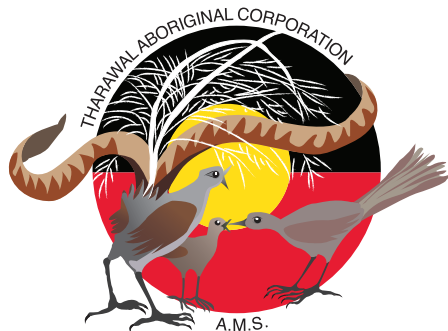


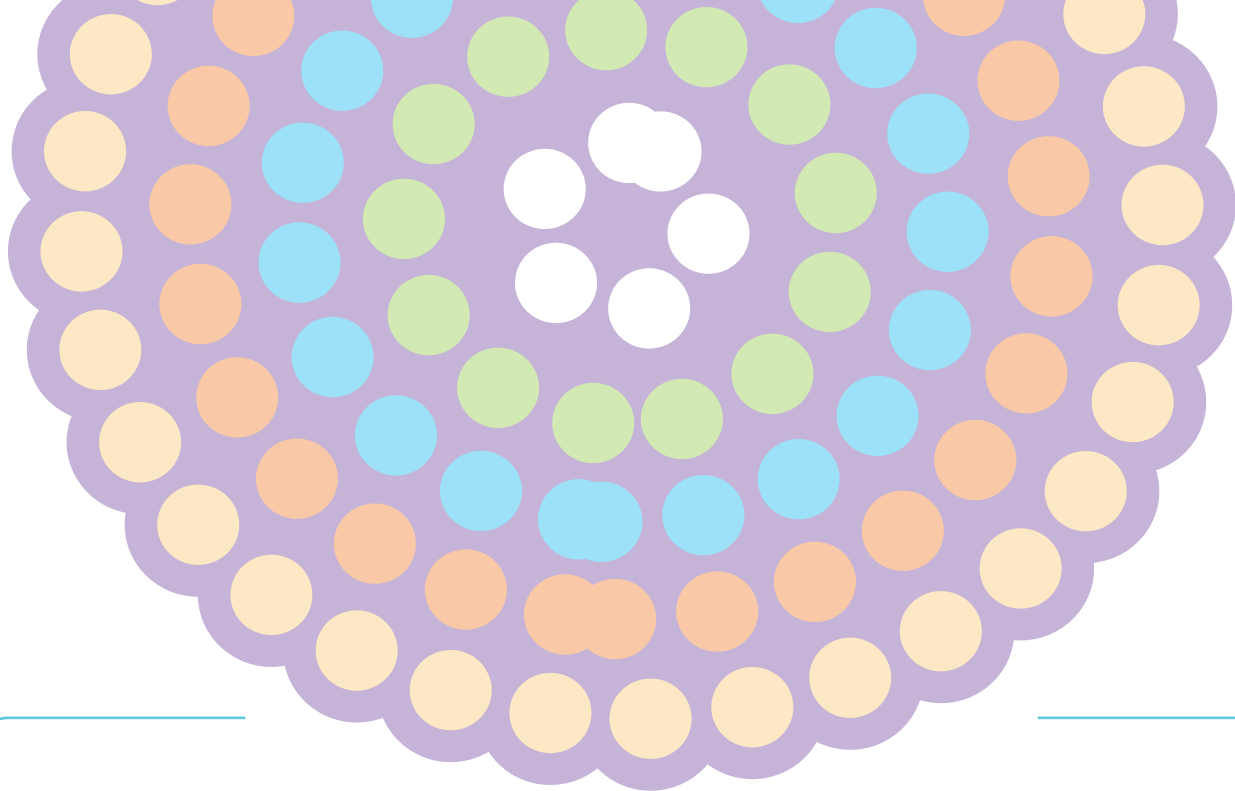
# STRATEGIC PLAN

2024-2028

## Tharawal Aboriginal Corporation



*'Your Health. Our Commitment'*



## **Acknowledgment**

Tharawal Aboriginal Corporation would like to acknowledge that we operate and function on the lands of the Dharawal people. We pay respect to these lands and all that they provide for us.

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

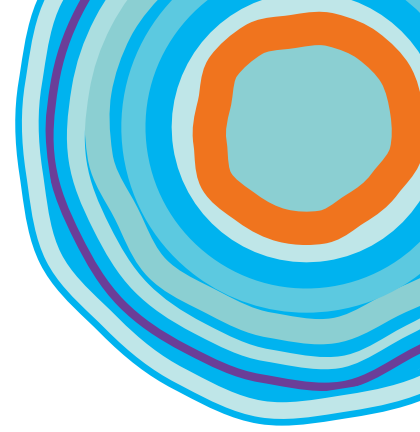
We acknowledge and recognise all Aboriginal people who have come from their own Country and who now come to call this Country their home.

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

We acknowledge and pay respect to our community members who have gone before us and recognise their contribution to our people and community.

We acknowledge the non-Aboriginal people we live and work beside each day who are essential in our journey towards reconciliation.





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## Message from our Chairperson

On behalf of the Board of Directors, I am pleased to present the 2024-2028 Strategic Plan for Tharawal Aboriginal Corporation (TAC).

This plan has been developed in the shadow of the COVID-19 pandemic, which has been a tremendous challenge for our organisation. I would like to acknowledge the great work done by our dedicated staff in these very trying and stressful times.

Coming out of the Covid-19 Pandemic, we are moving forward with optimism, which I believe is reflected in this plan. Our goals over the next five years focus on a mixture of growth and quality assurance. We have plans to expand our service offerings to meet the stated needs of our community. This includes some new projects we have not previously been involved in.

TAC exists to serve Aboriginal people, families, and communities in the South Western Sydney region. In 2023, TAC celebrated its 40th Anniversary. After a sometimes rocky journey we believe we now play a pivotal role in the wider South Western Sydney community.

This strategic plan has identified three focus areas:

- Goal 1. Prepare for future growth.
- Goal 2. Maintain our role as a sector leader and innovator.
- Goal 3. Ensure we continue to provide high quality, culturally safe health and wellbeing services to our clients, community and partner organisations.

I would like to thank all those who contributed to the development of this Strategic Plan, including our local communities, stakeholders, clients, and staff. The invaluable suggestions, ideas and contributions from workshop groups, meetings, program evaluations, and other feedback mechanisms have helped us identify key areas for development, growth, and consolidation over the next five years.

**Dwayne Knight**  
Chairperson



## About Tharawal Aboriginal Corporation

Tharawal Aboriginal Corporation (TAC) has been providing a range of comprehensive, culturally safe, health and wellbeing services in South Western Sydney since 1983.

Our services fall into the following categories:

- Medical
- Child, Youth & Families
- Intensive Family Support
- Social and Emotional Wellbeing
- Healthy Lifestyles
- Tenancy Services

For more information about TAC services please visit our website at [tacams.com.au](http://tacams.com.au)



# Our Mission

## *'Your Health, Our Commitment'*

The purpose of TAC is the physical, emotional, cultural, spiritual, and social wellbeing of Aboriginal people through Aboriginal community control, comprehensive health care and innovation. Your Health, Our Commitment.

## Our Philosophy

Building on Aboriginal perspectives of health and wellbeing, TAC believes that health means not just the physical wellbeing of an individual, but refers to the social, emotional, and cultural wellbeing of the whole community in which each individual is able to achieve their full potential, thereby bringing about the total wellbeing of their community.

## Our Values

Community and family focused	Respect	Leadership	Integrity	Compassion
We provide holistic services to our clients and their families	We treat all people equally and with dignity	We embrace our responsibilities as a major Aboriginal organisation in our region	We are accessible, transparent and accountable	We show genuine concern for the needs of our community





## Strategic Direction

While we are still dealing with the effects of COVID-19, and we acknowledge that the threat has not yet passed, we believe we are now in a position to look to the future. We work in a competitive environment, and we understand the need for self-reflection and review in order to ensure we continue to be relevant to our clients and community.

We believe that now is the right time to assess our current policies, procedures and management practices to ensure we are on solid ground as we move forward. This includes seeking accreditation under the QIC Health and Community Services Standards (7th Edition). While we hold several accreditations for our various program areas, this will be the first time TAC has sought “whole of organisation” accreditation.

The TAC Board and Senior Management Team have also identified a number of new projects that will enable us to better meet the needs of our community.

In addition to this, we are also considering new programs and services such as NDIS, Pharmacy and Domestic Violence Services.

In summary, we are looking to grow our organisation, but we need to ensure our foundations are solid to effectively manage that growth.

# Our strategic goals over the next 5 years

**1** Prepare for future growth



**2** Maintain our role as a sector leader and innovator



**3** Ensure we continue to provide high quality, culturally safe health and wellbeing services to our clients, community and partner organisations



# 1 Prepare for future growth



## Goal One. Prepare for future growth

The Board and Senior Management Team of TAC are keen to expand our service offerings to our community. To do this effectively we need to address our infrastructure requirements.

A top priority is the development of our existing site at Airds, which is an icon for our community – a place where people feel safe and accepted.

We are also keen to ensure that the proposed new projects do not come at the expense of our existing service offerings. We therefore need to prepare a detailed Business Case for each project so that the Board has the information it needs to make the right decisions for us moving forward.

Part of this process is to review our existing revenue streams and to explore alternative sources of funding such as philanthropic grants and new partnerships.

Another top priority for us is to expand the scope of our health promotion and preventative health services and activities. We want to expand on our existing healthy lifestyles and preventative health programs, focusing on encouraging our children and young people to make positive lifestyle choices.

ACTION	TIMEFRAME	KPIs
<p>Prepare a Business Case for the TAC Board on each of the following projects:</p> <ul style="list-style-type: none"> <li>• An Elders Village</li> <li>• The Train Café</li> <li>• Expand our Social Housing capability</li> <li>• An Administration building</li> <li>• Upgrade Early Learning Centres</li> <li>• Partner with an existing provider to build and operate a nursing home.</li> <li>• Establish a Youth Hub</li> </ul>	<p>Work has already commenced on several of these projects.</p>	<p>The TAC Board and Senior Management Team are provided with accurate and detailed information on each project including (but not limited to) the following:</p> <ul style="list-style-type: none"> <li>• The rationale for the project</li> <li>• The full costings</li> <li>• Possible funding sources</li> <li>• Risks</li> <li>• Benefits</li> <li>• Timelines</li> <li>• Systems requirements</li> <li>• Legal issues</li> <li>• Staffing implications, and</li> <li>• Project management</li> </ul>
<p>Review each Program to ensure client needs are being met and potential revenues are being maximised.</p>	<p>By the end of 2024</p>	<p>Each Program is reviewed. Revenue from each TAC Program is maximised</p>
<p>Actively pursue new revenue streams for TAC (philanthropic partnerships, corporate).</p>	<p>Ongoing</p>	<p>New revenue streams (if any) are identified.</p>
<p>Expand the scope and coverage of our Health Promotion and Preventative Health services.</p>	<p>Ongoing</p>	<p>Over the life of this Plan, TAC's Health Promotion and Preventative Health services have increased and been evaluated</p>



# 2

**Maintain our role as a sector leader and innovator**

## **Goal Two. Maintain our role as a sector leader and innovator.**

Over the years, TAC has shown itself to be a leader and innovator within the Aboriginal, and indeed the wider community of South Western Sydney.

We use our knowledge of, and connection to our community, to be creative in our problem-solving. We continue to think “outside the box”.

We need to continue to develop and refine our formal and informal communication channels with our community. We work in an environment of constant change, and need to be able to update our community on what we are doing, and where we are going as an organisation. We also need to constantly seek feedback from the community about our performance. Even negative feedback is a valuable source of learning for us.

We know that one organisation cannot meet all the needs of our community, and we pride ourselves on being able to work with other service providers and agencies to enhance outcomes for our community. For example, we have a number of formal and informal working relationships with a range of Federal, State and Local government agencies as well as universities and other NGOs. We will implement a process of evaluation for these relationships to ensure they result in outcomes for our community.



ACTION	TIMEFRAME	KPI
Evaluate our formal agreements with other service providers.	Annually and or at the end of each agreement.	TAC's commitment of time and resources results in measurable outcomes for our clients.
<p>Develop and implement a Communications Plan that includes:</p> <ul style="list-style-type: none"> <li>• An events calendar</li> <li>• Social media</li> <li>• Website management</li> <li>• Client surveys</li> <li>• Style Guide</li> <li>• A staff uniform policy</li> <li>• 40<sup>th</sup> Anniversary celebration</li> </ul> <p>The Communications Plan should also address how we use electronic media to communicate with community. e.g. to advise of appointments, vaccinations due, medication reviews, e-prescriptions.</p>	June 2024	<p>TAC:</p> <ul style="list-style-type: none"> <li>• Maintains its presence within the community</li> <li>• Receives accurate feedback from clients and community members</li> <li>• Provides consistent messaging to community</li> <li>• Publications are consistent and recognisable</li> <li>• Messages have reach and impact</li> </ul>
Explore the possibility of increasing and/or expanding our programs and services to meet identified needs – for example NDIS, Pharmacy, domestic violence.	Ongoing, on a case by case basis.	Programs and services are expanded in line with funding, budgets and operational requirements.
Evaluate our research projects .	As appropriate, depending on the project.	Our research projects inform our Program delivery.



# 3

Ensure we continue to provide high quality, culturally safe health and wellbeing services to our clients, community and partner organisations



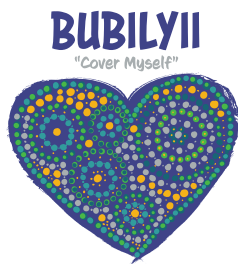
## Goal Three. Continue to provide high quality health and wellbeing services to our community and partner organisations

We are seeking accreditation under the QIC Health and Community Services Standards. We have already begun the self-assessment process for this accreditation and, combined with the reflective thinking done to prepare this Strategic Plan, we have identified several new quality improvement measures that we propose to implement over the next five years.

We also anticipate that other quality improvement measures will come to light as we go through the accreditation process.

ACTION	TIMEFRAME	KPI
Seek whole of organisation Accreditation.	June 2024	TAC obtains and maintains Accreditation.
Develop and implement Business Plans for each Program.	Business Plans are approved by the CEO in December each year and commence January 2024.	Program Business Plans are implemented and reviewed annually.
Refine and map the TAC Patient Journey.	March 2024	<p>The TAC Board are reassured regarding the quality and safety of the services provided.</p> <p>The TAC Patient Journey is approved and implemented.</p> <p>Medicare billings are maximised.</p>
<p>Review and evaluate TAC data systems and policies including:</p> <ul style="list-style-type: none"> <li>• collection,</li> <li>• storage and</li> <li>• analysis.</li> </ul> <p>to ensure they are adequate for current and projected needs.</p>	June 2024	TAC's data systems are appropriate now and into the foreseeable future.
Continue to work in partnership with other providers .	Ongoing	TAC has productive reciprocal relationships within our service footprint.
Review our staff training and development processes.	December 2024	Staff have access to high quality, relevant training and development opportunities.





**Tharawal  
Aboriginal Corporation**  
*'Your Health, Our Commitment'*