



## **RUMBALARA**

### **2020 – 2023 STRATEGIC PLAN<sup>1</sup>**

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#### **Our Vision**

A strong and thriving community where health, wellbeing, family, culture, community and connection are at the centre of all that we do.

#### **Our Values**

Rumbalara is the 'Heart of Community' - we value the wisdom and cultural strength of our Elders, the optimism and joy of infants, and the potential of teenagers and adults in creating a positive future while honouring and respecting the past. We recognise our communities as being among the most resilient and vulnerable in the world. We also recognise and respect the cultural strengths of the individual, family and community by working in partnership with our stakeholders, and by striving to achieve an optimal quality and standard of life that encompasses individuals' physical, social, emotional, cultural needs and wellbeing.

#### **Our Journey**

The area known as Rumbalara has a traditional history dating back many thousands of years. The contemporary history of Rumbalara began on the river flats between Shepparton and Mooroopna in the 1940s. Large numbers of our people who were seeking work and dissatisfied with management and conditions at Cummeragunja Mission Station moved to the area and settled. The Cummeragunja Walk-Off occurred in February 1939 and was the first Indigenous mass protest in Australia. Our elders, who led the Walk Off, continued to fight for the rights of our community and led the way to the creation of Rumbalara.

2020 is a significant year for Rumbalara Aboriginal Co-operative. It is 40 years since Rumbalara was established by the community as a place where our community could meet for cultural and social activities, and provide education, information and support in areas of special need such as health, housing, welfare and culture.

It is a proud heritage that today's elders and emerging leaders in our community have responsibility for. As the lead agency for Aboriginal community control across the Rumbalara footprint, Rumbalara's purpose continues to be to deliver culturally appropriate services developed by our people for our people. We are committed to providing a culturally safe and respectful healing place where our community can gather and access the services they need – and while doing so, feel a strong sense of support, nurture, connection, strength and belonging from having been here.

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<sup>1</sup> Updated in February 2021 by the Rumbalara Board and Executive Managers at the Strategic Planning workshop.

We recognise the cultural loads and trauma trail of all who make up our community, including those members of the community who work at Rumbalara. In developing this strategic plan, the importance of culture, community connection and healing are central. Our intention is to continue to be resilient, courageous and to act with integrity and respect in the service of our community.

We look forward to working with all who will walk alongside us in our journey.

## Our Plan

<b>Strategic priorities</b>	<b>What we want to achieve (impact)</b>	<b>What we will do</b>
<b>OUR CULTURE</b>	<b><i>Culture is embedded in everything we do</i></b>	Revitalise and embed cultural and traditional practices across all of Rumbalara’s services to strengthen, enhance and maintain cultural pride, cultural safety and cultural healing for Aboriginal families, staff and community
		Strengthen and maintain a positive, safe and respectful organisational environment through cultural respect
		Identify and develop opportunities for holding Aboriginal cultural gatherings and events at Rumbalara
<b>OUR RELATIONSHIPS</b>	<b><i>Hear the voice of, and empower, our community</i></b>  <b><i>Stakeholder and partnership engagement is focused on achieving better outcomes for our community</i></b>	Strengthen and enhance community connectedness through our services, gatherings and yarnings
		Provide culturally safe opportunities for the voices of our members, community and staff to be heard through consultation, feedback and other pathways
		Improve communications to raise the profile and build understanding about Rumbalara with members, community, staff and other stakeholders
		As the lead authority in Aboriginal health and wellbeing across the Rumbalara footprint, develop and strengthen sustainable partnerships with Aboriginal and non-Aboriginal organisations for the betterment of our community
<b>OUR TEAM</b>	<b><i>A proud, innovative and committed team working to achieve our vision and serve/support the community</i></b>	Ensure that we have the highly skilled and qualified workforce needed to serve our community now and into the future
		Build Rumbalara’s future leaders through training, development, mentoring and succession planning
		Strengthen and maintain strong internal collaboration, professional excellence and partnerships across the organisation through positive leadership in a culturally safe work environment
<b>OUR BUSINESS</b>	<b><i>A healthy and thriving self-determining Aboriginal community with a bright future</i></b>	Strengthen and enhance our delivery of a wide range of culturally competent services to meet the needs of our community
		Redevelop our service models to ensure they are sustainable and self-determining
		Transform our approach to financial management, so

<b>Strategic priorities</b>	<b>What we want to achieve (impact)</b>	<b>What we will do</b>
		that Rumbalara can be self-determining financially
		Monitor and evaluate the quality and quantity of services being delivered to our community
		Identify opportunities to grow and expand our services into the future
<b>OUR ORGANISATION</b>	<b><i>Rumbalara is a focused, community controlled and self-determining organisation that builds on its strengths and the legacy of our founders</i></b>	Pursue a healthy and unified organisation where staff wellbeing is a priority
		Invest in fit-for-purpose corporate systems across: IT, human resources, compliance, quality, finance, risk management and occupational health and safety
		Promote our work and role as the leading authority on Aboriginal community-controlled services across Rumbalara's footprint and beyond
		Ensure all staff have the tools, resources and facilities required to delivery Rumbalara's services
		Provide sound, culturally appropriate effective governance, including meeting our compliance, and reporting obligations
<b>OUR FUTURE</b>	<b><i>Rumbalara's expertise and leadership is respected and drives better outcomes (health and wellbeing) for, influences governments, and empowers Aboriginal communities</i></b>	Identify and build future leaders, who will continue Rumbalara's legacy and take the organisation forward in service of our community
		Create opportunities to engage Elders and young people, and explore ways of bringing them together

### **The Strategic Plan – a living document**

To ensure the Strategic Plan a living document, the Rumbalara Executive Managers will:

- Align their business and operational plans with the strategic priorities and deliverables set out in the Strategic Plan
- Engage and support staff to embrace the strategic directions and achieve the Plan through teams meetings, individual performance plans and service design.
- Regularly report on progress towards the achievement of the strategic priorities, to the Board, staff and the Community (at community meetings).