and outreach support to assist other health providers to deliver culturally sensitive and accessible services.
- Focus on Koori Maternal Services to provide patient access, follow-up and recall to holistic, culturally appropriate care for Aboriginal and Torres Strait Islander women and their families; as well as advocate access to antenatal and postnatal support.
- Develop specific Girls, Women, Boys, and Men's health programs as required.
- Continue to lobby for culturally appropriate palliative and aged care facilities in the Ovens and Murray Region for Aboriginal and Torres Strait Islander elders and their carers.

WHAT WE WILL ACHIEVE

Increase the number of Aboriginal and Torres Strait Islander community members receiving culturally appropriate comprehensive primary health care, which they can freely access, can afford and feel culturally safe while receiving an episode of service, treatment or care.

Have a positive effect on "Closing the Gap" between Aboriginal and Non-Aboriginal people.

PROVIDE CULTURALLY APPROPRIATE HOUSING SERVICES

WHAT WE WILL DO:

Mungabareena will increase the number of houses it owns and maintain suitable housing stock in line with community expectations where possible. We will implement transparent and equitable management policies, practices and procedures. Ensure that the waitlist is fair, objective and housing allocation is on need, urgency of priority and is communicated regularly

STRATEGIC OBJECTIVES:

- Increase the number of new houses and divest in houses that are becoming less serviceable or suitable.
- Ensure tenants understand their rights and obligations of renting a Mungabareena property.
- Available housing stock is appropriate for the range of family and individual requirements of Mungabareena members.
- Housing allocation processes are transparent, equitable and are supported by robust policy and fair management practises.
- Rental collection is up to date and rental arrears have quality processes to ensure minimal formal debt recovery actions are required.
- Ensure that repair and maintenance services are timely and cost efficient.
- Generate savings through fair rental collections and seek additional funding to ensure the housing stock is well maintained & property numbers grow to help meet the demand.

WHAT WE WILL ACHIEVE

Grow the number of housing stock and ensure that tenants have access to well maintained affordable and appropriate rental properties.

All housing management systems are operated fairly and with transparency.

CULTURALLY DRIVEN JUSTICE SUPPORT

WHAT WE WILL DO:

Mungabareena will engage with the community and the Department of Justice, State, Regional, and local forums to provide Cultural advice to develop and promote suitable strategies that will improve justice outcomes for our communities and members

STRATEGIC OBJECTIVES:

- We will develop strategies that provide formal and one on one advice and support that leads to the reduction of reoffending by community members.
- Facilitate strategies that promote bush camps, yarning circles and other formalised activities that educate people about cultural healing and coping with life stressors while within and transitioning from the Justice System.
- Monitor and report on the reduction in the number of Aboriginal and Torres Strait Islander people becoming involved in the justice system.
- Mungabareena will support and participate in the Koori Court process as appropriate.
- Utilise the local justice worker program and other indicators to inform policy on the journey back into the community

WHAT WE WILL ACHIEVE

The number of Aboriginal & Torres Strait Islander people involved in the Justice system is reduced.

Those working in the justice system will have a better understanding of what is culturally appropriate and will understand how to engage better with Mungabareena for support when dealing with Aboriginal Torres Strait Islander people before the justice system.

CULTURALLY INTEGRATED EDUCATIONAL SERVICES

WHAT WE WILL DO:

- Focus on promoting Cultural pride in Aboriginal and Torres Strait Islander identity, self-belief to build confidence in our community members through cultural and other educational content.
- Maintain, promote and build on existing education programs such as Koori First Steps and Koorie families as First Educators, Schools and others.
- Provide cultural education and other relevant training sessions that will assist relevant stake holders to work with Aboriginal and Torres Strait Islander people and in particular children and young adolescence.

STRATEGIC OBJECTIVES:

- Mungabareena provides cultural education advice across a broad range of programs and sectors including but not limited to the early year's programs.
- We will advocate for Aboriginal and Torres Strait Islander children in statutory out-of-home-care and assist where possible to ensure they are suitability sheltered, have safe longer term housing, are placed within a culturally appropriate environment with adequate care, and can obtain continuing personal development.

WHAT WE WILL ACHIEVE

Aboriginal and Torres Strait Islander children grow up in strong, nurturing environments that provide the foundations for positive personal and community outcomes.

Aboriginal and Torres Strait Islander people understand their culture and maintain their identity and sense of belonging in the community and society.



GRASS ROOTS COMMUNITY ENGAGEMENT & CULTURAL SUPPORT

WHAT WE WILL DO:

- Be a credible and reliable leader in our community.
- Continue to refine, develop, and distribute widely comprehensive communication and marketing strategies to ensure that the Aboriginal and Torres Strait Islander community in the Ovens and Murray Region feel culturally safe and comfortable in engaging regularly in Mungabareena programs, events, and activities.

STRATEGIC OBJECTIVES:

- The Aboriginal and Torres Strait Islander community have a sense of belonging, input, and ownership of Mungabareena.
- Be a true “Grass Roots Voice” for the Aboriginal and Torres Strait Islander community so they can get their views heard and acted upon.
- The community have more and regular opportunities to participate in cultural and social activities and community events.
- The Aboriginal and Torres Strait Islander community are well informed and can participate in programs and activities that interest them.

WHAT WE WILL ACHIEVE

Mungabareena is a vital and vibrant community hub, providing a range of primary health, social and community programs that engage Aboriginal and Torres Strait Islander Elders, men, women, youth, children and families.



KEY PERFORMANCE INDICATORS

01

Genuine local Aboriginal and Torres Strait Islander Community engagement to maximise participation.

Including formal access strategies utilising community control principals. But also, to ensure non-Community Controlled health services strategies that operate are culturally appropriate and seek community involvement.

02

Collaborative approaches that assures working with other service sectors e.g. Industry, Education, Justice, and Housing. Organisations, whether government or non-government and other levels of the health care system, particularly Murray Primary Health Network, hospitals, specialists and allied health care professionals.

03

Delivery of core primary health care programs vital to the long-term health of the community including but not restricted to clinical, maternal and child health and chronic disease detection and management.

04

Evidence-based approaches

develop programs that are reflective on need, that are based on a continuous quality improvement approach and that involves the local community in adapting what is known to work elsewhere to local conditions and priorities. Raw datum and patient and client participation to be recorded and analysed as part of the measure of success.

05

A multidisciplinary team approach

that crucially involves the employment of local Aboriginal and Torres Strait Islander community members, and which includes continuous training, professional development and support.

06

Approaches which harmonise with local Aboriginal ways of life

organised service delivery and outreach services that are culturally safe and inclusive.

07

Adequate and secure resourcing

to focus on the quality management and delivery of non-acute care and priorities set by the community. To ensure funding submissions developed and submitted in line with the strategic growth target. Ensure that ongoing resources and revenue streams are adequate for future sustainability and long term viability of Mungabareena.

MUNGABAREENA ABORIGINAL CORPORATION

LOOKING AHEAD

Mungabareena Aboriginal Corporation (Mungabareena) was formally incorporated on September 27th, 1994. The corporation aimed to build a healthy and proud community through motivation, education and cultural acknowledgement and giving a sense of belonging and ownership. This key thinking remains central to our purpose and philosophy today.

Mungabareena has developed a range of frontline community programs over the past 25 years including housing, education, children's services, health promotion and other community support and development activities.

We aim to be the peak body for the Ovens and Murray Region for Aboriginal and Torres Strait Islander engagement. Due to community demand, we have grown as an organisation which has become more complex and we draw on a variety of funding sources, primarily from state and

federal government, including, Education, Human Services, Health, Housing and Justice to name a few.

With increased complexity comes increased responsibility and accountability, both to our community, and to our funding agencies. We understand that to be valuable and creditable to stakeholders we must adapt to the social, environmental, political, and economic circumstance of the time.

The Board, Management and our Team members are continually striving to ensure we achieve the desired outcomes in serving our community; specifically we focus on delivering services and programs that reflect our strengths and promote a dynamic platform for social, political, and financial sustainability.

This Strategic Plan aims to achieve a number of specific growth targets but central to our thinking is:

BY 2022 MUNGABAREENA WILL INCREASE:

- 1. ITS OPERATIONAL BUDGET TARGET TO - \$3.5 MILLION.**
- 2. ITS STAFFING NUMBERS TO 20-25.**
- 3. ITS CLIENT BASE BY 200%**
- 4. ITS HOUSING STOCK WHERE POSSIBLE.**
- 5. AND GAIN COMMUNITY, TRUST, INPUT AND CONFIDENCE.**

The Mungabareena Board and Management Team are committed to this Strategic Plan. We wish to assure our members and all of the stakeholders that in the upcoming period, Mungabareena will be revitalised and will fulfil many of the aspirations of our founders.



Mungabareena Aboriginal Corporation

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