



STRATEGIC PLAN

2025-2027

Cultural Notice: Aboriginal and Torres Strait Islander readers are advised that this document may contain images of persons who have died since publication.



TOP END ARTWORK

This painting tells the story of the Fresh Water and Salt Water Animals that make up all the Aboriginal traditional totems of the Top End of Northern Territory.

The white fish that are heading into the middle of the painting are the elderly people that are going into a safe place, which is the circle in the middle of the painting.

This is where our elderly people are cared for and looked after properly by carers.

Les ‘Lipwurrunga’ Huddlestone

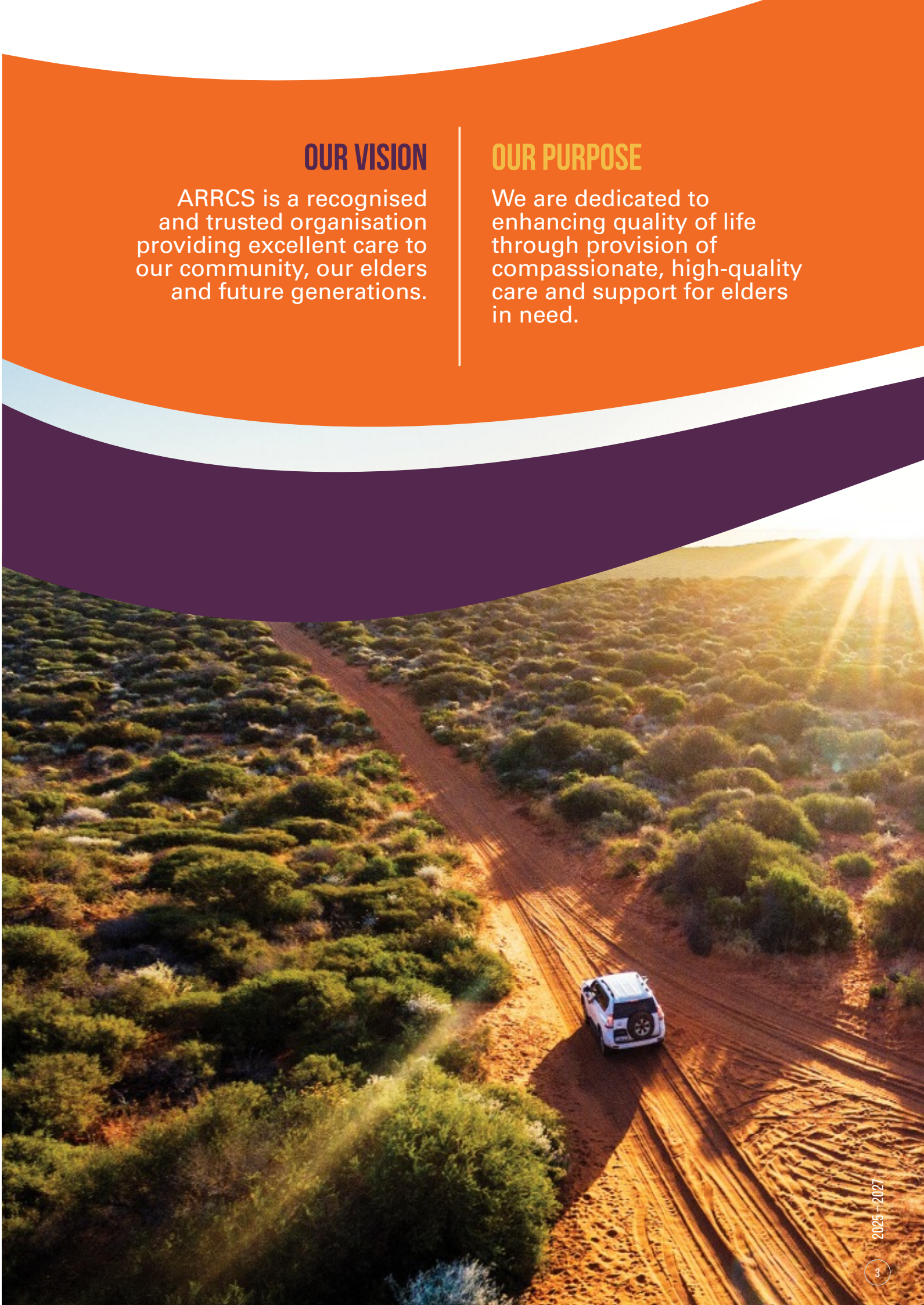
Artist

OUR VISION

ARRCS is a recognised and trusted organisation providing excellent care to our community, our elders and future generations.

OUR PURPOSE

We are dedicated to enhancing quality of life through provision of compassionate, high-quality care and support for elders in need.



ABOUT US

Australian Regional and Remote Community Services (ARRCS) provides care and support to people in regional and urban communities, through the Northern Territory.

The Uniting Church in Australia has a long and established history of providing support to people living in regional and remote Australia. Our work began in 2014 when the ministry of Frontier Services, who has a long legacy history as expression of the mission of the Uniting Church in Australia, was reorganised and expanded under a new governance model to further improve the health and quality of life for ageing Australians living in regional and remote areas of the Northern Territory. ARRCS is proud to be an expression of this ongoing commitment to serve and support those who are most vulnerable so they might flourish and lead meaningful lives.

Today, our commitment remains stronger than ever. ARRCS reaches out to offer opportunity and choice to vulnerable members of our community so they can live life in all its fullness (John 10:10).

We provide support to people in Darwin, Alice Springs, Tennant Creek, Katherine, Nhulunbuy, Mutitjulu and Kaltukatjara (Docker River) through aged care at home, residential aged care, child care, and school nutrition programs.

All services are delivered in line with our ARRCS values and in partnership with community members and the people we serve, and with deep respect for the Aboriginal and Torres Strait Islander people and their connection to country.

The ARRCS Board approves the strategic direction and guides the management of ARRCS in achieving its strategic objectives and is responsible for good governance.

The ARRCS Board annual accounts are independently audited and consolidated in the UnitingCare annual accounts. ARRCS is a registered Charitable Public Benevolent institution and reports to the Australian Charities and Not-for-Profits Commission annually.

While we work to affirm the rights of all people, ARRCS as an organisation and its employees ensures proactive leadership and action to help repair the harm caused to many generations of Aboriginal and Torres Strait Islander peoples through past injustices, government policies and social attitudes. We understand the importance of belonging, particularly for those with ancestral connections to this country. Guided by our vision for Reconciliation, we believe that all Elders deserve proper care, living and dying closer to home with the support they choose and deserve for a life well lived. Support that is provided by a workforce they know and trust, made up of people who are supported, trained and accountable.

WHAT WE DO

Building partnerships is a central component of what we do.

We work together – respectfully, side by side, knowing that everyone brings experiences, culture and skills with them which ensures our journey together is stronger. Across the breadth of our programs and services, ARRCs ensures that the people and families we work with are making informed decisions. To support their choices we partner with communities, government departments, regional support providers, health clinics, Aboriginal Medical Services and local GPs.

Our staff and volunteers are compassionate and knowledgeable members of the local community, who are committed to providing personalised care and support. We understand that we are an important part of the regional and remote communities we work in and acknowledge our responsibility to ensure our people are connected to those communities, people and cultures.



OUR VALUES

Our Values demonstrate the principles, standards and qualities that are fundamental and characterise the way in which we do our work.



Compassion

Through our understanding and empathy for others we bring holistic care, hope and inspiration.

This means:

- I will be responsive to your needs*
- I will make time to listen to you*
- I will find ways to improve your wellbeing*
- I will not ignore or dismiss you*
- I will not treat you as a burden*



Respect

We accept and honour diversity, uniqueness and the contribution of others.

This means:

- I will be honest and truthful with you*
- I will encourage you to express your point of view*
- I will honour all information that is entrusted to me*
- I will speak respectfully to you and of you*
- I will not abuse, bully or harass you*
- I will not deny or denigrate your culture and beliefs*

Justice

We commit to focus on the needs of the people we serve and to work for a fair, just and sustainable society.

This means:

- I will speak out if I see people being harmed or abused*
- I will be committed to making sure the people we serve receive the best care possible*
- I will use all resources wisely and well*
- I will be open and transparent in my action and behaviour*
- I will not support a blame culture*
- I will not take credit for others' contributions*



Working Together

We value and appreciate the richness of individual contributors, partnerships and teamwork.

This means:

- I will share the load*
- I will work constructively with you, regardless of your position*
- I will take responsibility for my actions and be accountable to others*
- I will acknowledge my way is not the only way*
- I will not have an attitude of "it's not my job"*
- I will not exclude you*



Leading through Learning

Our culture encourages innovation and supports learning.

This means:

- I will foster a creative, fun, passionate and innovative working environment*
- I will share my experience and knowledge*
- I will nurture the skills and attributes of others*
- I will admit to what I do not know and seek assistance*
- I will not conceal or withhold knowledge and/or information*
- I will not resist organisational changes which benefit the people we care for*



OUR COMMITMENT TO THE COVENANT

As the Northern Territory service provider of UnitingCare, ARRCs is committed to the intent of the 1994 Covenant entered in to by the Uniting Church of Australia and the Uniting Aboriginal and Islander Christian Congress (UAICC). The Covenant speaks of truth, justice and moral leadership and serves as a key driver in our Reconciliation journey.

We believe that maintaining the integrity of the positive history we have with the Church and our brothers and sisters of the UAICC will be a key driver in moving Reconciliation into the future and creating stronger relationships between Aboriginal and Torres Strait Islander people and non-Indigenous Australia.

Presented by Pastor Bill Hollingsworth, Uniting Aboriginal and Islander Christian Congress (UAICC) Chairperson to Dr Jill Tabart, President Assembly Uniting Church in Australia, on the 10th July 1994.



THE COVENANT PAINTING PRESENTATION

SEVENTH ASSEMBLY, UNITING CHURCH IN AUSTRALIA 1994

The painting we present to you contains many sacred stories to do with the Wukandj ceremony which Rev Dr Djiniyini Gondarra spoke of in his sermon. The painting shows the sacred places of significance to the Golomula, Marraju, Marrakulu and Dhartiway Clans. It cannot be copied or used in any other way without the permission of Clan elders.

Each Clan has a separate pattern, and this painting uses the patterns of the Golomula Clan. It is the story of the Wagalak Sisters.

The four Goannas in the painting symbolise the four Clans we have named, who form an alliance together, with responsibilities to the land. Central to the story in the painting is water – this sacred water which is called ‘Mirriny’ is a sacred symbol to Golomula.

Clans are grouped together in an alliance called a Ringitj, which has important responsibility for the land, law and ceremony. In the sacred ground shown in this painting, many ceremonies are held; the Wukandj, already mentioned, initiation ceremonies, cleansing ceremonies and ceremonies to teach men as they move through the stages to the Dhalkara and Djerrikay stage, i.e. law men.

This painting has been thoughtfully and carefully prepared, knowing that we are learning to covenant with each other that we shall stand in solidarity with each other, in a spirit of understanding – that we shall share each other’s pain and struggle.

You members of Assembly and visitors are being initiated in receiving this painting – you are initiated to stand with us, the members of Congress in our struggle. Even though you cannot understand the deep meaning of this painting, the more you seek to discover Aboriginal Spirituality, the more your Spirit will touch ours, and our covenanting together will become a reality. This painting we offer as a sign of our covenanting together.

These words were written by Rev. Dr Djiniyini Gondarra, OAM. This artwork was presented by Pastor Bill Hollingsworth, Uniting Aboriginal and Islander Christian Congress (UAICC) Chairperson to Dr Jill Tabart, President Assembly Uniting Church in Australia, on the 10th July 1994.



THE STRATEGIC PLAN FRAMEWORK

Our people are at the centre of everything we do – our team, our clients, our residents and our partners.

ARRCS strategic priorities are centred on our core passion to service and support our people. They are designed to lead business activity and decision-making at an organisational level, they will inform our decision making and planning.

The priorities highlight the need for ARRCS to Engage in Collaborative Partnerships; Foster Innovation; Ensure Sustainability; and Deliver High Quality Service. Each of these priorities are inextricably linked to the others, highlighting the complexity of the balance between cultural and clinical care.



PRIORITY 1: ENGAGE IN COLLABORATIVE PARTNERSHIPS

ARRCS will engage in collaborative partnerships to ensure delivery of the best possible service to our communities.

WHAT WE WILL DO

- Walk alongside First Nations Communities and their representatives in the development and delivery of care for elders
- Partner with learning institutions to ensure a competent workforce and enhance and develop care and ways of working
- Partner with health care providers to enhance the clinical service offering
- Partner with Government to inform the political agenda and enhance policy direction for our clients and residents
- Participate in Peak Body activities through proactive membership

HOW WE WILL DO IT

- Actively engage with Lands Councils, Traditional Land Owners, community elders and families and carers in relation to:
 - Building and landscaping design
 - Models of Care
 - Connection to culture
- Create partnership agreements for student placements with universities and RTOs
- Engage with hospitals and Primary Care organisations to facilitate movement of residents and clients across service boundaries
- Ensure positive relationships with the Commonwealth Department of Health and Aged Care, the NT Department of Health, and the Primary Health Network
- Maintain membership of NATSIAACC, ACWRA and other peak bodies and contribute to actions and opportunities to provide advice and feedback



PRIORITY 2: FOSTER INNOVATION

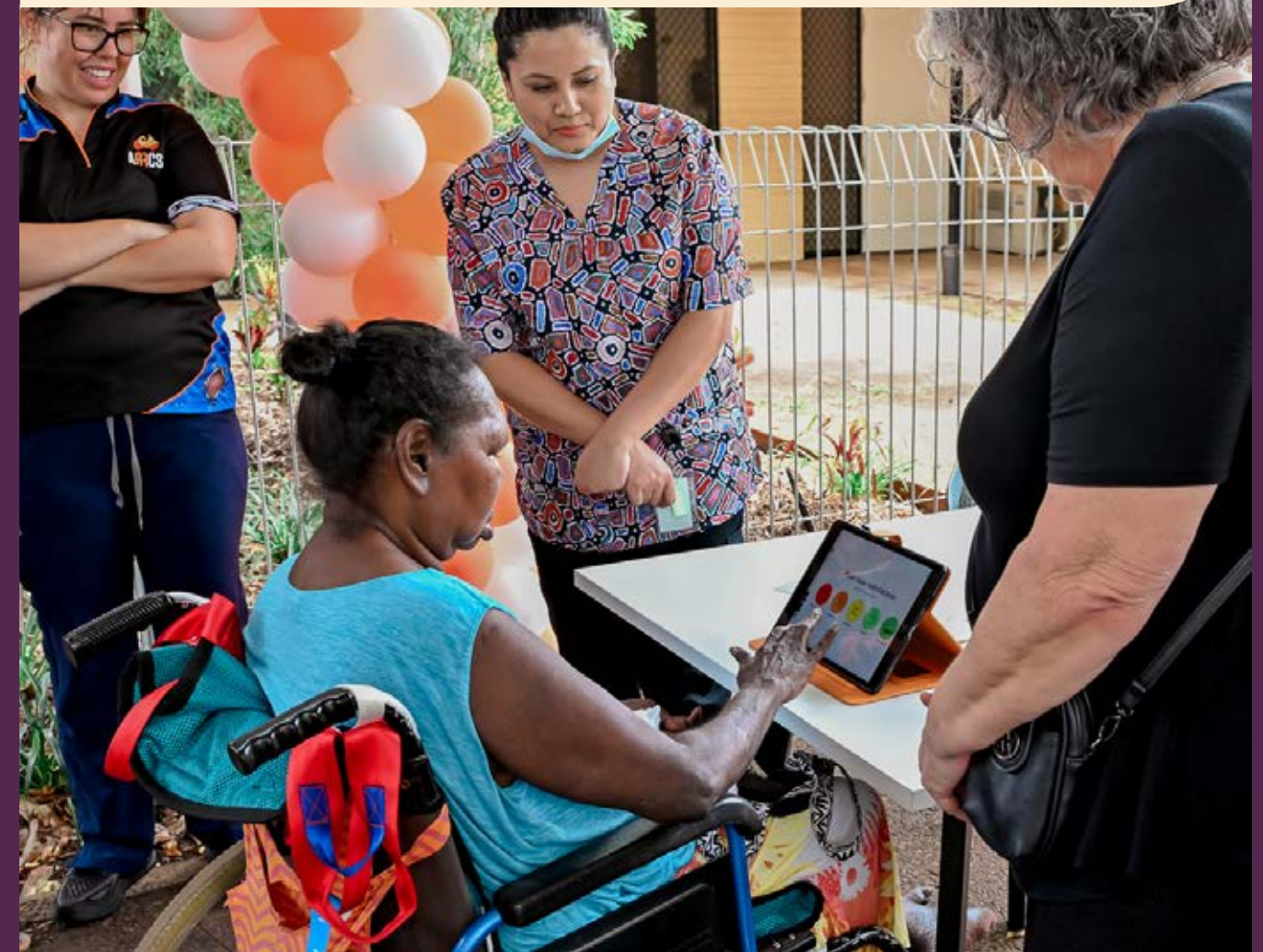
ARRCS will pioneer innovative service delivery across regional and remote Australia, leveraging technology, cultural insights and demonstrated expertise.

WHAT WE WILL DO

- Embrace new technology to support communication and service efficiency
- Develop models of care which are founded on best evidence and reflect place-based and bespoke responses to our client's needs and wishes
- Encourage research, publication and presentation of culturally appropriate care

HOW WE WILL DO IT

- Migrate operational support systems to state-of-the-art and fit for purpose platforms
- Source best-practice models of care and modify based on the client group as well as local needs and preferences, implementing through structured change processes
- Foster Research through relevant opportunities through University connections
- Collaborate with the ACQSC in demonstrating culturally appropriate care for publication



PRIORITY 3: ENSURE SUSTAINABILITY

ARRCS will provide culturally sensitive and high quality aged care service through optimised resources and fostering long-term economic viability.

WHAT WE WILL DO

- Implement service improvements which are efficient and effective
- Foster high occupancy, maximised service targeting, and effective debt management strategies to optimise revenue
- Maintain an effective workforce strategy
- Ensure ICT support systems are robust and safe

HOW WE WILL DO IT

- Ensure financial and business strategy systems and reporting deliver quality information to inform decision-making and direction
- Undertake routine Service reviews to ensure optimum value for money
- Implement rostering best practice across all clinical areas
- Actively manage waitlists to ensure there are always prioritised admissions at the ready (excludes NATSI sites)
- Minimise debt through pro-active liaison with clients and families before admission
- Focus on recruitment and retention of the nursing workforce on-going
- Foster First Nations recruitment through traineeships and promotion of roles in schools and communities
- Implement a structured “pipeline” of PALM workers as current workers return to their country of origin
- Continue staff reward and recognition programs, both locally and ARRCS wide
- Foster our leaders through reflection, feedback and focused training
- Implement the ARRCS Digital Strategy



PRIORITY 4: DELIVER HIGH QUALITY SERVICE

ARRCS will deliver exceptional quality aged care services emphasising excellence in care delivery and cultural sensitivity

WHAT WE WILL DO

- Foster an organisational culture which ensures a strong and positive connection within and between our staff and clients
- Ensure highly functioning Clinical Governance systems which provide necessary oversight of all recognised elements, and builds confidence in clinical and cultural care

HOW WE WILL DO IT

- Implement the LIFE model of care which emphasises connection between staff and residents, client focus and culturally appropriate care
- Ensure each site and service operates as a family unit with respect and care for staff and residents alike
- Create an induction program which reflects ARRCS as an organisation, and emphasises place based nuances
- Maintain a robust adverse event management system
- Ensure clinical information systems are functional and state-of-the-art
- Maintain a continuous clinical audit program
- Ensure adequate competencies are maintained across the clinical team through skills audit, training and assessment
- Maintain a strong focus on meeting standards through support for accreditation
- Utilise the client feedback reporting system and appropriate client committee structures to inform improvements

CENTRAL ARTWORK



This painting tells the story of the old people from the communities in Central Australia coming together to be cared for at ARRCS, a safe place for elders, which is the central circle.

The hands are the workers, carers and family who give support, care for, and listen to the old people when they come to the safe place.

Anthony Lew-Fatt
Artist



Telephone 08 8982 5200
Address PO Box 43021
Casuarina NT 0811
Website www.arrcs.org.au

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