



BLOODWOOD TREE ASSOCIATION STRATEGIC PLAN 2018 – 2021

Vision: to assist and encourage members of the Aboriginal and Torres Strait Islander community to keep and renew their traditional culture, whilst establishing greater self-sufficiency through fostering participation in education, employment, training, health services and housing opportunities, including the development of economic projects and enterprises.

Values: our values are centred on providing quality, culturally appropriate services to our clients and community, by developing services around their special needs and focusing on healthy living, supportive family environments and mutual respect. The Bloodwood Tree staff foster strong teamwork, trust, collaboration and commitment in their work. The staff embrace all of the contributions of our stakeholders to ensure best possible outcomes for Bloodwood Tree's services and programs.

BACKGROUND

Bloodwood Tree started with humble beginnings as a family organisation, which was committed to operating a hostel for Aboriginal people in urgent need of accommodation. Based in South Hedland, the Bloodwood Tree Association was formally formed in November 1977, and has a proud 40-year history. The organisation provides services for the homeless, unemployed, those affected by alcohol and other drug use, and people in need. Bloodwood Tree is a wholly Aboriginal-controlled, not-for-profit ATO registered charitable organisation, using government funding, partnerships, donations and voluntary assistance to provide services to their clients and the wider community. The Board of Directors is community based, elected by the membership of the Association. It comprises the Chairperson, Vice Chairperson, Secretary and Treasurer, together with two to six other members.

The current Board members are:

Chair: Doreen Turland

Vice Chair: Alfred Barker

Secretary: Chris Turland

Christine Black

Telfia Cameron

Raylene Button

Joeash Djiagween.

Chief Executive Officer: Kelly Howlett

Auditor: Nick Hollens of Greenwich & Co

Treasurer: Position vacant.

The Bloodwood Tree is managed by a full-time Chief Executive Officer and 28 dedicated staff providing high quality services and programs for their 650 clients.

Bloodwood Tree Association (Inc.) is constituted in accordance with the Associations Incorporation Act (WA) 2015, with its Constitution updated in October 2016 to reflect the new legislative changes. The Constitution records the objectives of the Association, shown in *Attachment 1*.

Membership of the Association is open to any Aboriginal person who is over the age of 18 years and residing in the Pilbara region of Western Australia. Those who are members have to be in agreement with aims and ideals of the Association. General conditions apply.

The Bloodwood Tree is a prominent and consistent advocate for Aboriginal people. The Board notes the words from the *Closing the Gap* report: “It is clear that Closing the Gap is a national responsibility that belongs with every Australian. Ending the disparity is complex and challenging. This will not lessen our resolve or diminish our efforts, even when some problems seem intractable and targets elusive.”

A key strength of Bloodwood Tree is in its strong community presence and engagement with stakeholders to deliver essential, important and targeted services to its clients. The challenges ahead include identifying and engaging sources of funding (refer Organisational Sustainability) and how additional services could add value to existing programs, to strengthen client outcomes and service delivery.

In summary, the Bloodwood Tree plays a significant and important role in providing a range of valuable services designed to respond to the needs of the Aboriginal community. The key strategic areas reflect the building blocks required to support clients to be self-sufficient through the development of important life skills and meaningful relationships.

STRATEGIC PLANNING AND DIRECTION SETTING

The Bloodwood Tree Strategic Plan will guide the organisation’s direction and budget setting over the next three years, with rolling annual reviews. The Strategic Plan will also be utilised for closer engagement and collaboration with stakeholders, government agencies, the resources and local business sectors, and other funding and partnering organisations.

A Planning and Strategy session was held by the Board followed by a Staff Workshop in March 2017. Following endorsement of a first draft by the Board in June, well-attended stakeholder consultations were held in November, with adoption of the final Strategic Plan by the Board in December 2017.

The Bloodwood Tree’s Board and Staff Workshops resulted in agreement on and documentation of the following:

ACHIEVEMENTS - KNOWN FOR

- ❖ A recognised and respected organisation in the community, particularly with all our stakeholders
- ❖ Numbers of people accessing and benefitting through all our programs and services:
 - Training to employment success rates (incl work readiness programs)
 - Student career transition plans
 - Successful housing tenancy support and minimal evictions
 - Drug and alcohol counselling, education, prevention plan efforts and detox/rehabilitation numbers
 - Homeless Breakfast Services
 - Emergency relief assistance
 - Recognised Community Patrol Transport Service
 - Sobering Up Centre client referrals and assistance
 - Driver training and pass rates
- ❖ Increased sponsorships, grants and other funding
- ❖ Celebrating what we do, and our successes.

KEY FOCUS AREAS

- ❖ Bloodwood Tree's profile and recognition with key stakeholders and the community
- ❖ Clarifying our objectives and strategies
- ❖ Reviewing and evaluating our programs and ourselves
- ❖ Generating revenue and reinvesting in service and programs within the community
- ❖ Responding to opportunities and challenges including: future of remote communities, competitive bidding, healthy welfare card and alcohol purchasing reform
- ❖ Growing the 'social side' of Bloodwood Tree by 'giving back' to the community; through events, information sessions, in order to show the positive side of Aboriginal culture and Nindji Festival
- ❖ Enhancing our stakeholder relationships and developing funding partnerships, sponsorships and joint projects.

KEY SERVICES

The numerous valued services and supporting programs provided by Bloodwood Tree Association are outlined in detail on the website: www.bloodwoodtree.org.au and are structured around these three areas:

STRATEGIC ACTIVITY #1 – EMPLOYMENT AND TRAINING SUPPORT SERVICES

Objectives: to establish and develop key relationships in order to connect Aboriginal job seekers with employment opportunities within the local community. Bloodwood Tree offers a variety of training and employment opportunities for Aboriginal people. These programs include the objectives of maximising Aboriginal employment within the local and surrounding areas and assisting the individual Aboriginal and Torres Strait Islander community groups with their economic development.

Activities: include assisting clients to be 'work ready' by supporting them with identifying possible employment opportunities, job applications, interview preparations, photo identification, Working with Children and Police Clearance checks, training, transport, uniforms/equipment/tools support. Then assisting with the resolution of any issues arising within the workplace once the participants are employed through ongoing mentoring support throughout the whole job process.

The *Keys 4 Life Program* teaches driving skills, good driving habits and responsible attitudes towards other road users. A *Resume Writing* service helps to provide a 'job ready' resume. These programs are supported by the *Way 2 Work*, and *White Card First Aid course* when available.

VTEC (Vocational Training and Employment Centre) work readiness program participants have access to Pundulmurra Campus (North Regional TAFE), Ashburton Aboriginal Corporation and other local employment and training providers. The program provides specific training courses linked to employment opportunities, obtaining drivers' licences and with drug and alcohol screenings and ongoing mentoring and counselling support, thus ensuring competency to be work and skill ready.

Targeted outcomes: these are built around successful results and achievements for the many Aboriginal people assisted and supported, and these are reported in detail in each year's Annual Report. The data includes clients who were assisted with work readiness supports and services, successfully gained a motor driver's licence, passed various tests, and gained ongoing employment.

STRATEGIC ACTIVITY #2 – ALCOHOL AND OTHER DRUG SUPPORT SERVICES

Objectives: the approach to these support services are based on the Bloodwood Tree's belief that Aboriginal cultures take a holistic view of life and health, and therefore cultural, spiritual and social wellbeing are integral parts of the health of our clients.

Activities: Alcohol and other drug counselling, education, awareness and preventative programs, locally in Port and South Hedland, as well as at Yandeyarra, Warralong and Marble Bar. The *Wapa Maya Centre* is a 'Sobering Up Centre' service, which assists those requiring assistance to sober up, many of who are homeless and may be at risk to themselves and the wider community when under the influence of alcohol.

The *Community Patrol* service is a community-based program to provide safe journeys for individuals and families that need safe transport from the South Hedland CBD area. The South Hedland CBD Support Program is an extension of the Community Patrol Service and is about taking the services to the people, providing support and assistance to those in need, in and around the South Hedland CBD.

Referrals from this Program include medical appointments, housing referrals, accommodation assistance, food voucher emergency relief, NDIS referrals, alcohol and other drug counselling, women's refuge referral, Centrelink assistance and referrals to employment agencies.

The services provided include counselling, information sessions, and referral programs for alcohol and other drug-affected users. The counselling team aims to provide support across a range of activities, building on the sense of community and connecting clients with education, training, health services and employment.

Targeted outcomes: these are grouped around the numbers of people encouraged to join in programs of support and assistance, and those provided with service. Detailed results of these programs and services are again included in each year's Annual Report.

STRATEGIC ACTIVITY #3 – HOMELESSNESS SUPPORT SERVICES

Objectives: to assist in people regaining control of their lives and maintain healthy lifestyles, stable family environments, housing tenancies and residency arrangements.

Activities: Through programs such as *Hedland Homeless Support Services Breakfast Program* and the *Healthy Living Program*, as well as advocacy and support. The Breakfast Program provides direct shower, food and clothes washing support for clients. Emergency relief (Coles food cards) are also distributed to clients in need of food and support. This is for clients that can demonstrate financial hardship.

The Healthy Living Program has three core focus areas – healthy home (tenancy obligations, inspections, cleaning and maintaining a home), healthy family (family health, family first aid and conflict resolution) and healthy life (bill paying, budgeting and meal planning). Bloodwood Tree has been able to successfully develop an array of different partnerships, networks and beneficial collaborations that all act to assist and support Aboriginal people to remain in their home (to meet their tenancy obligations and not be evicted). Additionally, Bloodwood Tree has a very strong relationship with the Department of Housing (Department of Communities), KeyStart Home Loans/Aboriginal Home Ownership Program and Pilbara Community Legal Service (their tenancy support – STEP Program).

Targeted outcomes: as a key activity area where 'wrap around' services come together to achieve healthy and sustainable outcomes for those people supported and provided with assistance and services, cohesive families and successful tenancies are included in the detailed recording of outcomes provided in the Annual Report.

NEW INITIATIVES/ACTIVITIES, PROGRAMS AND PROJECTS TO CONSIDER

While the focus of this Plan must be on the current services (Strategic Activities #1 - #3), and their expansion/enhancement as required, a range of potential activities has also been identified within the strategic planning process for future consideration (listed in no particular order).

These would necessitate additional resources and funding, so would need to be viewed through the prism of those settings:

- ❖ Food bank/shop, and soup kitchen on a rostered basis
- ❖ Providing domestic violence service

- ❖ Financial advisory service
- ❖ Further developing the market garden concept through a commercial entity
- ❖ Transport options to employment, grocery shopping, referred services
- ❖ Other 'Resource Centre' information functions/'One Stop Shop'
- ❖ Further activities at Sobering Up Centre, eg Welcome Centre functions
- ❖ Weekend community market in South Hedland
- ❖ Gardening service
- ❖ Homemade goods - curtains, shopping bags etc.
- ❖ Fostering client engagement

Areas for advocacy and collaboration

- ❖ Aboriginal mental health service
- ❖ Education opportunities and tutoring
- ❖ Parenting support
- ❖ Informing and educating the community
- ❖ Attracting, training and managing volunteers/mentoring

Consideration within organization (refer *Sustainable Organisation*)

- ❖ Staff numbers, training, communications
- ❖ 'User-friendly' forms and service linkages
- ❖ Feedback forms, evaluation, follow-ups
- ❖ Qualitative and quantitative analysis of services.

Provisional priorities and the timelines for exploring and reporting on the feasibility, funding and any actions on these will be further considered by the Bloodwood Tree Board following the consultations and feedback from stakeholders, as part of its planning and budgeting processes.

Meantime, the Board has prioritised the establishment of a soup kitchen, conducting a stakeholder satisfaction survey, and coordinating four stakeholder functions per year.

CHALLENGES

- ❖ Sufficient staffing and other resources to meet growing needs
- ❖ Securing adequate funding
- ❖ Managing client expectations
- ❖ '24/7' needs and responses
- ❖ Limits on numbers within programs due to staffing resources – e.g. driver training
- ❖ Capacity of Bloodwood Tree facilities – e.g. storage, space, ablutions.

ORGANISATIONAL SUSTAINABILITY

As referred to earlier in this Plan, there must be an ongoing strategic focus on identifying, seeking and attracting additional avenues and sources of funding, coupled with partnering approaches to providing services and activities. It is only through these areas that existing services can be maintained and enhanced, and complementary programs *and* the potential activities listed in this Plan for consideration, can be planned and delivered.

Organisational development such as staff numbers, training, communications; 'user-friendly' forms and service linkages; feedback forms, evaluation, follow-ups; and qualitative and quantitative analysis of services also needs to be considered and prioritised.

For its part the Board has recently been involved in training provided by the Institute of Company Directors (WA) and endorses the Institute's guidelines for the *Essential functions for Directors* noting that in its circumstances the members, partners, stakeholders and clients replace 'shareholders' (*Attachment 1A*).

As essentially a service provider, and without income streams for sources such as Native Title arrangements, the Bloodwood Tree must constantly match its activities and ambitions against funding avenues and opportunities. At governance and operational levels it strives for ongoing excellence in compliance for with all aspects of its services, contracts, programs and procedures. Partnerships, collaboration and advocacy are major elements in its strategic approach and in day-to-day operations in achieving best possible outcomes for customers, clients and with key stakeholders across the South Hedland and outreach in the wider Pilbara areas. The level of positive recognition for all the activities, services and programs of the Bloodwood Tree is a strong tribute to the levels of achievement its Board and Staff strive for.

ORGANISATION GUIDING PRINCIPLES

In providing services and support for our clients and working with partners and key stakeholders as outlined in this Strategic Plan, the Bloodwood Tree Board, CEO and staff follow these key principles and values:

- ❖ Being constructive, professional and consistent
- ❖ Being transparent and accountable
- ❖ Collaborating, partnering, and co-designing where appropriate
- ❖ Complying with funding agreements and conditions
- ❖ Ensuring that reporting accurately reflects experiences and outcomes
- ❖ Proactively seeking and responding to feedback.

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ATTACHMENT 1

Bloodwood Tree Association (Inc.) Constitution:

3. Objects

The principal object of the Association is the relief of poverty, sickness, suffering, distress, misfortune, destitution or helplessness through:

1. The development of Drovers Rest for the benefit of Aboriginal people.
2. The continued support of the development of the Community, specifically in the fight against substance misuse.
3. Assistance to bring about the self-support of the Community by the development of economic projects and industries.
4. The holding of shares in any company formed to carry out the objects of the Association.
5. The support of education, job training, health services, work and housing for the Community.
6. Help and encouragement of the Community to manage its affairs.
7. Help and encouragement of the members of the Community to keep and renew their traditional culture.
8. Assistance to develop trust and friendship between the Community and other people.
9. The receipt and expenditure of grants of money from the Governments of the State or Commonwealth.
10. The receipt of dwelling houses for the Community and to obtain State and Commonwealth funds to expend for repairs and renovations to the houses, and to collect rent and repayments.

And these objects are to be met without purpose of private gain for any particular persons; that the organisation meets these objects for the benefit of mainly Aboriginal people; that the organisation provides relief without discrimination to every member of the Aboriginal community and others and that aid is given directly to those in need.'

ATTACHMENT 1A (Australian Institute of Company Directors)

Essential Functions for Directors:

- **Compliance:** ensure that there are adequate processes in place to comply with legal and accounting requirements.
- **Risk:** ensure that the risks to which the organisation is exposed are clearly identified and that suitable processes are in place to manage those risks.
- **Accountability to shareholders:** report progress to the shareholders as their appointed representatives and align the collective interests of shareholders, board, management and employees.
- **Strategic direction:** participate with management in setting policies, goals, strategies and performance targets for the organisations to meet both commercial and community expectations.
- **Resources:** make available to management the resources to achieve the strategic plan- the money, management, manpower and materials, the CEO's appointment and succession plan.
- **Performance:** monitor the organisation's performance against its strategies and targets.