



# NRAA

NORTHERN REGION ABORIGINAL ALLIANCE

**STRATEGIC PLAN  
2016 - 2019**



### Chairperson

#### Jean Hands

Aunty Jean Hands was born in Gunnedah and is a proud Kamilaroi woman. She spent her early years attending South School Primary, working her way through to Year 8 at Gunnedah High. Aunty Jean now lives in Singleton with her husband and is the proud mother, grandmother and great-grandmother to three sons, eight grandchildren (seven girls and one boy) and five great-grandchildren (three girls and two boys).

Aunty Jean spent 21 years working as Aboriginal Health Liaison for Hunter New England Health (HNE Health). During this time, she studied at Charles Sturt University, attaining a Bachelor's degree in Community Health and Science.

Now retired from paid employment, Aunty Jean's primary focus is her community work in Muswellbrook and Singleton. She has received numerous awards in recognition of her hard work and tireless commitment to community service, including the Circle of Courage (Youth Off The Streets), a New South Wales Government Community Service Award, and Elder of the Year (twice) and Community Contribution in the Upper Hunter NAIDOC awards.

Jean served as Chairperson for the Upper Hunter Drug and Alcohol Service for 11 years and is currently serving her third term as Chairperson for Wanaruah Local Aboriginal Land Council. She is a valued volunteer for Father Chris Riley's Youth Off The Streets, integratedliving Australia, Singleton Aboriginal Advisory Committee and ADCC (Aboriginal Development Consultative Committee).

Jean accepted the role of Chairperson of Northern Regional Aboriginal Alliance (NRAA) because she is dedicated to promoting change in the community and fully supports a more collaborative approach between Government and community on the needs and aspirations of local people.



### Deputy Chairperson

#### Mark Davies

Mark is a proud Aboriginal man. He was born and raised in Walcha, relocating to Taree at the age of 18. Mark is married and has five children.

Mark and his wife opened their business in Taree in 2008, which they operated successfully for three years before deciding to move back to Walcha. On his return, Mark started work with a transport company.

When the position on the Amaroo Local Aboriginal Land Council became available, Mark saw it as a great opportunity to give back to his people and the wider community.

Mark is currently employed as the CEO of Amaroo LALC and is enjoying this challenging and rewarding role.

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## **OUR MISSION**

**Through strong leadership, Aboriginal community controlled Organisations implement an informed and inclusive consultation process that will give a voice to the whole of the Aboriginal community within the boundary of NRAA to either highlight issues or influence change in services for the betterment of the community.**

# OUR Strategic Plan



# Preamble

This Strategic Plan is focused on achieving positive and sustained outcomes for Aboriginal people in the Northern Region through committed and collaborative engagement, decision-making and action between community members, organisations and government for the period 2016 to 2019 and beyond. The broad framework of this plan will remain during that period while specific objectives and strategies will be reviewed annually.

In 2016 NRAA's key priority is to increase community engagement to enable the successful negotiation of outcomes for Aboriginal communities. We have to innovate and embrace change to strengthen our services. We will inspire and develop our people, build confidence and show leadership. We have committed to consulting broadly with communities across the region to shape and form Local Decision Making (LDM) structures. We support the social, environmental, economic growth and cultural status of Aboriginal people and communities of the Northern Region.

Our plan is structured by the principles of NRAA and in response to the NSW Government's Aboriginal Affairs Strategic Plan OCHRE: Opportunity, Choice, Healing, Responsibility and Empowerment. The OCHRE policy has four funded program areas that work towards its objectives: Opportunity Hubs, Connected Communities, Aboriginal Language and Culture Nests, and Local Decision Making. NRAA is the regional Aboriginal body to progress the LDM program in the Northern Region. It affirms the role and responsibilities of NRAA set out in the NSW Government's Aboriginal Affairs Strategic Plan OCHRE and anchors everything we do to our culture.

Our vision for the next three years is bold. Our initial resource allocation is low and our systems and processes have to be built from the ground up.

We are fortunate to have the leadership of our chairperson Aunty Jean Hands, a proud Kamilaroi woman. Jean is dedicated to seeing change for community and a more collaborative approach where Government consults with and act on community aspirations and needs.

# Implementing the Plan

## Review, monitor & improve

- Set benchmarks/targets with the team
- Evaluate and provide support for performance measures/KPIs
- Ensure continual performance Improvement
- Projects to move forward
- Promote and share successes

## Develop and shape NRAA Strategic Plan

- Unpack NRAA Strategic Plan and inform community
- Focus on future community consultation



## Working together in Best Practice

Adopt new approaches to:

- Consultation and promotion of NRAA
- Investigate approaches used at other Aboriginal alliances
- Research and submit the Statement of Claim
- Ensure continual performance improvement

## Achieve NRAA Objectives

- Establish good governance
- Ensure inclusion of the community
- Provide leadership to the community
- Facilitate advocacy for the community

# NRAA STRATEGIC PLAN 2016-2019

## MISSION

Through strong leadership, Aboriginal Community consultation process that will give a voice to the whole either highlight issues or influence change in services for

GOALS	<b>Champion the voice of Aboriginal people to Government</b>	<b>To negotiate successful outcomes for Aboriginal communities with NSW Government</b>
STRATEGIES TO ACHIEVE GOALS	<ul style="list-style-type: none"><li>• Undertake consultation within each community over the three-year timeframe</li><li>• Conduct annual surveys, using a range of tools/methods</li><li>• Maintain all social media outlets and increase reach and engagement</li><li>• Promote NRAA through all major community events</li><li>• Distribute promotional materials and ensure supply is maintained</li><li>• Consider project positions to further facilitate community engagement</li></ul>	<ul style="list-style-type: none"><li>• Develop and submit the Statement of Claim to state government - as per the Accord round</li><li>• Engage all levels of government</li><li>• Link into the planning process/cycles of Local Government Areas (LGA) within the NRAA boundaries</li><li>• Develop MOUs with LGAs within the NRAA boundaries</li><li>• Represent the voice of the people to government on the identified needs of the community</li></ul>
PERFORMANCE MEASURES/KPIs	<ul style="list-style-type: none"><li>• Number of community consultations conducted</li><li>• Annual surveys conducted and analysed</li><li>• Facebook Insight reports tabled at committee meetings</li><li>• Monitor and report the range of organisations/events attended to gather quantitative data</li><li>• Project position proposal developed and submitted for consideration</li><li>• Maintain an inventory of promotional materials distributed to gather quantitative data</li></ul>	<ul style="list-style-type: none"><li>• Statement of Claim lodged to Aboriginal Affairs</li><li>• Government plans reflect NRAA consultation and priorities</li><li>• Attendance at a range of LGA meetings, within the NRAA boundaries</li><li>• Number of signed MOU's</li><li>• Federal Government MP's attendance at NRAA meetings</li><li>• Accord successfully negotiated</li></ul>

**Controlled Organisations implement an informed and inclusive of the Aboriginal community within the boundary of NRAA to the betterment of the community.**

### **Achieve and maintain good governance**

- Maintain a full membership of the NRAA committee
  - Induction/orientation process developed and implemented for all new members
  - Meet all reporting requirements within the required timeframe
  - Review and amend procedural arrangements
  - Ensure the membership, governance and operations of NRAA remains independent from government
  - Develop a detailed Memorandum of Understanding (MOU) with Aboriginal Affairs NSW, Department of Premier and Cabinet and the Secretariat outlining roles and responsibilities
  - Source funding to ensure we meet identified goals
  - Annually review NRAA Operational Rules
- 
- Self-assess and amend the procedural arrangements of NRAA including operational plan
  - Signed MOU with Aboriginal Affairs NSW, Department of Premier and Cabinet and the Secretariat
  - Reports completed and submitted by due date
  - Number of funding applications lodged
  - All NRAA Silo positions filled
  - Job description (including KPI's) developed for all silo lead positions. Induction packs compiled. Implement mentor program

## GOALS

### 1. Champion the voice of Aboriginal people to Government

Strategy	Measurement	Lead	Timeframe	
			0-6 months	6-18 months
1.1	Undertake consultation within each community over the three-year time frame	Number of consultations conducted	NRAA Committee	
1.2	Conduct annual surveys, using a range of tools/methods	Annual surveys conducted and analysed	AA Project Officer	
1.3	Maintain all social media outlets and increase reach and engagement	Facebook insight reports tabled at committee meetings	AA Project Officer	
1.4	Promote NRAA through all major community events	Monitor, attend and report events across NRAA's Geographical Footprint	NRAA Committee	
1.5	Distribute promotional materials and ensure supply is maintained	Maintain an inventory of promotional materials distributed to gather distribution data	Secretariat	
1.6	Consider project positions to further facilitate community engagement	Project position proposal developed and submitted for consideration	Secretariat	

### 2. To negotiate successful outcomes for Aboriginal communities with Government

Strategy	Measurement	Lead	Timeframe	
			0-6 months	6-18 months
2.1	Develop and submit the Statement of Claim to state government - as per the accord round	Statement of Claim lodged to Aboriginal Affairs	Chairperson	
2.2	Engage all levels of government	Government plans reflect NRAA consultation and priorities	NRAA Committee	
2.3	Link to the planning process/cycle of Local Government Areas (LGA) within NRAA boundaries	Attendance at a range of LGA meetings, within the NRAA boundaries	NRAA Committee	
2.4	Develop MOU with LGA's within the NRAA boundaries	Number of signed MOU's	NRAA Committee	
2.5	Take the voice of the people to Government on the identified needs of the community	Relevant Government representatives attendance at NRAA meetings. Accord successfully negotiated	Chairperson	

## GOALS

### 3. To achieve and maintain good governance

Strategy	Measurement	Lead	Timeframe	
			0-6 months	6-18 months
3.1	Maintain a full membership of NRAA committee	All NRAA Silo positions filled	NRAA Committee	
3.2	Induction/Orientation process developed and implemented for all new members	*Job description (including KPI's) developed for all Silo lead positions *Induction packs compiled *Implement mentor program	AA Project Officer	
3.3	Meet all reporting requirements within the required timeframe	Reports completed and submitted by due date	Auspice Body/NRAA Committee	
3.4	Review and amend procedural arrangements	Self-assess and amend the procedural arrangements of NRAA including the Operational Plan	NRAA Committee	
3.5	Ensure the membership, governance and operations of NRAA remain independent from Government			
3.6	Develop a detailed Memorandum of Understanding (MOU) with Aboriginal Affairs NSW, Department Premier and Cabinet and the Secretariat outlining roles and responsibilities	Signed MOU's with Aboriginal Affairs NSW, Department Premier and Cabinet and the Secretariat	Chairperson	
3.7	Source funding to ensure we meet identified goals	Number of funding applications lodged. Register of funding developed	Secretariat	

# NRAA STRATEGIC PLAN – Opportunities/

## Opportunities and Challenges

What opportunities and challenges, including threats or changes to the external environment, might affect the NRAA over the coming years?

### Opportunities

- to bring community together
- help with some myths around government organisations
- influence government policy and funding direction
- partnerships with key organisations
- shared experience and learnings
- assist/guide communities to develop economic bases
- take a lead and not rely on government for everything
- NRAA to hold government to ensure accountability for government organisations and providers

### Challenges

- **community confidence in NRAA**
- **community division**
- **duplication of consultation by NRAA and other government agencies**
- **real community engagement (need to celebrate the first success)**
- **taking on too many challenges with the expectation of finding solutions in a short timeframe**
- **the view 'someone else's problem'**
- **divisive community undermining initiatives**
- **lateral violence**
- **community apathy**
- **sufficient resourcing**

# Challenges/Threats

## *Challenges continued*

- the many different government departments each with their own plan
- government commitment to NRAA
- government policy coordination – how does it connect to NRAA
- historical programs
- myths on government in community
- individual needs/wants versus community needs/wants
- Committee retention and participation
- geographic distance of region
- Competing priorities of NRAA committee members

## Threats/Changes

- change of government
- change of priorities
- change of personnel (CEO, Aboriginal Affairs NSW)
- retention/participation of NRAA membership
- we want NRAA recognised as an independent body and not an offshoot of the Department of Aboriginal Affairs
- lack of community engagement
- NRAA committee member's responsibility to substantive positions
- perception as being a token of Aboriginal Affairs NSW
- lack of resources to maintain NRAA
- taking on too many challenges with the expectation of finding solutions in a short timeframe



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