



Together With The Community  
ABORIGINAL FAMILY SUPPORT SERVICES

# Strategic Plan 2011 – 2016



**MESSAGE FROM CHAIRPERSON**  
**YVETTE VARCOE**

*The Aboriginal Family Support Services has set itself a challenge, to ensure that our cultural identities continue to be protected and developed into the future. By meeting this challenge, we will ensure that our communities, families and children have strong connections to their communities and kinship.*

*Together with the community, the Aboriginal Family Support Services is committed to providing strong leadership, which the organisation has clearly demonstrated in the ability to influence social change.*

*Together with the community the future direction of our organisation will be to build on this leadership ensuring the achievement and delivery of the Vision and the Mission.*

***Yvette Varcoe***  
***South Australian Aboriginal Woman***



3.

## **MESSAGE FROM CHIEF EXECUTIVE OFFICER** **SHARRON WILLIAMS**

*The vision and strategic directions of this organisation is to work together with the community to achieve our mission and goals. By building on the strong foundations left by our founders the organisation will continue to provide innovative leadership and committed staff to deliver the future directions of the organisation.*

*This will require passion and dedication that will challenge and influence social change for the well-being of our communities.*

*Aboriginal Family Support Services has this strong leadership and by working together with the community will strengthen and empowered our children and young people for the future.*

*Although significant progress has been made it is vital that the organisation remains focussed and committed to ensure safe and positive futures for our children. Aboriginal culture is thousands of years old and it is a living, vibrant culture. It is vital that our children remain connected and to grow strong to achieve their maximum potential.*

*I would like to personally thank the Board and the staff for their focussed enthusiasm in creating a shared vision and future for the organisation and for our community.*

***Sharron Williams***  
***Kaurna/Narungga Woman***



***Vision***

"Together with Aboriginal Communities, we will create opportunities with families to ensure safe and culturally strong futures for our children and young people."

***Mission***

Aboriginal Family Support Services acknowledges the diversity of Aboriginal communities and ensures that all services are innovative, creative and healing-based.

Through strong leadership Aboriginal Family Support Services influences change in policies and service delivery in all areas of capacity building within Aboriginal families and communities.

We maintain that our Aboriginal heritage is beyond value and no child should be deprived of its richness.



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## **Organisational guiding principles**

### **Together With the Community**

We work together with the community to ensure our purpose is achieved in a culturally sensitive manner.

### **Spirituality, Culture and Country**

We recognise the importance of our spirituality, rich cultural heritage and our strong connection to country. We ensure that we acknowledge this as an integral part of our organisation.

### **Leadership**

We show strong leadership that challenges and influences social change for the well-being of our communities.

### **Equity**

We treat all people in an ethical and professional manner.

### **Respect**

We treat all people with respect, honour cultural sensitivity and promote an environment based on these principles.

### **Responsibility**

We are responsible for the decisions we make and for our actions. We are responsible to each other and to our clients.

### **All Employees Are Supported And Valued**

As an organisation, we value our staff and their contribution.



## **Strategic directions**

The following strategic directions focus the activity of AFSS in order to continually achieve our mission.

### **1. PROMOTE THE ROLE AND MISSION OF AFSS AS A FORCE FOR POSITIVE SOCIETAL CHANGE**

- a. AFSS is recognized as the peak South Australian Aboriginal agency in child, family and community well-being.
- b. Government and non-government stakeholders are influenced and educated to understand the cultural safety needs of Aboriginal children, families and communities.
- c. AFSS is acknowledged as the facilitating voice for Aboriginal children, families and communities in decisions concerning their well-being.
- d. AFSS is recognised as a strong advocate for Aboriginal children, families and communities concerning issues that affect their well-being.



## **2. BE ACKNOWLEDGED AS A SPECIALISED SERVICE PROVIDER THAT PROVIDES (AND DEMANDS) AN ABORIGINAL FOCUS AND PERSPECTIVE**

- a. AFSS is acknowledged by Aboriginal families and communities as providing cultural understanding and support.
- b. AFSS is recognised by mainstream NGOs, religious agencies and government as providing the necessary cultural understanding for effective outcomes for Aboriginal families and communities
- c. AFSS values and works with Aboriginal cultural and geographic boundaries to promote the well-being of Aboriginal people.
- d. Models of therapeutic best practice for Aboriginal people are developed and made available to the wider community.
- e. AFSS attracts non-government contributions and sponsorship from entities concerned with the equity, social justice and the well-being of Aboriginal children, families and communities.
- f. An Aboriginal focus and perspective is maintained on all issues relating to AFSS services and practice.



### **3. EXPAND OUR SERVICES TO OTHER AREAS WITHIN SOUTH AUSTRALIA**

- a. Services are feasibly expanded to other areas of need in South Australia, including parts of the APY lands.
- b. Aboriginal communities and other stakeholders are consulted when considering areas of expansion.
- c. Aboriginal communities and other stakeholders are consulted in the establishment of services.

### **4. MANAGE BUSINESS AND COMMUNITY RELATIONSHIPS**

- a. AFSS engages in robust, responsive and accountable relationships with Aboriginal communities.
- b. AFSS builds strong partnerships with other stakeholders that engage with Aboriginal children, families and communities.



## **5. CENTRALISE AND STANDARDISE SERVICE, PRACTICE, PROCEDURES AND POLICIES**

- a. AFSS' policies and procedures are standardised across South Australia.
- b. All service is based on clients' past and current needs regardless of changes in circumstances and/or locations.
- c. Quality assurance certification is achieved.



## **6. INCREASE OUR STAFF CAPABILITY**

- a. AFSS recruits staff who are highly skilled and who have values aligned with the mission, vision and guiding principles of AFSS.
- b. AFSS provides excellent training and development opportunities.
- c. Staff are encouraged to create, retain and share knowledge to enhance AFSS intellectual capital.
- d. AFSS will actively seek, encourage and support the recruitment of Aboriginal staff.



## **7. INCREASE OUR BUSINESS CAPABILITY**

- a. AFSS manages risk and business continuity.
- b. AFSS establishes national accreditation for training and development programs.
- c. ICT hardware, software and skill levels are planned and implemented to keep pace with AFSS' changing needs.

## **8. MONITOR AND REVIEW PROGRESS OF STRATEGIC DIRECTIONS**

- a. Program business plans are developed that are consistent with the strategic plan.
- b. Targets and measures are established.
- c. Reporting against business plans is regularly conducted.
- d. The Board reviews the strategic directions on an annual basis.





Aboriginal Family Support Services Inc  
134 Waymouth St  
ADELAIDE SA 5000  
Phone: (08) 8205 1500 Fax: (08) 8212 1123

Email: [afss@afss.com.au](mailto:afss@afss.com.au)  
Website: [www.afss.com.au](http://www.afss.com.au)

