



NALDERUN EDUCATION
ABORIGINAL CORPORATION

STRATEGIC PLAN



2022 - 2025



(C) Nalderun Education Aboriginal Corporation

Preparation of the Strategic Plan

This Strategic Plan has been developed by Karabena Consulting (www.karabena.com). Professor Arabena facilitated the strategic planning workshop, held in early April 2022, on which this Strategic Plan is based.

Professional disclosure statement: Karabena Consulting prepared this document in good faith based on the research and information available to us at the date of publication without any independent verification. We do not guarantee the accuracy, completeness or currency of the information. Karabena Consulting does not accept any liability if this document is used for an alternative purpose, nor to any third party in respect of this document.

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Artwork: We are grateful for the artwork from Trace Bella. The process for developing these illustrations included the artist being present during the Strategic Planning workshop and completed after the day's end.

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Who we are



Nalderun Education Aboriginal Corporation (Nalderun) is an Aboriginal run and lead organisation with Charitable status, based in Central Victoria (Upper Loddon River area) on Djaara Country.

Nalderun is committed to retaining, promoting, and strengthening Aboriginal and Torres Strait Islander formal educational outcomes and cultural identity for the school community (students, families, and children or young adults of school age).

Nalderun is a Djaara word meaning ‘all together’. Our work is informed and implemented under the Cultural authority and leadership of Aboriginal Elders and staff, and involves partnerships with volunteers, organisations and the wider community of the Leanganook (Mount Alexander Shire) region.

Premised on two-way learning, Nalderun Education Aboriginal Corporation has a strong reputation for programs targeting young people and their families. Our growing reputation is based on our capacity to deliver high-quality Cultural education and Community wellbeing programs that benefit First Nations families, youth, and their school communities.

We choose to stand together with like-minded others whose values align with ours, and who commit to support us achieve our goals in support of our Community’s aspirations.



Our vision

Nalderun's vision is to walk together as equals towards a future where local Aboriginal and Torres Strait Islander people are connected to Country and Culture, and are strong, proud, and empowered. At the core is a commitment to our kids and creating a deadly future that supports them to thrive, especially in response to the challenges our Young People face in the mainstream education system.



The way we work

With our educational programs, curriculum resources, partnerships and events we teach through Culture and Country - about our ways and worldviews. This is to nurture the needs of our mob, and build respectful, supportive and reciprocal relationships within the broader community and education system. Nalderun functions like a spider web, a relational way of connecting and working with the whole Community. Through our holistic 'wrap-around' approach and focus on two way learning, we seek to increase participation, employment, health, and wellbeing outcomes for Aboriginal and Torres Strait Islander Youth and contribute to the systemic change needed to support all of us living on Djaara Country.



The way we work is to:

- Respect and include our Community's voice in what we say and do.
- Respond to the aspirations of our young people, their families and achieve goals set by our board.
- Apply our overarching Mentor philosophy – that everyone needs support and has complimentary needs, skills and qualifications. We pair Indigenous and non-Indigenous people in a mentor and mentee relationship to support two-way learning and to hold space and programs together. This includes managers of our programs.
- Practice good governance and accountability to our Community, partners, and funders.
- Invest in co-designed, strengths-based approaches, and quality improvement strategies.
- Ensure that Cultural protocols and high-quality practices are evident in all Nalderun systems, programs, and engagement processes.
- Be flexible, have fun, be kind and proud of who we are and how we give back.



Our purpose

The purpose of Nalderun is to connect people in the region with Culture, Country and with each other. Together, Nalderun and our partners infuses education programs with curriculum using Aboriginal protocols for the use of Aboriginal content and Indigenous pedagogies. Promoting the Indigenous relational worldview with schools and the wider community so they can learn new skills and contribute to Communities wellbeing.



By taking a holistic and strengths-based approach to the challenges faced by young people in mainstream school systems, Nalderun supports young people stay in school and transition between formal education and meaningful work. Nalderun enhances educational and wellbeing outcomes for Aboriginal people living in the region by providing programs and activities that:

- Strengthens family and community engagement with education through Cultural ways of knowing, being and doing. Encourage and support young people to make decisions by engaging with them as emerging leaders and by developing strong networks and partnerships for and with them in the region.
- Educate school students and young adults about Culture and to look after Country by delivering culturally safe educational programs in which our Elders can share their knowledge, be respected, and feel proud. Facilitates cultural integrity in curriculum design, in school education and on-Country learning.
- Educate young people to stay in school and transition from formal education to meaningful work.
- Ensuring the strong reputation of Nalderun for supporting the Aboriginal and Torres Strait Islander Community in the Leanganook (Mount Alexander) region. Delivering Community-based activities and solutions aligned with Cultural protocols and the aspirations of young people in Community.
- We collaborate through effective partnerships and relationships to bring awareness of our Cultural and educational services across the region, and to increase engagement with school communities, workplaces and the wider community.



Our core priorities

Nalderun's priorities are:

- **REACHING** – Increase our reach to spread awareness of our Cultural and educational services across the region and increased engagement with school communities, workplaces and the wider community.
- **BELONGING** – Continue to provide and ensure a safe and welcoming space for our people to engage with Culture, Community, and activities by providing a Place of Assembly that is their own on the Land.
- **EDUCATING** – Educate children and young adults through Cultural ways of knowing, being and doing, retaining them at school and ensuring their transition from school into meaningful work.
- **CONTRIBUTING** – Deliver programs and activities that empower our people to support the wellbeing of our Community and our Country. Furthermore, provide access to events, services and opportunities which include educational achievement, Community development and capacity building in preparation for a bright future.
- **INFLUENCING** – Ensure a strong reputation for supporting the Aboriginal Community in the Mount Alexander Region. Encourage and support young people make decisions, engage them as emerging leaders and develop strong networks and partnerships within the region.
- **THRIVING** – Operate as a strong and sustainable organisation and Community. Increase our capacity, facilities, and resources under Cultural authority and leadership provided by our Elders.
- **IMPROVING** - Maintain an active continuous quality improvement management system to monitor, measure and evaluate impacts to improve processes, programming, and to progress entrepreneurship.



Our focus areas



Our Children: For our children we develop curriculum, resources, engagement strategies and on-Country learning with Elders, our Youth mentors, current participants and families. We monitor and manage all aspects of the educational and Cultural programs to ensure Nalderun's offerings are relevant, strategic, and support a self-determination impact on educational, equity and environmental outcomes.



Our Land: We will seek funds and support for Nalderun to co-design and deliver a fit for purpose building at Me-Mandook Galk (the Ancestor Tree), to support our way of being, doing and knowing. This Place of Assembly is to support our dream of becoming our own RTO, teaching Conservations and Land Management with an Indigenous lens, plus continue all our other programs for current and future generations. We will establish a sense of belonging and connection for all our children, under the canopy of the Ancestor Tree.



Our Community: We engage and support our families, staff, partners and Community to be strong, vibrant and culturally knowing, and to realise their potential through supportive educational programs that integrate learning, Culture and Country. We will represent the interests, aspirations and safety needs of our Community at round table discussions and in committee meetings, yarning circles, community events and educational networking groups.





Our Culture: We celebrate, learn about, and share our Culture by creating opportunities to show our ways of knowing, being and doing in formal and informal educational settings, in the region and beyond. We take a strengths-based approach and holistic view that promotes all people to thrive and flourish.



Our Country: We respect the Country we are on; we care for and protect our Country; we know our landscape and we respect all the Elders of our lands and waters. We use language and Cultural mentoring, on-Country enterprises (involving bush tucker farms), and restoring Country for teaching and for use ongoingly for generations to come.



Our Future: Our children are our future, as are our Elders and our collective capacity to care for Country. We grow our reputation in support of our desire for self-determination, including growing our future leaders into positions of influence. We do this through traineeships, further education and meaningful long-term employment that extend Cultural learning and culturally safe spaces in the region and beyond.



OUR STRATEGIC PRIORITIES



Priority 1:

Deliver quality educational and Cultural programs on time and in budget

Work with our partners, volunteers, partners contractors, and specialists to fund the delivery of Culturally safe educational programs in which our Elders, staff, partners, and children can share their knowledge, be respected, and feel proud.

- Develop curriculum, resources, engagement strategies and on-Country learning with Elders, our Youth Mentors, current participants, and families.
- Monitor and manage all aspects of the educational and Cultural programs to ensure Nalderun's offerings are relevant, strategic, strengths based, and supports self-determination towards thriving educational, equity and environmental outcomes.

Priority 2:

Maintain Culturally focused and quality programs

Commit to ensure all Nalderun programs and projects are accessible to all our Community and that Nalderun records and shares evidence of high-quality impacts and intended results.

- Receive and respond to feedback from Community about accessibility, program impacts and opportunities for enhancing programming, Cultural and entrepreneurial opportunities.
- Maintain an active continuous quality improvement management system to monitor, measure and evaluate impacts to improve processes, programming, and to progress entrepreneurship.
- Attend to the wellbeing of staff and the Board to maintain high quality program and service delivery.

OUR STRATEGIC PRIORITIES



Priority 3:

Grow our local workforce and the business capability of our Community.

Grow our employment base, including with youth, through accessing apprenticeships and internships, professional development, and mentoring opportunities, and creating career pathways in Nalderun programs and future enterprises.

- Partner with accredited training providers to grow our Community leadership, governance, business and workforce know how.
- Network with our partners to link our students with realistic employment and entrepreneurial opportunities.
- Implement our mentoring structure, career development and mentoring program for all our students and youth which is tied to annual performance indicators.
- Underpin the development of this local workforce with relevant training, systems, policies and procedures, that are appropriate for the scale of current and future operations.

Priority 4: Pursue a sustainability agenda

Pursue activities that support the generation of charitable donations and independent, sustainable income for Nalderun to contribute to the growth of our services and assets, to invest in our care for Country initiatives, and in our people and Culture.

- Firstly, work as an organisation that puts Care for Country always first. Through everyday life, practise, use of sustainable materials, always look long term into the future, so we can give the generations to come the best chance possible.
- Develop proposals for charitable institutions and understand how our Charitable status can interact with our future entrepreneurial activities.
- Develop a shortlist of economic development opportunities that will result in sustainable business ventures that provide opportunities to generate untied income.
- Invest in a marketing and communications strategy to underpin these initiatives.
- Make decisions on how to use these funds to further the goals and aspirations of Nalderun without compromise to our Charity status.

