MOOGJI
ABORIGINAL COUNCIL

Strategic Plan
2024-2028

Acknowledgement of Artwork

Snowy River Dreaming

The source of the Snowy River flows through the mountains and is depicted here by the tail of the snake, as it winds its way down, the river widens passing by many towns. The snakes head represents where the Snowy meets the sea, and its eyes represent the two islands at Marlo. The Snowy River is the life support of the wildlife depicted and the background is symptomatic of the designs used by Aboriginal people of the Kaurni (Guznai)

Artists

Julie Churchyett, Brian Stevens, Jason Eades, Peter Martin, Vivien Kenny, Olive Stevens, Winnie Le-Sage, Nicole Le Sage, Susan Martin, Phyliss Hewat, Kylie-Anne Martin.

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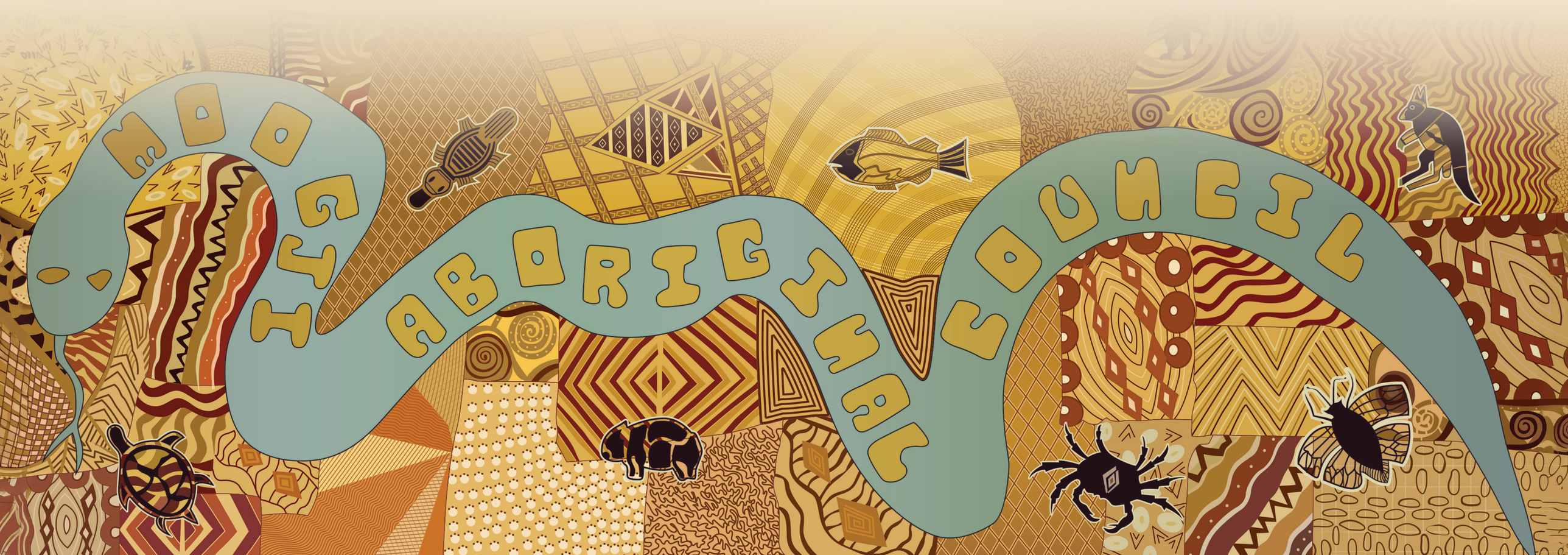
Moving strongly into our next 30 years of Caring for Community and Country

Message from the Chair

The Strategic Plan was developed by the Board in 2023 in consultation with Community, Staff and Stakeholders. We sincerely thank them for their expertise, experience and valuable guidance in the development of this plan.

The Board undertook the mid-term review of the plan in April and May 2026. This version of the plan you are reading now retains the vision and the aspirations of the Aboriginal Communities we serve, the accountability mechanisms to ensure transparency but better reflects Moogji's environment today. This plan provides direction to the organisation and accountability for achieving these goals is visible through our Annual Reports.

I am proud that Moogji offers cultural knowledge, skills, expertise, passion and commitment to our Vision and Purpose and that Moogji will not only be a genuine place for all community members, but also an organisation that can really bring about positive change for individuals, families and communities into our next 30 years.



Our Vision

The Aboriginal Communities in Far East Gippsland are physically, spiritually, emotionally and economically healthy, vibrant, strong, proud and culturally connected.

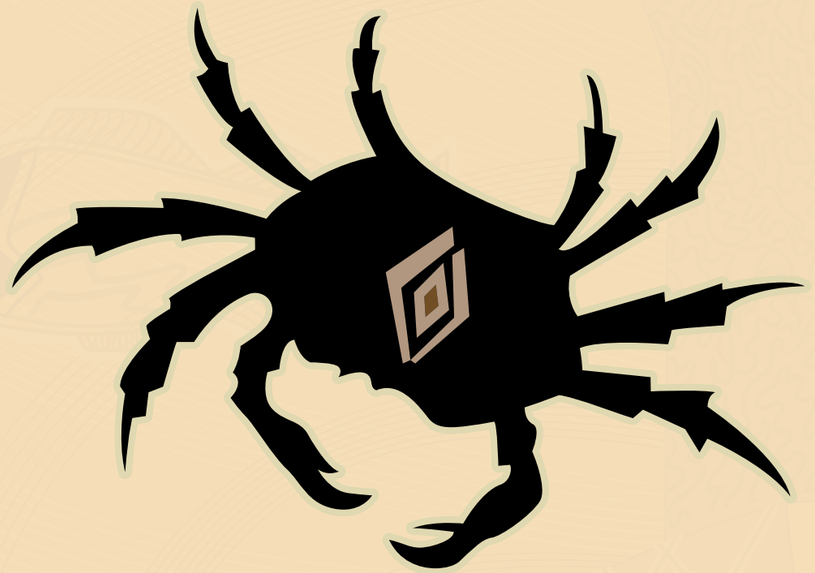
Our Purpose

At Moogji we support community members through their life journeys to achieve the best health and wellbeing outcomes possible, strengthen cultural and community connections and reach employment and economic development goals.

We maintain a strategic focus on cultural heritage and caring for country. Native flora and fauna protection ensures our Community can practice culture, protect and care for totems and provide opportunities for our Elders to transfer knowledge.

We provide quality services and programs in a culturally safe environment, facilitating employment and training opportunities, supporting strong community leadership and advocating for community needs and aspirations.

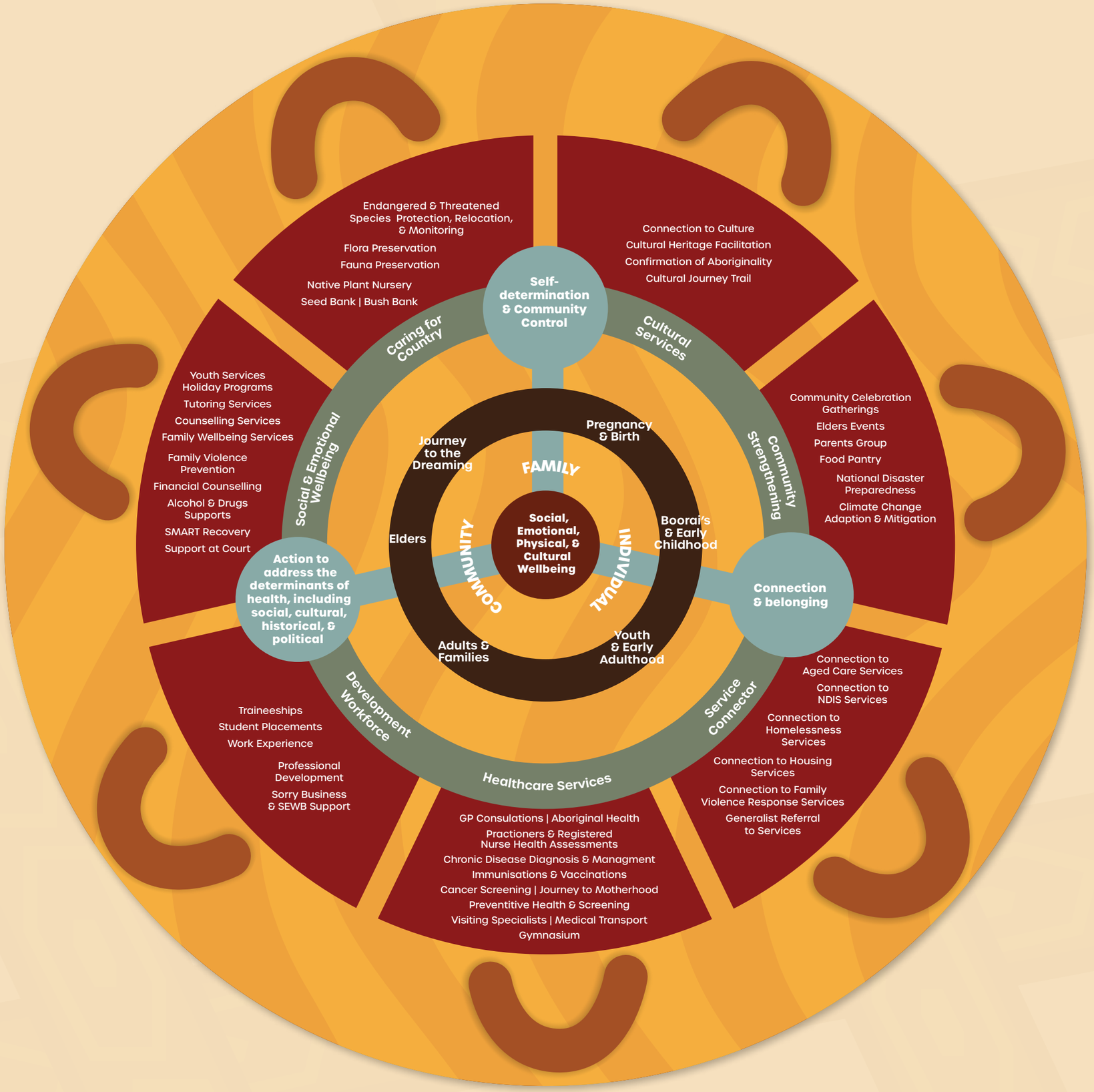




Our Values

- **Listening to & advocating for community**
- **Community control**
- **Cultural integrity**
- **Inclusiveness**
- **Being responsive & always improving**
- **Wellbeing not welfare**
- **Teamwork & collaboration**
- **Trust & respect**
- **Accounatbility**

What We Do


Endangered & Threatened Species Protection, Relocation, & Monitoring
Flora Preservation
Fauna Preservation
Native Plant Nursery
Seed Bank | Bush Bank
Connection to Culture
Cultural Heritage Facilitation
Confirmation of Aboriginality
Cultural Journey Trail
Youth Services
Holiday Programs
Tutoring Services
Counselling Services
Family Wellbeing Services
Family Violence Prevention
Financial Counselling
Alcohol & Drugs Supports
SMART Recovery
Support at Court
Community Celebration Gatherings
Elders Events
Parents Group
Food Pantry
National Disaster Preparedness
Climate Change Adaption & Mitigation
Self-determination & Community Control
Caring for Country
Cultural Services
Social & Emotional Wellbeing
Community Strengthening
Journey to the Dreaming
Pregnancy & Birth
FAMILY
Elders
COMMUNITY
Social, Emotional, Physical, & Cultural Wellbeing
INDIVIDUAL
Boorai's & Early Childhood
Adults & Families
Youth & Early Adulthood
Action to address the determinants of health, including social, cultural, historical, & political
Connection & belonging
Traineeships
Student Placements
Work Experience
Professional Development
Sorry Business & SEWB Support
Development Workforce
Service Connector
Connection to Aged Care Services
Connection to NDIS Services
Connection to Homelessness Services
Connection to Housing Services
Connection to Family Violence Response Services
Generalist Referral to Services
Healthcare Services
GP Consulations | Aboriginal Health
Practioners & Registered Nurse Health Assessments
Chronic Disease Diagnosis & Managment
Immunisations & Vaccinations
Cancer Screening | Journey to Motherhood
Preventitive Health & Screening
Visiting Specialists | Medical Transport
Gymnasium

Our Footprint

Moogji is located in Orbost in Far East Gippsland where access to services, housing, employment and economic development opportunities are scarce.

Moogji's nursery, flora and fauna operations and community services are based in Orbost, a MM5 Region in Far East Gippsland. We provide Services to residents and Care for Country across MM5 and MM6 locations.

Our footprint is specifically from the eastern side of Nowa Nowa, to the NSW border and including the Mountain areas as far as Suggan Buggan.



Our Strategic Focus

Strategic Focus 1
Community and Culture

Our Community is engaged, connected and culturally strong.
Our Caring for Country activities facilitates intergenerational transference of cultural knowledge and protects native flora, fauna and totems.

Strategic Focus 2
Health

We deliver high quality GP and Allied Health Services.

Strategic Focus 3
Family, Youth and Children

Our families, youth and children are supported to achieve their goals.

Strategic Focus 4
Employment and Economic Development

We provide our community with real employment pathways as we grow our own economic independence. We care for Country to ensure that totems are protected and transfer of cultural knowledge be sustained.

Strategic Focus 5
Sustainability

Moogji is sustainable and thriving Community owned asset prepared for Climate Change.



What we will do to achieve our goals



Strategic Focus 1
Community and Culture

Our community is engaged, connected and culturally strong. Our Caring for Country activities facilitates intergenerational transference of cultural knowledge and protects native flora, fauna and totems.

GOAL 1.1
Connection to community and country

- Apply for Indigenous Protected Area and Ranger funding to be ensure we can protect totems and biodiversity to promote environmental sustainability, and ensure transference of cultural knowledge
- Hold at least 4 Community Cultural activities per year to share stories and knowledge.

GOAL 1.2
Celebrate culture and identity

- Continue to host, recognise and celebrate significant dates and events – NAIDOC, Reconciliation Week, Sorry Day etc.

GOAL 1.3
Support self-Determination

- Develop and implement processes to enable community members to have a say and drive Moogji directions and priorities.

GOAL 1.4
Build Facilities at Bonang Road for program, service delivery, culturally safe activities and events

- Develop the block to support community member aspirations for social connection, cultural strengthening, learning and healthy living.

  Some ideas Moogji will explore with community include: Community Garden, Chickens, Cultural Trail, Gathering facility (e.g. Art spaces, performing spaces), BBQ areas, Training and education space.

Develop a program to enable students and visitors to visit Moogji, increase their community and cultural knowledge and participate in cultural experiences

Undertake flora and fauna preservation activities

Maintain a seedbank of flora species of provenance (both endangered and non-endangered)

Facilitate cultural heritage work for community

Participate in endangered species, both flora and fauna protecton, monitoring and relocation

GOAL 1.5

Build cultural knowledge and awareness and Caring for Country services

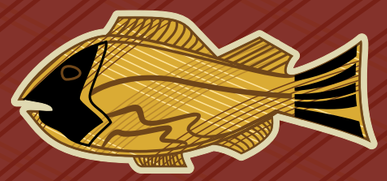
Support the restoration and revegetation of land impacted by fire, flooding, erosion, and other environmental disturbances through supply of both high-quality plants that enhance biodiversity, strengthen ecosystem resilience, and promote long-term environmental recovery and planting

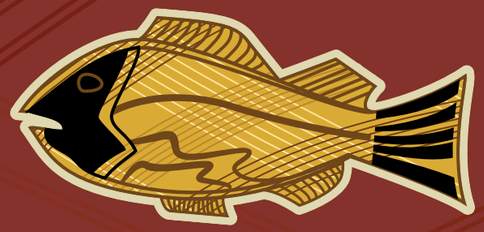
Provide provenance flora Ensure our plant nursery specialises in provenance-based plant supply, providing locally sourced native species specifically selected to match the ecological characteristics of target landscapes for revegetation activities and sale

Through culturally informed land management practices, we will work to maintain healthy Country for future generations, combining traditional knowledge with contemporary environmental management approaches to achieve long-term environmental and community

Undertake ongoing feral animal and weed control programs to protect and restore the health of our landscapes, waterways, and culturally significant sites. These activities help reduce the impact of invasive species on native plants, wildlife, and traditional food and medicine resources, while supporting biodiversity and ecological resilience

Ensure sustainable propagation practices and a strong focus on regional genetics, to contribute to the successful rehabilitation of degraded landscapes and the preservation of local ecosystems for future generations





WHEN WILL WE ACHIEVE IT?

BY THE END OF 2024
(SHORT-TERM)

Regular community lunches held

Implementation of cultural activities calendar

Celebration of significant dates and events

Inclusive conversations with community that support self-determination

Community garden, cultural walk

Extension of the outdoor/ cultural spaces on the Block

BY THE END OF 2026
(MEDIUM-TERM)

Education and awareness program in place for school students

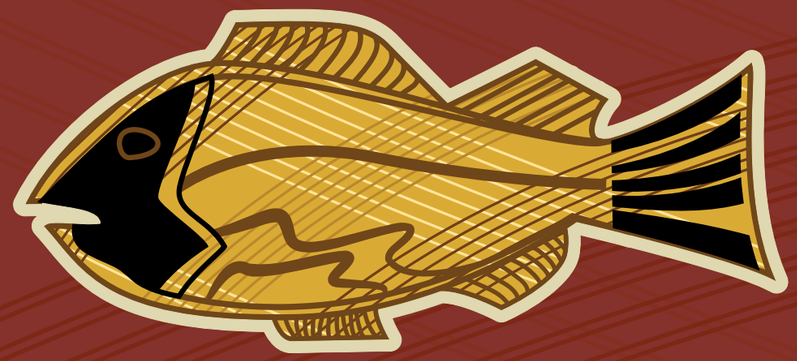
Consult with Community and co-design cultural activities and experiences for Community

Explore opportunities to develop Moogji's cultural values through guidance from Traditional Owners/ Custodians.

BY THE END OF 2028
(LONG-TERM)

Funding for improved infrastructure at Stanley Street is actively sought

Cultural tourism experiences being offered on the block



Strategic Focus 2:
Health

We deliver high quality GP and allied health services

GOAL 2.1
A stand-alone medical centre

- Recruit/engage a GP

GOAL 2.2
Extend Our Allied Health Services

- Advocate for and seek funding to ensure the allied health needs of the community are addressed, including diabetes education (Nurse Practitioner led)

GOAL 2.3
Culturally Safe and Accessible Immunisation Programs

- Deliver regular, community-based vaccination clinics (on-site and outreach) aligned with the National Immunisation Program.
- Embed vaccinations into routine care
- Use culturally appropriate health promotion to increase vaccine confidence.

GOAL 2.4
Chronic Disease Prevention and Management

- Expand proactive care planning with culturally tailored education with outreach

GOAL 2.5
Better Cancer Outcomes

- Develop and implement a strategy to increase screening rates leading to earlier diagnoses and better outcomes
- Actively participate in the Gippsland Regional Integrated Cancer Services 'Improving Outcomes for Aboriginal people in Gippsland' forum

GOAL 2.6
Maternal & Child & Family Health

- Strengthen antenatal/postnatal pathways
- Focus on early years-developmental checks, immunisation and parenting support

GOAL 2.7
Digital Health and Innovation

- Improve digital systems of care coordination and follow up and use data to inform priorities
- Use data dashboards to track key priorities (e.g. screening, chronic disease)

WHEN WILL WE ACHIEVE IT?

BY THE END OF 2024
(SHORT-TERM)

AGPAL Recertification is maintained.

BY THE END OF 2026
(MEDIUM-TERM)

GP recruited

Allied Health Services expanded

Improve Chronic Disease Prevention and Management by proactive initiatives

Offer Immunization Clinics

Develop and implement a strategy to improve cancer outcomes.

BY THE END OF 2028
(LONG-TERM)

Improved access to culturally safe dental services

Additional Maternal & Child & Family Health support both antenatal and postnatal

Improve and increase efficiency in healthcare digital systems and implement data dashboards to track key priorities.

Strategic Focus 3:
Family, Youth and Children

Our families, youth and children are supported to achieve their goals

GOAL 3.1
Develop & implement coordinated family & community support services in collaboration with LEAHA & LTHCS

- Contribute to strategic directions as well as program development and delivery in regards to Children, Youth & Families Services) in East Gippsland
- Establish groups and opportunities which recognise the diversity in our community

GOAL 3.2
Support and care for our Elders

- Establish an Elders Group and an annual calendar of events
- Collaborate with LEAHA and LTHCS to host combined Elders activities
- In collaboration with LTHCS and LEAHA Investigate options for aged care (respite and permanent care) for our Elders in East Gippsland

GOAL 3.3
Nurture our babies, toddlers and children

- Develop and implement a New Parents Group to provide parenting support and activities
- Continue to provide Children's activities – holiday programs, after school activities and tutoring support

GOAL 3.4
Support Community wellbeing

- Support community members to access NDIS and Aged Care supports
- Develop programs that promote positive health & wellbeing including: Healing activities & workshops, Art therapy / courses, Health promotion activities, Wellbeing programs and activities, Housing, Homelessness, Justice
- Education and Family Violence prevention





GOAL 3.5
Youth

- Support the development of youth leadership skills through camps, courses, work experience etc.
- Explore work experience opportunities and support for Youth
- Deliver youth wellbeing and healthy lifestyle programs

GOAL 3.6
Housing

- Participate in and support advocacy efforts of relevant agencies and organisations to-address the shortage of suitable and affordable housing for community members

WHEN WILL WE ACHIEVE IT?

BY THE END OF 2024
(SHORT-TERM)

- Community Groups established in accordance with community needs and aspirations
- Combined Elders activities with LTHCS and LEAHA
- Parents post-natal program established
- Children's activities – holiday, after school and tutoring programs in place
- Wellbeing and positive health programs delivered
- Involvement in local advocacy campaigns to increase affordable housing for community members and families

BY THE END OF 2026
(MEDIUM-TERM)

- Community Groups established in accordance with community needs and aspirations
- Combined Elders activities with LTHCS and LEAHA
- Parents post-natal program established
- Children's activities – holiday, after school and tutoring programs in place
- Wellbeing and positive health programs delivered
- Involvement in local advocacy campaigns to increase affordable housing for community members and families

BY THE END OF 2028
(LONG-TERM)

- Feasibility study of need for early years services completed

Strategic Focus Area 4

Employment and economic development

We provide our community with real employment pathways as we grow our own economic independence.

GOAL 4.1

Increase employment opportunities and pathways for Aboriginal people

- Identify opportunities for traineeships, work experience and school apprenticeships across the organisation
- Provide and explore training and learning opportunities relating to "Caring for Country", "Cultural Tourism", Health, Business Development
- Develop community support services that provide employment and volunteer opportunities Business Development

GOAL 4.2

Economic Development

- Expand the environmental and cultural works program by increasing contracts with existing customers and new customers
- Grow the nursery business (bush Tucker, Native herbs) for wholesale and retail sale.
- Explore additional business opportunities in Orbost and surrounding areas
- Leverage opportunities at a local, regional, state and national level to obtain support for increasing Moogji's business and social enterprise capabilities

GOAL 4.3

Partnerships for success

Develop partnerships with GLAWAC and Lake Tyers Aboriginal Trust to:

- build capacity and explore joint ventures that would benefit Moogji and the Aboriginal Community
- Undertake joint advocacy with Ministers, Secretaries and Regional Directors
- Undertake strategic mapping to take advantage of future opportunities with EGCMA, Parks Victoria and DEECA

WHEN WILL WE ACHIEVE IT?

BY THE END OF 2024
(SHORT-TERM)

Increase in the return on investment of nursery and cultural works programs

BY THE END OF 2026
(MEDIUM-TERM)

Expansion of nursery and cultural works programs

Employment pathways within Moogji established and supported

Additional business/ investment opportunity identified and established

BY THE END OF 2028
(LONG-TERM)

Collaboration to expand employment pathways for community members with other organisations

Additional business/ investment opportunities



Strategic Focus Area 5
Sustainability

Moogji is a sustainable and thriving Community owned asset prepared for Climate Change.

GOAL 5.1
An inclusive work environment that enables our people to grow and succeed

- The Organisation structure is fit for purpose and financially viable
- Develop and Implement a recruitment strategy including creation of traineeships and other entry level positions
- Support efforts in accessing staff training and development across East Gippsland ACCHO's around: leadership, program/ project management, practice management, IT systems, communities of practice
- Offer development programs for all staff to build individual skills and organisational capability

GOAL 5.2
Organisational systems and processes that improve program and service efficiency, effectiveness and compliance

- Ensure Moogji can deliver consistent high-quality services to the Community
- Maintain and implement relevant data management systems to ensure quality and safe care for all clients
- Explore new program and service opportunities and ensure Moogji is able to comply with associated accreditation standards, laws and regulations

GOAL 5.3
Optimisation of revenue to increase Moogji's financial and economic independence

- Maximize Medicare income generation to reinvest in clinical services to the Community
- Investigate potential investments/ business opportunities

GOAL 5.4
Mutually beneficial partnerships and collaborations established/ nurtured

- Nurture Moogji's relationship with Gippsland Primary Health Network and Orbost Regional Health for the delivery of appropriate services
- Strengthen and formalize relationships with economic development and employment partners – DEECA, Parks Vic, CMA, Landcare, GLAWAC and LTAT
- Participate as an equal partner with Gippsland ACCO's to optimize funding for shared programs delivered to East Gippsland Aboriginal communities

GOAL 5.5
Place/Locations

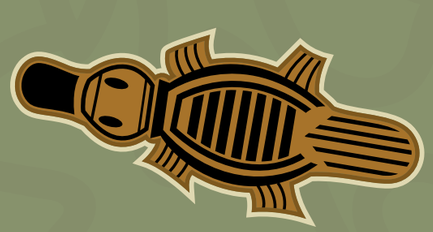
- Seek funding to develop a Stanley Street master plan informed by the community voice and actively source funding to provide culturally appropriate infrastructure
- Continue to explore options for the development of the Block to include facilities and amenities that meet the needs and aspirations of the Community

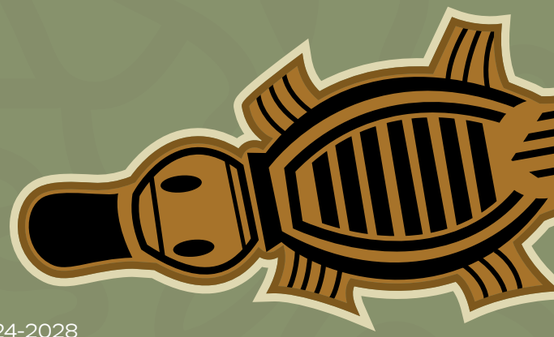
GOAL 5.6
Good governance and sound leadership

- Maintain our focus on Governance excellence through systems and education
- Build opportunities for Youth & Elders to contribute to Moogji's governance by establishing an Advisory Committee
- Provide opportunities for Leadership training and coaching programs for Staff

GOAL 5.7
Minimize Moogji's environmental footprint

- Investigate ways to minimize Moogji's carbon footprint and prepare for climate change





WHEN WILL WE ACHIEVE IT?

BY THE END OF 2024
(SHORT-TERM)

Completion of renovations to the medical centre

G3 Alliance established

All Board members have completed Governance training

BY THE END OF 2026
(MEDIUM-TERM)

Medicare revenue stream established

Organisational structure review completed

Effective and efficient data management systems implemented

Key partnerships established, reviewed and renewed

Governance processes and systems reviewed and updated

Processes in place to provide Elders and Youth with input to the Board

Programs in place to reduce Moogji's carbon footprint

BY THE END OF 2028
(LONG-TERM)

Moogji recognized as a critical player in influencing regional Aboriginal health strategy and program delivery

Moogji has significantly reduced its carbon footprint and delivered savings

Moogji is recognized for its achievements in becoming an environmentally sustainable, friendly and efficient organisation

Revenue from Medicare billing optimized

Cultural and environmental works program financially viable and returning profit to Moogji




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