



STRATEGIC PLAN

2021 – 2024

OUR VISION

PASSIONATELY PURSUING NEW WAYS TO CARE WHERE PEOPLE AND COMMUNITIES FLOURISH AND LEAD MEANINGFUL LIVES.

OUR PURPOSE

TO GENUINELY CONNECT WITH THE COMMUNITIES WE SERVE, AND ENABLE OUR CLIENTS WITH AGENCY, PRIDE AND DIGNITY.

ABOUT US

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

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, Mutitjulu and Kaltukatjara (Docker River) through aged care and disability services, mental health support, childcare, regional home care services, residential aged 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 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 passionate and knowledgeable members of the local community, who are committed to providing personalised care and support. More than a service provider, 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.



ARRCS UTE WITH ULURU OFF IN THE DISTANCE,
CENTRAL AUSTRALIA

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 the wellbeing of others

I will appreciate the gift of volunteering

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 rights 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 in 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 into 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 Wukandji ceremony which Rev Dr Djinyini Gondarra spoke of in his sermon. The painting shows the sacred places of significance to the Golomula, Marraju, Marrakulu and Dhartiwuy 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 Wukandji, 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.



THE STRATEGIC PLAN FRAMEWORK

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

ARRCS' five 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 be Guided by First Nations' Knowledge; Committing to Genuine Partnerships; Driving Innovation and Dynamic Sustainability; Delivering Meaningful Service; and Acting Justly and Equitably.





PRIORITY 1: GUIDED BY FIRST NATIONS' WISDOM

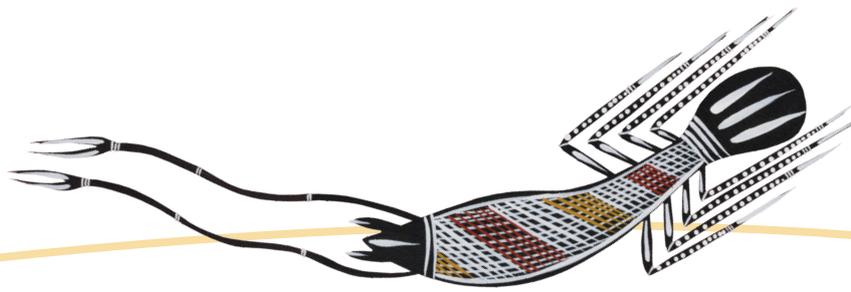
ARRCS is committed to the reality and resilience that is First Nations connection to country, family, spirituality, and culture. We look for ways to embed these realities into our service in order to provide holistic and quality care.

WHAT WE WILL DO

- Foster an organisational culture which ensures a strong and positive connection within and between our staff and consumers.
- Articulate cultural expectations, hierarchies and behaviours within the organisation and in relation to our consumers.
- Support western and cultural governance structures and processes to facilitate accountability.
- Tailor our services to the specific needs of the individuals and communities we serve.
- Measure and monitor the quality of our services to ensure they align with local culture, best practice and best evidence.

HOW WE WILL DO IT

- Identify themes which unite our staff and consumers, and work together to magnify and celebrate those themes.
- Measure and monitor organisational culture and support services to preserve and enhance positive behaviours.
- Develop and foster programs which ensure the resilience of our staff and the organisation.
- Develop a relationship wheel to identify inter-relationships within and between staff and consumers.
- Provide focus and clarity to policies, procedures and processes.
- Review and modify systems and internal structures to efficiently add value to front line delivery of service.
- Emphasise practices which support the whole person incorporating spiritual needs and connectedness.
- Implement the ARRCS Care Quality Framework across all sites and services.
- Actively participate in accreditation processes and other standards monitoring programs.



PRIORITY 2: COMMITTING TO GENUINE PARTNERSHIPS

ARRCS will engage in collaborative and meaningful partnerships with Commonwealth, State and Territory governments, industry experts and other external community organisations to ensure ARRCS provides the best service possible for our communities.

WHAT WE WILL DO

- Collaborate with other providers to enhance outcomes for our clients.
- Establish meaningful partnerships to inform cultural teachings, learnings and employment strategies.
- Provide advice and feedback to all levels of government to inform the political agenda.
- Strengthen and expand connections with local Aboriginal organisations to ensure we collectively meet community needs and aspirations for the future.

HOW WE WILL DO IT

- Identify and engage with organisations who provide specialist support and services for our diverse consumer groups, ensuring holistic service provision.
- Connect with industry leaders and other stakeholders to enhance community reach and service offering.
- Partner with registered training organisations and training institutions to ensure a competent workforce.
- Leverage existing relationships and partnerships to extend our geographic reach.
- Collaborate with Commonwealth, State and Territory Government departments.
- Contribute to national bodies that influence the reform of aged care and community services (e.g. Remote Accord).
- Make connections with Lands Councils and Local Government in all communities to enhance the available services.
- Partner with hospitals and other healthcare providers to enhance care across the continuum.



PRIORITY 3: DRIVING INNOVATION AND DYNAMIC SUSTAINABILITY

ARRCS is committed to being strategic, innovative and sustainable and strives to energise our leadership as an aged care and disability support provider.

WHAT WE WILL DO

- Position ARRCS as an industry leader in the provision of high quality and culturally safe aged care and disability services to people in regional and remote communities.
- Create an effective mix of revenue streams, including through non-traditional and/or partnership opportunities and expand our service and geographic reach to drive financial sustainability.
- Commit to ensuring environmental sustainability and reducing the ARRCS carbon footprint to protect country and preserve our clients' connection with the land.
- Foster creativity and support innovation, providing opportunities for our staff and the people we serve through strong engagement and feedback.
- Showcase our leadership through our Reconciliation Action Plan and other opportunities as they arise.

HOW WE WILL DO IT

- Promote a clear business strategy to ensure our team is united in our mission.
- Ensure financial and business strategy reporting delivers quality information to inform decision-making and direction.
- Invest in innovative technologies.
- Develop new service offerings that meet the needs of the diverse range of communities we serve.
- Drive innovative campaigns and service delivery activities through our fundraising strategy.
- Explore alternative revenue streams for services which complement our core business.
- Create incentives to showcase innovative models of care and environmental sustainability, particularly related to waste and energy.
- Develop our current and emerging leaders to drive the business forward.
- Develop targeted models of care to be flexible and adaptive leaders in aged care and disability support.
- Implement forums that solicit innovation and enable access to resourcing.
- Promote the RAP objectives externally through social and other media platforms.
- Capture the outcomes of the ARRCS Reconciliation Action Plan and ensure targets are achieved.



PRIORITY 4: DELIVERING MEANINGFUL SERVICE

Working to understand the needs and aspirations of our diverse communities and individuals, developing and tailoring our services, programs and activities to meet their specific needs and enhancing our connection.

WHAT WE WILL DO

- Reflect on our primary purpose, engaging with the people we serve to meet their needs in a culturally respectful way.
- Ensure the inclusion of the people we serve in the development and evaluation of our services and governance processes.
- Facilitate consultation to identify potential new opportunities in service delivery.

HOW WE WILL DO IT

- Grow services within our area of expertise and to the benefit of our clients (e.g. NDIS and First Nations people).
- Increase our support for the aging population and people living with a disability in our communities.
- Document an ARRCs service model framework that incorporates consultation and engagement strategies and methods to tailor services.
- Undertake community liaison activities for all sites and services to provide active consultation.
- Enhance our cultural focus by facilitating cultural education and learning of local languages.
- Develop a Diversity Action Plan to provide structure for the inclusion process.
- Support placed based approaches to services delivery.
- Recognise the health literacy levels of our constituents.

PRIORITY 5: ACT JUSTLY AND EQUITABLY

ARRCS will provide a fair and equitable place for our clients, residents and employees and take responsibility to ensure the voices of our people and the communities we serve are heard at all levels our organisation and government to ensure full and flourishing lives.

WHAT WE WILL DO

- Commit to work in ways to redress historic power imbalances including the direct provision of advocacy.
- Provide Aboriginal and Torres Strait Islander people equitable access to a culturally safe service maintaining the cultural integrity of each community.
- Support important traditional practices and respect connection to country.
- Provide opportunities for Aboriginal people and other client groups and communities that enables a diverse and dynamic workforce.

HOW WE WILL DO IT

- Provide a platform that empowers the voice of Aboriginal people as well other client groups and communities.
- Participate in committees and groups that speak up for Australia's vulnerable (e.g. UnitingCare Australia First Peoples working group and Northern Synod).
- Support the new National Agreement for Closing the Gap 2020 (the National Agreement), establishing a wider reach based on existing connections, relationships and partnerships.
- Be led by cultural leaders on appropriate services and settings for care of Elders and those with a disability.
- Document the service model that underpins the foundations of Aboriginal specific services, including support for returning to country.
- Partner with communities to keep Elders at home and on country.
- Work with Aboriginal communities to promote a holistic view of health, well-being and aging to allow communities, families and individuals to make informed decisions related to services and care.
- Source and support programs designed to increase workforce participation for Aboriginal people and those living with a disability into genuine positions that promotes sustainable employment practices.
- Build capability through educational opportunities, mentoring and support for our staff and volunteers.
- Develop policies and plans to ensure appropriate learning and training.



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