Strategic Plan | 2023 - 2026

RUMBALARA
ABORIGINAL CO-OPERATIVE

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 Purpose:

To be the leading provider of community-controlled, whole of life services that support, honour and respect First Nations People.

OUR VALUES

CULTURE

Culture defines who we are, how we think, how we communicate, what we value and what is important to us

COMMUNITY

We develop ways and means to care for each other, to nurture the talents and leadership that enhance quality of life

HEALTH

We promote health in the community, preventing disease before it occurs and reducing harm to ensure long and meaningful lives

WELLBEING

It is not just the physical wellbeing of the individual but the social, emotional, and cultural wellbeing of the whole community

FAMILY

Family provides the emotional strength and spirit for people who strive to maintain strong identity while adapting to change

CONNECTION

Through nurturing the spirit, the emotional and physical wellbeing and cultural identity of individuals and families

STRATEGIC PRIORITIES AND KEY STRATEGIES

OUR CULTURE

Culture is embedded in everything we do

1.1 Embedding culture, healing and traditional practices in all our services, programs and activities

1.2 Maintaining a positive, safe and respectful organisational environment underpinned by cultural respect

1.3 Being recognised as leading experts in cultural practice and service models, determined and designed by Aboriginal people

1.4 Actively creating opportunities to engage Elders and young people, and exploring ways of connecting them to each other, the organisation and community

OUR RELATIONSHIPS

Hear the voice of, and empower, our community, and partner with others to achieve better outcomes for our community

2.1 Strengthening community connectedness through our services, gatherings, yarning and cultural events

2.2 Provide culturally safe opportunities for the voices of our members, community and staff to be heard

2.3 Raising the profile and building awareness about Rumbalara with members, community, staff and other stakeholders

2.4 Building and strengthening trusted partnerships with Aboriginal and non-Aboriginal organisations (including funders, philanthropics, universities, TAFE, RTOs, service providers and governments) for the betterment of our community

OUR TEAM

A proud, innovative and committed team working to achieve our vision and serve the community

3.1 Ensuring we have the highly skilled and qualified workforce needed to serve our community now and into the future

3.2 Implementing our Workforce Strategy, focusing on streamlining recruitment processes and a new induction program, new e-recruitment and payroll systems, and flexible work arrangements

3.3 Building our Aboriginal workforce and future leaders through training, development, mentoring and succession planning

3.4 Strong internal collaboration, positive leadership, good communication, staff wellbeing, and a culturally safe work environment

3.5 Being recognised as an 'employer of choice' offering a wide range of employment opportunities in health and wellbeing, housing, justice, agriculture, building and maintenance

OUR BUSINESS

A healthy and thriving self-determining Aboriginal community with a bright future

4.1 Expanding the range of services we offer, to meet the needs of our growing community, in particular housing options, a residential healing farm, and prevention and early intervention programs

4.2 Reviewing and redeveloping our service models to ensure they are underpinned by culture and self-determination, and are sustainable

4.3 Reducing reliance on government funding, by pursuing opportunities for self-sustaining revenue streams, diverse businesses including agriculture and horticulture, and other innovations

4.4 Working with governments to reduce the burden of compliance and streamline frameworks (one funding agreement, one accreditation, and simplified reporting) and to facilitate the return of Aboriginal funding held by mainstream agencies to community control

OUR ORGANISATION

A strong and sustainable community controlled and self-determining organisation that builds on its strengths and the legacy of our founders

5.1 Investing in, and implementing, fit-for-purpose systems (IT, HR, risk, compliance, quality, and client information management) to support our vision and purpose, and service delivery

5.2 Transforming our budgeting and financial management systems, processes and capability to support effective management, transparency and forecasting

5.3 Positioning Rumbalara as the service provider of choice for our Aboriginal community

5.4 Having self-determining and effective governance, which reflects the complexity of the organisation, compliance, and the external environment

5.5 Achieving and retaining relevant accreditations and registrations

OUR FUTURE

A modern and respected Aboriginal Community Controlled Organisation that drives better outcomes, empowers the community and influences governments

6.1 Transforming into a modern, self-determining, sustainable and culturally strong Aboriginal Community Controlled Organisation, with a contemporary governance and company structure, e.g. owning and controlling a standalone housing service and social enterprises

6.2 Identifying and building future leaders, who will continue Rumbalara's legacy and take the organisation forward in service of our community

6.3 Strengthening the use of our data to inform planning and advocacy, and build an evidence base (underpinned by data sovereignty) to demonstrate effectiveness and impact of Rumbalara

6.4 Realising our Masterplan - infrastructure, people, systems and processes, and business plans