

# 2023 Strategic Plan

CAAPS  
Aboriginal  
Corporation







## Acknowledgement

CAAPS Aboriginal Corporation respects the culture and lore of all Aboriginal and Torres Strait Islander people across the Northern Territory. CAAPS acknowledges the past, present, and emerging elders, and leaders of Aboriginal and Torres Strait Islander Peoples and especially recognises the Larrakia people who are the traditional custodians of the Darwin area from which we work and live.

We acknowledge the traditional owners and custodians of country throughout Australia and their continuing connection to land, sea, and community. We pay our respects to them and their cultures, and to their elders both past and present.





Who we are

## Our story

CAAPS Aboriginal Corporation is a community-based service that provides healing and support to Aboriginal and Torres Strait Islander people and families.

We have been working across the top-end of the Northern Territory for over 35 years, with a proud history in delivering family-centred and culturally appropriate alcohol and other drug (AOD) treatment to adults, families, and young people.

Over the last 5 years, we have grown to support our families and communities beyond AOD, delivering services that improve social and emotional wellbeing as we build on our foundations in culturally appropriate, family-centred, holistic, and trauma-informed care. This includes child and family services, homelessness and housing, youth services, and community-based programs.

## Our vision

Healing to strengthen families,  
community, and culture.

## Purpose

We provide culturally appropriate, family-centred, and evidence-based services and support, so that:

- Families are strong and safe
- Community is empowered, healthy, and connected to culture
- Young people learn, heal, contribute, and achieve

## Our values

**Caring** for clients, culture, community, and each other

**Openness,** honesty, accessibility, and inclusiveness

**Respect** the rights and values of everyone

**Empowerment** of others to be the best they can

# Strategic goals

## **Strong organisation**

Strengthen our organisational sustainability and develop systems and processes to promote staff development, continuous learning, and growing our Aboriginal workforce.

## **Connected to community**

Nurture our relationships, maintain our presence in Darwin, and deepen connections with remote communities, through meaningful engagement to support community aspirations and needs.

## **Effective partnerships**

Increase our profile with Aboriginal-controlled organisations through genuine partnerships and taking a leadership role in our sector. Strengthen our existing partnerships across the service system to drive capacity building internally and bring services into Aboriginal hands.

## **Impactful services**

Strengthen existing services by enhancing cultural components and healing models, continuity of care, need-based resource allocation, and outcomes measurement to drive greater impact.



	Organisation	Services	Partnerships	Community
1. Deliver excellence in our AOD, social and emotional wellbeing, family and youth services		X		
2. Further strengthen culture components and healing models across our existing services, including through a gender-focused lens		X		X
3. Embed outcomes measurement across our core services to understand and improve our impact	X	X		
4. Strengthen the training, development and mentoring opportunities for staff in both clinical practices and cultural competency	X	X		
5. Increase Aboriginal and lived experience recruitment and retention at all levels through a targeted employment strategy	X	X		X
6. Build an organisational culture of continuous learning through a strength-based employee performance review process and feedback systems	X	X		
7. Build strong financial systems and processes, including establishing an audit, finance and risk committee	X			
8. Develop a communications strategy to share our impact and innovative models with the community, the sector and funders	X		X	X
9. Embed the voice of community and lived experience by strengthening links between the Cultural Safety Committee and the leadership team		X		X
10. Strengthen our community connections, in both Darwin and the remote communities we work with		X	X	X
11. Grow and sustain membership within our community through meaningful engagement	X			X
12. Strengthen our partnerships to have greater impact and support the capacity building of our staff and organisation	X	X	X	
13. Develop stronger partnerships across the Aboriginal-controlled sector to work better together and advocate for our community			X	X
14. Strengthen our continuity of care model for clients through increased collaboration with local Aboriginal health services		X	X	X

# Priority, initiatives and actions

## 1. Deliver excellence in our AOD, social and emotional wellbeing, family, and youth services.

- Undertake a comprehensive review of all program content.
- Refine intake assessment processes and referral pathways.
- Focus on interprofessional training and development for staff.
- Collaborate with partners to improve connectedness.

## 2. Further strengthen culture components and healing models across our existing services through a gender focused lens.

- Incorporate Aboriginal knowledges into program development and recognise traditional healers, elders and people with lived experience as an essential part of program and service delivery.
- Invest in initiatives that support quality service delivery, quality improvement processes and development for all staff.
- Develop culturally appropriate social and emotional wellbeing indicators.
- Develop effective partnerships with others to support integrated planning and service delivery.

## 3. Embed outcomes measurement across our core services to understand and improve our impact.

- Optimise and augment client record management systems to convert data to actionable information.
- Develop culturally appropriate assessment tools that work alongside validated tools.
- Develop a comprehensive program logic and theory of change for each program, incorporating person-centered outcomes, funder outputs and outcomes, and broader frameworks.

#### **4. Strengthen the training, development and mentoring opportunities for staff in clinical and cultural practices.**

- Undertake an assessment of policies, processes and systems to identify key priority areas.
- Develop a model of mentoring that extends support beyond supervision to include leadership and governance.
- Evaluate cultural awareness and cultural competency against the ATSI Health Performance Framework.
- Refresh and maintain priority of the CAAPS Aboriginal Employment Strategy.

#### **5. Increase Aboriginal and lived experience recruitment and retention at all levels through a targeted employment strategy.**

- Ensure all Aboriginal employees have a career development plan in place and implement systems to monitor this.
- Develop and promote multiple complementary support mechanisms to improve retention, such as mentoring programs and supported work arrangements, to allow people to meet their work, family and/or community obligations.
- Develop a range of avenues to long-term and permanent positions, such as traineeships, scholarships and casual employment.



## **6. Build an organisational culture of continuous learning through strength-based employee performance review process and feedback systems.**

- Ensure all employees have a career development plan in place and implement systems to monitor this. Check in with employees about their career development goals as part of employee reviews.
- Update job descriptions to include the essential knowledge and skills expected of employees to further develop, along with certifications that must be maintained.
- Host quarterly or monthly roundtable discussions with partner organisations on different topics relevant to CAAPS.
- Identify and cultivate mentorships as an element of succession planning.

## **7. Build strong financial systems and processes.**

- Establish a Finance, Audit and Risk Management Committee.
- Review policies, processes, accountabilities and delegations to maintain robust fiscal management.
- Incorporate into the training calendar financial training for the finance team and financial literacy training for senior staff.
- Reconfigure the chart of accounts to distinguish between fixed and variable costs, support budgeting and forecasting requirements and align with acquittal requirements.

## **8. Develop a communications strategy to share our impact and innovative models with the community, the sector and our funders.**

- Grow and sustain membership within our community through meaningful engagement.

## **9. Embed the voice of community and lived experience by strengthening the links between the Cultural Safety Committee and the leadership team.**

- Review and reinvigorate the CAAPS Cultural Safety Committee.
- Actively seek and engage independent and representative committee membership utilising current networks.

## **10. Strengthen our community connections in Darwin and the remote communities we work with.**

- Invest in deepening our existing partnerships. Explore opportunities to support delivery of their services, and for co-delivery of ours.
- Develop new partnerships with others to support integrated planning and service delivery.

## **11. Strengthen our partnerships to have greater impact and support capacity-building of our staff and organisation.**

- Conduct a thorough assessment to identify our staff's specific training needs to determine the skills and knowledge gaps that must be addressed.
- Create a comprehensive training plan that outlines the specific training activities, timelines and resources required, including partnering opportunities that provide mutual benefit.
- Engage with partners and Aboriginal-controlled organisations to co-design and co-deliver programs that support capacity-building of our staff and organisation.



## **12. Develop stronger partnerships across the Aboriginal-controlled sector to work better together and advocate for our community.**

- Invest in deepening our partnerships. Explore opportunities to support delivery of their services and for co-delivery of ours.
- Develop an outcomes evaluation framework that evidences our value and informs advocacy.

## **13. Strengthen our continuity of care model for clients through increased collaboration with local Aboriginal health services.**

- Engage with external partners to recognise and respond to demand across the sector.
- Develop continuous improvement/feedback via participation in internal and external working groups.
- Develop partnerships that support and augment our continuity of care model (including aftercare).
- Improve access to internal information to streamline flow of internal referrals across programs.