

# **BALLARAT AND DISTRICT ABORIGINAL COOPERATIVE**

## **STRATEGIC BUSINESS PLAN 2021 - 2024**



**Ballarat and District Aboriginal Co-operative Ltd.  
(BADAC)**

### **BADAC Vision:**

Our vision is to support and encourage the Aboriginal community to stay connected to culture and identity whilst empowering self-determination.

Our mission is to provide the Aboriginal community with culturally safe and professional services in a range of areas in a holistic way.

The Ballarat and District Aboriginal Co-operative (BADAC) provides the best opportunity for staff to develop their personal skills, which will enable them to deliver a high level of service to the community.

BADAC staff embrace our six values: Excellence, Leadership, Culture, Honesty, Accountability and Respect on all levels. We will deliver these values by strongly advocating for our Elders, community and families.

Always was, always will be.



## **BADAC VALUES**

**Excellence:** *Excellence is defined as supporting each other through strong teamwork to provide a holistic range of quality services that enable equal opportunity and stronger families within the Aboriginal community. This is done through co-operation and communication between the organisation and work teams. Excellence is shown through the inclusion of all relevant people in communication and processes, having respectful interactions at all times and empowering our people to make a difference to the community. We encourage excellence by supporting each other with strong teamwork, having a positive attitude, proactive work ethic and being reliable.*

**Leadership:** *leadership is defined as being a role model for demonstrating the positive values of BADAC. Leaders encourage people to develop to their full potential and fully engage in promoting excellence in all aspects of BADAC services.*

**Culture:** *BADAC recognises that Aboriginal and Torres Strait Islander culture is the oldest continuing living culture in the world. The foundation of our work and purpose of our organisation is to support Aboriginal people heal, pride and identity through a connection to their culture, family, community and country. Whilst Aboriginal and Torres Strait Islander cultures have adapted dramatically since colonisation, the special connection to the land, commitment to family and community continue to remain unchanged. BADAC respects the cultural knowledge and wisdom held by individuals and family groups within community. BADAC will promote shared knowledge and experience by learning, living and working together to promote an environment that is safe for Aboriginal and non – Aboriginal people to contribute to the Aboriginal self- determination. This means no challenge or denial of Aboriginal culture or identity, a respect for individual experience and a celebration of Aboriginal culture in all that we do.*

**Honesty:** *Honesty is building trust through transparent conduct, which demonstrates integrity and truthfulness. Honesty is shown by telling the truth and owning our behaviours with respect for others. We encourage honesty by making realistic commitments, keeping our promises and courageously having the difficult conversations, we sometimes need to have.*

**Accountability:** *Accountability is defined as being responsible for what we do and what we achieve. It is being able to explain the reasons for the actions we have taken. We have demonstrated our accountability by developing our people and our programs and striving for the improved health, safety and well-being of our children, families, staff and community.*

**Respect:** *Respect is defined as the acceptance of the rights and values of self, community and culture. Respect is shown by treating people in a non-judgemental manner which shows courtesy, inclusion and compassion in both thoughts and actions. Respect encourages staff and community to embrace and contribute to diversity and honesty.*

## Business Management:



### Program Goals:

- To maintain effective line management and communication processes to ensure compliance with statutory requirements, funding obligations and the organisations vision.
- To operate in accordance with the Co-operatives act, funding body guidelines and accounting best practice standards.
- To maintain and provide comprehensive reports to the Board of Directors and other key stakeholders as required.
- To recruit and retain staff who are dedicated and committed to personal growth.
- To provide routine support, supervision and professional development opportunities for staff.
- Governance
- Compliance
- Policy Development
- Human Resources
- Finance
- Professional Development
- Internal and External Communications

### Objectives

- Continue to attract new funding opportunities.
- Maintain and deliver accurate financial annual budgets, acquittals and audit reports within the agreed timeframes.
- Ensure up to date, policy and procedures for the organisation are continually developed and maintained.
- Continue to develop and maintain communication pathways between community, Board members, Management team and staff.
- Continue to develop and maintain communication pathways between community, Board members, Management team and staff.
- Continue to develop and maintain communication pathways with partners, media and the broader community to promote BADAC's profile and services.
- On-going accreditation standards are met and achieved for all business units as required by regulators.
- Monitor Legislation, awards, accreditation and other government framework policies to adhere to compliance regulations.
- Maintain and develop training packages for staff to build on personal and professional practice that will help deliver a high level of services within our organisation.

OBJECTIVE	TIMELINE	BY WHO
Continue to attract new funding opportunities	Jan 2021 – Jan 2023	CEO COO Manager Team Submission Writer
Maintain and deliver accurate financial annual budgets, acquittals and audit reports within the agreed timeframes.	Jan 2021 – Ongoing	CEO CFO Finance Team Board of Directors
Ensure up to date, policy and procedures for the organisation are continually developed and maintained.	Jan 2021 - Ongoing	CEO CGHR Policy Officer
Continue to develop and maintain communication pathways between community, Board members, Management team and staff.	Jan 2021 - Ongoing	CEO Youth Social Media Team Newsletter Community Notices Staff meetings Managers meetings
Continue to develop and maintain communication pathways with partners, media and the broader community to promote BADAC's profile and services	Jan 2021 – Ongoing	CEO Exec Team Media Liaison Website team Youth social media team
On-going accreditation standards are met and achieved for all business units as required by regulators.	Jan 2021 - Ongoing	CEO CGHR Governance Team Board of Directors

## Health:

### Program Goals:

- Ensure services continue to be culturally appropriate, culturally sensitive and accessible to all.
- To provide effective, efficient and affordable healthcare services to meet community needs.
- To increase our community's physical and emotional wellbeing by providing a range of support services, allied health services, health promotion and educational programs.
- Health Clinic
- SEWB
- Alcohol and other Drug
- Detox/Rehabilitation Centre

### Objectives

- Continue to update information on clients to build a strong data system that will assist in upcoming grant opportunities.
- Maintaining contact with the community via various platforms including social media to promote healthy lifestyle and continue to maintain connection (especially through pandemics).
- Maintain a high level service to the community regarding client bookings, face to face contact and communication over the phone.
- Maintain strong partnerships with key stakeholders and partners.
- Continue to implement and review all MOU's and partnership agreements on a regular basis to keep ourselves and also our partners accountable.
- Monitor reporting requirements and ensuring these are adhered to meeting deadlines when required.
- Support staff on a regular basis by checking in and conducting regular supervisions.
- Explore opportunities for extended service provision for example weekends and evening clinics.
- The feasibility of opening a clinic in other areas within the BADAC boundaries.
- Develop culturally appropriate service delivery for healthy lifestyle programs



OBJECTIVE	TIMELINE	BY WHO
Develop culturally appropriate service delivery for healthy lifestyle programs.	Jan 2021 - ongoing	CEO, COO, Health Managers, relevant staff and community.
Continue to update information on clients to build a strong data system that will assist in upcoming grant opportunities.	Jan 2021 – Jan 2023	CQI, Health Managers
Maintaining contact with the community via various platforms including social media to promote healthy lifestyle and continue to maintain connection (especially through pandemics).	Jan 2021 – ongoing	CEO, Health Managers,
Maintain a high level service to the community regarding client bookings, face to face contact and communication over the phone.	Jan 2021 - ongoing	Health Managers
Maintain strong partnerships with key stakeholders and partners.	Jan 2021 – Jan 2023	CEO, Health Managers
Continue to implement and review all MOU's and partnership agreements on a regular basis to keep ourselves and also our partners accountable.	Jan 2021 – Jan 2023	CEO, Health Managers
Monitor reporting requirements and ensuring deadlines are met.	Jan 2021 – Jan 2023	CEO Health Managers
Support staff on a regular basis conduct regular supervisions.	Jan 2021 - ongoing	CEO, Health Managers
Look at opportunities for extended service provision for weekends and evening clinics.	Jan 2021 – Jan 2022	CEO, Health Managers
The feasibility of opening a clinic in other areas within the BADAC boundaries.	Jan 2021 – Jan 2022	CEO, Health Managers

## Koorie Family Services:



### Program Goals:

- Continue to provide a range of culturally appropriate services to support the whole family.
- Assisting families in their children's social skills development and preparation for entering school.
- Continue to assist parents in developing skills and assisting in their children's development needs.

### Objectives

- Continue to deliver a strong cultural sensitive service to the community.
- Support families to become self-determined.
- Monitor and adhere to reporting requirements and meeting deadlines.
- Update relevant systems that support clients including CRIS, CRISP, CIMS and other systems when required.
- Work consistently across all program areas within the Koorie Family Services program.
- Provide culturally inclusive case planning and AFLDM meetings to support families.
- Maintain and strengthen partnerships with key stakeholders and partner agencies to work collaboratively.
- Adhere to budget guidelines and process guidelines.
- Continue to adhere to relevant legislation for Children in out of Home Care.
- Update relevant systems that support clients including CRIS, CRISP, CIMS and other systems when required.
- Develop an Aboriginal Foster Care framework in the guide of developing a foster care agency.
- Develop program guidelines to implement a children's transition care home that will support children going into foster care.
- Ensure development and implementation of educational support programs for parents and families.

OBJECTIVES	TIMELINES	WHO BY
Continue to deliver a strong cultural sensitive service to the community and support families to become self-determined.	Jan 2021 - Ongoing	KFS Manager, Team Leaders
Monitor and adhere to reporting requirements and meeting deadlines.	Jan 2021 – Jan 2023	KFS Manager, Team Leaders
Update relevant systems that support clients including CRIS, CRISP, CIMS and other systems when required.	Jan 2021 - Ongoing	KFS Manager
Work consistently across all program areas within the Koorie Family Services program.	Jan 2021 – Jan 2023	COO, KFS Manager, Team Leaders
Provide culturally inclusive case planning and AFLDM meetings to support families.	Jan 2021 - Ongoing	KFS Manager, Team Leader
Maintain and strengthen partnerships with key stakeholders and partner agencies to work collaboratively.	Jan 2021 - Ongoing	CEO, COO, KFS Manager
Adhere to budget guidelines and process guidelines.	Jan 2021 – Jan 2023	COO, KFS Manager
Continue to adhere to relevant legislation for Children in out of Home Care.	Jan 2021 - Ongoing	COO, KFS Manager, Team Leaders
Update relevant systems that support clients including CRIS, CRISP, CIMS and other systems when required.	Jan 2021 – Jan 2023	KFS Manager
Develop an Aboriginal Foster Care framework in the guide of developing a foster care agency.	Jan 2021 – June 2022	CEO, COO, KFS Manager
Develop program guidelines to implement a children's transition care home that will support children going into foster care.	Jan 2021 – June 2022	CEO, COO, KFS Manager
Ensure development and implementation of educational support programs for parents and families.	Jan 2021 - Ongoing	KFS Manager, Team Leaders

## Community Home Support/NDIS:



### Program Goals:

- Continue to support elders and community members with disabilities to remain connected to the community and culture
- Continue to provide a home and community care service to elders
- Maintain a cultural and social connection with elders.
- Maintain adequate and safe housing for community.
- Elders Group
- Home and Community Care
- Disabilities
- Maintenance (enhance this program)
- NDIS

### Objectives:

- Continue to develop and resource the NDIS program.
- Continue to enhance the elders group by incorporating cultural activities.
- Ensure accreditation standards are met in a timely manner.
- Investigate the opportunity of a residential facility for elders.
- Develop further opportunities with other elders groups to maintain connection and relationships across the state.
- Develop virtual connection program for elders to connect with family across the state.
- Ensure accurate records and data are maintained for reporting purposes to assist in future grant/funding opportunities.
- Look at opportunities to expand the maintenance program.

OBJECTIVE	TIMELINE	WHO BY
Continue to develop and resource the NDIS program.	Jan 2021 - Ongoing	HACC/NDIS Services Manager
Continue to enhance the elders group by incorporating cultural activities.	Jan 2021 - Jan 2023	HACC/NDIS Services Manager
Ensure accreditation standards are met in a timely manner.	Jan 2021 – Jan 2023	CGHR, HACC/NDIS Services Manager
Investigate the opportunity of a residential facility for elders.	Jan 2021 – June 2022	CEO, COO, HACC/NDIS Services Manager
Develop further opportunities with other elders groups to maintain connection and relationships across the state.	Jan 2021 - Ongoing	CEO, HACC/NDIS Services Manager
Develop virtual connection program for elders to connect with family across the state.	Jan 2021 – June 2021	HACC/NDIS Services Manager, Operations & IT Manager
Ensure accurate records and data are maintained for reporting purposes to assist in future grant/funding opportunities.	Jan 2021 - Ongoing	HACC/NDIS Services Manager
Look at opportunities to expand the maintenance program.	Jan 2021 – June 2021	CEO, HACC/NDIS Services Manager



## **Family Violence:**

### **Program Goals:**

- Develop and implement a perpetrator program to assist in the change
- Victims program
- Children's program



### **Objectives:**

- Develop and implement the perpetrator management program to assist our families.
- Further support our case managers to deliver a culturally appropriate service to victims and families affected by FV.
- Support and investigate further ways to connect our children to relevant services within BADAC so they feel connected.
- Develop a female response to FV issues.
- Investigate an educational program that addresses perpetrator triggers and works with the family unit to implement change.
- Develop data systems that identify what works within a cultural setting to change behaviours and maintain reporting standards.
- Identify and discuss opportunities for men's/women's safe house (grants)

OBJECTIVE	TIMELINE	WHO BY
Develop and implement the perpetrator management program to assist our families.	Jan 2021 – June 2022	COO, FV Manager
Further support our case managers to deliver a culturally appropriate service to victims and families affected by FV.	Jan 2021 - Ongoing	FV Manager
Support and investigate further ways to connect our children to relevant services within BADAC so they feel connected.	Jan 2021 – Jan 2023	FV Manager
Develop a female response to FV issues.	Jan 2021 – June 2022	CEO, COO, FV Manager
Develop data systems that identify what works within a cultural setting to change behaviours and maintain reporting standards.	Jan 2021 - Ongoing	COO, FV Manager
Identify and discuss opportunities for men's/women's safe house (grants)	Jan 2021 – Jan 2023	CEO, COO, FV Manager

## Housing:



### Program Goals:

- Community Housing Model
- Provide appropriate and affordable housing for community members
- Increase BADACs housing stock
- Maintain adequate standards of living environment
- Business Housing Model
- Provide revenue for BADAC
- Business Office Model
- Provide further office space and revenue for BADAC
- Housing (sustainability – plan)

### Objectives:

- Continue to maintain our community housing stock
- Identify further funding opportunities to enhance our community, business and office models.
- Develop a business plan for business/office/housing model.
- Further development around maintenance team.

OBJECTIVE	TIMELINE	WHO BY
Continue to maintain our community housing stock	Jan 2021 – Jan 2023	CEO, Maintenance Manager, Real Estate
Identify further funding opportunities to enhance our community, business and office models.	Jan 2021 – Jan 2023	CEO
Develop a business plan for business/office/housing model.	Jan 2021 – Jan 2023	CEO

## Stolen Generation:

### Program Goals:

- Confirmations (Children in Out of Home Care and stolen generation)
- Pending board decision
- Group Focus
- Developing cultural group therapy sessions for survivors or SG.
- Reconnection to country
- Developing culture activities to nurture cultural identity
- Support for Redress
- Promotion of the redress and supporting families who chose to be part of the process.
- 2nd/3rd Generation Support Services
- Develop a support group for this specific cohort of families to strengthen capacity
- Identification and recognition around stolen generation history in the Ballarat area



### Objectives:

- Continue to support our community who are disconnected and provide support as required.
- Strengthening the existence of focus groups.
- Develop a return to country program for survivors that support family and cultural reconnection.
- Develop a virtual link up service for survivors of stolen generation across the state.
- Develop a 2<sup>nd</sup> and 3<sup>rd</sup> generation program that supports community introduction to culture and country.
- Support community members who choose to compensation through redress.
- Develop systems to support data collection and reporting mechanisms.
- Support confirmation systems for children in out of home care.
- Introduce supports for community members who require confirmation but are not from this area.



OBJECTIVE	TIMELINE	BY WHO
Continue to support our community who are disconnected and provide support as required.	Jan 2021 - Ongoing	Stolen Generation Worker
Strengthening the existence of focus groups.	Jan 2021 - Ongoing	SEWB Manager, Stolen Generation Worker
Develop a return to country program for survivors that support family and cultural reconnection.	Jan 2021 – June 2022	CEO, SEWB Manager, Stolen Generation Worker
Develop a virtual link up service for survivors of stolen generation across the state.	Jan 2021 – June 2022	Stolen Generation Worker, Operations & IT Manager
Develop a 2 <sup>nd</sup> and 3 <sup>rd</sup> generation program that supports community introduction to culture and country.	Jan 2021 – Oct 2021	SEWB Manager, Stolen Generation Worker
Support community members who choose to get compensation through redress.	Jan 2021 - Ongoing	SEWB Manager, Stolen Generation Worker
Develop systems to support data collection and reporting mechanisms.	Jan 2021 – Jan 2023	CQI, SEWB Manager, Stolen Generation Officer
Support confirmation systems for children in out of home care.	Jan 2021 – Ongoing	Stolen Generation Worker
Introduce supports for community members who require confirmation but are not from this area.	Jan 2021 - Ongoing	Stolen Generation Worker

## **Children and Young people:**

### **Program Goals:**

- Youth Group
- Strong Families Strong Culture
- School Holiday Programs
- Youth Leadership
- Creative Media



### **Objectives**

- **Youth Group**  
Conduct after school youth programs, aged specific and targeting young Aboriginal and Torres Strait Islander children and youth.  
Ages 6 to 8, 9 to 12 and 13 to 16 are held on separate days each week during school term.  
Activities are culturally focused and implemented as an incentive program, with participants encouraged to achieve goals to receive badges of recognition.
- **Youth Leadership Program**  
Establishing a networking program for older Aboriginal and Torres Strait Islander youth to meet up regularly of an evening or weekend. Many of these youth are between 16 and 25 have been identified as being emerging leaders of the local Aboriginal community. Providing an opportunity for these youth to discuss their issues, practice cultural activities and mentor each other is an important step into strengthening the future of the Ballarat Aboriginal Community.
- **School Holiday Program**  
Implement School Holiday Programs for the Aboriginal and Torres Strait Islander youth in the Ballarat Area, while supporting activities for youth residing in areas outside of Ballarat. Program will include overnight camping with Elders, Adventure and Learning activities including creative media projects, and involvement with other Koorie youth both Regional and Statewide for larger camps and activities.
- **Youth Engagement Program**  
This program is focused on providing practical, cultural and therapeutic support for the Aboriginal Youth of Ballarat and surrounds.  
BADAC Youth Engagement Workers attend and network with High Schools and Primary Schools to ensure any Aboriginal child or youth who has been identified as struggling with school, having issues at home, or needing any other support, are contacted and supported. This may involve linking them into existing youth programs, referring them to Social & Emotional Well Being Services or Medical.



- **Creative Media Program**

The BADAC Youth program utilises creative media to develop an electronic resource library for the local Aboriginal Community. This also provides the opportunity for film making, animation, photography, music creation, social media and podcasts. This is ongoing and utilised primarily by the Youth Engagement Team and participating youth, to create Community projects for all BADAC services and programs.

- **Cultural Therapeutic Program**

Focuses on utilising cultural activities, knowledge and “on country” experiences, to strengthen connection to land and spirit for Aboriginal and Torres Strait Islander people.

The program welcomes Aboriginal and Torres Strait Islander people of all ages, gender and cultural knowledge, and provides opportunities through art programs, yarnning circles, bush camps and visits to important cultural sites for the Mob to connect or reconnect to their spiritual strength.

The program is strongly connected to our Children and Youth Services programs, with both work closely, to provide our youth and emerging leaders and wider Community, the opportunity to learn and experience more of their culture.

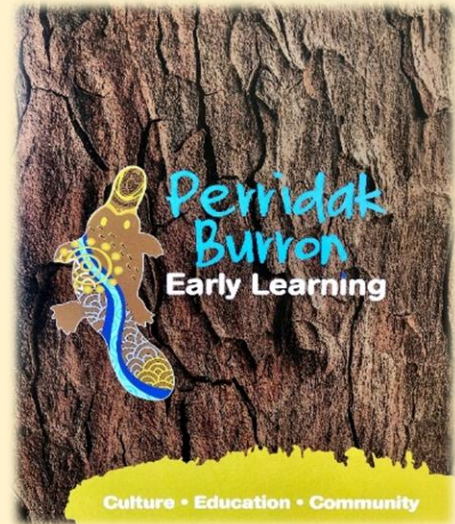
Community are welcome to drop in to the CTP space anytime to sit and yarn, discuss ideas, enjoy a cuppa or share their knowledge with others.

OBJECTIVE	TIMELINE	BY WHO
Conduct after school youth programs, aged specific and targeting young Aboriginal and Torres Strait Islander children and youth.	Jan 2021 – Jan 2023	Children & Youth Services Manager
Establishing a networking program for older Aboriginal and Torres Strait Islander youth to meet up regularly of an evening or weekend.	Jan 2021 – June 2022	Children and Youth Services Manager
Implement School Holiday Programs for the Aboriginal and Torres Strait Islander youth in the Ballarat Area.	Jan 2021 – March 2021	Children and Youth Services Manager
Youth engagement program is focused on providing practical, cultural and therapeutic support for the Aboriginal Youth of Ballarat and surrounds.	Jan 2021 - Ongoing	Children and Youth Services Manager
The BADAC Youth program utilises creative media to develop an electronic resource library for the local Aboriginal Community.	Jan 2021 – Jan 2023	Children and youth Services Manager

## **EARLY CHILDHOOD LEARNING & DEVELOPMENT:**

### **Program Goals:**

- Develop playgroup program, enhance cultural elements into the program.
- Bush playgroup activities
- KFFE – Engagement with parents develop learning program for parents to be the first educators of their children
- KPSA – to ensure all Aboriginal children that are 3 years old and 4 years old are attending kindergarten and support parents through this program. Provide appropriate level cultural induction into the kinder environment for all students.
- Kindergarten Business Model
- Kindergarten Community Model – Sebastopol



### **Objectives:**

- Provide a culturally safe and educative environment for children who are between the ages of 0 to 5, for playgroup
- Develop bush playgroup
- Strengthen parenting outcomes for Aboriginal children and families, thereby contributing to the early learning and development of their young children.
- Strengthen and provide a culturally relevant information program to registered Kindergartens and Kinder children that will assist to develop awareness and promotion of the Aboriginal culture.
- Provide support to kinder aged Aboriginal Children and their families by monitoring attendance and development of milestones, developing relevant support strategies to assist this for families.
- Provide cultural understanding to the Kindergarten sector.
- Develop and implement the Kindergarten model that is seen as a leader in the Ballarat community.
- Develop and provide a Kindergarten for the Aboriginal children for the community.
- Develop and provide a business model Kindergarten in a cultural relevant educational setting for the broader community.

OBJECTIVE	TIMELINE	BY WHO
Provide a culturally safe and educational environment for children who are between the ages of 0 to 5, for playgroup.	Jan 2021 – Jan 2023	Early Childhood Manager
Develop bush playgroup.	Jan 2021 – Jan 2022	Early Childhood Manager
Strengthen and provide a culturally relevant information to registered Kindergarten's that will assist to develop awareness and promotion of the Aboriginal culture.	Jan 2021 - Ongoing	Early Childhood Manager, KPSA
Provide support to kinder aged Aboriginal Children and their families by monitoring attendance and development of milestones, developing relevant support strategies to assist this for families.	Jan 2021 – Ongoing	Early Childhood Manager, KPSA, Maternal Health Nurse
Provide cultural understanding to the Kindergarten sector.	Jan 2021 – Jan 2023	Early Childhood Manager, Cultural & Support Team Leader
Develop and implement the Kindergarten model that is seen as a leader in the Ballarat community.	Jan 2021 – Jan 2023	COO, Early Childhood Manager
Develop and provide a Kindergarten for the Aboriginal children for the community.	Jan 2021 – Jan 2023	COO, Early Childhood Manager
Develop and provide a business model Kindergarten in a cultural relevant educational setting for the broader community.	Jan 2021 – June 2022	COO, Early Childhood Manager



# Possible Future Development 2021- 2024

## **Sustainability:**

- **Business and enterprise (self-funded)**
- **Self-determination – non reliant of Government funding**
- **Feasibility of BADAC / how/what this looks like**
- **Farm – Small Business – Horticulture native plants growing and selling**
- **CRAFT**

## **Objectives:**

- **Identify and discuss way of building social enterprise within BADAC**
- **\*\*Feasibility study\*\***
- **Funding opportunities with partnering agencies**

## **Cultural Connection:**

- **Cultural Activities**

## **Objectives:**

- **Continue to develop and implement cultural activities for our community to benefit from**
- **Camps – Men's/Women's/Children's/Families**
- **Identifying relationships with traditional owners**
- **Negotiating with Government departments around crown land**
- **Promote and support community to visit local cultural sites**

## **Self Determination:**

- **Empowerment of the community**
- **Encourage Youth engagement regarding committee's/Board/Advisory committee's**
- **Treaty – Advisory committee possible**