



# **Bagwa Bugalma**

**Byron Shire Aboriginal Community Organisation**

**Five Year Strategic Plan**

# **Bagwa Bugalma Five Year Strategic Plan 2018-2023**

---

## **Acknowledgement to Country**

Bagwa Bugalma is located at the Mullumbimby and District Neighbourhood Centre situated in Bundjalung country and offers community support and empowerment to communities in the ancestral homelands of the Arakwal, Widjabal and Minjinbul peoples.

Bagwa Bugalma offers deep respect to the traditional owners and extends this respect to other Aboriginal and Torres Strait Islander peoples living in the area.

# Bagwa Bugalma Five Year Strategic Plan 2018-2023

---

## Table of Contents

Background.....	3
Objectives.....	3
Abbreviations .....	4
Key Strategies .....	4

## **Background**

Goal: The purpose of this strategic plan is to develop an autonomous Aboriginal community organisation, with a culturally appropriate management structure, delivering a diverse range of services and programs to the Aboriginal and Torres Strait Islander community in the Byron Shire and/or supporting organisations to deliver services to the Byron Shire to ensure an integrated service system to meet the unique needs of this community.

## **Objectives**

To work in collaboration with Northern NSW Health and partners to contribute to meet the strategic goals of the 2023 Strategic Plan - Implementation Strategies 1 to 3:

1. Building trust through partnerships
2. Implementing what works and building the evidence
3. Ensuring integrated planning and service delivery

To encourage belonging and inclusiveness:

- To increase provision of integrated health and community services to the Aboriginal and Torres Strait Islander community in the Byron Shire
- Ensure culturally appropriate, authentic engagement and consultation with our community
- To have open access to existing funding provided by government and streamlined integrated services

To build a service system of accessible community services in the Byron Shire through developing partnerships with funded organisations, attracting new and additional funding to cover service gaps, and increasing engagement with the Aboriginal community.

## **Abbreviations**

Arakwal	Bundjalung of Byron Bay Arakwal People ATSI- Aboriginal and Torres Strait Islander
TBCT	Tweed Byron Community Transport
BSASC	Byron Shire Aboriginal Services Coalition Strategies BSC-Byron Shire Council
FACS	Department of Family and Services
NCAH	North Coast Area Health
PHN	Primary Health Network
TBLALC	Tweed Byron Local Area Land Council
MDNC	Mullumbimby and District Neighbourhood Centre

## **Key Strategies**

1. Building trust through partnerships
2. Implementing what works and building the evidence
3. Ensuring integrated planning and service delivery

**Bagwa Bugalma Five Year Strategic Plan  
2018-2023**

Year	Goals	Actions
<b>Year 1 2018</b>	Employ a designated Aboriginal Project Worker to facilitate the delivery of the Bagwa Bugalma Five Year Strategic Plan and ensure, with the support of the steering group, the ongoing sustainability of the organisation.	
	<p>Identify organisations currently funded to deliver services to the ATSI community in Byron Shire.</p> <p>Identify locations where those organisations are delivering in the Byron Shire.</p>	<p>Work with organisations and funded services to deliver Indigenous services and programs in Byron Shire based at the MDNC.</p>
	<p>Increased participation in existing program to accessible at the MDNC.</p> <p>Increased participation in existing funded and unfunded programs through improved accessibility at MDNC.</p> <p>Increase recognition in the community of the work of the coalition and promotion of services and programs.</p>	<p>Increased community engagement and participation in community projects and conversations.</p> <p>Engage ATSI community to participate in existing programs at the MDNC:</p> <ul style="list-style-type: none"> <li>• Men's groups</li> <li>• Women's group</li> <li>• Activities to build trust, access, and information about accessible services including NAIDOC, Close the Gap and other community activities</li> <li>• Develop an identifiable 'brand' for the Coalition in consultation with the community: <ul style="list-style-type: none"> <li>○ The emerging service/organisation name</li> <li>○ Logo</li> <li>○ Signage/mural for the cottage</li> <li>○ Promotional material</li> </ul> </li> </ul>
	Secure sustainable funding	<ul style="list-style-type: none"> <li>• Identify funding streams</li> <li>• Make contact with key funders to identify something missing here</li> <li>• Contact Department of</li> </ul>

**Bagwa Bugalma Five Year Strategic Plan  
2018-2023**

Year	Goals	Actions
		Aboriginal Affairs - Coffs Harbour (State) <ul style="list-style-type: none"> <li>• Research OCHRE funding (State)</li> <li>• Department of Family and Community Services</li> <li>• Contact Department of Indigenous Affairs – Lismore (Federal)</li> </ul>
	BSASC to meet regularly to implement strategic plan	<ul style="list-style-type: none"> <li>• Review KPIs quarterly</li> </ul>
	Establish Byron Shire Aboriginal Transport Steering Committee	<ul style="list-style-type: none"> <li>• Four meetings identifying specific areas of need for various target groups.</li> <li>• Identify priorities and provide feedback to government.</li> <li>• Work regionally to identify regional priorities and funding strategies.</li> </ul>
	Secured and sustainable position for Aboriginal Project Coordinator and Services Engagement Officer based at MDNC.	<ul style="list-style-type: none"> <li>• Advocate project to government funding agencies.</li> <li>• Continue to gather data and evidence to support the need of the community.</li> </ul>

**Bagwa Bugalma Five Year Strategic Plan  
2018-2023**

Year	Goals	Actions
<b>Year 2 2019</b>	Increased services delivered to ATSI community at MDNC managed by the Aboriginal Coalition/Management Committee	<ul style="list-style-type: none"> <li>• Apply for funding for three projects from identified priority areas – health and community outcomes.</li> <li>• Engage and support community to participate in services at the MDNC more broadly in the Byron Shire.</li> <li>• Promote new programs at community events and through information referral system.</li> </ul>
	Improved community access to funded programs and services	Work with FAGS to deliver community development program.
	Continued improvements of transport outcomes	<ul style="list-style-type: none"> <li>• Develop and apply for funding for projects delivering ATSI transport outcomes.</li> <li>• Continue to facilitate the Byron Shire Aboriginal Transport Steering Committee and develop key strategies to address transport issues for the Byron Shire.</li> <li>• Work regionally on broader transport outcomes for the region.</li> </ul>
	Improve employment opportunities and outcomes for ATSI community	<ul style="list-style-type: none"> <li>• Work with Job Network agencies to improve employment programs available to ATSI community members.</li> </ul>
	Improve ATSI housing in the Byron Shire	<ul style="list-style-type: none"> <li>• Work with housing providers to clarify and streamline ATSI housing in the Byron Shire.</li> </ul>
	Improved access to the 'Close the Gap' federal funding scheme	<ul style="list-style-type: none"> <li>• Engage with PHN to promote program to service providers and in the wider community.</li> </ul>



**Bagwa Bugalma Five Year Strategic Plan  
2018-2023**

Year	Goals	Actions
	Secured and sustainable position for Aboriginal Project Coordinator and Services Engagement Officer based at MDNC	<ul style="list-style-type: none"> <li>• Advocate project to government funding agencies.</li> </ul>
	Increased service presence and provision in the Byron Shire	<ul style="list-style-type: none"> <li>• Promote available space at the MDNC.</li> <li>• Engage with service providers staff and management committees on the unserved need in Byron Shire.</li> </ul>
	Strengthen community networks through cultural activities	<ul style="list-style-type: none"> <li>• Hold NAIDOC Week community celebration at MDNC.</li> </ul>
	Increased advocacy and awareness of Bagwa Bugalma's objectives for wider community	<ul style="list-style-type: none"> <li>• Promote the project to State and Federal representative politicians.</li> </ul>

**Bagwa Bugalma Five Year Strategic Plan  
2018-2023**

Year	Goals	Actions
<b>Year 3 2020</b>	Autonomous Aboriginal service centre established at MDNC, with access to wrap around services and support	<ul style="list-style-type: none"> <li>• Procure a demountable or identify and access existing Council building.</li> </ul>
	Regular ATSI services provided at the MDNC	<ul style="list-style-type: none"> <li>• Coordinate with ATSI community to deliver autonomous ATSI programs in the Byron Shire from MDNC.</li> <li>• Providers to do outreach in Byron Shire and at MDNC.</li> <li>• Community volunteers to facilitate weekly program.</li> <li>• Develop Memorandums of Understanding with key state and federal funding agencies for ATSI service delivery in the Byron Shire.</li> </ul>
	Establish regular culturally appropriate Mental Health programs at MDNC	
	Establish Aboriginal Interagency in the Byron Shire	
	Expand ATSI housing programs in the Byron Shire	
	Improved transport outcomes	<ul style="list-style-type: none"> <li>• Continue to support and deliver outcomes on the Byron Shire Aboriginal Transport Steering Committee.</li> </ul>
	Hold NAIDOC Week Community celebration	
	Secured and sustainable position for Aboriginal Project Coordinator and Services Engagement Officer based at MDNC	<ul style="list-style-type: none"> <li>• Advocate project to government position funding agencies.</li> </ul>
	Continue to work with PHN to improve access	

**Bagwa Bugalma Five Year Strategic Plan  
2018-2023**

---

Year	Goals	Actions
	and uptake of 'Close the Gap' programs through mainstream GPs	
	Review the management committee structure to increase community participation	<ul style="list-style-type: none"><li>• Access governance training for management committee.</li></ul>
	Work with Job Network agencies to enable culturally appropriate employment support is provided	

DRAFT

**Bagwa Bugalma Five Year Strategic Plan  
2018-2023**

Year	Goals	Actions
<b>Year 4 2021</b>	Work across community service sector to increase delivery to 4 days a week at MDNC and across Byron Shire	
	Improve livability for ATSI community in Byron Shire	
	Build opportunities to increase leadership and participation	
	Mental Health to consult weekly at MDNC and across Byron Shire	
	Work with Job Network agencies and Centrelink	
	Work with NCAH to increase community based health programs in Byron Shire	
	Aboriginal Liaison Officer to work with Job Network agencies and Centrelink locally to support ATSI community, delivery cultural awareness training, support community and develop employment, education and training opportunities for ATSI community	

**Bagwa Bugalma Five Year Strategic Plan  
2018-2023**

Year	Goals	Actions
<b>Year 5 2022</b>	Shop frontage in Mullumbimby with program centre based in MDNC precinct	
	Programs in: <ul style="list-style-type: none"> <li>• Health</li> <li>• Housing</li> <li>• Transport</li> <li>• Employment</li> <li>• Education</li> </ul> that are culturally appropriate and available in Byron Shire	
	Aboriginal Community Management Committee meeting regularly to steer organisation and support funding applications	

DRAFT