



VACCA
VICTORIAN ABORIGINAL CHILD
AND COMMUNITY AGENCY

Strategic Plan

2026-2029



VACCA

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Connected by culture

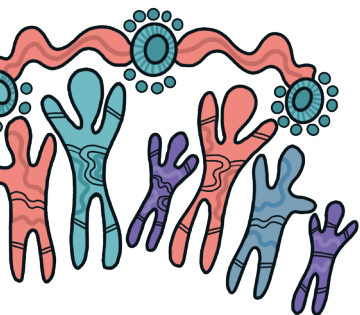
Our Vision

Our footprint will be informed by Aboriginal self-determination and grounded in culture with our voices and actions guiding the fires of change.

Our Purpose

Grounded in Cultural Therapeutic Ways we commit to Heal, Connect and Protect Aboriginal children, families and community informed by culture, trauma and self-determination to bring about generational change.

GOAL 1



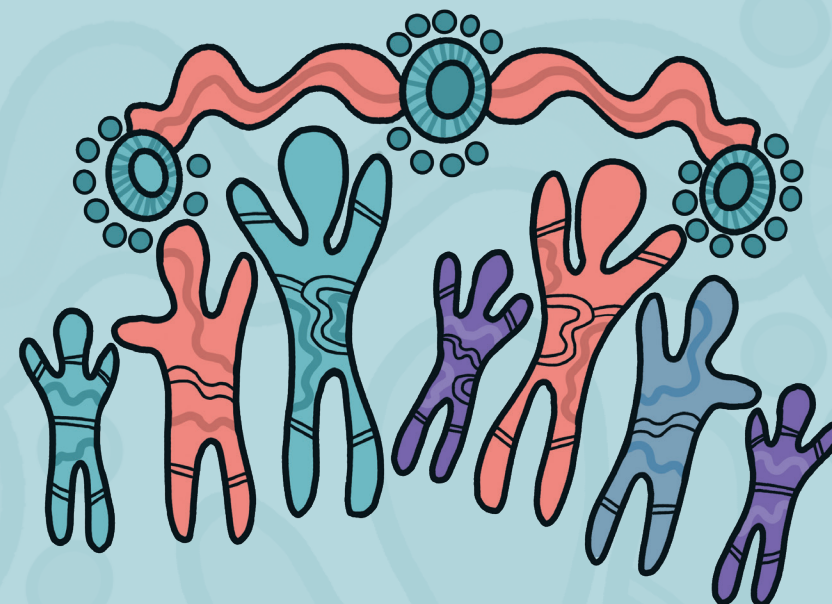
Continue to advocate for the rights of Aboriginal children, families, and communities

Through Aboriginal-led advocacy, influence portfolio responsibility and accountability of government policies and agreements to drive system change and address priority actions leading to reform.

ACTIONS

OWNER(S)

1.1 Understand policy advocacy needs across the State a) Map VACCA needs for policy advocacy across all teams and offices. b) Develop consistent approach to all key policy forums across all our regions. c) Build greater understanding of current funding agreements and the actions contained as they relate to VACCA core business. d) Identify local gaps and barriers to policy advocacy across VACCA to inform state-wide advocacy position. e) Identify strengths and opportunities for policy advocacy.	All VACCA Directors Director Office of the CEO
1.2 Develop and implement a policy advocacy strategy a) Develop a policy advocacy strategy for VACCA. b) Develop and roll out implementation plan for advocacy strategy across VACCA. c) Develop and roll out implementation plan for building staff capacity for policy knowledge and awareness across VACCA. d) Develop and distribute an Advocacy toolkit to equip staff to understand their role and support them in driving VACCA's policy position in key policy forums.	All VACCA Directors Director Office of the CEO
1.3 Develop and implement a strategic engagement strategy a) Develop and roll out strategic engagement strategy across VACCA. b) Develop and roll out implementation plan for how VACCA strategically engages with ACCOs post-Treaty. c) Develop and roll out implementation plan for VACCA developing strategic sustainable partnerships.	All VACCA Directors Director Statewide Programs & Strategic Projects



OUTCOMES

1.1

VACCA staff are strengthened in their ability to undertake government portfolio advocacy work regionally.

1.2

VACCA staff develop policy and advocacy skills to strengthen representation in forums, meetings and in our advocacy for clients.

1.3

VACCA continues building strong alliances built on trust, knowledge and skills throughout the treaty era.

1.4

VACCA regional voice is reflected in government policy and in driving reform priorities.

METRICS

- Increase in VACCA teams with completed policy advocacy needs assessment.
- Increase in regional, state, or national forums/meetings where the organisation is actively represented.
- Increase in policy submissions, position papers or advocacy briefs developed and lodged annually.
- Increase in staff trained with advocacy toolkit.
- Increase in number and strength of formal partnerships and alliances with other ACCOs, community groups and stakeholders.

GOAL 2



Heal, connect, and protect by embedding Cultural Therapeutic Ways throughout our services and programs

Deliver culturally safe, trauma-informed services that strengthen wellbeing, celebrate community strengths, and connect people to culture and country, guided by Cultural Therapeutic Ways frameworks across program design, delivery, and outcomes.

ACTIONS

OWNER(S)

2.1 Implement Cultural Therapeutic Ways practice approach, program design, delivery and outcomes measurement a) Embed Cultural Therapeutic Ways and practice leadership across teams to ensure culturally consistent and trauma informed practice. b) Include Cultural Therapeutic Ways indicators in program designs. c) Facilitate workshops with Aboriginal Elders and cultural practitioners to strengthen integration of cultural knowledge with Cultural Therapeutic Ways. d) Connect Cultural Therapeutic Ways practice framework to program manuals for consistent application across teams. e) Apply both qualitative and quantitative tools to assess the impact of Cultural Therapeutic Ways within programs, enabling data-driven insights and continuous improvement.	Director Client Practice and Evidence Development
2.2 Deliver Aboriginal Community of Care and showcase programs under each Cultural Therapeutic Ways pillar a) Map existing programs to each pillar. b) Develop and implement a showcase strategy - including community events, digital storytelling, and other culturally responsive platforms - to highlight program outcomes and community impact. c) Collaborate with Aboriginal leaders and communities in the co-delivery of programs and establish continuous feedback loops to ensure cultural relevance, trust, and shared ownership.	Executive Director Client Services & Strategy
2.3 Report on outcomes across all programs: heal, protect and connect a) Design a unified outcomes reporting framework aligned with Cultural Therapeutic Ways outcome pillars to ensure consistency and cultural relevance. b) Collect and produce recurring impact reports that integrate both quantitative data and qualitative insights, including community voices and stories. c) Share findings with stakeholders through accessible formats such as visual dashboards, community forums, and storytelling platforms to promote transparency and engagement. d) Share outcomes via visual dashboards and community forums.	Director Corporate Services

OUTCOMES

2.1

Practice is guided by our Cultural Therapeutic Ways pillars.

2.2

Programs clearly document how Cultural Therapeutic Ways informs design and delivery.

2.3

Program measures and reports on Community outcomes achieved.

2.4

Evidence demonstrates impact for participants and Aboriginal Communities.

2.5

Programs contribute to building an Aboriginal evidence base and inform future practice.

2.6

VACCA's client management system is reporting on Cultural Therapeutic Ways community outcomes.

METRICS

- 100% of client service staff have completed Cultural Therapeutic Ways training.
- 100% of client services programs have a Cultural Therapeutic Ways program cycle.
- 100% of programs have a program logic with community outcomes embedded.

GOAL 3

Continue to innovate, design new models of care and drive transformational change

Lead innovation in care systems through Aboriginal-led, evidence-based design and service transformation: embedding cultural models like Cultural Therapeutic Ways to better meet the needs of children, families, and communities.

ACTIONS

OWNER(S)

3.1 Support Aboriginal community-controlled organisations (ACCO) a) Embed Aboriginal Children in Aboriginal Care (ACAC) principles in internal systems and ACCO collaborations. b) Promote Community Protecting Boorais through staff training and community-led engagement. c) Support ACCOs with shared planning and capacity-building.	Executive Director Client Services and Strategy Director Corporate Services Director Legal Practice
3.2 Expand community led and early years education programs a) Continue Aboriginal Lead Case Conferencing (ALCC), Bringing up Aboriginal Babies at Home (BUABAH), Koorie Playgroup, and early years education initiatives. b) Strengthen pre-birth support and hospital-based education. c) Improve referral pathways with culturally safe responses.	Executive Director Client Services and Strategy Director Client Practice and Evidence Development
3.3 Embed Cultural Therapeutic Ways across practice a) Deliver Cultural Therapeutic Ways training and integrate into program design and delivery. b) Use Cultural Therapeutic Ways to guide outcomes measurement and reflective practice. c) Develop tools to support consistent Cultural Therapeutic Ways application across teams.	Executive Manager External Relationships & Training
3.4 Deliver and showcase Aboriginal community of care a) Highlight impact through events, storytelling, and digital platforms. b) Engage communities in co-delivery and feedback loops. c) Continue to expand Aboriginal children in Aboriginal Care of our Community Protecting Boorais and Nugel Strong Steps implementation across VACCA.	Executive Director Client Services & Strategy
3.5 Develop a new youth strategy and implement across VACCA a) Build education and employment pathways; camps and group work. b) Support young people leaving care with housing, banking, and job readiness. c) Embed cultural identity and leadership into youth programs. d) Establish youth advisory, lived experience and feedback mechanisms to inform the design and delivery of youth programs.	Director Client Practice and Evidence Development

OUTCOMES

- 3.1** Reducing time in care, getting Aboriginal children home.
- 3.2** Increase in Aboriginal children in Aboriginal care.
- 3.3** Less Aboriginal children entering the Child Protection system.
- 3.4** Capacity building, up skilling mainstream services to deliver culturally appropriate services.
- 3.5** Aboriginal data and evidence leads to strategic investment.
- 3.6** Increase in suite of services within our Aboriginal Community of care.

METRICS

- Nugel, Care Services and Gamadji Balit show children experiencing less time in care.
- An increase in the number of programs on CSnet that are working towards Cultural Therapeutic Ways community outcomes.
- Increase Aboriginal designed and lead models.

GOAL 4



Engage and strengthen Aboriginal communities

Strengthen cultural connection and healing through place-based programs, intergenerational engagement, and partnerships that uphold cultural practices and foster identity, belonging, and connection to country and family.

ACTIONS

OWNER(S)

4.1 Innovate through development and delivery of cultural connection and healing programs and events. a) Deliver mentoring, group programs, camps and Return to Country (RTC) tailored to children, families, young people, and Elders to support intergenerational healing & connection. b) Connect children and young people to cultural practices, language, and knowledge through immersive experiences. c) Deliver major community events for NAIDOC, Christmas, and other key Aboriginal days of significance to strengthen cultural pride and visibility.	Executive Director Client Services and Strategy Director Statewide Programs & Strategic Projects
4.2 Strengthen cultural identity through connections to family and culture a) Support family finding and genogram completion to reconnect Aboriginal children and young people with their cultural roots and kinship networks. b) Ensure all Aboriginal children have a confirmation of Aboriginality and connection to their Traditional Owner group. c) Ensure implementation of meaningful, quality and compliant Cultural Support Plans. d) Build community and carer capacity to connect Aboriginal children to culture. e) Develop and maintain family connection plans that prioritise regular contact with siblings.	Executive Director Client Services and Strategy With DFFH for support plans
4.3 Strengthen community ownership and sustainability of connections a) Facilitate the development of sustainable peer-led networks and community owned activities and groups.	Executive Director Client Services and Strategy



OUTCOMES

4.1

Aboriginal people build resilience and culture is protected.

4.2

Aboriginal people connect to community and cultural practices.

4.3

Aboriginal children find their identity, belonging and healing through family finding work and community connections.

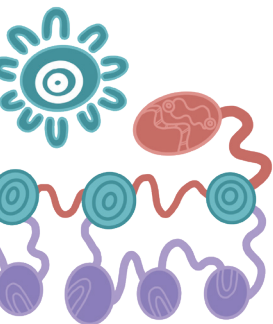
4.4

Aboriginal families participate in a culturally safe parenting programs that builds Aboriginal parenting capacity.

METRICS

- Increase in children and young people reporting stronger cultural identity and connection to Elders, family, and community.
- Increase in participation in cultural activities (e.g., camps, mentoring, cultural groups).
- Increase in partnerships and collaborations with Aboriginal community groups, Elders, and Traditional Owners.
- Increase in compliant cultural and family connection plans evidenced through reviews.

GOAL 5



Deliver high quality, consistent, compliant and sustainable programs that demonstrate positive impact for Community

Strengthen organisational leadership, governance, systems and reporting to ensure compliance and performance.

ACTIONS

OWNER(S)

- | | |
|---|--|
| <p>5.1 Oversight, leadership and governance to ensure ongoing continuous quality improvement and provision of quality services</p> <ul style="list-style-type: none"> a) Strengthen collaborative governance structures to continuously improve service quality and accountability. b) Improve data systems, data sovereignty, purposeful data collection and reporting to leadership and board on performance, outcomes and compliance of services. c) Identify and manage emerging risks through strong risk management processes. d) Undertake internal audits to identify practice and systems gaps and implement quality improvement plans. e) Deliver training that responds to contemporary practice knowledge and legal frameworks and creates an environment to challenge and innovate to meet Community needs. | <p>Director Client Practice and Evidence Development
Director Corporate Services</p> |
| <p>5.2 Delivery of sustainable programs that meet community need</p> <ul style="list-style-type: none"> a) Use service delivery projections to plan for future growth, service demand and resource allocation. b) Implement Wungurilwil Gapgapduir and Safe and Supported actions to increase proportionate funding. Deliver project to support proportionate funding transfers from Community Service Organisations and government to deliver the full suite of Aboriginal community of care. c) Demonstrate our commitment and improve access and inclusivity of our services to the LGBTIQ+ community. d) Advocate and strategically seek funding opportunities to address service gaps and community needs. e) Monitor business development outcomes to ensure transparency, equity and alignment to strategic goals. f) Improve strategic and social procurement processes and initiatives. g) Monitor program and organisational budgets to ensure sustainability of programs and services. | <p>Director Client Practice and Evidence Development
Director Corporate Services</p> |
| <p>5.3 Demonstrate community impact through robust evaluation and evidence</p> <ul style="list-style-type: none"> a) Undertake research and evaluations aligned with VACCA's research agenda and strategic goals. b) Build an Aboriginal evidence base of our programs and practice. c) Improve feedback mechanisms to hear the impact and outcomes of our programs and service delivery. | <p>Director Client Practice and Evidence Development</p> |

OUTCOMES

5.1

Aboriginal communities consistently receive high-quality, inclusive, culturally responsive services.

5.2

The impact of VACCA's services is measured and demonstrated through strong evidence and evaluation.

5.3

VACCA has robust systems and governance, that ensure accountability, effective risk management, and continuous improvement.

5.4

Sustainable and diversified funding supports VACCA's long term programs that meet community needs.

5.5

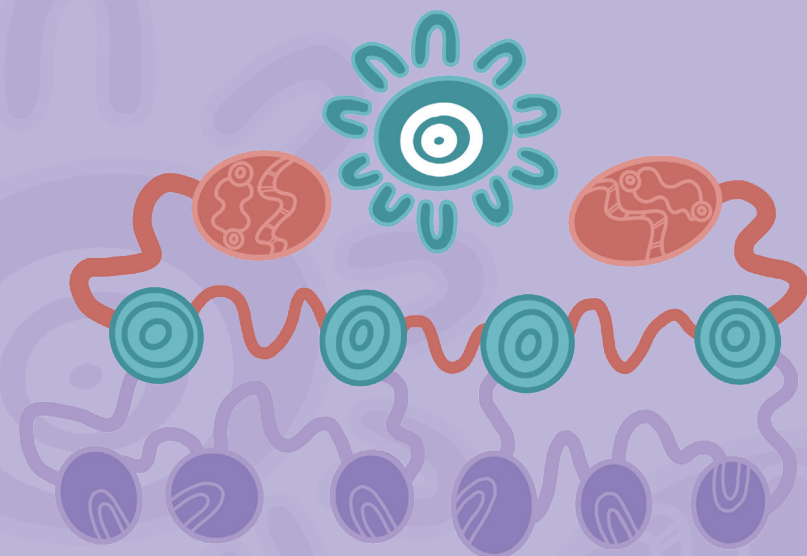
VACCA staff and leadership are skilled, supported, and continuously improving to strengthen client outcomes and organisational practice.

5.6

Increase in transfer of investment from government and Community Service Organisations.

METRICS

- Increase in VACCA clients reporting satisfaction with services.
- Increase in programs with outcomes evaluation completed and reported annually.
- Increase in identified organisational risks actively monitored and addressed.
- Increase in programs with secured funding for 3+ years.



GOAL 6



Empower, develop, and grow our people

Strengthen organisational infrastructure, data systems, and governance to support sustainable growth, accountability, and alignment with Aboriginal-led priorities in recruitment, development, and wellbeing.

ACTIONS

OWNER(S)

6.1 Develop recruitment processes and opportunities a) Implement VACCA's Aboriginal recruitment and workforce development strategy that: • Prioritises recruitment of young people through targeted outreach and culturally safe pathways, • Provides mentoring and secondment opportunities to support career development, and • Expands cultural programs and secures funding for traineeships and school-based training to grow long-term opportunities for community members. b) Conduct a Statewide Aboriginal recruitment campaign. c) Design career pathways framework for VACCA's students and trainees. d) Standardise recruitment processes across Victoria to promote consistency and accessibility.	Director Corporate Services
6.2 Continue investment in staff wellbeing a) Conduct annual staff surveys to gather feedback and measure engagement; and use insights to inform wellbeing initiatives and improve workplace culture. b) Embed wellbeing into team planning, supervision, and leadership development.	Director Corporate Services
6.3 Strengthen staff capability through professional development and succession planning a) Develop clear position descriptions and training plans to support role clarity and capability building b) Create region-specific succession plans that are tailored and regularly updated c) Embed development plans into daily practice through structured training and ongoing support. d) Build Aboriginal leadership across the organisation to grow and develop staff to undertake leadership opportunities. e) Provide staff with ongoing opportunities to undertake further training and development including entry level qualifications.	Director Corporate Services Director Client Practice and Evidence Development
6.4 Accelerate VACCA's digital transformation to build a more efficient, modern and connected organisation a) Drive strategic adoption and integration of digital technologies and practices to modernise operations, enhance service delivery, and improve engagement across various sectors e.g. data reporting, payroll, mobile phones.	Director Corporate Services

OUTCOMES

6.1

Become a provider and employer of choice where young Aboriginal people want to work.

6.2

Staff have access to up to date digital systems that they need to perform their roles.

6.3

Staff continue to experience a positive and stable workforce.

6.4

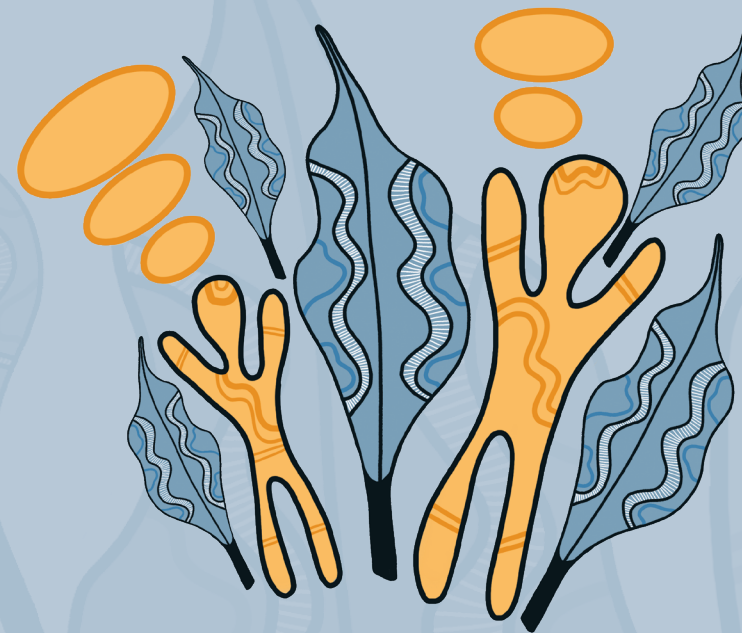
Staff continue to feel connected, valued, celebrated, and heard, with a focus on team building and encouraging professional development.

6.5

Staff have opportunity for professional development and become more confident.

METRICS

- Increase in staff who are Aboriginal people, measured against recruitment targets.
- Increase in staff reporting positive wellbeing and job satisfaction (via staff survey).
- Increase in staff retention rate and reduction in vacancy levels.
- Increase in staff completing professional development and career progression opportunities (e.g. secondments, succession planning).
- Increase in staff accessing cultural leave and participating in key cultural events (i.e. NAIDOC week).





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VACCA Head Office

340 Bell Street, Preston VIC 3072

p. (03) 9287 8800 w. vacca.org e. vacca@vacca.org



@vaccaorg

Artwork by Emma Bamblett

Wemba Wemba, Gunditjmara, Ngadjonji and Taunguurung Connections