

Strategic Plan 2018-2021



Vision

Aboriginal self-determination
– Live, Experience and Be

Purpose

Supporting culturally strong, safe and
thriving Aboriginal communities

Principles

Self-determination
Respect
Aboriginal cultural observance
Excellence
Best interests of the Child
Healing & empowerment

Outcomes – Addressing Vulnerability

| Self-determination | Embedded Culture | Wellbeing | Safety |
|---|--|---|--|
| VACCA clients understand & are empowered to exercise their rights – and discharge their associated obligations – as First Peoples | Culture is embedded in VACCA clients as a resource to draw on for strength, resilience and healing | VACCA improves the physical, social, emotional and spiritual wellbeing of its clients | VACCA clients are safe – and feel safe – and are supported to make safe lifestyle decisions through family & community relationships |

| Strategic Priorities | Key Results | Impact for Clients |
|--|--|--|
| Develop an evidence base for Aboriginal service delivery | <ul style="list-style-type: none">Cultural Therapeutic Framework, including self-determining practice and program indicators finalised and implementedEvaluation Framework implementedCS Net in place across all servicesIncreased knowledge of Aboriginal family violence interventions | <ul style="list-style-type: none">Improved access to support servicesUnderstand traumatic life experienceIdentify supports & techniques to manage traumaImproved confidence & sense of self and agencyImproved problem-solving & decision-making skillsImproved capacity to respond to racismImproved relationships and social connectionsImproved health and well-beingIncreased ability to understand who they are, where they're from, who they belong toIncreased ability to voice concerns about safetyOpportunity to access safe, stable, culturally appropriate accommodation |
| Ensure the voice of service users is heard and informs practice approaches | <ul style="list-style-type: none">Viewpoint implementedStronger participatory arrangements for young people in placeDemonstrated use of routine client feedback in practiceClient charter refreshedEstablish broader Client Advisory groups | |
| Strengthen our responses to meet the needs of our communities | <ul style="list-style-type: none">The transfer of Aboriginal children in care to VACCA expandedContinued transfer of care and contracted case management and decision making to VACCAResidential care model reviewed and updatedEarly intervention partnerships strengthenedIntegrated and holistic services for families strengthenedOur response to young people reviewed and updatedRedesign of services that provide holistic service responsesDevelopment of community resources | |

VACCA's Role and Future

VACCA is an Aboriginal community-controlled organization, serving Aboriginal clients, including children and young people who are vulnerable.

VACCA's role is to:

- Respond to the needs of the vulnerable Aboriginal people it serves
- Build social capital in Aboriginal families and communities, to which it remains accountable
- Reconnect children and families to each other, culture, Country and Community
- Become a strong organisation that is well respected and well resourced, demonstrating the strength of Aboriginal community control to the Victorian community
- Provide excellence and accountability to the community we serve
- Advocate for systemic change to combat entrenched poverty and promote self-determination and the rights of Aboriginal people

VACCA has always asserted our status and position as Indigenous people to freely pursue our rights as outlined in the United Nations Declaration on the Rights of Indigenous Populations including the right to self-determination. We will represent and advocate for the rights and needs of our people and, act as vehicles for the advancement of our people in a variety of ways including offering services, employment and advocacy.

Many of our staff are connected to traditional owners in Victoria and we will continue to support and encourage them to be part of the dialogue that is occurring around the Treaty with the Victorian Government. Our Aboriginal and non-Aboriginal staff members have a strong commitment to their work and to our community and to self-determination, social justice and our cultural objectives.

Self-determination along with the recognition and celebration of the unique status, rights, cultures and histories of Aboriginal Victorians is central to having strong, empowered and safe Aboriginal families and communities.

The challenge for us is to stay on this path, consolidating and safeguarding change and continuing to develop our

own services in line with reform we have been pursuing for many decades.

In recent years we have driven major reforms to services for Aboriginal, children, families and communities based on the principle of self-determination. Key developments include the establishment of Nugel/ACAC, Transitioning Aboriginal Children to Aboriginal Community Controlled Organisations (ACCOs) and family violence services.

Our community and its needs are constantly changing and we will need to respond if not anticipate these needs by offering the right kind of services in the right places. VACCA's six key principles including self-determination will drive further innovation to find better solutions to the issues facing our children, young people, families and communities.

We have key work to progress in service delivery; in continuing our influencing and advocacy leadership; and continuing our partnership work and our work in supporting others to address the needs of Aboriginal communities. We will continue to work with government at all levels necessary to achieve change and better outcomes for our families and children.

Strategic Plan Approach

In 2017 we developed our organisational logic model and outcomes framework that link every service, program and activity of VACCA to our Vision and Purpose. The logic model includes five domains important to us as a community-controlled organisation with a strong history grounded in political action and advocacy with equally strong community advancement objectives. These domains include *self-determination*, *culture* and *strong organisation*.

Understanding how everything we do links to and supports our Vision has shaped the priorities of this strategic plan. Over time we will use our outcomes framework to assess the value of the work we do for our clients and our community. The implementation of our cultural therapeutic practice framework and an agency wide client information management system will support reflection, monitoring, evaluation and learning and enable better practice and better outcomes for children, families and the Community.

Outcomes: Thriving Aboriginal Community – Wider Community – Strong Organisation

| Self-determination | Embedded Culture | Strong Organisation |
|---|--|--|
| VACCA responds to the needs of the vulnerable Aboriginal people it serves | VACCA builds social capital in Aboriginal communities, to which it remains accountable | VACCA is well respected and well resourced, demonstrating the strength of Aboriginal community control |

| Strategic Priorities | Key Results |
|--|---|
| Develop and embed organisational self-determination framework | <ul style="list-style-type: none">• Organisational self-determination framework developed and being implemented• Organisational self-determination evaluation framework developed with the Board receiving periodic reports on performance against Board indicators set |
| Drive self-determination and self-management agenda across human services | <ul style="list-style-type: none">• Evidence of government being held to account for its commitment to self-determination with demonstration of successful influence of policy, programs and budget decisions• Work undertaken with others to progress Treaty implementation• Demonstrated effort to expand commitment to self-determination and self-management agenda beyond child and family services• Opportunities taken to advocate for necessary service development and investment to meet the service needs of Aboriginal communities• Evidence of work to increase the knowledge and capability of non-Aboriginal agencies in relation to self-determination and self-management |
| Build social capital and strengthen our connections with communities | <ul style="list-style-type: none">• Our cultural programs and events have grown and expanded• Increased engagement of Elders and other community members in our work• Our connection with Gathering Places increased• Our knowledge and program resources have been made available to other ACCOs |
| Maintain strong focus on Aboriginal leadership, and workforce recruitment, resilience, development and wellbeing | <ul style="list-style-type: none">• Workforce strategy has been broadened to include a stronger focus on resilience and well-being• All elements of our workforce strategy have been implemented:<ul style="list-style-type: none">• Organisational capacity building• Workforce recruitment and retention• Support and development• Talent and career progression• People management:• Workforce forecasting is informed by growth and anticipated changes in client services programs• Additional funding from the Aboriginal Workforce Investment Initiative secured |
| Make sure organisational structures, systems and infrastructure keep pace with growth | <ul style="list-style-type: none">• Organisational structures reviewed and adjusted as required to meet current and projected size• Accommodation and workplace strategy reviewed and responding to changes in projected size and work practise• A strong focus on continuous improvement and systems development to support quality, safety and management of risk is maintained• Environment plan consistent with Aboriginal people's respect for the land and custodians of resources is implemented• ICT 2018-21 strategy developed and implemented• IM strategy reviewed and aligns with current and future need• HR, finance and asset management business systems are fit for purpose• Strong financial management planning, internal controls and financial reporting systems are in place• Fund raising strategy developed and implemented |

Impact for Aboriginal Communities

Community connections facilitated
Knowledge of culture exchanged
Aboriginal people trained & employed
Aboriginal community empowered to support its vulnerable members

Impact for Wider Community

Better appreciation of Aboriginal culture & knowledge
Learns of inter-generational trauma
Better understands Aboriginal rights
Commitment to Aboriginal community control



VACCA
Connected by culture

VICTORIAN ABORIGINAL CHILD CARE AGENCY