

# WeCare

New South Wales

and

# Matung Kunarr

Strategic Plan  
2026 - 2028

Matung  
Kunarr

We  
Care

New South Wales

We Care NSW and Matung Kunarr acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners and Custodians of this country on which we work and live. We recognise the strong and ongoing connection with land and water ways. We pay our respect to Aboriginal and Torres Strait Islander people and Elders both past and present.



# Our Mission

## We Believe

In supporting our staff to develop and share their expertise and to build the capacity of staff, participants, stakeholders and the community.

## We Dream

for a community where each individual is empowered to have choice and opportunity to achieve their goals and participate fully across all aspects of their lives

## We Deliver

Trauma-informed and person-centred support within a culturally sensitive environment.

**Above all, we know that together we can achieve great things.**

# Our Values



C

Caring



A

Accountability



R

Respect



E

Empowerment



S

Safety

Caring is listening to others without judgement. We show that We Care with thoughtful acts, kind words and always acting in a culturally respectful way. We look out for each other and notice how others feel and what they need. When We Care for ourselves and others, we act in ways that support our safety, health and wellbeing. When We Care for ourselves, we have more to give to others.

Accountability is delivering on what we say we will do and taking responsibility for the outcomes of our choices, even when we make a mistake. With accountability people can rely on and trust us, because we deliver on our word and are answerable for our actions. We give our best to whatever we undertake.

Respect is an attitude of honouring ourselves and others as people of value. We Care for each person's dignity and all individuals right to feel valued. Everyone has the right to expect respect. We show respect in the courtesy of our words, the tone of our voice and through our actions. When we treat others as we would like to be treated, we raise the level of trust and peace in our relationships.

Honouring voice, choice and identity enables people to be leaders in their own story.

We support empowerment when we listen without judgment so others can speak up about what is important to them, voice their ideas and concerns and participate as equal partners in decisions that affect them. We assist others to see and access options available to them. When we enable choice for others we support their right to pursue their goals and determine what is in their own best interest. When we appreciate each individual, we honour and respect their unique identity.

Safety is recognising and acting on our individual and collective responsibility to care for our participants, each other and ourselves. We pay full attention to the safe delivery of our services and strive for excellence in delivering best practice care at all times. We are thorough and careful. We give 100% to creating and maintaining a safe environment that supports the physical and psychological wellbeing of all. We welcome feedback and respond quickly and effectively to maintain our safety culture. We apply our individual and collective learning to living the principle, of I Care, You Care We Care.

# Strategic Intentions

Our Strategic Plan is guided by six strategic intentions. They are our guide to realise our Dream we have outlined to Deliver in our plan.

## **Quality Governance and Safety**

**1** We Care /Matung Kunarr is committed to building and maintaining a solid foundation of organisational and operational governance across all service areas of the organisation. This foundation enables the delivery of innovative, safe and trauma informed practice, clear accountability and effective risk, incident and reporting management systems.

## **Lead the provision of culturally appropriate care for Aboriginal people**

Contributing to the strength and resilience of Aboriginal and Torres Strait Islander people is a key focus of We Care /Matung Kunarr. We acknowledge that this can be achieved through a collaborative partnership approach. This involves We Care /Matung Kunarr continuing to develop our internal capacity to deliver culturally appropriate models of care and strengthening relationships with Aboriginal community members and representative organisational services/bodies to collaborate and share expertise.

## **Continually enhance the consumer and stakeholder experience**

Providing a quality consumer and stakeholder experience, responsive and tailored to individual needs is the cornerstone of the We Care /Matung Kunarr approach to service delivery. Utilising evidence based, trauma informed therapeutic practice, is key to supporting capacity building for consumers enabling them to fully participate across all aspects of their lives and achieve their goals. Our aim is to continually deliver and enhance the experience of partnering with We Care /Matung Kunarr in supporting children, young people and vulnerable adults.

## **Engaging and connecting with consumers and the community**

**4** To realise our dream of a community where each individual is empowered to express their VOICE and exercise CHOICE over all matters that affect their lives, we actively work to build consumer participation, feedback and complaint resolution into all aspects of the business. This enables consumers to connect and be engaged with We Care /Matung Kunarr and to exercise their rights and responsibilities.

## **Our staff and workplace culture**

**5** Building a committed and capable workforce is key to delivering innovative, safe, trauma informed services. We build strong partnerships with external providers to provide specialist expertise and support the ongoing capability development of all staff within We Care /Matung Kunarr. Our values and governance provide the foundation for recruiting and retaining a skilled, capable and culturally sensitive workforce. We continue our commitment to a value-based workplace culture ensuring the safety and wellbeing of all staff.

## **Resources and Sustainability**

**6** Our resources will continue to be used in the most efficient way to meet the needs of our community and provide quality services. Maintaining strong financial governance enables us to contribute to broader community impact initiatives, explore and invest in technology and infrastructure that enables growth balanced with ongoing sustainability.

# Strategic Intentions

## Quality Governance and Safety

### Initiative

**Strengthen operational accountability at all levels of the organisation through effective planning**

### Operational Action

- Each service to have a 90-day plan stored in a safe and secure space

**Strengthen Governance processes and systems**

- Develop record management framework

**Conduct We Care /Matung Kunarr business in its entirety within a risk management framework, in the context of dignity of risk for all children, young people, vulnerable adults and employees**

- Review current risk management framework and identify areas for additions to ensure application across the whole business

**Continually enhance systems and processes to support health and wellbeing of participants**

- Develop comprehensive health and wellbeing framework for participants and a dashboard for reporting
- Develop comprehensive health care policy in accordance with NDIS practice alert and reporting
- Develop comprehensive participant health dashboard for participants

**Deliver care within a framework of trauma informed practice and principle**

- Develop Allied Health Clinical Services Model of Care

### Measures

- Plan developed in teams and submitted to Director annually from start of June each year
- 100% of MAMS completed with all L&G members each month
- All L&G members provide an operational/90-day plan update to the Director via monthly MAM
- L&G members utilise reporting template to provide a governance framework update at L&G meeting
- Record Management Framework implemented
- Whole of business Risk Management Framework implemented
- Participant Annual health checks reporting to Director
- Participant onboarding health check
- Comprehensive framework developed and reporting dashboard published
- Plans are developed and implemented

# Strategic Intentions

Lead the provision of culturally appropriate care for Aboriginal people

## Initiative

Shared service delivery is supported by collaborative partnerships with Aboriginal organisations

## Operational Action

- Develop partnerships with Aboriginal owned and operated organisations to deliver capacity building programs for our Aboriginal community members
- Sustain existing partnerships with Aboriginal owned and operated organisations

Build and maintain a culturally appropriate workforce through targeted employment of Aboriginal staff

- Aboriginal targeted recruitment for all traineeships, internships, and BSP practitioners

Develop or participate with other Aboriginal service providers to ensure our service and programs meet participants needs in OOHC and/or disability

- Maintain and sustain relationships with service providers with formalised service agreements
- Develop a documented strategy, Identify and articulating the types of organisations that we want to pursue partnerships with
- Building brand in OOHC market, including program collateral, website pages, etc. Utilising the Model of care to critically review and share reflections progressively, especially on LinkedIn, and through cultural BSP's

Develop and implement Aboriginal cultural awareness eLearning program

- Develop and implement Aboriginal cultural awareness eLearning program

Aboriginal Cadetships for Psychologists

- Support implementation of the UoN scholarships including work placements with We Care /Matung Kunarr
- Maintain UoN scholarship and commence engagement with other universities

Out of Home Care

- Tendering for OOHC with DCJ
- Develop OOHC engagement strategy

## Measures

- One new partnership developed per year
- Continually increase proportion of all We Care /Matung Kunarr employees who have identified as Aboriginal or Torres Strait Islander
- Document OOHC Strategy
- OOHC Engagement strategy developed and implemented
- eLearning Cultural Awareness Program implemented
- Scholarship places fully filled each year
- Number of scholarship recipient transitioning to employment with We Care /Matung Kunarr
- Successful placements with students from the universities We Care /Matung Kunarr support

# Strategic Intentions

Continually enhance the consumer and stakeholder experience

## Initiative

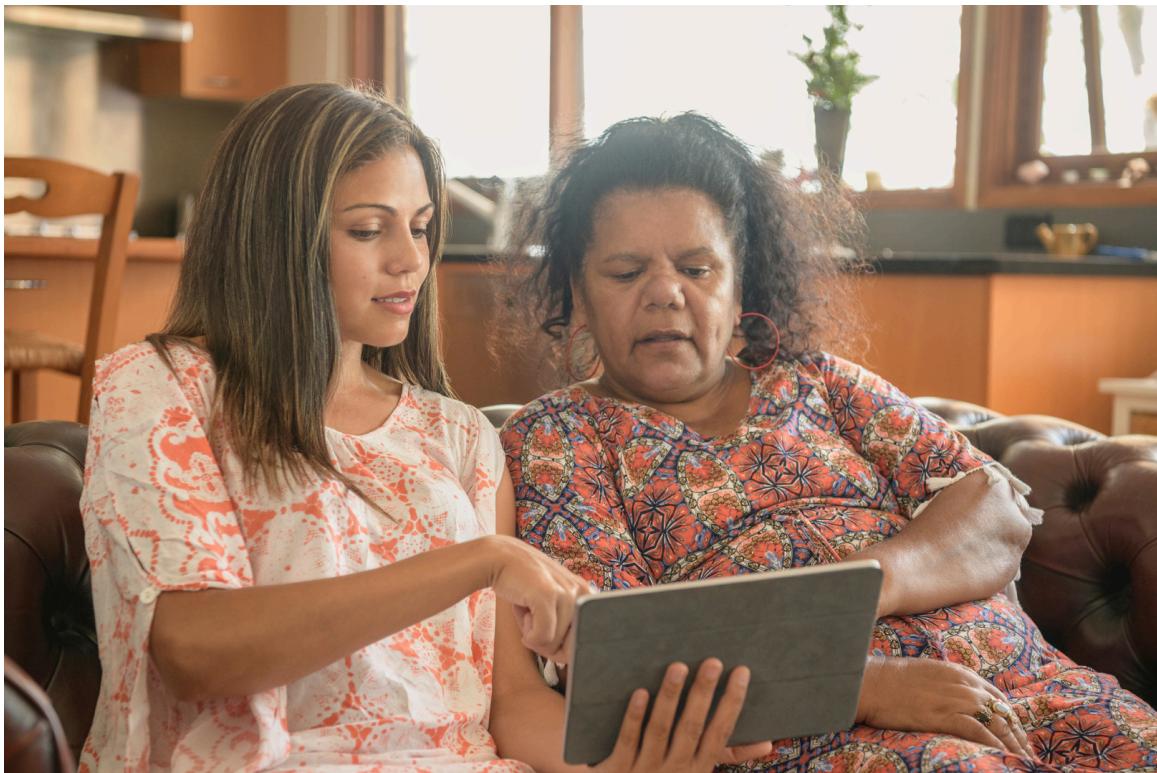
Seek stakeholder and consumer feedback on a regular basis

## Operational Action

- Develop survey to seek feedback for OOHC participants, including interface (QR code) and question selection
- Implement the use of the FlowPoint Portal for participants
- Develop a coordinated opportunity for children and young people in OOHC to provide face to face feedback
- Create exit survey to determine services changes required

## Measures

- Develop and implement OOHC participant survey
- High participant retention with <10% leaving due to dissatisfaction with service
- 100% of complaints responded to in accordance with the complaints management policy and procedures
- OOHC Advocacy Group with scheduled connections on an annual basis
- Updated complaints and feedback procedure
- FlowPoint released with access to all NDIS participants and appropriate young people in OOHC
- Feedback process in place for all OOHC children and young people
- Exit Survey developed and adopted by community and allied health service streams



# Strategic Intentions

Engaging and connecting with consumers and the community

## Initiative

### Consumer Participation Strategy

## Operational Action

- Consider the establishment of a consumer reference group strategy to support We Care /Matung Kunarr planning and decision making
- Identify internal We Care /Matung Kunarr forums for inclusion of lived experience contribution for participants

### Enhance the Tenancy Management Service for We Care /Matung Kunarr participants

- Implement tenancy management policy
- Implement six monthly tenancy agreement reviews with participants
- Conflict of Interest Mitigation Form for OOHC, Behaviour Support, Care Assessments and Reportable Conduct Investigations for those on IPA placements

## Measures

- Consumer Participation Strategy developed
- 100% following of tenancy management policy
- 100% participants receiving SDA and SIL have received the Conflict of Interest Declaration
- Conflict of Mitigation form for OOHC created



# Strategic Intentions

## Our staff and workplace culture

### Initiative

#### Inclusion and Diversity

### Operational Action

- Formalise an inclusion strategy focusing on people with a disability or challenge, people from LGBTQI+ community, and those with lived experience of foster or OOHC

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#### Ensure a safe & supportive working environment

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- Further articulate the Wellbeing Strategy based on the wellbeing framework

#### Attract, develop and retain competent, capable staff with the right cultural fit

- Develop and implement Cultural Awareness eLearning module
- Develop Staff Recognition approach
- Implement capability matrix to support development of L&G members
- Yarning for growth discussions conducted for all staff
- All service based operational plans include an accountability for completion of Yarnin' for Growth discussions for all staff
- Recruit and Mentor interns, scholarship holders and job placements staff to support the attraction and development of skilled, capable staff

### Measures

- Inclusion Strategy created
- 10% of We Care /Matung Kunarr employees are working with an identified challenge / disability by 2026/27
- Wellbeing Strategy fully articulated
- 100% of those with an identified need have a well at work plan in place in their HR file
- 90% of all staff participate in annual Yarnin' for Growth discussions
- 100% completion of all mandatory and We Care /Matung Kunarr Directed eLearning programs
- 100% of non-Aboriginal staff have completed Cultural Awareness eLearning program
- Staff Recognition program articulated and documented
- L&G Capability Matrix implemented
- 10% of workforce actively engaged in a traineeship across all streams of service delivery and sites
- Proportional of Aboriginal and Torres Strait Islander scholarships, internships and Psychology job placements transitioning to employment with We Care /Matung Kunarr

# Strategic Intentions

## Resources and Sustainability

### Initiative

**Enhance and progress We Care /Matung Kunarr strategy for maintaining financial sustainability**

**We Care /Matung Kunarr is committed to collaborating with and engaging the services of subject matter experts to support business operations**

**Business development and growth whilst maintaining the quality and safety of supports delivered to participants and by our workforce**

**Plan and invest in information technology to support organisational, compliance & clinical record keeping compliance**

**Maintain and increase brand awareness and engagement**

### Operational Action

- Continue to improve the transparency of We Care /Matung Kunarr finances that are managed on behalf of We Care /Matung Kunarr participants
- Develop and implement Aboriginal procurement policy
- Source services from Aboriginal owned and operated organisations in line with the Aboriginal procurement policy
- Convene community roundtable to identify possible Aboriginal services for procurement
- Explore and Identify opportunities for business growth/alternate revenue streams and develop an action plan to ensure sustainability, including how we harness our corporate knowledge to support external business
- Develop Business Capability Statement
- Investigate use of AI in quality audit
- Introduce new payroll system
- Complete IT network transition and upgrade
- Boost brand engagement and increase brand awareness through the redevelopment of the website
- SEO (Search Engine Optimisation) research and adaptation added to each page
- Develop Community Social Impact establishment plan

### Measures

- $\geq 10\%$  sustainability target achieved over the course of the financial year
- Source different income streams – NDIS, OCG, Government grants and tenders, donations.
- Conduct regular financial audits to identify inefficiencies
- Review vendor rates annually for better value
- 100% of participant transactional account statements provided to participants monthly
- Regular monitor financial risks (funding changes) and develop mitigation plans
- Create plan to procure services are with certified, owned and operated Aboriginal or Torres Strait Islander business'
- Create Statement of Commitment for Aboriginal procurement
- Business Development opportunities identified and acted on
- Communicate and have available a copy of We Care /Matung Kunarr's Business Capability Statement
- Introduce new payroll system
- Fully utilise billing functions on operations, compliance, and care delivery system
- Complete IT transition and upgrade
- Website bounce rate decreased
- Community Social Impact Statement completed

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