



Our Strategic Direction

2021-2031



NYOONGAR
OUTREACH SERVICES
Inc.

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Leaning into our Legacy

The Wisdom of our Board and Lessons Learnt

Co-founder & Chair Dawn Wallam



First Year on Board

The start-up process was a true recognition of our Nyoongar community commitment to work together to stand in the Gap:

- Addressing racism and stereotypes and the systems that trapped us in racism and bias treatment;
- Advocating for our most vulnerable on the street and supporting their safety; and
- Defusing community and public place conflict by increasing Nyoongar cultural ways of peace & protection making.

The greatest high was securing foundational funding and appointing our longstanding CEO Maria McAttackney.

The deepest low was the political resentment and public campaign against us fuelling fear and increased racial division.

Within the first 3-5 years of Operations:

Our greatest achievement was the recognition we had from the Commonwealth's Aboriginal Torres Strait Islander Commission. The impact we had as a CDEP provider assisting the many long term unemployed and at times homeless acquiring the training they so needed to be eligible to work for us.

The shift from being the client to the service provider is by far the greatest impact we had on the Nyoongar community then.

Our greatest challenge was the ongoing need to secure ongoing agency support and operational funding. Constantly convincing governments at a local, state and federal level of the positive impact of our service provision.

10+ Years of Operations

Our biggest achievement was acquiring our Headquarters.

A Nyoongar organisation owning their own building and having a positive reputation for good governance, strong community relationships where board and staff members care and respect each other.

Also external to the organisation, the public recognition of our smart uniforms, fleet vehicles all proudly branding Nyoongar and the public acceptance we got.

We welcome praise because when you come from a long history of racism - recognition and praise builds your self-esteem and sustains you through the tough times.

Our most difficult and complex moments without a doubt was the past working relationship with the WA Police. Back then the City of Perth was driven by leadership with personalities and priorities that did not see NOS as a sustainable service.

Co-founder & Vice Chair Neville Collard



First Year on Board

As a long-standing Police Officer and the first Aboriginal Detective in WA, I co-founded the service to prevent increased agitation and arrest of Aboriginal people in public places in Northbridge.

My greatest highlight was finding out how patrols worked up north, especially By-Laws and creating something fit for purpose for Nyoongar Boodja.

Also seeing how much support we had from the Aboriginal community and key figures like Charles Court, Jack Davis, the AMS and ALS in a period when there were the Royal Commission into Aboriginal deaths in custody, and significant negative press about Aboriginal street crime. We proved the media, the systems and public opinion wrong – we were there to help, not divide the community. We ourselves cleaned out the Aboriginal Advancement Council and made that our first base

and raised \$1.5 Million Dollars for a Nyoongar Centre in 1992.

My most difficult experience in our startup period was the relentless racial abuse we received from the late 1990s at work, in community and at times in our neighbourhoods. Trying to stir-up anger and stop us from being a positive solution-broker.

Public Officer Farley Garlett



Prior to being a Board member I was the ATSIC Commissioner, so I was the funding agent that funded the formation of the service. I worked closely with the co-founders to make sure we were not working in opposition to Police but we were a service compliment. We code switched and conflict managed issues with our Nyoongars in Northbridge.

It was a time in the 1990s when the WA Government introduced the move on notice, so more and more Aboriginal people were being arrested just for being in public places.

My greatest highlight was telling our story, forming our structure, and hearing others talk us up, whether it was WA Government, business owners or community members themselves. It was solid to see the joy our mob had being employed to be there in the dark to help our most vulnerable people.

Treasurer Barbara Stack



The greatest highlight for me, was not in my terms as a board member, but actually working on the frontline. I was first an employee of this service, when we got the CDEP top up it changed many people's lives.

To be in uniform helping young people get to safety, children reconnect with family and those living rough on the streets to have a familiar face of someone who knew them and cared.

I don't believe in Aboriginal homelessness because I know who everyone is talking about, and they are not homeless, they are displaced peoples.

Displaced peoples; they have issues that are deeper than a house or shelter. There is trauma, deep trauma that has disconnected them from family and responsibilities.

I always felt safe working on the front line because we had the expertise to help, and had a board that had our back - we were not alone.

As a board member my greatest achievement was knowing I had become that back-up. What I saw and experienced as an employee; I could share at a board level to make sure our budget went to the areas of greatest need.

Secretary Jeremy Garlett



As the one who loves history and stories, listening to what our board members are saying has taken me back to the times when all Nyoongars stood together.

It's awesome to reflect on how far we have come.

We can honestly say we have been the first employer for more than 500 Nyoongars, but we are not an employment service. We are an outreach service that has survived more than 21 years with the one CEO because we are consistent, courageous and committed to our mob.

Our Chief Executive Officer Since 1999, Maria McAttackney

Going forward together!



Nyoongar Outreach Services is a proud Aboriginal Controlled Organisation on Nyoongar Whadjuk Boodja.

The Early Years

I was appointed the CEO two years after the service started. It was a period in history that was very confrontational, and we formed a team that was very complimentary. We had significant issues on the streets at night and we needed to make sure Aboriginal people had an advocate, support structure, and choices to prevent exposure to harm.

With a board that was committed to change, I took on the challenge and together we made it our opportunity. An opportunity to bring Nyoongar culture to the streets of Perth with the purpose of peace, protection and care.

I started with a \$40,000 budget and a very active board.

The Cause

The night life has changed over time but the systemic issues of displaced peoples living rough, prevail. We changed our name from Nyoongar Patrol to Nyoongar Outreach Services to honour the needs of our clients, and the role culture, connections and community play in helping us all belong. We are a culturally secure support system for the most vulnerable and displaced members of our community.

The Impact

During my term of leadership, I have had to destigmatise our service not because we have had a negative impact but because our stakeholder needed to adjust their view, of what a frontline service to Aboriginal people in Perth should be.

In the early days, many thought we were security. I made sure we had uniforms and vehicles identifying us. It took many, many years of consistent work to

confirm to our stakeholders, that we are a support service not a security service.

For us security was to our community, through our Nyoongar ways of working – our cultural security, where our focus was on people not buildings and businesses.

The Legacy

We have a legacy that we continue to lean into and build from.

Over the years, we have had to continuously develop our strategies to work closely with our people, our staff and stakeholders to enable us to understand and address increased complexities and demands for services, from our most vulnerable Nyoongar Whadjuk community members.

Our organisational history and milestones on page 34 guides you through our achievements to date, and this strategic plan is a roadmap to take us to our next horizon.

The Strategy

This strategy maps our journey and is a road map of what is to come.

We need to be, and continue to be the preferred employer of Aboriginal people.

This plan reflects our responsibility and commitment to adopt new values, vision, mission by expressing and embracing and our own model of cultural care.

We have historically developed five-year strategic plans, but this time we wanted to share our wisdom, consolidate our journey and define our next decade. I am confident that this *Strategic Direction 2021 to 2031* has the necessary ingredients for strong foundations, footprints, and roadmap to ensure future growth, sustainability, and ongoing legacy of Nyoongar Outreach Services.



Board Endorsed: case for change

Business Mandate:

“The Nyoongar Outreach Service is ready for a cultural shift and reset,”

Co-founder and Chair Dawn Wallam.

Board Change Levers:

“We have this brand-new building: a Nyoongar place that is ready to be used for our people, especially our young people to get the help they need. No longer do they need to drive around everywhere we can bring the service to them,”

Co-founder and Vice Chair Neville Collard.

The Opportunity:

“No-one knows our mob like we do...nothing much has changed out there, our mob still displaced; we need to do more, help more, with the known client cases and families,”

Treasurer Barbara Stack.

The Risk:

“As the Former ATSIC Commissioner we need to heal within the Nyoongar nation, come together and build services in unity to help our vulnerable mob,”

Public Officer Farley Garlett.

The Story:

“What began 21 years ago as our own civil rights movement to offset overt public racial violence and oppression, we must continue to be there. To help our mob deal with many forms of stress and trauma,”

Secretary Jeremy Garlett.

The background of the page is an abstract, colorful artwork. It features large, organic, flowing shapes in shades of brown, yellow, red, green, and blue. These shapes are outlined with white, hand-drawn, slightly irregular lines. The overall style is reminiscent of indigenous art or a modern, textured collage. At the very top, there is a horizontal band of small, multi-colored dots.

OUR STRATEGY


A Roadmap centred on
Progressing our **People**
our **Partnerships** and our
Programs



The last 18 months have centred on stability for NOS during the COVID-19 global pandemic and so much uncertainty.



COVID-19 has taught us how resilient we are and how empowering it is to be connected and supported when you can or cannot control change.



This is a change management strategy, a person centred and program orientated road map.

A strategy that sets the parameters, governs the pace of change and authorises the growth areas for our CEO to co-design future partnerships and programs.



The Nyoongar Outreach Service is on a growth journey.

This strategy plots our focus areas and our person-centred priorities. This strategic roadmap guides where and how our CEO can build on the past twenty one years and deliver this change so needed in our community.

To achieve the change we are seeking, we will require significant resources in the form of new service agreements for new programs not yet designed and not yet delivered.

This is why this strategy takes a long run, a ten-year outlook on how the Nyoongar Outreach Service can grow and double its workforce and impact on our community.



Building
on our
foundations

Strengthening
our **legacy**

Replicating
our **success**

Co-designing programs that embody everything we have **been through**, everything we **hope for**, and the **stability we need**.

To realise the vision and adopt and integrate the mission, at the core of service delivery is a measure of effectiveness.

The NOS Board confirm its future effectiveness must be informed and guided by its own journey thus so far. It is agreed we are a culturally secure and responsive organisation that cares, has courage, is consistent and committed to helping displaced Aboriginal people on Whadjuk Nyoongar Boodja.

Our Strategy

1. To be a road map and prospectus to attract investors and partners.
2. To guide change management as we grow our programs to help clients more.

Priorities

There are two strategic priorities:

1. Customised service for client cohorts
2. Optimising our assets

Scope

NOS service scope is defined by four functional categories.

1. **The Assets.** This includes fixed infrastructure, fleets, people, office equipment and other resources.
2. **The Service.** The geographical, demographic and programmatic footprint spanning ten locations.
3. **The Client cohorts.** The 60,000 points of contact we have had in three years, many we know intrinsically.
4. **The Partnerships.** Creating a culture of co-design with what once was deemed a prevalent problem, and transforming it into our business solution.

Priority Focus Areas

1. The new facility will be used for in-reach client case management and support programs.
2. The client cohort category we want to grow is children, youth and family services.
3. The Programs we want to foster are care through services for the most vulnerable children and youth and their family.

Strategic Plan on a Page

VISION

To be a culturally secure
Nyoongar connection for
those living rough.

MISSION

Connect those in need with
culturally responsive care.

GOAL

To support those living rough and the vulnerable when
they need us most on Whadjuk Nyoongar Boodja.

PROBLEM STATEMENT

More than 55% of WA Child Protection,
Family Violence & Custodial Clients/Cases are
Aboriginal, and most are on Whadjuk Nyoongar
Boodja.

PURPOSE STATEMENT

Extend our outreach from thousands of
contacts annually into a guided support, and
targeted care for 100 of our most vulnerable
and at risk clients.

VALUES

Building Resilience through:

Care - we never give up on our clients and will be there when they need our help.

Courage - we provide culturally responsive services to our displaced neighbours living rough.

Consistency - we are dependable, reliable and available to our clients and their households in need.

Commitment - we understand that intergenerational trauma requires life-long learning and healing.

STRATEGIC PRIORITY ONE

Customise Our Client Care through Model:

Increase our research and response to
vulnerability and build the resilience of
those living rough by expanding our Youth
Engagement Service and reach through place-
based partnerships & community connectors.

STRATEGIC PRIORITY TWO

Optimise our Assets:

Build on our cultural knowledge & community
network by establishing a new innovative client
in-reach service at our headquarters with more
qualified, capable, and caring staff.

2021-2030 OBJECTIVES

A. DETERMINE

co-occurring and re-occurring care needs and build new programmatic responses

B. ASSIGN

strong care partnerships to every stage of our business model

C. BUILD

organisational capacity to be adaptive and grow targeted care

D. ATTRACT

skilled talent and resourcing to help us realise our vision

2031 ANTICIPATED OUTCOMES & PERFORMANCE MEASURES

Grown our own CEO with an Executive that is qualified, respected, and engaged in community sector design and delivery.

70% of our workforce are Aboriginal and more than 50% are planning, designing, and delivering culturally responsive care.

Deliver international best practice in Aboriginal care with community and sector recognition.

100% increase in in-reach services and client care through place-based partnerships in our current footprint.

Our Business Model

Nyoongar Outreach Service prides itself on its capacity to transform the lives of the most vulnerable Aboriginal people with a street presence. It is not unusual for our clients to grow, transform and indeed become part of our future workforce. Our staff are loyal to our purpose, charter, and impact on our community, as they too have been the beneficiaries directly or indirectly of our services.

Our Business model helps us support others in need. Over the past twenty years, we have built a strong reputation for responding to conflicts through mediation interventions. This knowledge and business acumen has grown over time to incorporate a more responsive care model through our extensive support networks and referrals.



STABILISED

Predominantly funded to react and respond to impacts in public spaces.

60,000 contact over last 3 years.

Well established and known for conflict management.

We provide more than reactive and responsive patrols.

We are culturally connected and committed community connectors.

GROWTH AREA

We are wanting to increase our service footprint by helping the vulnerable with a support network, timely referrals and complex care.

120 new case management clients in 3 years.

Experienced and ready to significantly grow case management and complex care services.

Building organisational capacity across the whole spectrum of care in our business model.

This strategy is about being consistent in building greater responsive and resilience building programs in our local community for those who we already come into regular contact with.



OUR NEXT HORIZON

Anticipating Change

It is now time to map, develop and mobilise a Nyoongar intensive care plan, service, and journey across a variety of client cohorts within our current geographical reach.

We know demand for services far out weights supply. Based on our willingness to grow all our existing government service agreements at a manageable pace, we would like to increase our overall 'care through complexity capacity'. To increase the number of clients we not just come into contact with, but case manage and support for the next decade.



Strategic Government Alignment

The Close the Gap new targets require person centred outcomes. That is to be connected, on a learning journey and overcome life's greatest adversities.

Many government policies and programs focus on the end goal and the symptoms that block goal attainment.

This strategy does the opposite, it puts our client experiences, and all their life exposures at the centre.

This strategy is a pitch and prospectus to government so they can invest in our growth journey: where they help us, helps others, build stable foundations, so they recover from life's adversities.

Commonwealth – National Indigenous Australians Agency

National Indigenous Australians Agency has a service agreement with NOS to case manage up to 50 young people a year who are vulnerable and at risk. The three-year Youth Engagement Service (YES) Program has been so successful it has been the catalyst to NOS newly forming its in-reach capacity to assist more people over the next decade.

NOS could increase its service reach to over 100 young people over the next ten years and will co-design a proposal with others who would like to partner in the expansion of the YES program.

Commonwealth - Centrelink

NOS has a Centrelink partnership to streamline our clients eligibility and access to their entitlements, even when they are living rough and may have no fixed address. Over the last three years NOS assisted with more than 1000 referrals and can increase this reach.

This partnership is not a service agreement but could be where NOS assists hard to reach citizens update their information and assist completing eligibility forms for income, subsidies and services.

WA Government - Department of Communities

NOS understands the Department of Communities (DOC), has five outcomes areas and NOS believes this strategy compliments all over them.

1. **Safe children:** to enable a good start to life
2. **Empowered people:** with valued roles and fulfilling lives
3. **Inclusive and accessible communities:** that enable social, economic and cultural prosperity
4. **A place to call home:** that provides a secure foundation for life
5. **Strong families and kin:** to provide safe and nurturing environments



NOS is also a partner with the Department's Metropolitan Outreach and Youth at Risk Program, where NOS has had 53,000 contacts and identified and assisted 8000 young people in Northbridge, over the last three years.

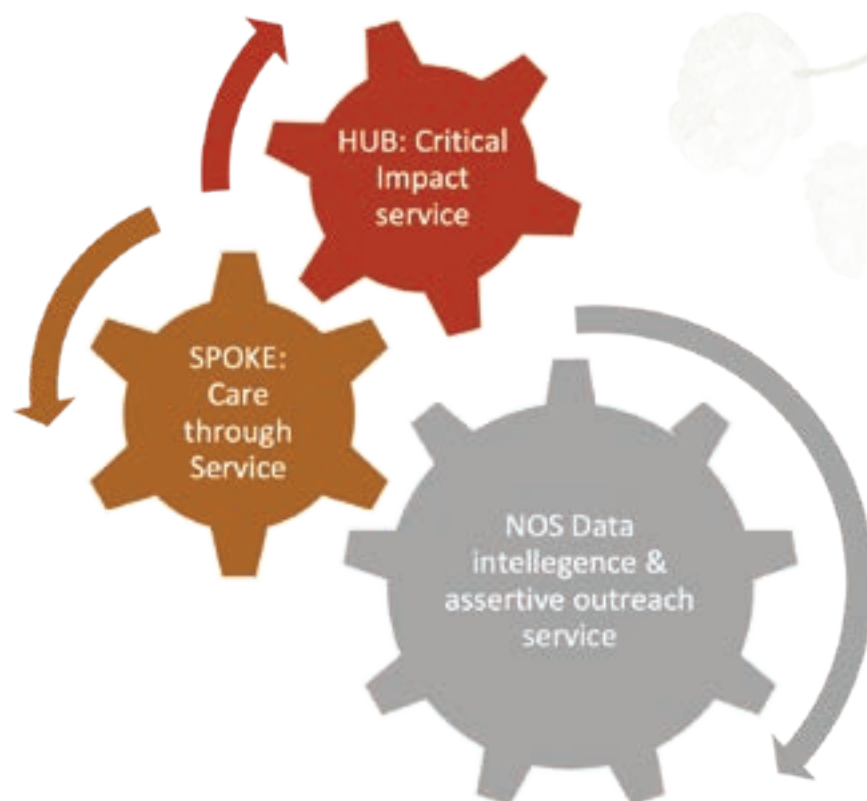
These young people and their families are known to NOS. NOS could be providing follow up meetings and additional care through services if funded too.

NOS is willing to work with the Department to scale up our outreach and introduce in-reach services to this known target group.

The DoC 'Housing First Homelessness Initiative has four key elements:

- i. Assertive outreach and support,
- ii. Partnership and collaboration,
- iii. After-hours support, and
- iv. Brokerage.

In the context of human service systems; NOS offer a hub and spoke approach to the most vulnerable and at-risk Western Australians. We do a few things exceptionally well and have consistently done so for over 21 years.



The NOS databank defines living rough in the metro area and is the only service provider known to clients outside business hours. The client complexity of need has shown us that there are three critical impacts that needs to be overcome to redress homelessness:

1. A place to call home;
2. A mind to respond to care; and
3. An identity that wants to belong to positive change.

These three critical impacts focus on the head & heart psycho-social and cultural needs of those living rough, who have been abandoned, displaced and or disadvantaged by societal norms.

The NOS hub and spoke model is founded on data intelligence and client knowledge to help them seek out positive change at their own pace and purpose.

NOS does not provide blanket and meals to affirm the current predicament but offers pathways beyond problems with express access to services to fast-track critical care when the client opts in.

WA Government Mental Health Commission

NOS recognises that the Mental Health Commission (MHC) is seeking to partner with Aboriginal organisations on programs of common interest. NOS has been a long-standing partner of its Volatile Substance Data Collection Program and would like to expand the program beyond Aboriginal data collection to mutually beneficial known user support service management. There were more than 3000 VSU contacts over the past three years with people in Perth who are mutually known to us and the MHC. We could be assisting those known users with co-ordinated care through services.

WA Government Health Department

NOS has a service agreement with the Aboriginal Acute Care Coordination Unit to provide transportation and support to more than 800 patients over the past three years.

There have been some emerging trends over this time period including patients requiring secondary health support services, and regional and remote patients staying in Perth longer than anticipated.

Managing change is difficult at any period in time but managing change when you are in a crisis, very vulnerable and at times frail may require more than a friendly and culturally secure transfer service.

NOS is keen to explore how we can grow the current service agreement and have a greater service reach to patients in need.

WA Government Department of Justice

NOS has a long-standing working relationship with the Juvenile Justice Team.

NOS contribution could be expanded from identifying young people, into a partnership offering court order, remand and custodial sentencing care through supports for all our known young people and their families.

Over the past three years NOS has assisted more than 100 young people who fit this category and has not been funded by the department to assist.

A future partnership with funding terms and conditions could assist both organisations map, plan and define future footprints and alternative positive pathways for this at-risk group.

WA Police

NOS already has an MoU with Police and has had more than 3000 direct interactions with the Police to defuse conflict and prevent grievances, arrests and harm. The working relationship between NOS and the Police has significantly changed over the past 21 years and the next ten years NOS aspires to be their leading Aboriginal youth and family engagement team.

NOS will continue its current outreach to those living rough and aims to help reunify those people with their family and community.

In this context conflict is both within ones self and between family members and the broader community.

NOS will be seeking WA Police support in increasing our service reach and funding allocation to the most vulnerable, known and prevalent persons who come into contact with the justice system.

Perth Transport Authority (PTA)

There are many social impacts on bus routes and train lines, including hot spot areas. NOS is keen to map these hotspot areas and issues and co-design with PTA an Aboriginal community-controlled response to promoting harmony and reconciliation on and around public transport.

There is also scope for current and future NOS employees to be dual trained so when they are seeking alternative career path beyond NOS, they meet all the requisites of a transit guard and other roles funded by the PTA.

Local Governments

NOS has discrete service agreements with several local governments.

NOS is not security, we are a community service that de-escalates conflict and connects those in need to service referral options, transportation away from hazard and harm and promote harmony and reconciliation. Several local governments have formed homeless strategies and domestic violence actions plans.

NOS has been operating for 21 years and is willing to step up its service scope to help support targeted projects if funded to do so.



Service Reach and Alignment

With a fleet of nine vehicles NOS travels to our partner local governments in the City of Bayswater, Belmont, Fremantle, Gosnells, Stirling and Vincent, and the Perth entertainment district in Northbridge.



Business Context

Founded to walk the beat and look out for vulnerable Aboriginal people after dark; today the service is so much more.

NOS helps those living rough, and those in households build daily routines. NOS case manages up to 40 clients at any point in time in its Youth Engagement Service, many of which are the most vulnerable in our community.

There is capacity if funded, to significantly increase our reach to under 18's through our YES program.

It is possible for 50% of our future client contacts to be young people, for they make up 50% of our WA Aboriginal population.

Over the past 21 years with the loyalty of the co-founders, CEO and a consistent Board, the Nyoongar Outreach Service (NOS) is in strong viable position to expand its programs within its existing service footprint.

Working with Uncertainty

NOS is the only Aboriginal Community Controlled Organisation in Perth that has retained the one CEO for more than 21 years. The service has over time predicted and prevented uncertainty by building strategic stakeholder relationships and delivering value for money, and much needed core services.

Over time uncertainty has been presented in many ways.

The uncertainty in generating the right program design, to match public policy priorities and funding models. The timing of a potential service supply, meeting a known and funded need.

This strategy is a road map to help define what our future service offering may be, and discern how much resourcing will be required to scale up and meet that future service need.

Working with Certainty

With two facilities, there is certainty about our base and our capacity to grow in-reach services. There is certainty in most of our service agreements being multi-year commitments. There is certainty and stability in our capacity to fund and develop our workforce and meet the terms and conditions of our agreements.

In this context uncertainty lies with the space and pace of growth.

Past Performance and COVID-19 Impacts

The last 18 months has taught us all, over planning can never prevent the impact of a pandemic, it can simply prepare you to be agile to change and the pace of change.

Despite the impacts of COVID-19, NOS continues to be the anchor of stability for the vulnerable and those living rough. The past 18 months imposed state government lockdowns have had a significant impact on entertainment in public places. This has led to a drop of more than 10,000 NOS contacts in public places.

When there were regional border controls in 2020, the WA Government worked closely with NOS on Aboriginal return to country transfers, to get people home to regional and remote communities before lock down.

The logistical capability of NOS was recognised by all and has extensively increased our regional network and demand for service supports. Many remote communities now call on NOS logistics and support services.

RESOURCING AND RETURN ON INVESTMENT

The table below is a summary of the past three years budget, overarching workforce and outreach.

THREE YEAR WORKFORCE AND OUTREACH

YEAR	RESOURCING			RETURN ON INVESTMENT			
	BUDGET	Workforce	% Abl	CLIENT CONTACTS	CLIENTS CASE MANAGED	ADULTS	YOUTH
2018-19	\$2M	26	87%	26,623	40	86%	14%
2019-20	\$2M	25	84%	20,702	40	84%	14%
2020-21	\$2M	25	84%	17,775	40	86%	14%



Our Future Outlook

The following is a forecast to map the organisation's growth strategy by increasing the resourcing through the number of service agreements for young people and those with complex co-occurring needs.

Co-occurring in this context could mean a single person is the client of more than one program and therefore may be known to, and in the service pool of more than one government agency.

NOS is able to consolidate the case management of clients with complex co-occurring and re-occurring needs and be the single point of care through their life journey.



PROJECTED ANNUAL WORKFORCE AND CARE CAPABILITY MEASURES

The following table predicts annual incremental growth in client contacts and case management based on a scale that could be achieved with current funding partners.

FUTURE FORECAST	Workforce	CLIENT CONTACTS	CLIENTS CASE MANAGED	ADULTS	YOUTH
2021-22	28 = 78% Abl	22,623	40	86%	14%
2022-23	32 = 75% Abl	24,702	45	84%	14%
2023-24	35 = 71% Abl	26,775	50	86%	14%
2024-25	35 = 71% Abl	28,000+	55	84%	16%
2025-26	37 = 71% Abl	30,000+	60	82%	18%
2031-32	50 = 71% Abl	40,000+	100	75%	25%

More than 70% of our resourcing will be to front line service delivery. At present 80% are on the front line and to increase our in-reach we will require more Youth Engagement Staff and those qualified to assist in social development and cultural care program planning.

Reducing Vulnerability in our Community

NOS continues to be the first respondent to the vulnerable needs of Aboriginal people on Whadjuk Nyoongar Boodja, the Perth Metropolitan area.

NOS can help reduce Aboriginal vulnerability by tracking new pathways in:

- Chronic disease through patient transfers, appointments and collections to hospitals.
- Education by facilitating alternative learning processes / spaces for at risk children & youth.
- Equitable justice in client case management of those identified through policing and courts.
- Well-being through conflict resolution, advocacy, referrals, family reunification and timely essential resource provision when Aboriginal crisis is compounding in some locations.



Centralised Headquarters

NOS Headquarters are in the Perth City with three full time staff working during standard business hours every week. NOS operates its outreach service up to three times a week across ten locations from its headquarters. Our past strategies and historical-track record revealed no satellite offices is the best model for NOS. With a fleet of nine vehicles NOS travels to those in need.

It is important that NOS continues to centralise its resourcing, information sharing, networks and maintain high staff safety morale and performance.

Future Resourcing Requirements and Annual Key Performance Measures

To realise this change NOS will need to double its operating model and resourcing requirements.

The table aligns scope increase, to anticipated increase in staffing required through programmatic funding increase.

This roll-on effect will also increase the financial bottom line as defined in the table below.

YEAR	BUDGET	CURRENT PROGRAM INCREASE	NEW PROGRAMS
2021-22	\$2.1M	20% year on year increase YES - NIAA	Return to Country
2022-23	\$2.5M	50% VSU three-year contract – MHC	Mums and Bubs
2023-24	\$2.7M	100% AACTT three-year contract – DOH	Care School Partnership
2024-25	\$3.0M	20% Outreach year on year increase - DoC	Court Order Care
2025-26	\$3.5M	30% year on year increase YES - NIAA	Intergenerational Care
2031-32	\$5.0M	20% VSU three-year contract – MHC	Resettlement Care

BOARD ENDORSED: CHANGE MANAGEMENT PARAMETERS

Pace and parameters of change

Stability is a priority when focusing on growth by identifying current service gaps from the clients points of view in our existing service footprint.

If funded, NOS will have the capacity to spend more time with those known to the system and help them self-plan their next steps.

Currently, NOS is predominantly funded to provide prevention and intervention street outreach. Our future scope will increase time to care and coordinate how the vulnerable recover and reconnect with services and family.

NOS will be able to match our client contact database and build a database of potential future partners. Working strategically to co-design services, graft in existing services and build bridges where there are prevalent service gaps.

NOS will be able to co-design new programs through the eyes of the end user – the vulnerable, those living rough on Nyoongar Whadjuk Boodja.

To manage the pace and parameters of change NOS:

- Must be proactive and scale up and increase the scope of our client and community services;

- Should proactively provide proposals to government and not for profit sector;
- Can build on the categories of its client cohort and form partnerships as a resourcing priority;
- Demonstrate our business nous and data story to highlight community/client demand; and
- Confirm our culturally responsive and community connected expertise.

Chair Dawn Wallam, "A good strategic plan is not prescriptive but specific about where our resources and focus should go. It's about strong governance to be ready to develop our future pipeline of activities."

Vice Chair Neville Collard, "We are busy, and in control. We know our business and it's now all about helping the next generation – We must cover that ground."

Public Officer Farley Garlett, "We know our mob, we know our business, this process helps us frame it into a plan."

Treasurer Barbara, "It feels good to be here in our new building. We are a committee and planning what we going to do next for our people and agreeing together."

Secretary Jeremy Garlett, "We have an inspirational story and a strong legacy that I'm proud to be part of. We should invest time recording and sharing our stories for our future generations."



Change Management

Change management is as much about resetting an organisations business priority, focus areas, success measures and resourcing, as it is reshaping the organisations identity, reputation and service offerings.

The Board is keen on building NOS Preferred Supplier Status including how it wants to self-manage our Pace of Change:

- We must be proactive and scale up and increase the scope of our client and community services;
- Its timely to build our client cohort and our partnerships as a resourcing priority;
- Demonstrate our business nous and data story to highlight community/client demand by forming proposals for government investment considerations; and
- Confirm our culturally responsive and community connected expertise.

Our values: we are a culturally secure and responsive organisation that cares, has courage, is consistent and committed to helping displaced Aboriginal people on Whadjuk Nyoongar Boodja.

A Hallmark is a differentiator that supports the strong foundations but signals how much change can occur without compromising the current and ongoing operations and rhythm and culture of the organisation.

The Hallmarks of our Future State:

The Board confirmed their intended strategic direction:

Our Assets

- To provide organisational stability whilst acquiring and reallocating resourcing to support our future specialisation in case management and complex care.
- Fully utilise the new neighbouring building for in-reach services.
- There are to be no new building acquisitions, with the sole exception of acquiring the other neighbouring property to build our presence in the one location.

Our Service Footprint

- Never compromising our service stability and reputation with our funding bodies and our community.

Our Client Cohorts

- Stability is a priority when focusing on growth by identifying current service gaps from the clients' points of view and life experience and how that relates to our existing service footprint.

Our Partnerships

- Growth in program partnerships is paramount to the customisation of service support systems.
- Willingness to positively promote our Nyoongar Nation and the collective impact of Aboriginal Community Controlled Organisations and Businesses working together in unity to best serve our own community.
- Willing to redefine partnerships and shared service agreements related to client engagement, case management and care through support with the youth sector, justice, child protection, and health providers to increase our reach to the vulnerable.



Anticipated Strategic Opportunities and Impact

Our Nyoongar Nest

To have the greatest return on investment NOS must increase its return on its current investment.

No new buildings would be acquired in this time period. However, the Board have authorised an acquisition on the neighbouring property, for an agreed market value, if it ever went for sale in the next decade.

This year the Youth Engagement Service officially relocated into the neighbour facility. Where all clients have access and can use this confidential and cultural secure space as part of their healing and development journey.

For the next five to ten years the focus has shifted from needing another building to planning how NOS clients get to utilise the existing buildings.

This includes how NOS builds partnerships with service providers to come to our clients, as required.

A key community and cultural driver for our growth strategy is the need for joined up service delivery across the life span of a family through our Nyoongar nest.

It is time for NOS to increase its in-reach service offering to the extremely vulnerable, where NOS may be their only care giver on a particular day.

Being present, being available and caring is significant to the vulnerable and those living rough.

The next stage on our service journey is to help the vulnerable create a path out of their own despair.

The extremely vulnerable in this context includes:

- Teenage pregnancies
- Those known for sleeping rough in the city
- Known Volatile Substance Misuse cases
- Young mums and bubs who have been in statutory care
- Youth who miss more than two days of school a week over a three month period
- Youth with significant developmental delays and learning and socialisation difficulties
- Clients who are seeking to enter rehabilitation programs
- Regional and remote visitors who have no local support network
- Regional and remote visitors seeking to return to country but can't facilitate the process

By introducing an in-reach service to the extremely vulnerable and those in despair, NOS can have a higher level of structured engagement and navigate the supports required for those clients along the way.



Our Partnerships and Programs

Growth in program partnerships is paramount to the customisation of our future service support systems.

NOS has a long history of placing the bulk of its budget on workers on the front line and now it's time to reconsider the structure and resourcing allocation to focus more on program development and technical competencies of future employees in psychology, human resources, social work, case management, youth services, mental health and project management.

More than 50% of the Aboriginal population is under the age of 25 and more support services should be in place for local families who are struggling and our children and young people who are already known and been in statutory care.

Over the next ten years NOS will design programs for young people and their care givers as well as those who are not eligible for independent housing assistance due to critical life controlling issues.

The partnerships and programs will target the extremely vulnerable and include:

- **First 1000 days for bubs** with teenage mums
- **Compass care for young mum's** who have never been mothered due to statutory care or custody orders
- **Culture care in current care schools** – working with current providers to increase and improve Aboriginal outcomes
- **Court order care** where drugs and alcohol abuse led to petty crimes and has increased self-neglect and assistance is required to transition people into rehabilitations options
- **Transgenerational trauma recovery** working with the whole family to identify and prevent the prevalence of traumatic life experiences.
- **Return to country care** providing family reunification and transfers home
- **Resettlement care** providing at risk families support services to move and transition into new spaces and services

The new facility will be utilised to increase our capacity to provide culturally responsive case management and referrals so Nyoongars and those living rough on Nyoongar country don't have to navigate the service system alone.

NOS will take a strengths based and person-centred approach offering a buffet of program options and parcels of care, instead of lists of referrals and contact information which is standard practice by other community service organisations.

The NOS staff can coordinate joined up service delivery, facilitate care parcels with a variety of service providers and provide detailed care through case management.

Creating more intensive case management will require the organisation to seek out program funding to employ more staff with tertiary qualifications to develop fit for purpose programs and deliver them well.



Our Mooditj Mob

Over the next ten years we will find and develop new board members and will strive to double our workforce.

Future Executive Board Members

NOS acknowledges its long-standing Board members and will work closely with the board to identify and develop future talent and support their membership to assume an Executive Role over the next 10 year.

Future Chief Executive Officer (CEO)

NOS will continue to be the first employer of the long term unemployed and also has long standing workers who are integral to our business.

Growing our own includes building up our own CEO over the next 10 years. The combination of community, cultural and corporate governance experience will be essential.

CEO succession planning must be a performance measure for the organisation in the next five years.



Double our workforce

We currently have 25 employees and aspire for 50, subject to government funding support.

We recognise that our greatest asset is our people and the need to grow the workforce with more specialised employees who could assist in building and delivering programs.

It is not unusual for a former client to become our employee. To increase our people first asset base, we need government funding that also helps us build our workforce professional development and capacity journey overtime.

Future Workforce

All future NOS employees will have to be committed to life-long learning. New programs will require increased knowledge and skill sets. NOS will be committed to upskilling its own workforce and recruiting new qualified staff to meet the terms of future funding agreements.

There are two explicit future workforce categories:

- Category one has up to 10 additional roles that will be integrated into the business as planning and program design/delivery. This includes an increase in structured and qualified social and emotional wellbeing supports for the organisation.
- We anticipate that within 12 to 24 months of employment all planning, development and psychological support staff will possess formal qualifications.

- Category two has up to 15 additional in-reach service providers who directly case manage our clients and care through their most complex life challenges.
- We anticipate that within 12 to 24 months of employment 50% of new hires will be supported in attaining certificate 2-4 training competencies.

Staff Learning Journey

The learning journey of all staff is intertwined to the overall success of the organisation. Hence one of the new positions will have to include in its remit, coordinating competency-based workplace training.

NOS will develop workforce plans to increase the capacity of staff on the front line to also become care through support officers to our clients. Currently this only occurs within the YES program but there is capacity to extend our service to the family and kinship circle of our YES clients if we are funded to do so.

Our Consistent, Cultural and Courageous Care Co-ordination

Nyoongar Outreach Service, navigating the service system to help those in need.

We have a history of transforming lives by not only removing our mob from at risk spaces and places but for also being the consistent service in their lives.

People in public places recognise NOS staff, our brand and presence are well respected. There is no intention to reduce our current outreach service footprint over the next 10 years. Funding terms will always dominate the scale and reach of all our services.

A close-up photograph of yellow flowers with green leaves, serving as the background for the page. The flowers are in various stages of bloom, with some showing bright yellow petals and others as green buds. The lighting is soft, highlighting the textures of the petals and leaves.

Building on our Legacy

A timeline of our journey
and achievements to date.

THE ORGANISATIONAL HISTORY

Milestones

1997

- Aboriginal Advancement Council and a 'Project Inception Working Party' of Aboriginal community and other stakeholders identifies the need for an Aboriginal street level patrol service in Northbridge to address the issue of young people at risk on the streets.

1998

- Night patrols begin operating in Northbridge auspiced by the AAC and operating from its premises.
- There is some seed funding support from the Aboriginal Group Training Scheme, Aboriginal and Torres Strait Islander Commission (ATSIC), DIA and Lotterywest.

1999

- Perth Employment Enterprise Development Aboriginal Corporation (PEEDAC) provides 6 Community

2000

- City of Perth becomes the first local government authority to engage the Nyoongar Patrol to provide services in its local government area.
- Development Employment Project (CDEP) positions to enable NPS to continue its services in Northbridge. Service management staff are working on a voluntary basis.
- Aboriginal Group Training Scheme abolished causing financial difficulties for the patrol service.
- Safer WA (Office of Premier and Cabinet) decides to fund an Executive Director leadership position within the Nyoongar Patrol. Previously all NPS management staff had been voluntary.
- CDEP positions allocated to the Nyoongar Patrol increase to thirty five, thereby enabling an expansion of services. In September NPS commenced a patrol service within the City of Vincent to address issues around Birdwood Square in Highgate. Within a short period of time the problem was noticeably reduced.
- NPS works with other agencies to develop a Priority Action Plan.
- The formerly independent Swan Community Patrol in Midland merges with the Nyoongar Patrol.

2001

- Nyoongar Patrol Systems Inc is incorporated on 28 November as a not-for-profit organization with
- concessionary tax status under the Aboriginal Councils and Associations Act. The organizational structure provides for an elected all Aboriginal Executive Board. Board members are elected for three year terms.

2002

- NPS secures DIA funding for three full time administrative positions.

2003

- NPS and City of Perth jointly win a Community Services Award for "working in partnership". NPS wins Australian Institute of Criminology
- 'National Australian Violence Prevention Award'.
- In 2001 Jack Busch from the Department of Premier and Cabinet, reported on issues of crime and anti- social behaviour in Northbridge.
- Issues of anti-social behaviour and crime in Northbridge are attracting considerable adverse media, public and political attention.
- City of Perth funds NPS to provide services in Forrest Chase and Wellington Square, supplementing CDEP wages funding.
- Wayallup Moort Patrol established by NPS in Fremantle in partnership with the City of Fremantle and under the leadership of a local Aboriginal Steering Committee.
- Fremantle and Central Challenger TAFE Colleges, in partnership with NPS, develop training resources for patrol workers.
- Nyoongar Patrol expands service to five locations:
 - *Northbridge
 - *Juvenile Aid Group (JAG)
 - *City of Vincent
 - *Fremantle
 - *Midland
 - *Perth City/Forrest Chase.

2004

- The number of CDEP participant positions with NPS grows to forty four: nineteen in Northbridge, fifteen in Midland and ten in Fremantle.

2005

- City of Perth decides to cease its NPS funding.
- Walyalup Moort and Swan Patrol Merged with Nyoongar Patrol System Inc.
- NPS maintains patrols with funding support from DIA, DCP and the Attorney General's Department.
- NPS reliance on CDEP reduced by creating fulltime positions with the funding support of the then Department of Employment and
- Workplace Relations (DEWR).
- NPS decides to re-brand the organisation as an 'outreach service', rather than a security service.

2006

- The Federal Government abolishes CDEP in urban centres such as Perth. NPS restructures its services. With the assistance of DEWR, ten full time Frontline Outreach Officer traineeship positions are created.

2008

- DIA, DCP, Attorney General's Department, the Department of Education, Employment and Workplace Relations
- (DEEWR), City of Vincent and City of Fremantle are all now committed financial partners.
- Commenced providing services to Crown Perth.

2010

- Two Senior Supervisor positions and one Team Leader position are created within the NPS staffing structure to better manage the operation of patrols.
- A Partnering Agreement is signed with Save the Children Fund.

2012

- NPS moves into new purpose built facilities at 35 Gladstone Street, East Perth.
- An independent evaluation of NPS services is completed to guide board decisions in relation to the future direction of the service.
- Nyoongar Return to Country project funded by DCP for 1 year.

2007

- NPS makes a strategic decision to build closer working relationships with key stakeholders such as the City of Fremantle, City of Vincent,
- Department for Child Protection (Crisis Care), Kilara Services, the Sobering Centre, Anawim Women's Refuge and the Western Australian
- Police Service (WAPS).

2009

- NPS makes strategic decision to conduct some joint patrols with other services such as local government rangers and Centrelink outreach staff responsible for ensuring that homeless people receive their entitlements.
- NPS makes a strategic decision to focus on more active promotion of the service.

2011

- NPS services extended to South-Eastern and Northern Rail Corridors, with new funding secured from a Proceeds of Crime Confiscation
- Grant and DIA.
- NPS staffing level reaches 24, 17 full time and 7 casual.

- City of Vincent increases its NPS funding to a level equivalent to one full-time Frontline Outreach Officer position. The City of Vincent also provides the Patrol with a 2-way radio to enable communication with City Ranger Services.

2013

- Implementation of the recommendations of the independent report (Scougall Report) commences with amendments to financial and delegation arrangements.
- 27 homeless clients assisted through the Nyoongar Return to Country project.

2014

- NPS became a member of WANADA and commenced a review of all policies and procedures.
- Updated Operational policies and procedures are released.

- The Attorneys General and DEEWR funding agreements end during the year. The Commonwealth Attorney General was a major financial contributor to NPS.
- Focus on capacity building including creation of new administrative roles and maintenance of a targeted training program for staff.
- Updating of information management systems and processes provided for more reliable and accessible information to support reporting and management functions.

2015

- NPS changes its name to Nyoongar Outreach Services to better reflect the services provided in response to client needs.
- Nyoongar Outreach and Mission Australia sign a Memorandum of Understanding to work together for the benefit of clients and to improve cultural capacity in the sector.
- Funding arrangements reviewed and renewed with DCPFS, DAA and DAO.
- Nyoongar Outreach became a partner with Ruah and others in the 50 Lives 50 Homes project.
- Employsure appointed as an external support for human resources and industrial relations.
- Dept. Prime Minister and Cabinet fund a two year project, the Youth Engagement Support project, to provide intensive case management to at-risk youth under the Indigenous Advancement Scheme. Two new positions created to facilitate this project and specialist training and mentoring service appointed to support the function.
- 2015 Constable Care Child Safety Award (Government Category) winners with the other Youth at Risk Strategy partners.
- A new Employee Handbook, Occupational Health and Safety, Administration and Financial Management Policies are released.
- A new structure separating the strategic and operational areas of the business and providing for case management is implemented.

2016

- Nyoongar Outreach reviewed the outreach patrol model and introduced a roaming outreach service model.

- Prof. Harry Blagg (UWA) was appointed to conduct an independent review of the new Youth Engagement Support project establishment process and project outcomes.
- Five year strategic planning process was completed.
- A working agreement with PTA has been put into place.
- Nyoongar Outreach installed solar power to the building.

2017

- NOS recognised by Department of Communities and WACOSS as a finalist in the medium size organisation 'Community Service Excellence Award'.
- 2017/18 was a challenging year for NOS with uncertainties due to the merging of Government departments and the sunset clause coming into effect for Community Patrol Programs in 2018.
- City of Bayswater has increased our capacity to deliver additional services within their local government area. The Royal Perth Hospital Aboriginal Acute Care Coordination Team increases our capacity to provide safe transport to clients for medical appointments through their coordination. An additional service implemented this financial year was in Gosnells.

- NOS met with Commissioner for WA Police Force, Chris Dawson and was briefed on the new policing structure and working relationship with our organisation. A 'Partnering of Understanding' that specifies our roles and responsibilities was endorsed
- NOS purchased the adjacent building to NOS headquarters in East Perth. This new purchase has seen NOS capital asset base grow to three million dollars.
- NOS is pleased to assist the Department of Health with mental health data, allowing them to build a more accurate picture of the number of people inhaling volatile substances in Perth Metropolitan public spaces.

2018

- In 2018 NOS received international recognition for our service by author Patrick Sharkey when we featured in his publication *Uneasy Peace: the great crime decline, the renewal of city life and the next war on violence*, supported through the New York University and University of Western Australia Law Schools.

- NOS embarked on the renovation of office space adjacent to the current office. The neighbouring facility is designed to become a Nyoongar community service hub, providing the space needed for future growth, accommodating clients, stakeholders and business partners in a purpose-built environment.


2019

- The fit out of next door of culturally competent with meeting rooms, counselling booths and a reception area was finalized.
- NOS experienced significant external impacts on our service with COVID-19 restricting client face to face access and the Black Lives Matter campaign highlighting our need to remain united in addressing all forms of racism.
- NOS was contracted by Department of Communities and the Metropolitan Covid-19 taskforce to assist in returning to country

- The extension of funding contracts until June 2020 providing NOS another year of financial stability. NOS was proactively engaged in new forms of data collection for the Department of Communities, to confirm the immediacy of care we give and knowledge we have, of the client service needs in the metropolitan area.
- 30 Aboriginals persons were assisted directly by NOS to return from Perth to their home in remote communities in Late March of 2020, before the first COVID-19 lockdown.

2020

- NOS continued to experience the impacts of COVID-19. Despite this, as an essential service, NOS continued to meet our client's needs and our contractual service agreements.
- NOS maintained its contracts for the Aboriginal Acute Care Patient Transport with the East Metropolitan Health Services and Cyrenian House for client transport to Kongal-boyal Wirim withdrawal unit In Nannup.
- 2020/21 marked the five year milestone of NOS's Youth Engagement Support (YES) Program which grew from police and justice diversion service to a comprehensive and holistic case management program for young people who are or at risk of being under statutory care or custody orders.
- The YES service began operating out of NOS's new facility beginning a new chapter transitioning from 100% outreach to forming in-reach services
- The extension of funding contracts until June 2021 provided another year of financial stability.
- This year saw the emergence of Fremantle and Perth tent cities with Homeless persons displaced by COVID-19 and other factors including the shortage of many housing alternatives in Perth
- A New app-based data system was implemented- All clients are managed through a centralised data base which connects their social impacts with a range of specialised service providers to assist staff in timely referrals. NOS is now completely integrated with the Department of Communities online data software called connect app.



We are grateful to those who
uphold our values

Care
Courage
Consistency
Commitment

Thank you to all our past, present and future staff
who have helped us stand in the gap with our
most vulnerable.