



NAIRN MARR DJAMBANA  
GATHERING BY THE BAY

# Strategic Plan

Nairn Marr Djambana | Gathering Place, Frankston

2023-28



# Acknowledgment

Nairm Marr Djambana acknowledges the Bunurong/Boon Wurrung people of the Kulin Nation as the Traditional Owners of the land on which we gather and work and pay our respect to their Elders past and present. Nairm Marr Djambana also acknowledges all other First Nations people living in the Frankston area.

## Our organisation

Nairm Marr Djambana is a Gathering Place and Neighbourhood House for First Nations people in the Frankston area and is an Associate Member of VACCHO.

Conceived in the late 1990s by our Elders, Nairm Marr Djambana was officially launched in 2016 and services a catchment area of over 30 surrounding suburbs. Our community has worked tirelessly to open the doors and keep them open, creating a culturally welcoming, safe and accessible place to gather, connect and heal. Led by an active community Board, Nairm Marr Djambana provides holistic social and emotional wellbeing services, including strength-based community programs, activities and events.



# Our Vision

*'A thriving, empowered, self-determining First Nations community guided by Aboriginal ways of Knowing, Being and Doing.'*

# Our Mission

Our mission is to empower the First Nations community, improve holistic wellbeing, celebrate cultural heritage, and foster self-determination by actively engaging with our community, preserving our traditions, and nurturing the inherent strengths in each individual. Through collaborative partnership and community-led initiatives, we work tirelessly to create a future where our people thrive, and our cultural legacy endures.

We are unapologetically committed to Closing the Gap by improving health and wellbeing outcomes and amplifying the voices of our community through a strength-based approach. We foster a holistic wrap-around approach to wellbeing, grounded in community aspirations, empowerment, and Aboriginal ways of Knowing, Being and Doing, weaving a storyline of cultural pride, resilience, and self-determination for generations to come.

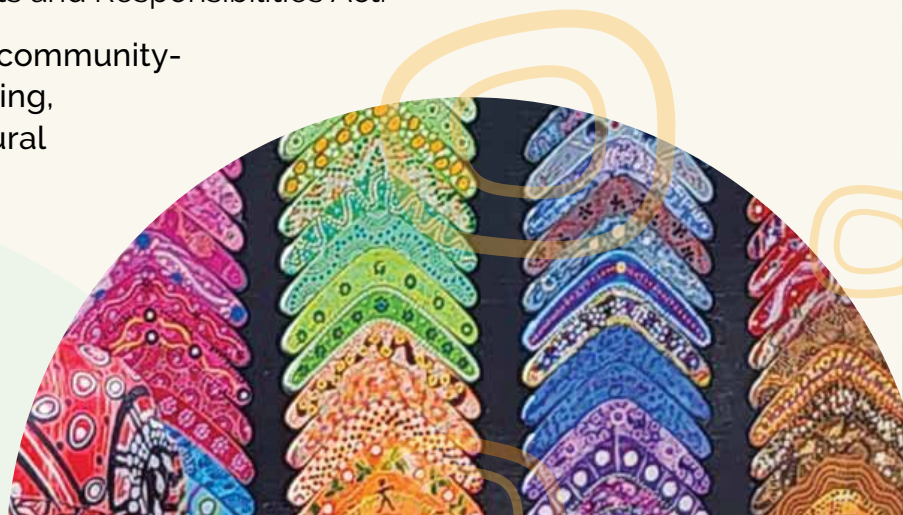


# How do we do this?

## Nairm Marr Djambana enacts our cultural vision and mission through:

- 1. Aboriginal ways of Knowing, Being and Doing:** Our ways of working are embedded in culture and underpinned by First Nations principles such as community responsibility, lifelong learning and cross-generational resonance.
- 2. Community-Led Initiatives:** Prioritising the voices of our community, we actively involve community in decision-making processes. By understanding and respecting local needs, we tailor initiatives to meet the unique aspirations of each community.
- 3. Strength-Based Programs:** Emphasising the inherent strengths within individuals and communities, our programs are designed to uplift and empower. We focus on cultivating resilience, preserving cultural identity, and fostering a sense of pride.
- 4. Holistic Social and Emotional Wellbeing Services:** Our approach to health and wellbeing is holistic, addressing physical, mental, and spiritual dimensions. By providing accessible and culturally sensitive services, we aim to improve overall quality of life and create a balanced sense of wellbeing.
- 5. Cultural Preservation and Revitalisation:** We actively work to preserve and revitalise cultural traditions, languages and customs. Through initiatives that celebrate and pass on cultural heritage, we contribute to a strong, connected, and culturally rich community.
- 6. Aspiration-Focused Strategies:** Guided by community aspirations, we develop and implement strategies that empower individuals and the collective. By fostering a forward-looking mindset, we help shape a future that reflects the evolving dreams of our people.
- 7. Capacity Building and Education:** We invest in the continuous learning and development of community members. By providing educational opportunities and skill-building programs, we empower individuals to take charge of their future and contribute to community wellbeing.
- 8. Closing the knowledge gap:** We create a safe and courageous space to close the knowledge gap about the documented history of our nation, with the aim of breaking down stereotypes and misperceptions.
- 9. Collaborative Partnerships:** We actively seek partnerships with like-minded organisations, government agencies, philanthropists and stakeholders who share our values. By collaborating, we leverage collective strengths and resources to amplify the impact of our initiatives and foster a united front for positive change.
- 10. Human rights:** We promote the fundamental human rights of our community, including the rights set out in the United Nations Declaration on the Rights of Indigenous Peoples and the Victorian Charter of Human Rights and Responsibilities Act.

By embracing a holistic, wrap-around community-driven approach, we aim to create lasting, positive change that honours our cultural heritage, promotes Aboriginal ways of Knowing, Being and Doing, and supports the self-determination of our community to thrive.



# – Our Values –

**Our ‘SPIRIT’ values guide the way we work:**

## **Safety:**

**We provide a safe environment for our community, workers and volunteers**

## **Positivity:**

**We take a strength-based approach to supporting our community**

## **Integrity:**

**We do the right thing by Nairm Marr Djambana and our community**

## **Respect:**

**We respect the rights of our community and treat everyone fairly and with dignity**

## **Innovation:**

**We anticipate and adapt to change to achieve growth**

## **Trust:**

**We are honest, transparent and accountable to our community.**

# Our Community

**Frankston has a fast-growing First Nations population.** In the 2021 Census, 1,800 people identified as First Nations making up 1.3% of the total population in Frankston (compared to 1% of the total population in Victoria). This is a significant 35% increase from 1,338 people in 2016, and 78% increase from 1,010 people in 2011 – with the population almost doubling in the last 10 years.

**Frankston has a young First Nations population,** with a median age of 24 compared to 38 for the non-Indigenous population in Australia.

**First Nations Peoples in Frankston experience significantly higher rates of long-term disability than the general population.** In 2021, 22% of First Nations people in Frankston reported a long-term mental health condition, compared to 13.3% of First Nations people Australia-wide, and only 8.8% of the general population. Only 48.6% of First Nations people in Frankston reported having no long-term health conditions, compared to 56.9% of First Nations people Australia-wide, and 60.2% of the general population in Australia.

**Unemployment rates continue to be high,** with 10.5% of First Nations people in Frankston reporting unemployment, compared to 5% unemployment in the general population. This is over double the rate of unemployment Australia-wide.





# Community Aspirations

In 2023, we asked our community what their dreams and aspirations are for Nairm Marr Djambana over the next five years. We heard that our community want:



# Our Priorities



## Strategic priority 1: Our Foundations

Nairm Marr Djambana is committed to building our foundations, to ensure that we are a strong, self-determining organisation that can support our growing community to thrive.

Over the next five years, we will:

Goals	Actions	Outcomes
<b>1. Strengthen our governance</b>	<ul style="list-style-type: none"> <li>a) Implement our new Rules, including our new membership procedures</li> <li>b) Provide regular governance training for new and existing Board Members</li> <li>c) Maintain strong regulatory compliance, including with the ACNC, CAV and DFFH</li> <li>d) Seek membership of peak bodies</li> <li>e) Apply for federal, state and local government awards and recognition</li> </ul>	<p>In the next five years, we want to have strengthened our governance capability and created strong and sustainable organisational leadership and compliance</p>
<b>2. Develop our workforce and volunteers</b>	<ul style="list-style-type: none"> <li>a) Expand our organisational structure and capability to meet our growing needs</li> <li>b) Develop our leadership by establishing the role of Chief Executive Officer</li> <li>c) Prioritise employment and skill-development for First Nations people</li> <li>d) Strengthen the capability and supervision of our workforce</li> <li>e) Develop a strategy to effectively utilise, coordinate and support our volunteers</li> </ul>	<p>In the next five years, we want to have established our new organisational structure, strengthened our capability, increased our First Nations workforce and harnessed our volunteers</p>
<b>3. Strengthen our partnerships and support</b>	<ul style="list-style-type: none"> <li>a) Strengthen our relationship with Frankston City Council, including representation in Council strategies</li> <li>b) Proactively build our relationships across state and federal government</li> <li>c) Strengthen our relationships with Traditional Owner Groups and Aboriginal Community Controlled Organisations</li> <li>d) Collaborate with other organisations to provide holistic wrap-around services</li> <li>e) Develop new relationships with philanthropic organisations</li> </ul>	<p>In the next five years, we want to have developed stronger relationships and collaboration with all levels of government and other community organisations, and new relationships with philanthropic organisations</p>
<b>4. Ensure our infrastructure is fit-for-purpose and meets the growing needs and aspirations of our community</b>	<ul style="list-style-type: none"> <li>a) Finalise our Infrastructure Masterplan</li> <li>b) Obtain funding and support for stages 1(a), 1(b) and 2 of our Masterplan</li> <li>c) Complete construction of stages 1(a), 1(b) and 2 of our Masterplan</li> <li>d) Seek funding and support to commence stage 3 of our Masterplan</li> <li>e) Purchase or obtain a long-term lease of an accessible community bus and car.</li> </ul>	<p>In the next five years, we want to have funded and completed construction of stages 1(a), 1(b) and 2 of our Masterplan.</p>





# Our Priorities

## Strategic Priority 2: Our Community

Nairm Marr Djambana is committed to strengthening the health and wellbeing of our community through a holistic approach that prioritises Culture, Community and Country, empowers diverse voices, and promotes Aboriginal ways of Knowing, Being and Doing.

Over the next five years, we will:

Goal	Actions	Outcomes
<b>1. Amplify the voices of our children, young people, families and community</b>	<ul style="list-style-type: none"> <li>a) Consult children, young people, families and other community members in relation to actions and decisions that impact them</li> <li>b) Facilitate community participation in the design, implementation and evaluation of programs and activities</li> </ul>	In the next five years, we want to have facilitated our community to have a stronger voice in matters that are important to them
<b>2. Prioritise First Nations children, young people and families</b>	<ul style="list-style-type: none"> <li>a) Prioritise Child Safety by implementing our Child Safety and Wellbeing Policy</li> <li>b) Adopt the First 1000 Days Framework to promote the wellbeing of First Nations children and their families</li> <li>c) Develop and implement evidence-based early years programs</li> <li>d) Engage with universities to evaluate the effectiveness of our programs for children, young people and families</li> <li>e) Prioritise programs and activities for children and young people that promote cultural identity and connection to Country</li> <li>f) Strengthen our youth engagement and provide 'work readiness' support</li> </ul>	In the next five years, we want to have established a strong, evidence-based approach to the development and wellbeing of our children, young people and families
<b>3. Improve access to and participation in our services and programs</b>	<ul style="list-style-type: none"> <li>a) Improve access to our services for people with disability and people who are ageing, vulnerable or isolated, including through accessible transport and outreach</li> <li>b) Strengthen participation in our Integrated Team Care Program to support people with chronic illness to access healthcare</li> </ul>	In the next five years, we want to have strengthened community access to and participation in our services and reduced social isolation for vulnerable community members

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# Our Priorities

## Strategic Priority 2: Our Community (Cont.)

Goal	Actions	Outcomes
<b>4. Improve health and wellbeing by promoting the social determinants of health</b>	<ul style="list-style-type: none"> <li>a) Provide a trauma-informed evidence-based approach to service delivery</li> <li>b) Provide therapeutic healing programs and activities, grounded in culture</li> <li>c) Strengthen engagement with socially isolated community members</li> <li>d) Promote physical programs and activities, including low-impact activities</li> <li>e) Encourage and support healthy life choices, including healthy eating</li> <li>f) Promote positive ageing for our Elders and other ageing community members</li> </ul>	<p>In the next five years, we want our community to have reported improved health and wellbeing and positive lifestyle choices</p>
<b>5. Collaborate with other health and wellbeing services</b>	<ul style="list-style-type: none"> <li>a) Strengthen our collaboration with other health and wellbeing organisations, including VACCHO, First Peoples' Health and Wellbeing and the Orange Door</li> <li>b) Strengthen access to and cross-referrals with other health and wellbeing services, including family violence, mental health, and alcohol and other drug services</li> <li>c) Improve access to external health and wellbeing services for people with a disability and people who are ageing, vulnerable or isolated, including through accessible transport and referrals</li> </ul>	<p>In the next five years, we want our community to be more proactively engaging with other health and wellbeing services with a focus on early intervention and prevention</p>
<b>6. Strengthen connection to Culture, Community and Country</b>	<ul style="list-style-type: none"> <li>a) Prioritise programs and activities related to art, culture, music and dance</li> <li>b) Prioritise activities related to Country, bush foods, bush medicine and gardening</li> <li>c) Strengthen opportunities for social connection, including excursions</li> <li>d) Support community participation in Treaty and truth-telling processes</li> </ul>	<p>In the next five years, we want our community to feel more socially engaged and connected to Culture and Country</p>
<b>7. Promote diversity and inclusion</b>	<ul style="list-style-type: none"> <li>a) Promote inclusion and access for people with diverse ages, genders, sexualities, races, religions, abilities and socio-economic backgrounds</li> <li>b) Empower the voices of and celebrate the diverse identities of our community.</li> </ul>	<p>In the next five years, we want to have proactively celebrated and supported diverse communities.</p>

# Our Priorities

## Strategic Priority 3: Our Sustainability

Nairm Marr Djambana is committed to prioritising our sustainability to support strong self-determination and empowerment for our organisation, community and future generations.

Over the next five years, we will:

Goal	Actions	Outcomes
1. <b>Build our social enterprises</b>	<ul style="list-style-type: none"> <li>a) Implement the Djambana Catering Marketing and Communications Strategy</li> <li>b) Obtain membership with Kinaway and Supply Nation</li> <li>c) Strengthen employment opportunities and capability building</li> <li>d) Prioritise employment and skill-development for First Nations people</li> <li>e) Investigate new social enterprises, such as delivering cultural awareness training, establishing First Nations cultural tourism ventures and providing cultural education</li> </ul>	In the next five years, we want to have increased the revenue from our social enterprises and employment of First Nations people
2. <b>Attract philanthropic support</b>	<ul style="list-style-type: none"> <li>a) Obtain Deductible Gift Recipient (DGR) status to diversify our revenue streams</li> <li>b) Develop a strategy to identify and attract potential philanthropic investors</li> <li>c) Facilitate collaboration of philanthropic investors to support our strategic goals</li> </ul>	In the next five years, we want to have attracted philanthropic support to progress our strategic goals
3. <b>Attract long-term sustainable funding</b>	<ul style="list-style-type: none"> <li>a) Seek and attract long-term sustainable funding for our staff and services</li> </ul>	In the next five years, we want to have secured sustainable funding for our staff and critical services
4. <b>Strengthen our marketing and communications</b>	<ul style="list-style-type: none"> <li>a) Develop and implement a whole-of-organisation marketing and communications strategy to better engage our community and stakeholders.</li> </ul>	In the next five years, we want to have increased our reach and support for our organisation.





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