

Strategic Goals 2024 – 2028



ELEANOR DUNCAN
Aboriginal Services



Strategic Plan

eleanorduncan.org.au

35 McPherson Road
Mardi NSW 2259
T. (02) 4351 1040
F. (02) 4351 1037



Five-Year Strategic Plan



Acknowledgement to Country

Eleanor Duncan Aboriginal Services would like to acknowledge that we operate and function on the lands of the Darkinjung 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 many generations before us.

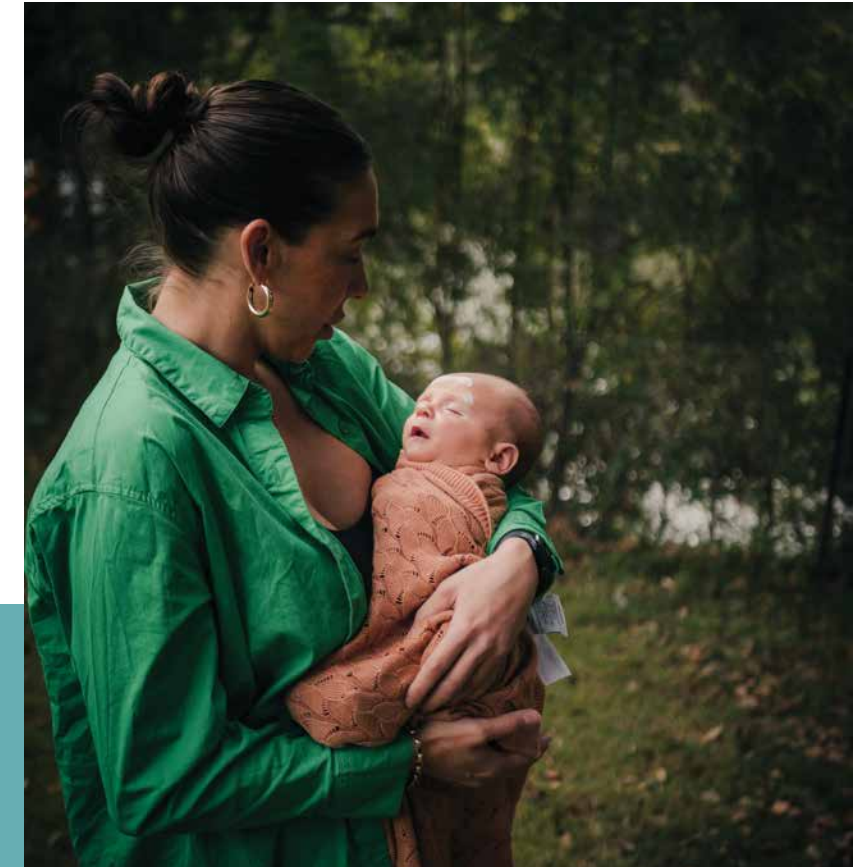
We acknowledge and recognise all Aboriginal people who have come from their own Country and who now come to call this Country their home.

We acknowledge our Elders, past and present, who are our knowledge holders, teachers and pioneers. 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.

Eleanor Duncan Strategic Goals

2024 – 2028





Foreword

Eleanor Duncan Aboriginal Services is a non-for-profit, Aboriginal Community Controlled Organisation and the only Aboriginal Medical Service on the Central Coast, Darkinjung Country.

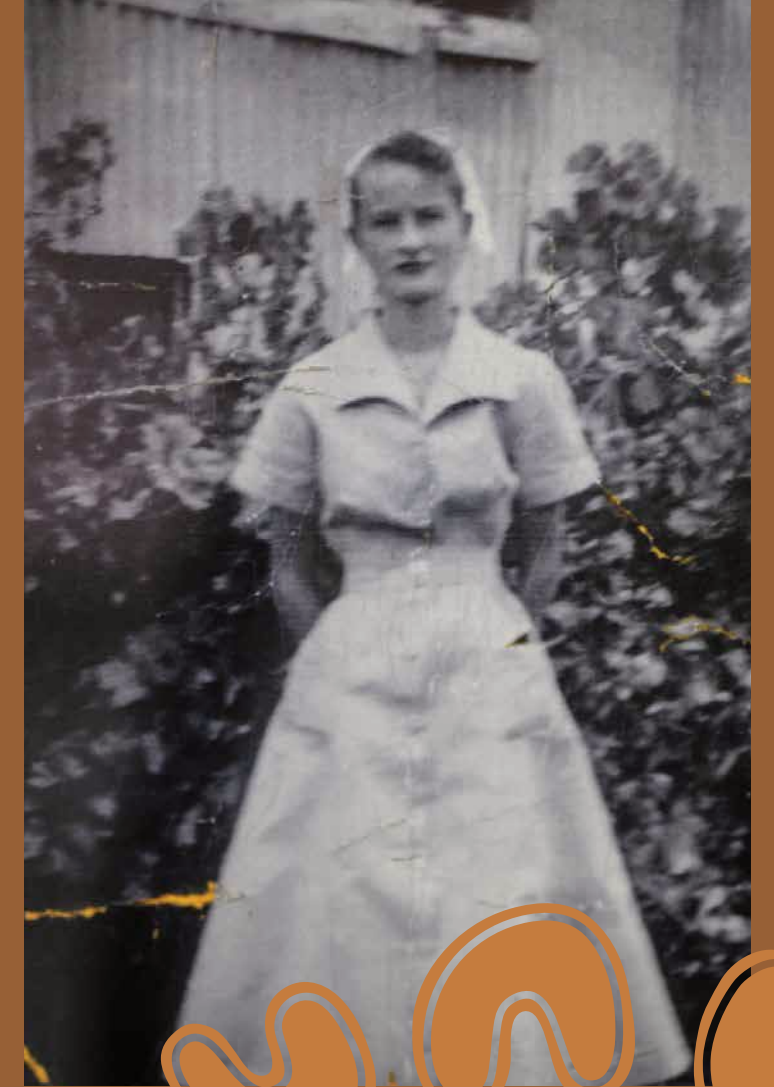
Eleanor Duncan services over 4000 Aboriginal and Torres Strait Islander People on Darkinjung Country including our own facility at McPherson Road Mardi and clinics at Wyong and Umina Beach, a respite property at Woongarrah and a Women's & Children's Refuge which will be fully operational by the end of 2024.

Eleanor Duncan Aboriginal Services provides medical and dental care and education, mental health and alcohol and other drugs supports and intervention services, permanency support, family preservation, targeted youth support services, antenatal, postnatal and parenting support groups and services, National Disability Insurance Scheme, chronic disease management (integrated team care) and wrap around homelessness care coordination through a transdisciplinary framework.

Our Namesake: Eleanor Duncan

The remarkable Eleanor was an active community member and Registered Nurse on the Central Coast who provided important services to Aboriginal and Torres Strait Islander people. Born on the land of the Gomeroi people in Moree in 1937, Eleanor studied nursing in Newcastle where she became one of the first Aboriginal Registered Nurses in New South Wales. Passionate about healthcare and helping her local community, Eleanor moved to the Central Coast, where she worked for many years before sadly passing away at only 48.

Eleanor Duncan Aboriginal Services strive to work tirelessly to uphold Eleanor's legacy and provide essential services to our community.



Purpose. Vision. Values.

Statement of Purpose:

Empowering the Aboriginal community on Darkinjung Country.

Vision Statement:

Inspiring strong, healthy, long lives.

Values:

Cultural Connectedness

- Belonging
- Capability
- Resilience

Excellence

- Innovation
- Leadership
- Self-Determination

Integrity

- Accountability
- Empowerment
- Justice

Guiding Principles:

Eleanor Duncan Aboriginal Services acknowledges that health is not just the physical wellbeing of an individual, but the social, emotional, cultural and spiritual wellbeing of the whole community. This is a whole of life view and it also includes the cyclical concepts of life-death-life (NAHS Working Party 1989).

- Capacity-building of community controlled organisations and the community itself to support our regions solutions to our health and wellbeing.
- Partnering and collaborating across sectors.
- Recognition of Aboriginal self-determination and a collaborative approach are fundamental to the achievements of improved health and wellbeing outcomes.

The Story Behind Our New Logo and Artwork:

The elements of the circle represent the holistic approach through services, care, wellbeing, and the spirit that Eleanor Duncan provides for Aboriginal people, their families and community. Coming together as a community shows the strong healing connection and journey of people and community on Darkinjung Country.

The 3 U shapes (Above) represent the Community, Families and Staff that are apart of Eleanor Duncan. The 2 lines in the middle represent journey and healing.

The organic circular lines (bottom) represent the different elements of Country and pay respect to Mother Earth, through the land and waters that flow within Darkinjung Country.



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“ Through this plan,
we reaffirm our
dedication to being
a beacon of hope,
support, and
empowerment
for the Aboriginal
community, today
and into the future. ”



Eleanor Duncan Aboriginal Services embarks on an ambitious five-year journey, underpinned by a strategic plan that aligns with our purpose to meet and celebrate the cultural needs and wellness of the Aboriginal community on Darkinjung country. This plan outlines five pivotal goals that will guide our efforts and shape our future.

Organisational Structural Enhancement:

Recognising the need for an agile and responsive organisational framework, we aim to conduct a comprehensive review of our structure with the view to enhance efficiency and efficacy. This goal focuses on optimising our internal processes and roles to better serve the evolving needs of our community, fostering excellent communication, decision-making, and innovation.

Service Growth and Expansion:

Committed to addressing the diverse needs of our community, we plan to grow and expand our service offerings. This expansion includes enhancing existing services and launching new initiatives in areas such as aged care, childcare, crisis housing, and youth services. Our approach ensures culturally responsive, accessible, and community-centered services.

Vertical Integration and Financial Sustainability:

In pursuit of financial autonomy and reduced reliance on government funding, we will explore strategic vertical integration opportunities. By leveraging our assets and capabilities, we aim to create new revenue streams through culturally responsive social enterprise. This goal features our commitment to long-term financial sustainability and service continuity.

Policy Advocacy and Reform:

Advocacy remains a cornerstone of our strategy, with a focus on influencing policy reform for the Aboriginal community in Darkinjung Country. Our efforts will centre on building strong partnerships, engaging in targeted lobbying, and utilising evidence-based approaches to drive policy changes that positively impact our community.

Data-Driven Storytelling:

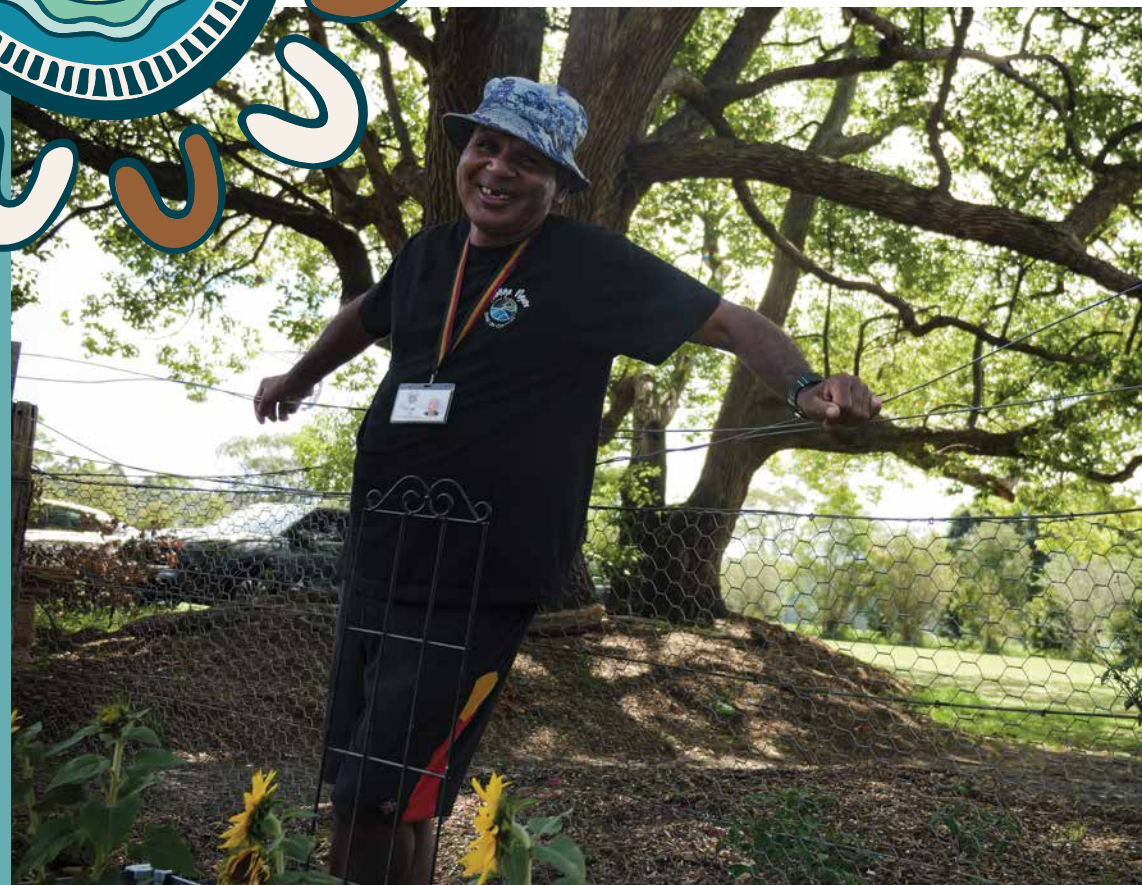
Understanding the power of data, we will implement our framework for data collection, synthesis, and utilisation. This goal is aimed at showcasing our impact on community wellness, influencing funding decisions, contributing to 'Closing the Gap' initiatives, and demonstrating self-determination. Through transparent and inclusive data practices, we will tell the story of our community's journey towards wellness and empowerment.

Each of these goals is infused with a deep respect for and commitment to the cultural needs of our community. Celebrating our wellness, honouring our traditions, and fostering a sense of pride and self-determination are at the heart of our strategic vision.





Goal 1



Organisational Structural Enhancement

Conduct a thorough organisational review and implement enhancements to ensure our structure aligns with and supports the ongoing growth and evolving needs of Eleanor Duncan Aboriginal Services.

- Undertake a comprehensive review of our current organisational structure, including an assessment of roles, responsibilities, workflows, and decision-making processes, to identify areas for improvement and potential restructuring.
- Ensure that an enhanced organisational structure facilitates sustained integration and coordination across different services and programs, aligning with our strategic goals of service expansion and community impact.
- Continue to incorporate continuous learning and development opportunities for staff to equip them with the skills and knowledge required in the evolving organisational setup.
- Regularly monitor and review the effectiveness of the implemented changes, adjusting as needed to ensure ongoing alignment with our strategic objectives and the needs of the Aboriginal community we serve.
- Focus on creating an agile, responsive, and efficient organisational structure that not only supports our current operations but is also scalable and adaptable to future growth and challenges.





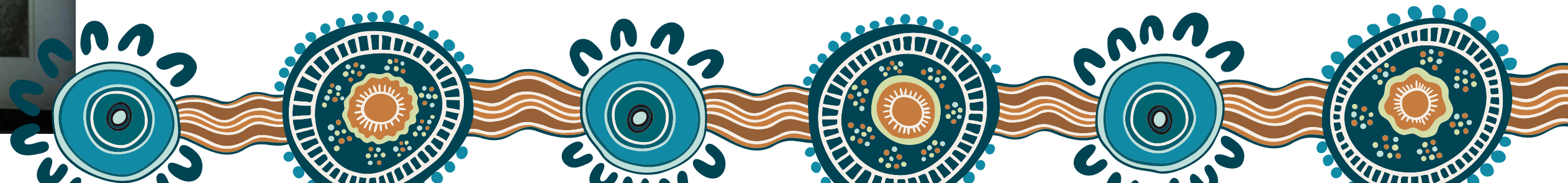
Goal 2



Service Growth and Expansion

Substantially grow our existing services and establish new service offerings in aged care, childcare, crisis housing, and youth services to address the diverse and evolving needs of the Aboriginal community on Darkinjung country.

- Developing and launching new services in identified priority areas, ensuring they are culturally responsive, accessible, and tailored to the unique challenges and strengths of the Aboriginal community on Darkinjung country.
- Securing funding and forming strategic partnerships with relevant stakeholders, including government bodies, non-profit organisations, and community groups, to support the initiation and sustainability of these services.
- Implementing a robust monitoring and evaluation framework to assess the impact of these services, gather feedback, and continuously improve our offerings.
- Aiming to broaden and deepen our impact within the Aboriginal community by providing comprehensive, culturally responsive services that span the spectrum of community needs from early childhood to elders care.





Goal 3

Vertical Integration and Financial Sustainability

Achieve financial sustainability and reduce reliance on government funding through strategic vertical integration. By assessing and leveraging our existing assets, services, and expertise to identify opportunities for vertical integration that align with our purpose and values.

- Developing social enterprises that are culturally appropriate and resonate with the needs and values of the Aboriginal community, providing services or products that generate revenue.
- Continually reinvesting profits back into the organisation to support our core services and community programs.



Policy Advocacy and Resourcing

Significantly influence policy reform to better address the needs and rights of the Aboriginal community on Darkinjung Country. This will be achieved through targeted lobbying efforts, partnership building, and community engagement.

- Developing a comprehensive advocacy strategy focused on key policy areas that impact the Aboriginal community in Darkinjung Country, such as child protection, health, education, justice, housing and disability.
- Establishing a dedicated advocacy team within our organisation, responsible for engaging with policymakers, legislators, and other influential stakeholders at local, state, and national levels.
- Continue our strong relationship with Barang Regional Alliance and other Aboriginal organisations, community groups, and allies to amplify our voice and impact.
- Conducting research and gathering data to support evidence-based policy recommendations, ensuring that these are grounded in the real experiences and needs of the Aboriginal community in Darkinjung Country.
- Drive meaningful policy changes that lead to tangible improvements in the lives and wellbeing of the Aboriginal community we serve.



Goal 4

Goal 5



Data-Driven Storytelling

Eleanor Duncan Aboriginal Services will establish a comprehensive data-driven approach to showcase our impact on community wellness, influence funding decisions, contribute to closing the gap in health and social disparities, and demonstrate self-determination in the Aboriginal community.

- Developing a robust system for collecting, analysing, and synthesising data on the health, social, and cultural outcomes of our services and programs. This system will prioritise data that reflects the community's perspectives and experiences.
- Investing in training and resources to enhance our capacity in data management and analysis, ensuring that our team can effectively utilise data to inform decision-making and strategy development.
- Utilising data to engage with funders, government bodies, and other stakeholders, providing evidence of the effectiveness of our services and advocating for continued or increased funding based on demonstrated impact.
- Contributing to the broader 'Closing the Gap' initiative by sharing insights and data that highlight the specific needs and achievements of the Aboriginal community, particularly on Darkinjung Country. Leveraging data not only as a tool for internal improvement but as a powerful mechanism for advocacy, community empowerment, and systemic change.

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Each goal is designed to be specific and measurable, with a clear timeline for achievement. They also reflect a commitment to cultural responsiveness, community engagement, and evidence-based approaches, which are crucial for the success of Eleanor Duncan Aboriginal Services.

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