



STRATEGIC PLAN

2019 – 2024

Our Vision

Aboriginal people and communities are empowered to achieve economic wellbeing and self-determination.

Our Focus

Aboriginal people are equal partners in and co-creators of our practice. We advocate, influence, deliver services, build & share knowledge to tackle inequality.

Our Values

These values guide all aspects of our work including our service delivery, advocacy, governance and management.



COURAGE:

We are committed to advocating strongly for change and confronting injustices.

EMPOWERMENT:

We work to support Aboriginal and Torres Strait Islander people to exercise their agency in their ongoing struggle for autonomy, rights, opportunities and recognition of the inherent value of their culture and communities

INTEGRITY:

Honesty, openness, accountability, fairness and inclusiveness must be at the core of everything we do and are.

INSIGHT:

We take reasoned action grounded in our organisational knowledge, evidence and ethics; the wisdom of the people, organisations and communities working alongside us; current thinking and research about what works nationally and internationally.

INNOVATION:

We are an enterprising and agile organisation, motivated to continually improve, adapt and develop inventive solutions that create value and are valued by people.

GOALS & STRATEGIC PRIORITIES

GOAL 1
DRIVING
CHANGE

GOAL 2
ECONOMIC
SECURITY
FOR ABORIGINAL
PEOPLE AND
COMMUNITIES

GOAL 3
EXTENDING
OUR IMPACT

GOAL 4
GROWTH AND
SUSTAINABILITY

GOAL 1: **DRIVING CHANGE**

We are strong public advocates for social and economic wellbeing and justice for Aboriginal and Torres Strait Islander people.

WE WILL FOCUS ON:

- + Developing and delivering powerful, evidence-informed positions
- + Building public awareness
- + Constructively and proactively contributing to public policy development

WE WILL FOCUS ON:

1.1 Developing and delivering powerful, evidence-informed positions

- Collecting, analysing and using data from our services
- Ensuring the voices of the people and communities we work with are heard through the appropriate and meaningful sharing of their stories

1.2 Building public awareness

- Engaging in social commentary via mainstream and social media about issues of concern to our clients and stakeholders

1.3 Constructively and proactively contributing to public policy development

- Strengthening relations and communication with key decision makers in order to have the credibility and opportunity to influence

MEASURES

- Annual increase in our media mentions (radio, print) from 2018/19 levels
- Increase number of Facebook likes to 1000
- Increase number of return websites visits from 10% to 25%; decrease bounce rate to 45% and increase 3-10 minute engagement to 15%
- Increase linkbacks on relevant websites from five to 15
- Annually increase the number of direct communications with government officials and ministers from 2018/19 levels

GOAL 2: **ECONOMIC SECURITY FOR ABORIGINAL PEOPLE AND COMMUNITIES**

We deliver culturally respectful, quality services and develop new initiatives aimed at building individual and community capability, financial security and economic opportunities.

WE WILL FOCUS ON:

- + Maintaining a strong presence in remote communities
- + Ensuring Aboriginal people are at the heart of our services
- + Exploring new programs and approaches based on evidence and/or identified needs

WE WILL FOCUS ON:

2.1 Maintaining a strong presence in remote communities

- Drawing on our experience of working alongside communities
- Delivering services in locations accessible to communities
- Nurturing strong relationships in communities

2.2 Ensuring Aboriginal people are at the heart of our services

- Supporting staff to be client-focused, with a deep understanding of culture, context, relationships and issues
- Developing a consumer feedback mechanism

2.3 Exploring new programs and approaches based on evidence and/or identified needs

- Scoping potential business opportunities for communities, including support for and development of micro-enterprises
- Researching and developing methodologies to help families address financial crisis and abuse
- Focusing more explicitly on our role in influencing change in relation to systemic issues that affect financial and economic wellbeing, including disability, family violence and housing.

MEASURES

- Reduce debt levels of our clients by 5% from 2019/20 levels
- Receive 80% or greater positive feedback from our clients
- Scope at least one business opportunity for a community
- Consumer reference group in place

GOAL 3: **EXTENDING OUR IMPACT**

We will share what we have learned about financial wellbeing so we extend our impact beyond our own service provision.

WE WILL FOCUS ON:

- + Producing reports which document our learnings
- + Developing a strategy for sharing best practice

WE WILL FOCUS ON:

3.1 Producing reports which document our learnings about

- The impact of scarcity and trauma on Indigenous people's capacity to achieve financial wellbeing
- Program approaches focused on achieving financial resilience for families within a cultural and community context

3.2 Developing a strategy for sharing best practice including

- Exploration and identification of options for sharing our learning with other providers of financial counselling services e.g. the development of a training package
- A communications strategy, including conference presentations, journal articles, media
- Presentations to funding bodies and other stakeholders

MEASURES

- Produce at least two reports on our approach to financial wellbeing
- Share our best practice model with financial counselling and capability sector
- Write at least two policy submissions per year

GOAL 4: GROWTH AND SUSTAINABILITY

Our work is supported by a financially secure, strongly governed and well managed organisation.

WE WILL FOCUS ON:

- + Ensuring Aboriginal people and communities are strongly represented in our governance
- + Diversifying our revenue
- + Strengthening our people management and program support
- + Building strategic partnerships
- + Developing and using an evaluation framework

WE WILL FOCUS ON:

4.1 Ensuring Aboriginal people and communities are strongly represented in our governance

- Setting a high standard for governance and continually developing our governance skills
- Developing a transition plan to Aboriginal community control

4.2 Diversifying our revenue

- Exploring opportunities to deliver new contracts and secure existing contracts
- Scoping possible social business or enterprise options for MoneyMob
- Pursuing philanthropic funding for innovative initiatives
- Increasing geographic reach

4.3 Strengthening our people management and program support

- Providing additional practice leadership
- Prioritising Aboriginal workforce recruitment, development and support

4.4 Building strategic partnerships

- Identifying service gaps that would best be met collaboratively
- Establishing relationships based on shared vision and mutual respect

4.5 Developing and using an evaluation framework

- Using our program logic to collect data that tests the validity of our assumptions
- Annually reviewing our performance against the framework
- Evolving our program logics and theories of change as we learn and grow

MEASURES

- The majority of the Board members will be Aboriginal and there will be at least one Anangu representative
- We will increase and diversify our revenue including government and philanthropic contracts by 40% of revenue
- We will receive three philanthropic grants
- We will have financial reserves of \$250,000
- We will have a practice manager/operations manager
- We will increase the number of Aboriginal staff at all levels, and have Aboriginal staff at managerial level
- We will explore the feasibility of at least one social enterprise



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