



**Foundation of Rehabilitation with  
Aboriginal Alcohol Related Difficulties**  
Trading as  
**FORWAARD Aboriginal Corporation**



**Strategic Plan  
January 2024 to December 2028**



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## **ACKNOWLEDGEMENT OF COUNTRY**

We acknowledge Aboriginal people as the First Peoples of the Northern Territory and the Traditional custodians and occupants of lands and waters within the Northern Territory. We pay our respects to Elders both past and present; we respect their traditions, cultural heritage, beliefs and relationship with the land and sea.

## **Terminology**

In this document, Aboriginal is also inclusive of Torres Strait Islander peoples. No disrespect is intended.



## An Overview of FORWAARD Aboriginal Corporation



FORWAARD Aboriginal Corporation is a quality-certified, not-for-profit, Aboriginal-controlled organisation that was established in 1967. As a corporation, our ethos has not changed in our five-plus decades of operations. In that, we provide a variety of rehabilitation programs for Aboriginal and Torres Strait Islander people who want to address their alcohol or drug use.

Through our treatment programs, FORWAARD enables people to integrate back into society, reconnecting with their families and community. We provide a secure place for individuals to stay while they are recovering in an environment that is culturally safe and respectful, and supportive of efforts at rehabilitation. While we predominantly support Aboriginal and Torres Strait Islander people, we will and always have assisted any person who is genuinely seeking and needing our services.

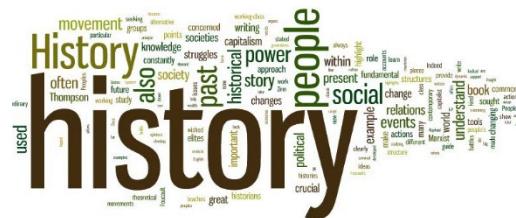
We provide client-centred, holistic programs, focusing on all aspects of an individual's social and emotional well-being. As part of our program, we explore the positive impact that harm minimisation has on a person, their family and community. We will provide a variety of life skills, financial, and work placement training, all the while supporting clients and providing them with the tools needed to overcome their alcohol or drug misuse.

FORWAARD Aboriginal Corporation assists people in need by:

- ✓ Providing Alcohol and Drug Awareness/Prevention Programs with the community
- ✓ Delivering a 12-week Alcohol and Other Drugs Residential Rehabilitation Program
- ✓ Delivering a 12-week Alcohol and Other Drugs Day Rehabilitation Programs
- ✓ Offering Continuing Care support, for people who have graduated from our rehabilitation program.
- ✓ Presenting educational and support programs for families impacted by the effects of Alcohol and Drug misuse.



# Our Geneses



In 1967, our founding members, Vai Staton, Barbara Cummings, Veronica McClintic, Kathy Mills and Betty Pearce, began providing meals and counselling to Aboriginal men living it rough in and around Darwin. This dedicated small group of volunteers developed a network of individuals who provided food, showers and a safe shelter in their homes to Aboriginal men who were suffering from the combined effects of alcohol and homelessness. These crusaders provided all the funding for these services, wanting only to bestow much-needed relief to the vulnerable people who were living within their community.

The founding members named the organisation the Foundation Of Rehabilitation With Aboriginal Alcohol Related Difficulties (FORWAARD), reflecting that we will move forward and continue to assist those in our society who weren't in a position to support themselves. These dedicated women continued to provide this method of support until 1978. On the 5th of September, they were informed of their success in tendering for a grant from the Commonwealth Department of Aboriginal Affairs. The purpose of the grant was to purchase a permanent location for the corporation, which centred on our current location at Charles Street in Stuart Park.

After many years of toil, the residence that is now on the Charles Street block opened, and on the 1<sup>st</sup> of November 1988, the Larrakia people, the traditional owners of the Darwin region, bequeathed the name "*Gwalya Goolmora*" on the centre. *Gwalya Goolmora* means "*No Grog*" a term that symbolises the philosophy that those living at these premises are free from alcohol and drugs.

Today, FORWAARD accommodates up to 27 residents, catering for both males and females recovering from alcohol and drug-related problems across two locations. The corporation offers a holistic approach to the treatment and recovery for mostly Aboriginal and Torres Strait Islander clients through our ongoing support and care programs.

FORWAARD has come a long way since 1967, overseeing significant changes throughout this time. However, the one thing that has remained constant is that we continue to provide the same level of care and support for vulnerable people that was provided many years past.

We still offer sustenance and safe shelter, moreover, this is provided in conjunction with rehabilitation programs, continuing care services and education programs, raising awareness of the dangers of alcohol and drug misuse to clients and school students.

Today, the FORWAARD team takes pride in our history, as it outlines for them the foundations of our future, characterising our long-standing commitment to improving Aboriginal health through alcohol and drug rehabilitation.

# FORWAARD Aboriginal Corporation

Foundation Of Rehabilitation With Aboriginal Alcohol Related Difficulties



## Corporation Overview

Our Vision	<b>To be a leader in the field of alcohol and other substance misuse rehabilitation and be the provider of choice.</b>
Our Mission	Provide culturally safe and respectful appropriate specialised care and support services in the rehabilitation areas of, treatment, recovery, healing and education to minimise substance misuse and dependency amongst Aboriginal people through delivering culturally appropriate education, prevention and recovery programs.
Our Statement	<b>FORWAARD will support the best interests of our clients by treating each of them with dignity and respect and protect their right to privacy and confidentiality. FORWAARD pledges to provide each of our clients with the best opportunity to complete our programs, thereby significantly reducing the impact that substance misuse has on them.</b>
Our Commitment	<p>We are committed to providing specialised substance misuse rehabilitation and related services to improve Aboriginal health outcomes and the well-being of Aboriginal people and their families.</p> <p>FORWAARD aims to provide the highest quality of treatment and individual care by changing and influencing the attitude and behaviours of clients who enter into treatment programs.</p> <p>The following outlines the core services that are provided by FORWAARD Aboriginal Corporation</p> <ul style="list-style-type: none"><li>• Residential Rehabilitation and Day Services</li><li>• Advocacy and support</li><li>• Full medical assessments</li><li>• Cultural Activities</li><li>• Educational and training programs</li><li>• Continuing Care Services</li><li>• Family support programs</li></ul>
Our core values	<p><b><i>The work of FORWAARD is guided by:</i></b></p> <p><b>EXCELLENCE:</b> FORWAARD Aboriginal Corporation is a leader in excellence, setting the standard for quality, performance, and ethics in our industry. Our commitment to inclusive practices and celebration of cultural traditions reflects our deep respect for diversity and our dedication to creating an inclusive culture. Through cultural collaboration and understanding, we drive innovation and achieve shared goals with our clients and the community. Our unwavering commitment to excellence enables us to deliver outstanding results that positively impact the lives of those we support.</p> <p><b>PROFESSIONALISM:</b> At FORWAARD Aboriginal Corporation, professionalism is at the core of our values. We are dedicated to providing culturally safe services that meet the unique needs and expectations of our clients, community, and stakeholders. Our commitment to professionalism is reflected in our willingness to listen, learn, and continuously improve and our focus on delivering outstanding outcomes that positively impact the lives of those in our care. We foster a culture of respect, teamwork, and collaboration, and we work tirelessly to maintain our reputation as a trusted and reliable partner in our industry.</p> <p><b>ACCOUNTABILITY:</b> At FORWAARD Aboriginal Corporation, we uphold a culture of accountability by setting clear expectations and consequences for our actions and ensuring that these are met. We are committed to behaving in an ethical and honest manner and taking responsibility for our choices and actions. Each of our performances aligns with the organisation's mission and vision.</p> <p><b>QUALITY OF SERVICE:</b> FORWAARD Aboriginal Corporation's commitment to Quality of Service is demonstrated through our unwavering focus on providing high-quality, client-centred services. We recognise that every client is unique, and we strive to understand their individual needs, expectations, and cultural needs. Our commitment to developing a culturally safe environment ensures that our clients feel valued and respected while fostering a sense of community and belonging. Our passion for quality services drives us to continuously innovate and improve, ensuring that we remain at the forefront of our industry and deliver the best possible outcomes for our clients.</p>



## Strategic Plan Development

How this plan came to be



Our plan has been developed using the following principles.

**Rooted in External Needs:** Our strategic plan is firmly grounded in addressing the needs of our clients and stakeholders.

**Informed by Stakeholder Engagement:** It has been shaped through an ongoing dialogue with the Board and Executive team, supplemented by comprehensive research and analysis.

**Building on Past Experiences:** We have leveraged the insights gained from our previous strategic plan, taking into account our policies, guidelines and the contextual landscape in which the FORWAARD Aboriginal Corporation operates.

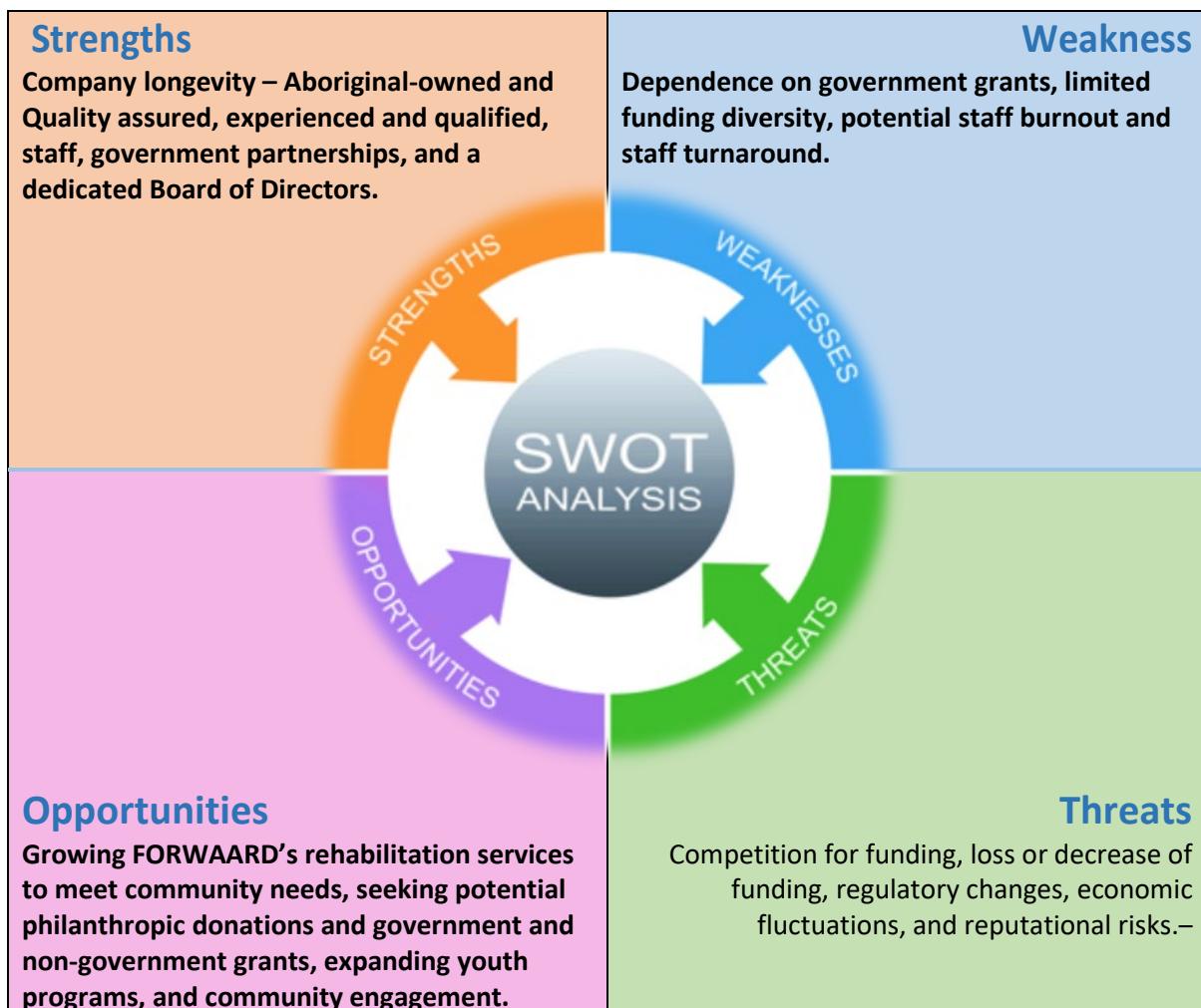
**Alignment with Government Policies:** Whenever possible, this strategic plan aligns itself with the policies and recommendations of both the Commonwealth and the Northern Territory, including insights from the Northern Territory Government's alcohol policies and legislation review.

**Universal Support Approach:** We strongly believe that FORWAARD Aboriginal Corporation has valuable services to offer all individuals seeking our support, whether it's Residential and non-residential Day program support, counselling services or Continuing Care for clients who have successfully graduated from a rehabilitation program.

*These refined statements provide a clear and more engaging description of how the strategic plan was developed and its underlying principles.*



## FORWAARD SWOT Analysis



By addressing these key areas, FORWAARD Aboriginal Corporation aims to provide comprehensive, culturally safe, respectful, sensitive, and sustainable services while strengthening relationships with stakeholders, clients, and staff members. Additionally, the organisation aims to reduce its reliance on government grants and explore new avenues for financial support.



## Our Strategic Plan on a Page Jan 2024 to Dec 2028



### Executive Summary

FORWAARD Aboriginal Corporation is a not-for-profit organisation with a strong focus on delivering culturally safe and respectful appropriate alcohol and drug rehabilitation services in a secure and supportive environment, primarily catering to Aboriginal communities. Our mission is to provide diverse, community-centred rehabilitation programs aimed at helping individuals reintegrate into society while re-establishing connections with their communities and families.

Throughout the duration of this strategic plan, we are committed to several key objectives.

**Strengthening Community Relationships:** We will continue to nurture and expand our relationships within the community, solidifying our position as a leader in the rehabilitation sector.

**Client-Centric Approach:** we will provide purpose-driven health, rehabilitation, and well-being services that are highly responsive to the specific requirements of our clients.

**Sustainable Operations:** We will ensure operational resilience by delivering a long-term and sustainable business model.

**Center of Excellence:** We aim to build upon our strengths, maintaining our reputation as the preferred choice for both clients seeking rehabilitation support and professionals looking to join our dedicated team. We strive to be a centre of excellence in our field.



### Strategic Targets

Community	Services	Corporation
<p><i>FORWAARD is engaged with our community. These are like-minded organisations that are committed to our organisation and the well-being of our clients. some of the stakeholders whom we will engage with include:</i></p> <ul style="list-style-type: none"> <li>✓ Government organisations, including Ministers.</li> <li>✓ Contract Managers</li> <li>✓ Service providers</li> <li>✓ Peak bodies</li> <li>✓ Other rehabilitation services</li> <li>✓ Medical Services</li> </ul>	<p><i>To ensure that we stay at the forefront of the AOD sector, FORWAARD will develop and expand on our current services. Accordingly, throughout the life of this plan, we will maintain and establish these programs.</i></p> <ul style="list-style-type: none"> <li>✓ Treatment programs</li> <li>✓ Continuing Care Programs</li> <li>✓ Education Programs</li> <li>✓ Women's support programs</li> <li>✓ Counselling assistance</li> <li>✓ Sobering up and detox programs</li> </ul>	<p><i>As an employer of choice, we are committed to the development and well-being of our Directors, staff and volunteers. Accordingly, we aim to provide the following support for the term of this strategic plan.</i></p> <ul style="list-style-type: none"> <li>✓ Board training and development</li> <li>✓ Staff training and development</li> <li>✓ Volunteer support</li> <li>✓ Continuous improvement reviews</li> </ul>



### Key Initiatives

Community	Services	Corporation
<p><i>To accomplish this Strategic Target, we will engage in:</i></p> <ul style="list-style-type: none"> <li>✓ Active participation in Functions, Forums, and Meetings</li> <li>✓ Involvement on other Boards</li> <li>✓ Website Enhancement</li> <li>✓ Establishment of Non-Government Funding Sources</li> <li>✓ Collaborative Engagement with like-minded organisations</li> </ul>	<p><i>In achieving this Strategic Target, we will have participated in:</i></p> <ul style="list-style-type: none"> <li>✓ Continuation with current services</li> <li>✓ Introduction of new services</li> <li>✓ Develop new non-government funding streams.</li> <li>✓ remain financially sustainable</li> </ul>	<p><i>In achieving this Strategic Target, we will have:</i></p> <ul style="list-style-type: none"> <li>✓ Improve Board Governance capacity</li> <li>✓ Quarterly feedback on the progress of actions documented in the Strategic Plan</li> <li>✓ Developed allied training for staff, ie Mental Health</li> <li>✓ Provided training for our Volunteers.</li> <li>✓ Review our programs to ensure relevance</li> </ul>



## Current and Prospective Programs

As of 1 October 2023

FORWAARD offers a dynamic range of programs and services that cater to the evolving needs and priorities of the communities and individuals it serves. The below programs are designed to address a wide spectrum of issues and challenges, and their specific nature may vary depending on the funding available at any given time. This adaptable approach allows FORWAARD to remain responsive to changing circumstances and emerging needs of the clients we serve.

Contracted Programs			
Program	Funding body	Duration	Staff
<b>16-bed residential program</b>	Dept. of Health	Ends June 2025	8.5
<b>16 Bed residential program</b>	NIAA	Ends June 2025	3
<b>Emergency relief funding</b>	Dept. of Social Services	Ends June 2024	Nil
<b>6 Bed Women's Support Program</b>	Dept. of Health	Ends June 2024	2.5
<b>Counselling Services</b>	PHN	Ends June 2024	1.5
<b>Continuing Care Program</b>	Dept. of Health	Ends June 2024	1.5
Prospective Programs			
Program	Funding body	Staff	
<b>Educational support program</b>	Dept. of Health	2 (existing staff)	
<b>Staff professional training program</b>	Dept. of Health	All existing staff	



## Strategic Targets

### Target 1

#### COMMUNITY



As the initial focal point of our new strategic plan, community engagement holds paramount importance for us. We recognise our unique role in building stronger connections within each community we serve, and we acknowledge the profound impact that partnering, collaboration, and mutual support can have on our mission.

At FORWAARD, community engagement is not just a commitment; it's a holistic approach that enables us to contribute to the overall well-being of our clients and their families. We deliberately cultivate relationships with communities that share our core ethics and values, fostering a sense of shared purpose and mutual respect.

Our approach to community engagement is built upon the foundation of reciprocated respect, shared cooperation, and the pursuit of mutually beneficial outcomes. We don't just engage with our communities; we actively participate in their growth and development, understanding that our success is intertwined with theirs. Through these collaborative efforts, we aim to make a positive and lasting impact, ultimately enhancing the quality of life for all stakeholders involved.

*The strategies we need to aid us in meeting this target are:*

#### A) ENGAGEMENT AND COLLABORATION

1. *Government Partnerships:* Forge strategic partnerships with government agencies to secure funding and support for expansion projects, such as land purchase and program development.
2. *Non-government Partnerships* – continue to build up partnerships with other Alcohol and Other Drug-related organisations.
3. *Community Engagement:* Continuously engage with the local Aboriginal community to ensure that their input and feedback are considered in all decision-making processes.
4. *Donors and Philanthropists:* Seek out potential donors and philanthropic organisations to diversify funding sources and reduce dependency on government grants.
5. *Other Indigenous Organisations:* Collaborate with other Indigenous organisations to share resources, best practices, and expand the reach of programs.
6. *Regular Reporting:* Establish a robust communication system to keep the community informed about the progress of the organisation, financial health, and program outcomes.



## Strategic Targets

### Target 2



## SERVICES

Being fiscally responsible remains a fundamental pillar of our organisation. We have strategically diversified our income streams, ensuring a financially sustainable model that empowers us to manage a multitude of critical services cost-effectively. Our overarching goal is to provide unwavering support to vulnerable individuals facing alcohol and drug-related challenges throughout the Northern Territory.

In this endeavour, we are unwaveringly committed to operating in a financially appropriate manner, mindful of the resources we manage. Our approach reflects not only our dedication to assisting those in need but also our responsibility to optimise the use of available funds.

As a continuous improvement organisation, we foster an environment that encourages growth and progression while adhering to sound financial principles. Our strategy involves both strengthening our core programs and embracing audacious initiatives to explore new opportunities. We are resolute in our commitment to serving Aboriginal people in the most effective manner possible. By staying true to our mission and managing the services we provide, we aim to make a meaningful and sustainable impact on the lives of those we serve.

*The strategies we need to aid us in meeting this target are:*

#### A. Client-Centered Services

1. *Expansion of Services:* Develop and expand a comprehensive range of culturally sensitive AOD rehabilitation programs tailored to the specific needs of Aboriginal clients.
2. *Youth Programs:* Introduce targeted training and education programs for youth, focusing on substance abuse prevention and life skills development.
3. *Detox Program:* Enhance and diversify detoxification services to meet the growing demand from the community.
4. *Sobering Up Shelter:* Establish a 6-bed sobering up shelter to provide a safe environment for individuals in need of short-term assistance.

# FORWAARD Aboriginal Corporation

*Foundation Of Rehabilitation With Aboriginal Alcohol Related Difficulties*



## **B. Mental Health and Early Intervention**

1. *Mental Health Services*: Integrate mental health support into AOD rehabilitation programs to address co-occurring disorders effectively.
2. *Youth Early Intervention*: Develop early intervention programs for families and school students in years 8, 9 and 10, targeting substance abuse prevention and mental health awareness.

## **C. Client Support**

1. *Cultural Competence*: Ensure all staff members are culturally competent and provide culturally appropriate services.
2. *Case Management*: Implement a comprehensive case management system to provide ongoing support to clients during and after rehabilitation.
3. *Relocation*: Review relocation to a larger property preferably ten or more acres and investigate the purchase of the land next door.



## Strategic Targets

### Target 3



#### **CORPORATION**

We are committed to being the employer of choice, cultivating a workforce that embodies the values and objectives of our corporation. To sustain and thrive in our mission, it is imperative that we invest in the continuous development and capacity building of our team. Our unwavering goal is to empower each member of our team not only to reach but also surpass their potential while simultaneously delivering substantial benefits to our valued clients.

In this pursuit, we recognise the importance of risk management and the guidance of our board. We are dedicated to proactively identifying and mitigating risks that could hinder our progress in becoming the preferred employer. Our board plays a pivotal role in providing strategic oversight and counsel to ensure that our workforce development initiatives are aligned with our organisational vision and mission. In maintaining this aim, our Directors will commit to their development, which will reflect on the entire corporation.

Our strategy revolves around attracting, nurturing, and retaining a team of highly motivated staff and volunteers who share our core values and understand their pivotal role in realising the FORWAARD vision. Through these concerted efforts, we aim to foster a culture of excellence and dedication, ultimately contributing to the enduring success of our organisation and the betterment of the communities we serve.

*The strategies we need to aid us in meeting this target are:*

##### **A. Staff Wellbeing and Training**

1. *Staff Wellbeing:* Implement initiatives to promote staff wellbeing, including mental health support, work-life balance programs, and professional development opportunities.
2. *Training Programs:* Develop and deliver training programs and opportunities to enhance staff skills in culturally competent care, AOD treatment, and mental health support.

##### **B. Board Leadership and Governance**

1. *Board Training:* Provide training and development opportunities for the Board of Directors to strengthen their governance skills and knowledge.

# FORWAARD Aboriginal Corporation

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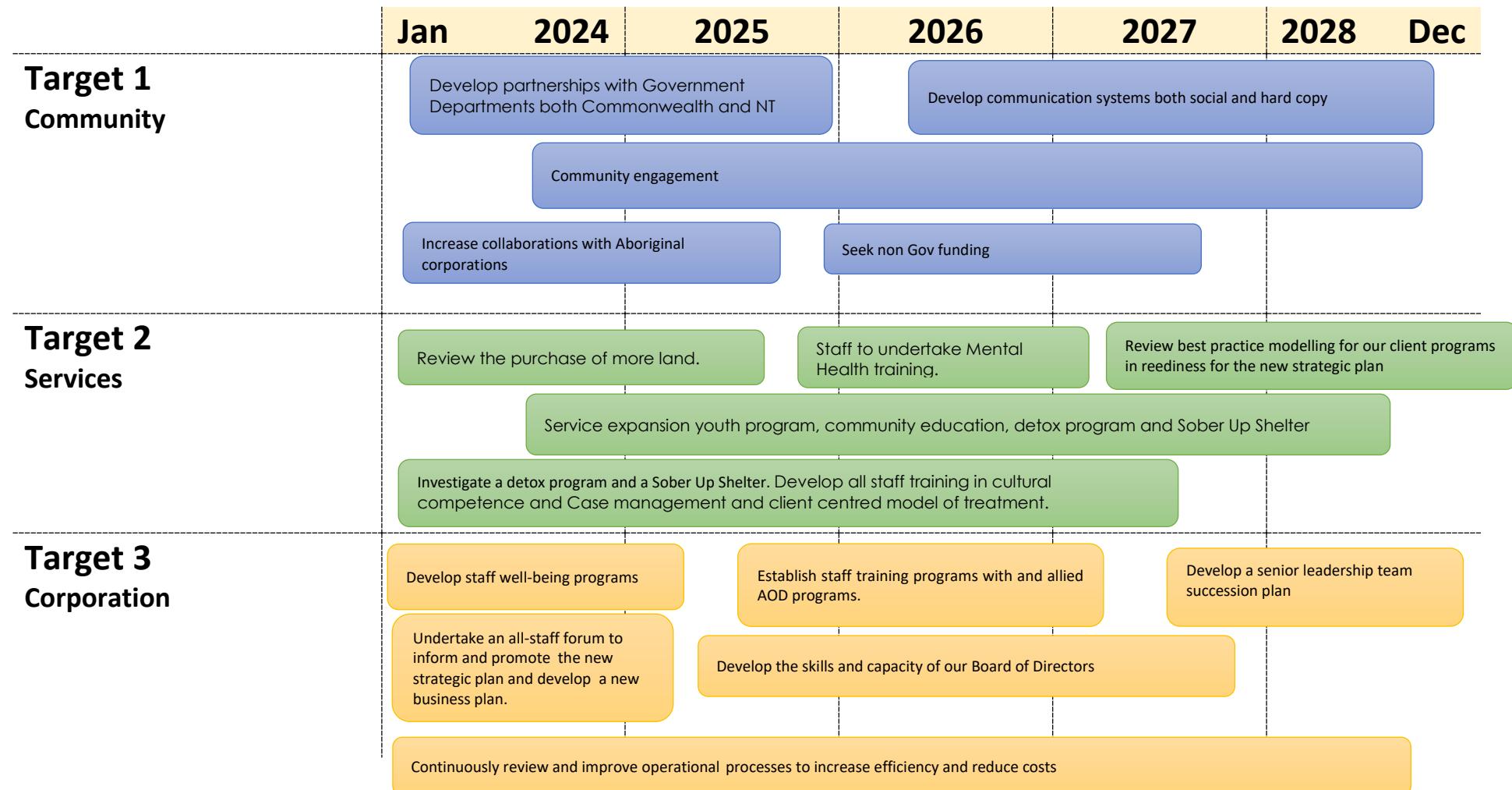
2. *Strategic Planning:* Engage the Board in the strategic planning process and ensure alignment with the organisation's mission and goals.

## C. Risk Management

1. *Operational Efficiency:* Continuously review and improve operational processes to increase efficiency and reduce costs.
2. *Community Relations:* Manage community relations effectively to minimise reputational risks and maintain trust.



## Strategic Timeline



# FORWAARD Aboriginal Corporation

*Foundation Of Rehabilitation With Aboriginal Alcohol Related Difficulties*



## **Strategic Plan Endorsement:**

FORWAARD Board of Directors

This FORWAARD Aboriginal Corporation Strategic Plan 2024 to 2028 has been developed, supported and endorsed by the 2024 Board of Directors.

Endorsed by the Chairperson of the Board	Signed ..... Name - Margaret Rajak Date - 4
Endorsed by the Secretary of the Board	Signed ..... Name - Lorraine Tomlins Date -
Endorsement undertaken at the date meeting, meeting number 2024.xxx	