



Strategic Plan 2024 to 2028

Acknowledgement

We acknowledge the Wadawurrung People as Traditional Owners of the land on which BADAC functions and pay our respects to their elders past and present.

We acknowledge the Ballarat Aboriginal community many of whom were forcibly removed from country all over Victoria and interstate during the Stolen Generations decades and were brought to Ballarat.

Many chose to stay and make Ballarat their home and together created this thriving community organisation to benefit all Aboriginal and Torres Strait Islander people living in and around Ballarat.

Purpose

BADAC exists to encourage and support the Aboriginal and Torres Strait Islander Community to stay connected with Culture and identity whilst empowering self-determination.

BADAC will do this by providing the Aboriginal and Torres Strait Islander Community with culturally safe and professional services in a range of areas, in a holistic way.

Vision

To become a **self-reliant organisation**, with the responsibility to make culturally sensitive decisions in collaboration with the Aboriginal and Torres Strait Islander Community when providing:

Equality and equity in:

- Health & Home Care
- Social & Emotional Well-being
- Family Support
- Cultural Care Services
- Family Violence and Justice
- Early Years & Youth

Easy access to a holistic range of these services

Greater representation of Aboriginal and Torres Strait Islander Community as employees of BADAC

BADAC's Values

BADAC is a values driven organization. It will not compromise the following values for short-term gain or expediency. It expects all employee and partner organisations to embrace and adhere to these values.

| | |
|-----------------------|--|
| Culture | Promoting shared knowledge and experience by learning, living and working together to promote an environment that is safe for all people to contribute to Aboriginal & Torres Strait Islander self- determination. This means no challenge or denial of culture or identity, a respect for individual experience and a celebration of culture in all that we do. |
| Honesty | Building trust through transparent conduct, by demonstrating integrity and truthfulness. We demonstrate honesty by making realistic commitments, keeping our promises and courageously having the difficult conversations, we sometimes need to have. |
| Accountability | Accountability is demonstrated by being responsible for what we do and what we achieve and being able to explain the reasons for the actions we have taken. |
| Respect | Respect is demonstrated by treating people in a non-judgmental manner showing courtesy, inclusion and compassion in both thoughts and actions. Respect encourages staff and Community to embrace and contribute to diversity and honesty. |
| Leadership: | Leadership is role modelling the positive values of BADAC. Leaders encourage people to develop to their full potential and fully engaging in promoting excellence in all aspects of BADAC services. |
| Excellence: | 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 demonstrate excellence by supporting each other with strong teamwork, positive attitudes, proactive work ethic and being reliable. |

BADAC'S SERVICES

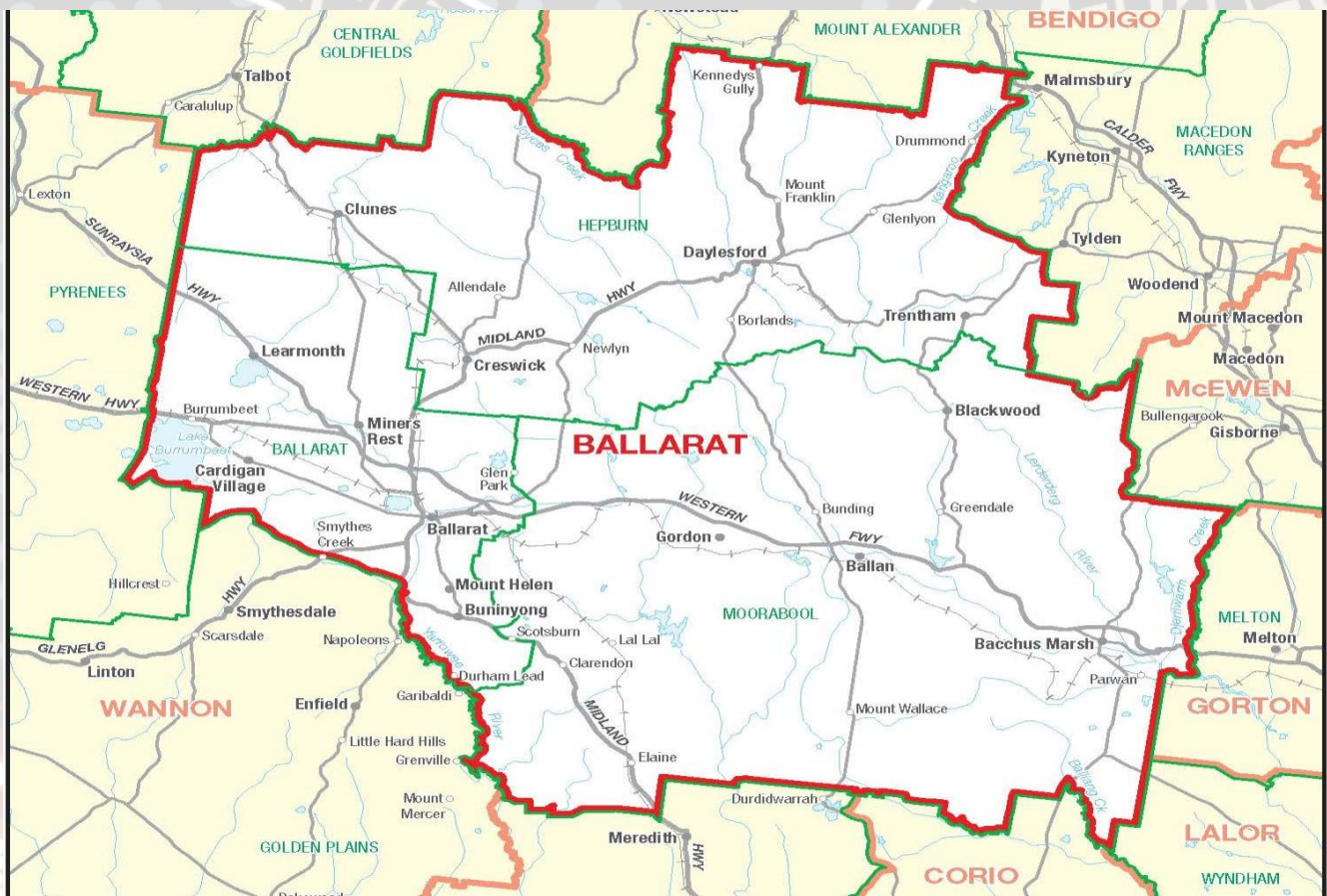
It is BADAC's strategy to continue to provide the Ballarat and District, Aboriginal and Torres strait Islander Community with a broad range of high quality, professional services. Set out below are the key programs delivered.

| Category | Services |
|--|---|
| Health & Home Care | <ul style="list-style-type: none"> • Medical centre, Nurses and Allied Health • Elders Independent Living – Porter Street • Home and Community Care (HACC) – people with disabilities and their carers • HACC PY – for those under 50 |
| Social & Emotional Well-being | <ul style="list-style-type: none"> • Alcohol and other drugs program • Mental Health (child, youth and adult) • Cultural Support • Stolen Generation |
| Family Support | <ul style="list-style-type: none"> • Family Services - Integrated Family Services; Aboriginal Family Led Decision Making; Keeping Families Parenting programs • Kinship & ACAC |
| Cultural Care Services | <ul style="list-style-type: none"> • Mens group • Womens Group • Culture Connect • Perridak Art Gallery |

| | |
|------------------------------------|--|
| Family Violence and Justice | <ul style="list-style-type: none"> • Family Violence Therapeutic Programs • Men's case management • Men's community connections program • Women's Community Connections Program • The Orange Door Koorie Youth Justice • Local Justice |
| Early Years & Youth | <ul style="list-style-type: none"> • ELC (incorporating Kindergarten, Playgroup) • Youth Groups |

Service Boundaries

Whilst BADAC's acknowledges and generally observes its geographic constraints, to ensure that no Aboriginal or Torres Strait Islanders with need fall between the gaps, in collaboration with other ACCO's, we will at times, without hesitation, provide services to community outside of our technical borders.



STRATEGIC PRIORITIES FOR NEXT FOUR YEARS 2024 — 2028

Our Strategic Priorities sit at the top, with the BADAC Values surrounding the centre and bottom.



STRATEGIC PRIORITIES

Improving BADACs self-reliance by generating more of our own funding

A self-reliant BADAC will have an increased ability to deliver services needed to support Community and deliver those services our way.



Improving BADACs self-reliance by generating 30% via our own funding. Priorities to achieve this include:

Generating revenue from BADAC owned and run businesses: -

- Early Learning Centres
- Art Gallery
- Cultural Awareness
- Increasing Housing Stock
- NDIS Social Enterprises

Increased giving

- Developing relationships with business
- Developing relationships with charitable trusts

Establishing our own charitable trust

Employee Pathways

Creating **employee pathways** for Aboriginal and Torres Strait Islander youths and adults to join BADAC as employees and progress through the organization. This is critical to achieving greater aboriginal representation within BADAC.

We will achieve this by:

Clearly mapping out employee pathways, including progression to more senior roles.

Capturing the imagination of our youth earlier via regular visits to schools, offering work experience and traineeships.

Partnering with training agencies to deliver the programs for staff on the pathways.

Exploring holding a Jobs Expo promoting what BADAC can offer employees.

Developing a relationship and providing space within BADAC's offices for an employment agency, to assist Youth find employment in a culturally safe environment.

Aged Care

Elders are respected important to our Culture and Community. Many have experienced multi-generational trauma due to Colonisation and

To support our Elders we will develop an Aged Care program incorporating:

- Ongoing development of the Porter Street supported living centre

the Stolen Generation. Supporting them as they age is a priority.



- Investigating a culturally safe model of Palliative Care in partnership with an existing Palliative Care provider/s.
- Investigate a culturally sensitive and agreed model of care in an Aged Care Facility in partnership with an existing Aged Care provider.
- Increasing in home support for Elders so they can stay home longer
- Increasing workers for the mentally ill

Housing & Office Accommodation

BADAC's ability to be more self-reliant is bolstered by investing in assets that underpin our financial stability. This investment reduces our expenditure on rented office space and provides an income from housing whilst supporting Community.



Priorities for 2024 – 2028 include:

BADAC continuing to invest in housing for the use of the Aboriginal and Torres Strait Islander Community with an aim to grow housing stock at the rate of 2 houses per annum.

BADAC Investing in additional office space to reduce rental and underpin operations for the long-term.

Early Learning Centres

BADAC's ELCs are an important cultural learning environment for Aboriginal & Torres Strait children and a cultural awareness opportunity for non-aboriginal children.

ELC's are also an important in creating revenue for BADAC's self-reliance.

Priorities for 2024 – 2028 include:

Adding an additional Early Learning Centre, ideally in an area not currently serviced for Child Care in Ballarat or its surrounding district.

Plan to increase Elder involvement with our ELCs, connecting and benefiting both Elders and Children.

Expansion of Youth Programs



BADAC has listened to feedback from staff and Community that we need to support Aboriginal & Torres Strait Islander youth to reach their full potential

Priorities in 2024 – 2028 include:

Expanding Youth Programs with a focus on being proactive in developing the skills and knowledge needed as well as prevention of involvement in crime.

Exploring and potentially implementing the following initiatives:

- Deliver programs at additional locations including pick-ups and drops offs
- Introduce an after-school program/s
- More options to be involved in sport
- Reconnection to culture and country
- Cultural practices and techniques
- Reopening the Homework Centre
- Contemporary programs – e.g. self-defence, cyber security, etc
- Deb ball

Family Violence

BADAC recognises the Australia wide issue of increasing Family Violence. To address this, we will focus on developing services to support victims of Family Violence

Priorities for 2024 – 2028 include:

Creating a safe and culturally sensitive counselling service for Aboriginal and Torres Strait Island family violence victims

Providing emergency accommodation for victims and their family.

Exploring partnering with external agencies who are expert in establishing and managing of safe houses.

Cultural and Therapeutic Services

Creating cultural connections and improving cultural awareness and sensitivity are foundations of BADAC and our Community.



Priorities for to further our cultural gains in 2024 – 2028 include:

- Embedding Cultural elements into all BADAC programs
- Exploring how we can establish a Cultural Centre in Ballarat in partnership with the Traditional Owners
- Exploring and potentially introducing programs / services including:
 - Traditional Art as therapy
 - Yarning
 - Mindfulness
 - Cultural information sessions

Homelessness

One in five people who are homeless in Australia are Aboriginal or Torres Strait Islanders. BADAC will work to understand the issues and reduce homelessness in our area.

Priorities for 2024 – 2028 include:

- Creating partnerships to work together to reduce rough sleeping e.g. with Uniting Care
- Adding a new employee to specifically to work with the homeless
- Providing resources for emergency accommodation

Organisation Design

BADAC must continue to evolve as an organization in order to fulfil its strategic plan.

Priorities in 2024 – 2028 include:

Considering key structure changes:

- An Executive Succession Program
- Additional Executive roles
 - In-House Counsel
 - Chief People Officer

Key outcomes of the CPO role to include:

- Attraction, development and retention of qualified and skilled staff to perform all BADACS services at a high level
- Comprehensive capability framework and supporting L&D program
- Employee pathways program and
- Developing an employer brand.

Remodeling of family services to improve performance.

Introducing an intake team to reduce duplication and help Community access a broader range of services

Longer-term/Aspirational Goals

Our community consultation sessions produced many excellent ideas. We can implement them all within the time frame of this strategic plan but thought it important to document them, for future iterations of the strategic plan.

Self-reliance

- More revenue generating enterprises including farm, skip bin service, Café, art classes

Family

- Exploring the potential of BADAC schools. This would potentially start with Years 1 -2 and build from there in subsequent years
- Running BADAC owned culturally safe housing for family violence victims

Youth

- BADAC Schools – moving into higher level primary & secondary schools.
- Youth Housing e.g. Village 21 (Rumbalara)

Homeless

- BADAC owned culturally safe emergency housing

Elders

- BADAC Aged Care facility