



UNGOOROO
ABORIGINAL CORPORATION

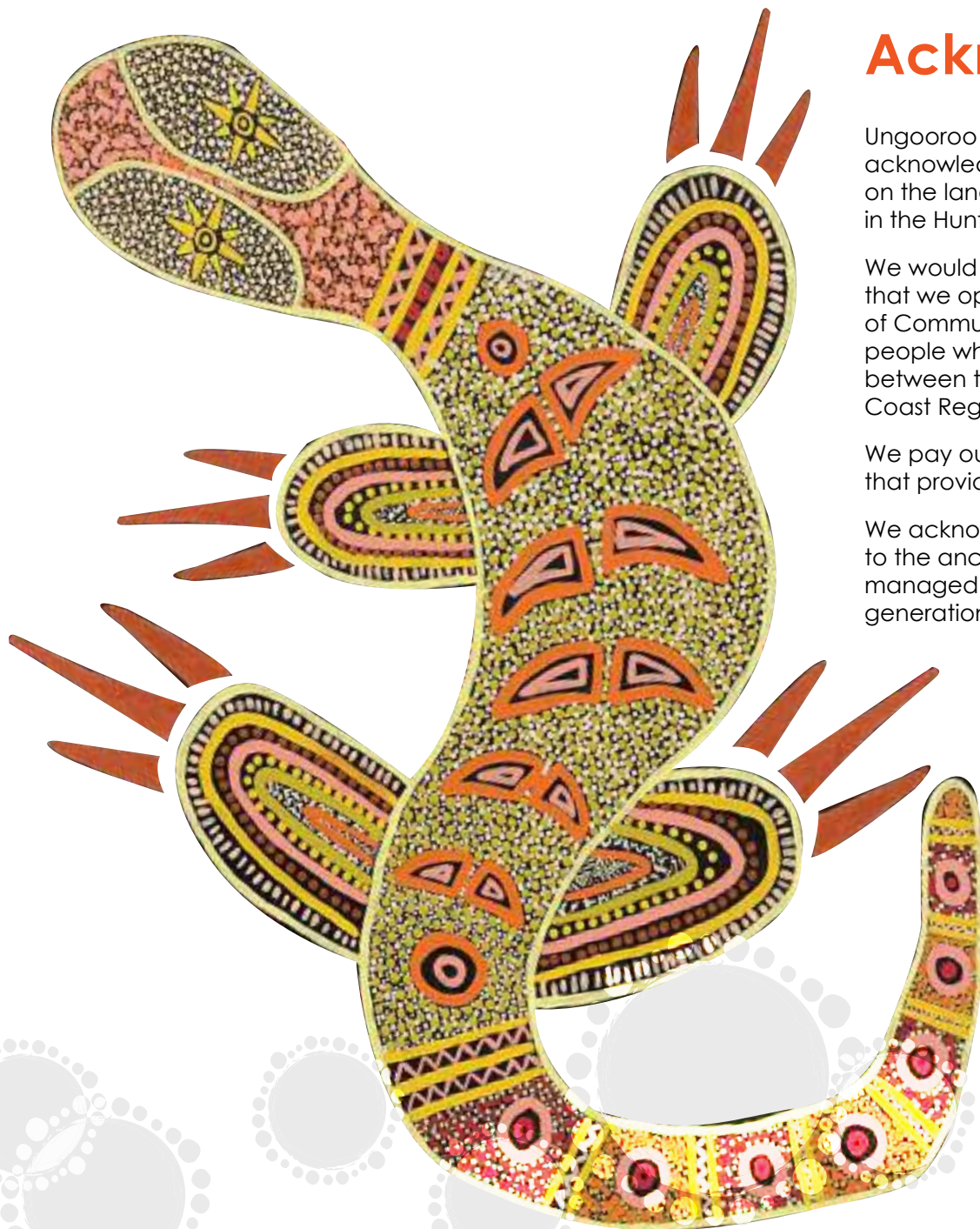
STRATEGIC PLAN

2022 - 2025



Contents

- Acknowledgement**3
- About Us**4
- Strategic Plan Overview**5
- Ungooroo Values**6
- Goals & Objectives**7
- Strategic Directions**8
 - ACTION 1 - Ungooroo Staff and Team9
 - ACTION 2 - Establish Business Opportunities 10
 - ACTION 3 - Client and Partner Relationships 11
 - ACTION 4 - Sustainable Governance & Reporting. 12
 - ACTION 5 - Risk Planning and Mitigation 13
- Ungooroo Business Units** 14
 - Health Division 14
 - Culture and Heritage Division 14
 - Economic Division 15
- Ungooroo Services** 16
 - GP & Allied Health Services 17
 - Cultural Heritage Site Work 18
 - SHS – Specialist homelessness Service 19
 - NDIS 20
 - Kawuma Miruma – Suicide Prevention 21
 - Barranggirra 22
 - ABAI 24
 - DOOKAL Group 26
 - PSP – Permanency Support Program 27
 - ITC – Integrated Team Care 28
 - PHN – Indigenous Mental Health Groups 29
 - WUPA@Wanaruah – Art & Culture 30
 - Wattaka Café 31



Acknowledgment

Ungooroo Aboriginal Corporation acknowledges that we are located on the lands of the Wanaruah people in the Hunter Valley Region of NSW.

We would also like to acknowledge that we operate and provide a range of Community focused services to the people whose traditional lands lay between the Hunter, Mid and North Coast Regions.

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

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

We acknowledge and recognize all Aboriginal people who have come from their own Country and who have now come to call this Country their own.

We acknowledge our Elders, past and present, who are our knowledge holders, teachers, and pioneers.

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

We acknowledge and pay respects to community members throughout the traditional lands on which we operate who have gone before us and recognize their contribution to our people and communities.

About Us

Ungooroo Aboriginal Corporation is a not for profit, community based organisation based in Singleton that assists the Aboriginal Community in the Upper Hunter and Regional NSW to achieve their vision for the future so they have equivalent access and outcomes in education, training, employment and economic participation as enjoyed by the community as a whole.



Strategic Plan Overview

The Ungooroo Aboriginal Corporation (UAC) Strategic Plan 2022 – 2025 was developed by the Board of UAC at a workshop held on the 24 June 2022 and endorsed on 8th August 2022.

The Strategic Plan is based on a sound understanding of the health, economic and social environment and the impactful role UACs Programs play in the community.

UAC has developed a framework focused primarily on consolidation of current programs with a view to targeted growth in key sectors. To achieve this, five strategic directions have been identified to deliver an integrated approach across the organisation.

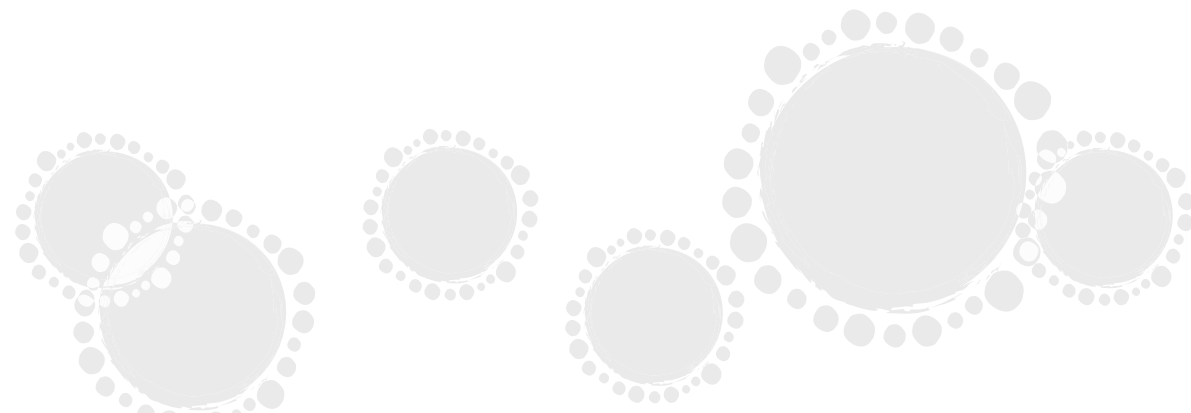
The UAC Board has established Ungooroo People and culture as a key focus over the next three years. Investing in our people's future, creating inclusive working environments and continuing to build our culture based on the values of

honesty, integrity and professionalism is paramount to achieving our goals.

We will bring our creativity, expertise and relationships to establish new business opportunities by taking an informed approach to leap into identified growth markets.

We recognise that the work we do through our programs with our Government and commercial partners can bring about change for the better in our community. We will strive for excellence in stakeholder experiences and bring our partners and clients on a cultural journey of wellness.

UAC is uniquely led by Traditional Owners – the holders of 60,000 years of Lore, Culture and Creation Stories. This cultural integrity will be the centerpiece of decision-making throughout this next strategic phase of the organisation, ensuring the balance is always maintained between culture and business.



Ungooroo Values

Our values are therefore critical to our philosophy and include:

- **Honesty**, integrity and professionalism.
- **Commitment** to, and respect for, our culture and heritage (past, present and future).
- **Quality** provision of services for our elders and opportunities for our youth.
- **Core focus & integrity** on culture and heritage, Aboriginal health & closing the gap, Aboriginal business & employment/mentoring, homelessness, Aboriginal young people in care, Aboriginal disability supports, Aboriginal mental health and suicide prevention.
- **Protection** of our artists' copyright.

Our values reflect a philosophy of “inclusive membership” and work to establish relationships with other organisations.

As a not-for-profit organisation, all income streams generated by Ungooroo Aboriginal Corporation are returned to the Indigenous community through a range of constantly evolving programs and services.

In this way, the community as a whole benefit from the work done at Ungooroo.

Goals and Objectives

- Promote the social, economic, culture, physical and mental well-being of Aboriginal people.

- To promote Aboriginal culture and heritage through the development of traditional and contemporary Aboriginal art.

- Provide access to health care services.

- Provide support for our vulnerable youth and ensure safety of our children and young people.

- Deliver community participation in developing a new Aboriginal identity based in Commerce.

- Engage with the Commercial sector, Government sector and Education sector to provide the best possible opportunities in Business Development and Pathways to Employment and Sustainable.

- UAC and Board Directors are committed to:
 - Ensuring the safety and well-being of children and young people.
 - creating an environment of empowerment and participation of CYP.
 - creating an organisation that is child safe.
 - compliance with the national OOHC standards.
 - ensuring staff are recruited and supported to ensure the development and wellbeing of CYP.
 - board directors understand and work in accordance with their financial, legal, and ethical responsibilities when working with CYP.
 - will work in partnership with young people and their families.
 - will recruit and support a range of carers to ensure CYP are placed in the “best permanency” option and will work with them to maintain stable placements.
 - will support CYP to connect and participate in cultural events.
 - will actively “Find Family” for those CYP who are disconnected from family, culture, or community.

(CYP - **children/young persons**)

Our Strategic Directions

Ungooroo has established five strategic directions that build on past achievements.



DIRECTION ONE

Ungooroo Staff and Team

01

DIRECTION TWO

Establish Business Opportunities

02

DIRECTION THREE

Client and Stakeholder Relationships

03

DIRECTION FOUR

Sustainable Governance and Reporting

04

DIRECTION FIVE

Risk Planning and Mitigation

05

STRATEGIC ACTION ONE

Ungooroo Staff and Team

Retaining and attracting a great team.

The Board of UAC identified the key focus for the next three years is to retain and attract a great team to support the CEO and continue to successfully deliver programs across the health, economic and culture and heritage programs. The goal is to become the employer of choice across our region and sectors. This will be developed jointly by the Board and Executive Management team.

ACTIONS	ACTIVITY	MEASURE	TIME FRAME
Recruitment	<ul style="list-style-type: none"> Develop a recruitment process that incorporates the values, history and vision of Ungooroo. Develop an induction process that reflects and acknowledges the journey of Ungooroo. 	<ul style="list-style-type: none"> Increase in staff awareness of Ungooroo and Wanaruah history. Induction Manual Updated. 	<p>June 2023</p> <p>June 2023</p>
Staff Wellness	<ul style="list-style-type: none"> Cultural Sharing and Healing Connecting to Country and Dreaming. Develop a survey to measure and monitor staff satisfaction. 	<ul style="list-style-type: none"> Establish regular Staff Development Days including Ungooroo Elders out On Country for healing sessions. Survey Developed. 	<p>December 2022</p> <p>March 2023 - ongoing</p>
Project Management and Reporting	<ul style="list-style-type: none"> Develop a reporting framework to support the CEO and ensure organisation delivers on programs in a timely, and measurable manner. Drive communication internally to assist ease of reporting. 	<ul style="list-style-type: none"> Monthly report/newsletter for internal stakeholders. Quarterly progress reports. Yearly performance reports. 	<p>December 2023 - ongoing</p>

STRATEGIC ACTION TWO

Establish Business Opportunities

Taking the leap into identified growth markets.

Responding to current and future market opportunities will be the structure and roles and functions of key managers and organisational Directors of Ungooroo. The ability to supervise and support staff and manage external corporate relations is about to exceed the spans of control that exist within the current structure. In short, the organisation needs to consider additional layers of management infrastructure to continue to meet its strategic and operational objectives.

ACTIONS	ACTIVITY	MEASURE	TIME FRAME
Business Planning	<ul style="list-style-type: none"> Develop business plans for potential areas of expansion identified within existing services such as PSP, Dookal, Wattaka Café and WUPA. 	<ul style="list-style-type: none"> Partnership arrangements confirmed. Revenue streams increased. Business plans with financial projections for expansion. 	<p>June 2023</p> <p>June 2024</p> <p>June 2024</p>
Staff Wellness	<ul style="list-style-type: none"> Knowledge and skills assessment capacity building plan established. Works through an audit internally and establish strengths and weaknesses. Capacity Building Business Plan established for direction and skill requirements. 	<ul style="list-style-type: none"> Governance, Business and training development plan. Training programs developed. Customer Service and Hospitality Program. Tourism Events Business Development Program. 	<p>December 2022</p> <p>March 2023 - ongoing</p>

STRATEGIC ACTION THREE

Client and Partner Relationships

Excellence in stakeholder experiences.

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 Ungooroo needs for growth into new areas.

ACTIONS	ACTIVITY	MEASURE	TIME FRAME
<p>Cultural Sharing and Healing</p> <p>Connecting to Country and Dreaming</p>	<ul style="list-style-type: none"> • Refine website for communication with clients including a calendar of cultural wellness activities. • Develop workshop and training opportunities for staff in relation to customer service and client relations programs. 	<ul style="list-style-type: none"> • Website updated and live. • Monthly Newsletter published on website and social media. 	<p>December 2022</p>
<p>Stakeholder Feedback</p>	<ul style="list-style-type: none"> • Develop a system for receiving & responding to community feedback. • Communicate opportunities for clients to provide regular feedback via website. 	<ul style="list-style-type: none"> • Surveys to be completed annually. • Tile on the website. 	<p>June 2023</p> <p>June 2024</p>

STRATEGIC ACTION FOUR

Sustainable Governance and Reporting

Critical to ongoing programs and accreditation.

Provide clear direction, influence, and purpose to staff, clients and stakeholders through sound governance and ethical behaviour. Support to be provided to the CEO by strengthening governance and reporting mechanisms through the development of an organisation-wide governance framework and associated reporting training.

ACTIONS	ACTIVITY	MEASURE	TIME FRAME
Cultural Governance	<ul style="list-style-type: none"> Ensuring culture is at the forefront of all decision making. Develop a staff cultural development program with local Elders. 	<ul style="list-style-type: none"> Staff undertaking cultural activities and embedding culture in regular scheduling. 	December 2022
Corporate Governance	<ul style="list-style-type: none"> Ensure high quality and effective internal governance services and systems. 	<ul style="list-style-type: none"> Annual governance evaluation processes completed by Board. 	June 2023
Project Management and Reporting	<ul style="list-style-type: none"> Assistance provided to CEO to streamline program management of health, economic, culture and heritage programs. 	<ul style="list-style-type: none"> Audit of reporting mechanisms and compliance with monthly, quarterly and annual requirements. 	June 2024

STRATEGIC ACTION FIVE

Risk Planning and Mitigation

Preparing for contemporary issues and events.

Focusing on risks is essential during uncertain economic and pandemic times. The UAC Board will strengthen its governance through focusing on organisation risk and education & training. This includes financial, governance, social and operational risks as global and local issues develop.

ACTIONS	ACTIVITY	MEASURE	TIME FRAME
<p>Risk Mitigation Plan</p>	<ul style="list-style-type: none"> • Develop risk mitigation plans in relation to post pandemic issues and natural disasters for staff, clients and partners and impact on meeting program funding requirements. • Review existing Program budgets to incorporate staff and client impacted by above and incorporate into new funding agreements. 	<ul style="list-style-type: none"> • Updated Organisational Risk Management Plan. • Review of all organisational policies and procedures. • Ensure the executive and management team are managing program budgets in line with funding agreements. 	<p>December 2022</p>
<p>Communication Plan</p>	<ul style="list-style-type: none"> • Development of website for communication with internal and external stakeholders on issues and events and the impact on programs. • Amplify website messaging via targeted social media channels for program demographics. 	<ul style="list-style-type: none"> • Website refreshed and live. • Social media plan developed. • Monthly Newsletter published on website and social media. 	<p>July 2023</p>

Ungooroo Business Units

HEALTH DIVISION

Ungooroo Aboriginal Corporation

Ungooroo delivers and manages a range of community focused programs, including Ungooroo GP and Health Services.

Ungooroo GP and Health Services

This service provides an accredited general practice, GP & allied health services that include speech, audiology, physiotherapy, optometry, psychology and diabetic education.

Ungooroo Specialist Homelessness Services

This service provides early intervention and outreach support to young people aged 12 to 25 who identify as Aboriginal or Torres Strait Islander that are either homeless or at risk of homelessness.

Ungooroo Integrated Team Care Program supports Aboriginal patients with complex chronic disease.

Ungooroo Suicide Prevention & Mental Health Program are programs that supports Aboriginal community members with their mental health through face-to-face consultations and/or group yarning.



CULTURE AND HERITAGE DIVISION

Cultural & Heritage Site Work

Ungooroo provides experience Aboriginal consultancy services to industry to ensure the protection of artefacts and significant cultural sites.

WUPA@Wanaruah

WUPA focuses on the development and promotion of locally produced, authentic Aboriginal art and products and cultural education programs.

Economic Division BARRINGIRRA program

Provides a range of employment/mentoring services for Aboriginal apprentices and traineeships in industry and businesses. This program provides mentoring to all apprentices and trainees to ensure 100% retention rates in Employment and to support the business that is employing them. This service also sits within the economic division.

ECONOMIC DIVISION

DOOKAL Group Pty Ltd

DOOKAL is a 100% Aboriginal owned business that supplies PPE, work and corporate wear as well as merchandise.

Aboriginal Business Advisory Initiative (ABAI)













This is a free program for Aboriginal people considering starting up their own business or expanding their current business.

NDIS Support Services (Making it Our Business)

This service provides fee for service support to individuals who hold package allocations from the National Disability Insurance Scheme. Service participants are allocated supports to cover what is deemed to be reasonable and necessary support. Ungooroo is registered to offer a range of defined supports that will be reviewed to assess viability or to extend the scope of service delivery offered by the agency in the future.



Ungooroo Services

 <p>GP & Allied Health Service</p>	 <p>SHS Special Homelessness Services</p>	 <p>NDIS National Disability Services Provider</p>	 <p>Kawuma Miruma <i>To gather together and take care of</i> Kawuma-Miruma Mental Wellbeing Suicide Prevention</p>
 <p>Barranggirra Aboriginal Employment and Mentoring Services</p>	 <p>ABAI Aboriginal Business Advisory Initiative</p>	 <p>DOOKAL Workwear, PPE and Promotional Products</p>	 <p>PSP Permanency Support Program</p>
 <p>ITC Integrated Team Care</p>	 <p>PHN Indigenous Mental Health Group Programs Wiyala Ngarra <i>Speak Together Listen</i></p>	 <p>Art & Culture WUPA@Wanaruah</p>	 <p>Wattaka Café Healthy eating options with Native Flavours</p>



GP & Allied Health Services

- Ungooroo is endorsed since 2016 as an Aboriginal Community Controlled Health Organisation – ACCHO.

- Ungooroo is accredited nationally through AGPAL as an accredited general practice.

- Ungooroo receives state funding through Ministry of Health to provide accredited Aboriginal health care in support of the “closing the gap” initiative.

- Ungooroo provides health care to the Singleton and Muswellbrook communities.

- **Ungooroo currently has:**
 - 4000 active patients
 - 5 GP's
 - 2 Registered Nurses
 - 2 Aboriginal Health Practitioners
 - 4 Medical Admin Staff
 - 1 Speech Therapist
 - 1 Audiologist
 - 1 Optometrist
 - 1 Physiotherapist
 - Diabetes Workshop Team
 - Mental Health Team



Cultural Heritage Site Work

Ungooroo provides culture heritage consultancy services for mining and other industry.

This service provides Aboriginal cultural knowledge on artefacts and significant cultural sites for industry needing to engage consultancy services.





SHS Specialist Homelessness Service

- Ungooroo provides strength based, client focused casework and support to youth.
- Youth and young people who identify as Aboriginal or Torres Strait Islander, who are homeless or at risk of homelessness.
- Ungooroo SHS program covers the Upper Hunter and Lower Hunter regions.
- Ungooroo's aim is to empower young people with choices and options and provide pathways for our youth to build their skills to address their homelessness in a support environment.





NDIS

Ungooroo is registered as a registered NDIS provider and provides the following services:

- Coordination of supports.
- Daily Living Skills.
- Supported Employment.
- Therapy Support.
- Early Childhood Intervention.

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Kawuma Miruma – Suicide Prevention

Kawuma Miruma is Ungooroo's suicide prevention and mental wellness program supports the Aboriginal and Torres Strait Islander communities in Singleton and Muswellbrook.

Members and community can access support through:

- Yarning groups to share and exchange information with others impacted by mental health.

- Support to self - assess your stress risk factors to ensure that referral to acute care is timely.

- Group discussion and workshops to better identify and understand your mental health and supports available.

- Support sessions.

- Supported access to supplementary services.

**Kawuma
Miruma**

*to gather together
and take care of*

Barranggirra Skilling for Employment Initiative

About the initiative

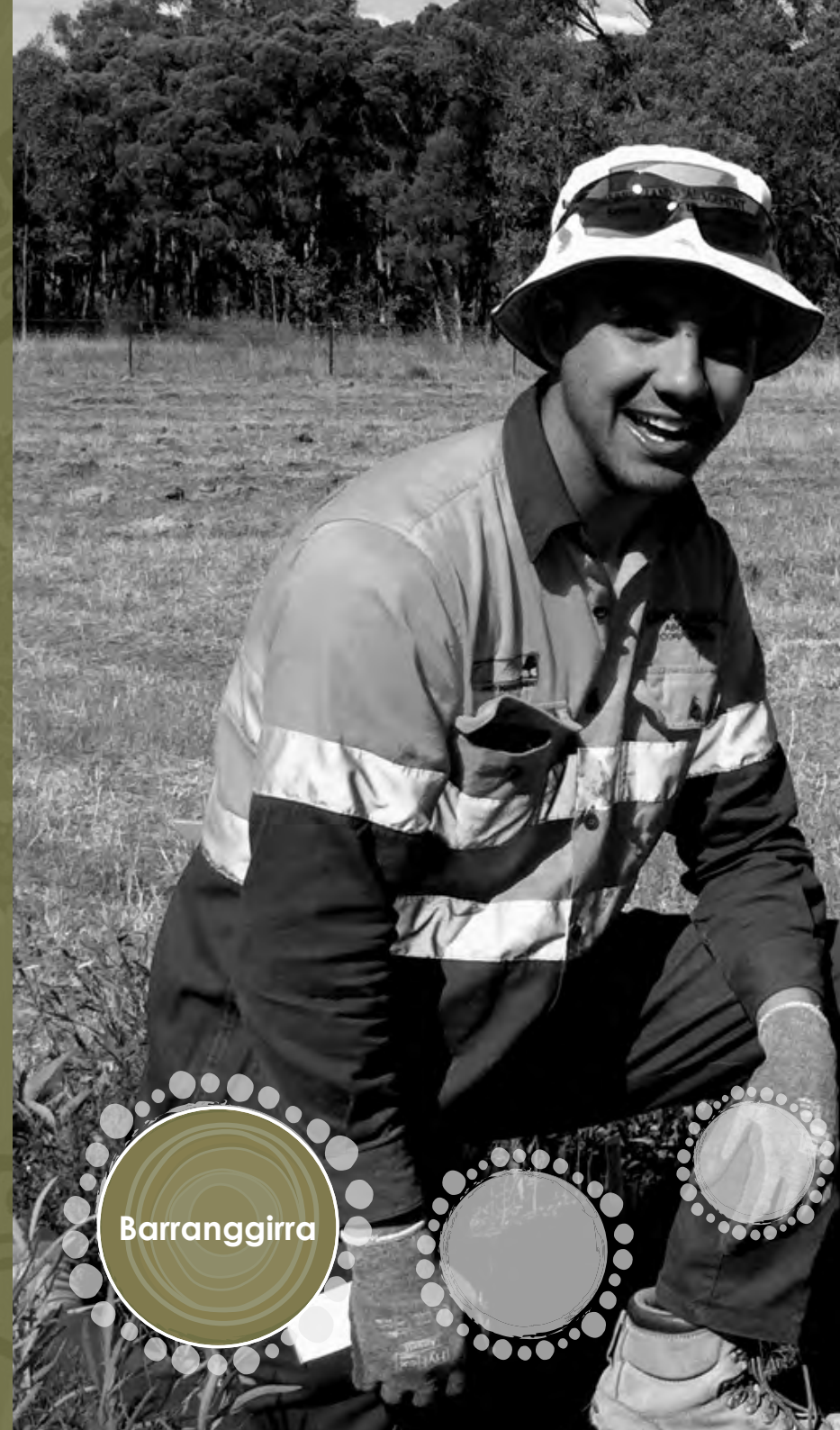
This initiative consolidates and replaces the long-standing The Way Ahead for Aboriginal People and New Careers for Aboriginal People programs to strengthen the end-to-end support for Aboriginal and Torres Strait Islander learners.

This includes improved post-training outcomes and building stronger links for Aboriginal people with current opportunities for employment and training flowing from broader Department and Government priorities for Aboriginal participation in the NSW workforce and in major projects.

Barranggirra Objectives

Barranggirra is a State funded Aboriginal Employment & Mentoring program servicing Regional NSW in 6 strategic Service Areas.

Barranggirra will provide end to end support for Aboriginal and Torres Strait Islander learners through culturally appropriate mentoring to ensure successful retention and completion of training and improved post-training employment outcomes.



Barranggirra



Barranggirra aims to achieve the following objectives for Aboriginal people:

- Increased access, retention and completion of vocational education and training.
- Aspiration and expectation of career pathways.
- Improved post-training outcomes.
- Increased placement in meaningful and sustainable employment.
- Greater confidence in making decisions that maximise training and employment experiences and outcomes.
- Greater opportunity for Aboriginal business ownership and economic independence.

ABAI

Aboriginal Business Advisory Initiative

About the initiative

This initiative replaces the longstanding Aboriginal Enterprise Development Officer (AEDO) program and has been refreshed to ensure the delivery of a commercially focused business advisory initiative that includes support for existing Aboriginal owned and operated businesses to grow and diversify their business.

ABAI Objectives

The Aboriginal Business Advisory Initiative is a State funding program servicing Regional NSW in 4 strategic Service Areas. The ABAI supports Aboriginal owned businesses by; building capacity through greater connectivity to NSW Government Procurement, supporting business start-up, encouraging business expansion and providing access to training and job creation.



The Aboriginal Business Advisory Initiative will achieve these objectives by:

- Providing local and culturally appropriate business coaching and advice to start-ups and small to medium enterprises.

- Promoting business growth through relevant training, increased confidence and advice on innovative approaches.

- Providing a professional referral pathway to wrap around support services.

- Increased alignment and connectivity to broader Government initiatives.

- Increased involvement of Aboriginal owned businesses in NSW Government projects.



DOOKAL Group

Dookal group was established in 2012 with support of Rio Tinto as a labour hire company as a commercial arm of Ungooroo. The charter of DOOKAL Group is that all funds generated support the GP and Medical services of Ungooroo.

DOOKAL has organically evolved to now provide the following services:

- Supply of workwear, PPE and Promotional products.

- Labour Hire.

- Indigenous designed products.



PSP - Permanency Support Program

This is a new contract with Department of Communities and Justice (DCJ) to provide support and casework to Indigenous youth in foster care with nonindigenous families.

The program will deliver the following:

- Case management cases of Indigenous youth in care with an emphasis on safety and well being of children and young people (CYP).
- Creating an environment of empowerment and participation of CYP.
- Compliance with the OOHC standards.
- Ensuring Board and staff understand and work in accordance with financial, legal and ethical responsibilities when working with CYP.
- Recruit and support a range of carers to ensure CYP are placed in the best permanency option.
- Support CYP to connect and participate in a range of cultural events.
- Actively find family for CYP who are disconnected from family, culture and community.



ITC – Integrated Team Care

This initiative is funded through the Primary Health Network and provides:

- Initial consultation for Aboriginal community members in Singleton and Muswellbrook who suffer from a range complex chronic disease.
- Supports their on-going health care plans.
- Engagement with specialists and specialist services.
- Clinical trained care coordinator.
- Aboriginal Outreach Worker.





PHN – Indigenous Mental Health Groups Program

This Indigenous Men's Health Program provides the following support programs:

- ☉ Mens Group Program.
- ☉ Womens Group Program.
- ☉ Support for Mums both pre and post pregnancy.
- ☉ Youth Groups for girls and fellas.



WUPA@Wanaruah – Art & Culture

WUPA is the Hunter Valleys premier Indigenous art initiative. It is owned and operated by Ungooroo Aboriginal Corporation.

WUPA is a vehicle that assist's local Aboriginal artists create an economy around:

- Aboriginal art.
- Cultural education.
- Business development, training and mentoring.
- Assistance with copy right and "rights of artist" issues.
- Opportunity to showcase authentic local Aboriginal artists of the Hunter Valley.
- Networking with state and National Aboriginal Art and Tourism groups.



Wattaka Café

Wattaka Café was developed in 2019 as a social enterprise with the support of the Making Your Own Business Initiative – MYOBI.

This social enterprise was created to support the following:

- Youth employment for community and Indigenous youth on NDIS plans and

- To create supported employment opportunities for vulnerable community members.

- Wattaka Cafe serves a range delicious Australian Native Flavours, including:
 - Eggs Benedict with Lemon Myrtle Hollandaise
 - Salt & Pepper Berry Squid
 - Freshly baked Scones with Davidson Plum Jam
 - Lemon Myrtle Cheesecake
 - Wattle Seed Caramel Slice
 - Kangaroo & Native Pepper Pies





UNGOOROO

ABORIGINAL CORPORATION

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