



Strategic Plan 2024-2028





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.

Kevan Horder
Chairperson



OUR VISION

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

OUR PURPOSE

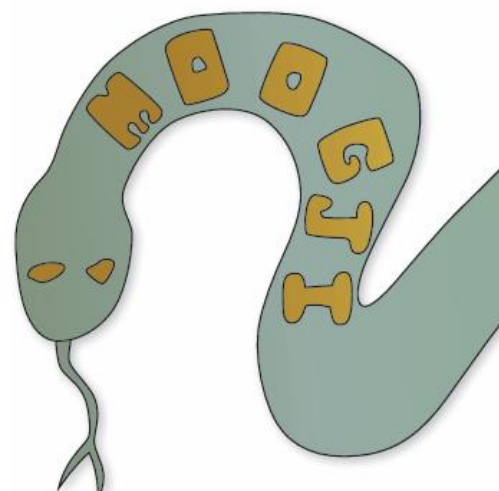
At Moogji we support community members through their life journeys to achieve the best health and wellbeing outcomes possible, strengthen cultural and community connections and reach employment and economic development goals.

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.

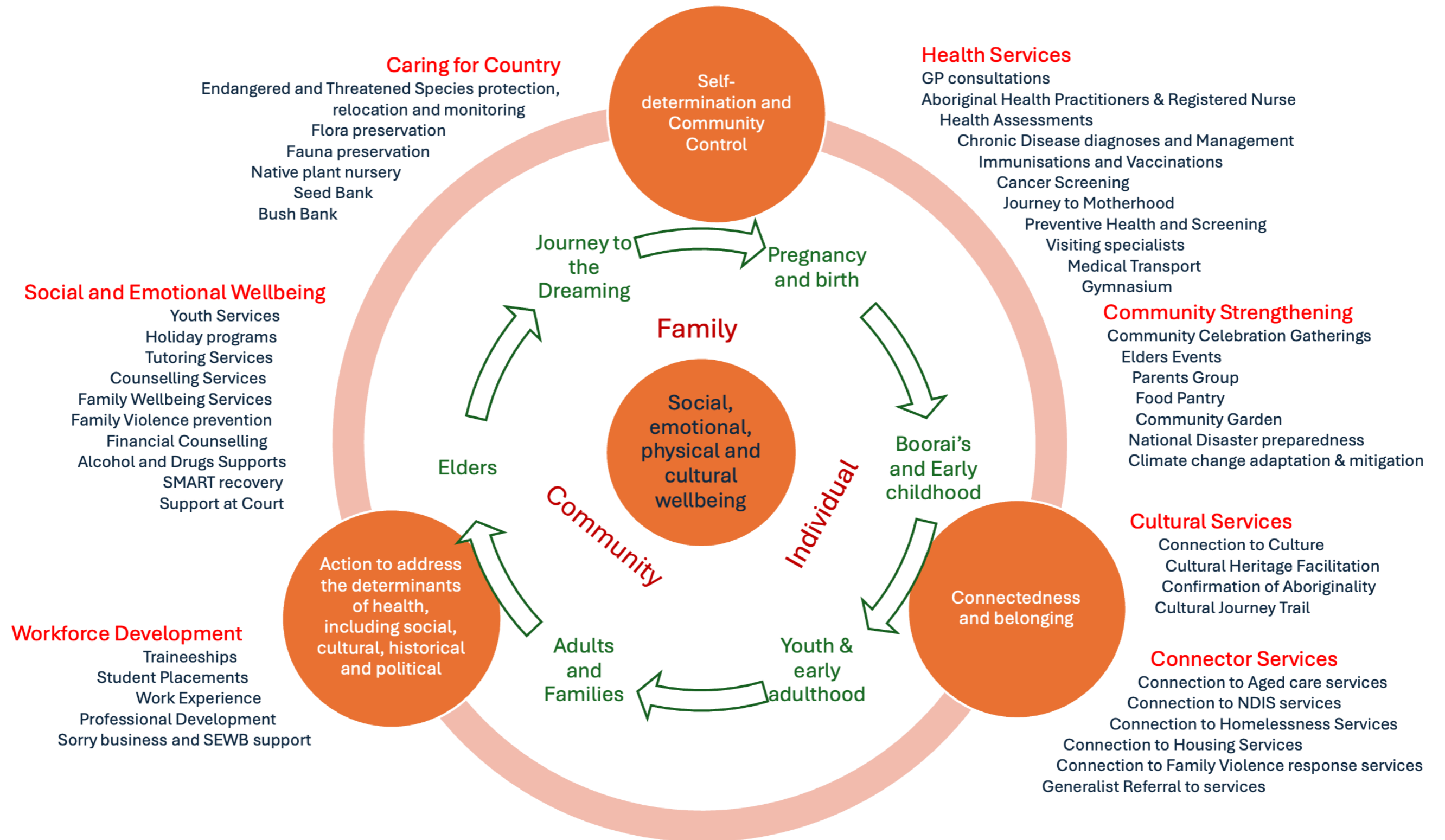
We provide quality services and programs in a culturally safe environment, facilitating employment and training opportunities, supporting strong community leadership and advocating for community needs and aspirations.

OUR VALUES

- Listening to, and advocating for community
- Community control
- Cultural integrity
- Inclusiveness
- Being responsive and always improving
- Wellbeing not welfare
- Teamwork and collaboration
- Trust and respect
- Accountability



WHAT WE DO

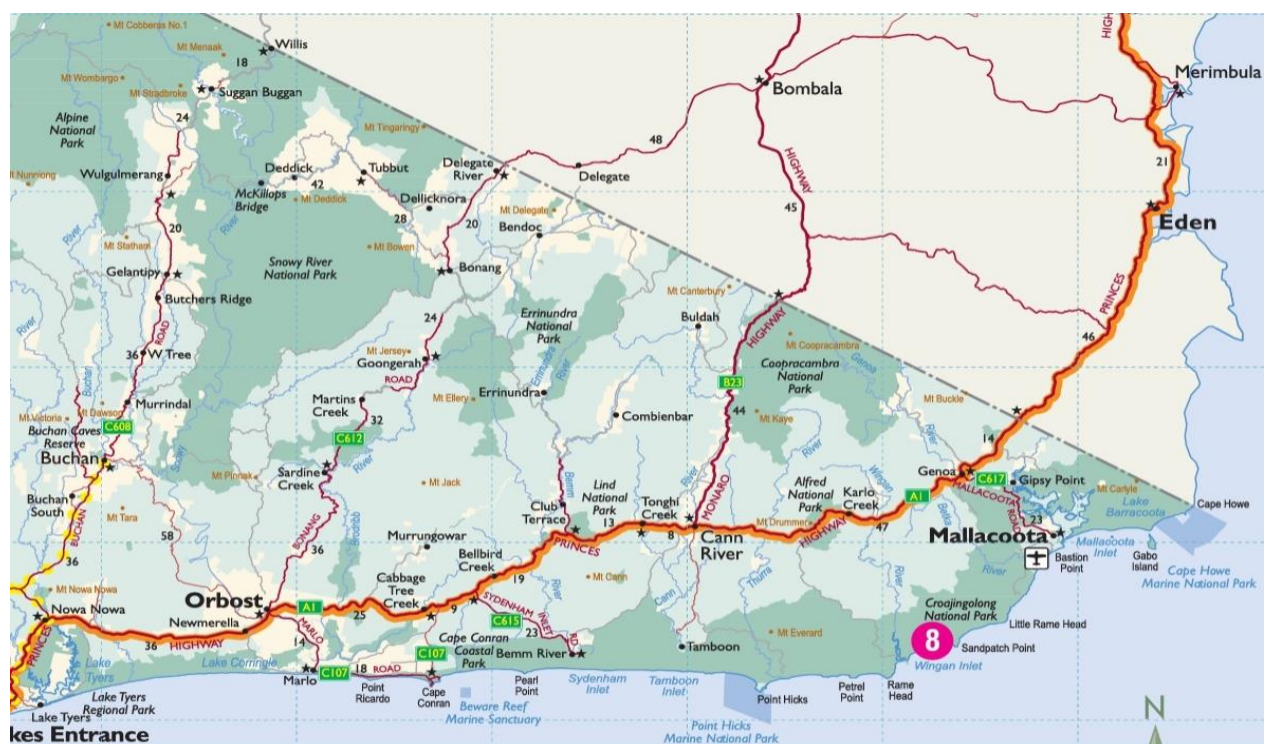


Our Footprint

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 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.

Goals	Actions
1.1 Connection to community and country	<ul style="list-style-type: none">• 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
1.2 Celebrate culture and identity	<ul style="list-style-type: none">• Continue to host, recognise and celebrate significant dates and events – NAIDOC, Reconciliation Week, Sorry Day etc.
1.3 Support self-Determination	<ul style="list-style-type: none">• Develop and implement processes to enable community members to have a say and drive Moogji directions and priorities
1.4 Build Facilities at Bonang Road for program, service delivery, culturally safe activities and events	<ul style="list-style-type: none">• 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
1.5 Build cultural knowledge and awareness and Caring for Country services	<ul style="list-style-type: none">• Develop a program to enable students and visitors to visit Moogji, increase their community and cultural knowledge and participate in cultural experiences• Facilitate cultural heritage work for community.• Undertake flora and fauna preservation activities• Participate in endangered species, both flora and fauna protecton, monitoring and relocation.• Maintain a seedbank of flora species of provenance (both endangered and non-endangered)

Actions

- 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.
- 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.
- 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
- 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.
- 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 outcomes.
- Work with Traditional Owners/ Custodians to ensure cultural heritage matters/issues in the region are addressed in line with Moogji's cultural values

Strategic Focus 2: Health:

We deliver high quality GP and allied health services

Goals	Actions
2.1 A stand-alone medical centre	<ul style="list-style-type: none">Recruit/engage a GP
2.2 Extend our allied health services	<ul style="list-style-type: none">Advocate for and seek funding to ensure the allied health needs of the community are addressed, including diabetes education (Nurse Practitioner led)
2.3 Culturally Safe and Accessible Immunisation Programs	<ul style="list-style-type: none">Deliver regular, community-based vaccination clinics (on-site and outreach) aligned with the National Immunisation Program.Embed vaccinations into routine careUse culturally appropriate health promotion to increase vaccine confidence.
2.4 Chronic Disease Prevention and Management	<ul style="list-style-type: none">Expand proactive care planning with culturally tailored education with outreach
2.5 Better Cancer Outcomes	<ul style="list-style-type: none">Develop and implement a strategy to increase screening rates leading to earlier diagnoses and better outcomesActively participate in the Gippsland Regional Integrated Cancer Services 'Improving Outcomes for Aboriginal people in Gippsland' forum
2.6 Maternal & Child & Family Health	<ul style="list-style-type: none">Strengthen antenatal/postnatal pathways.Focus on early years-developmental checks, immunisation and parenting support
2.7 Digital Health and Innovation	<ul style="list-style-type: none">Improve digital systems of care coordination and follow up and use data to inform prioritiesUse data dashboards to track key priorities (e.g. screening, chronic disease)

Strategic Focus Area 3: Family, Youth and Children:

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

Goals	Actions
3.1 Develop and implement coordinated family and community support services in collaboration with LEAHA and LTHCS	<ul style="list-style-type: none">• 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
3.2 Support and care for our Elders	<ul style="list-style-type: none">• 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
3.3 Nurture our babies, toddlers and children	<ul style="list-style-type: none">• 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
3.4 Support Community wellbeing	<ul style="list-style-type: none">• 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
3.5 Youth	<ul style="list-style-type: none">• 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
4 Housing	<ul style="list-style-type: none">• Participate in and support advocacy efforts of relevant agencies and organisations to address the shortage of suitable and affordable housing for community members

Strategic Focus Area 4: Employment and economic development

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

Goals	Actions
4.1 Increase employment opportunities and pathways for Aboriginal people	<ul style="list-style-type: none">• 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
4.2 Economic Development	<ul style="list-style-type: none">• 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
4.3 Partnerships for success	<ul style="list-style-type: none">• Develop partnerships with GLAWAC and Lake Tyers Aboriginal Trust to:<ul style="list-style-type: none">○ 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

Strategic Focus Area 5: Sustainability

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

Goals	Actions
5.1 An inclusive work environment that enables our people to grow and succeed	<ul style="list-style-type: none">• 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
5.2 Organisational systems and processes that improve program and service efficiency, effectiveness and compliance	<ul style="list-style-type: none">• 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
5.3 Optimisation of revenue to increase Moogji's financial and economic independence	<ul style="list-style-type: none">• Maximize Medicare income generation to reinvest in clinical services to the Community• Investigate potential investments/ business opportunities
5.4 Mutually beneficial partnerships and collaborations established/ nurtured	<ul style="list-style-type: none">• 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

Goals

Actions

5.6 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

5.7 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

5.8 Minimize Moogji's environmental footprint

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

When will we achieve it?

Community and Culture

By the end of 2024 (short term)	By the end of 2026 (medium term)	By the end of 2028 (long term)
<p>Regular community lunches held</p> <p>Implementation of cultural activities calendar</p> <p>Celebration of significant dates and events</p> <p>Inclusive conversations with community that support self-determination</p> <p>Community garden, cultural walk</p> <p>Extension of the outdoor / cultural spaces on the Block</p>	<p>Education and awareness program in place for school students</p> <p>Consult with Community and co-design cultural activities and experiences for Community</p> <p>Explore opportunities to develop Moogji's cultural values through guidance from Traditional Owners/ Custodians.</p>	<p>Funding for improved infrastructure at Stanley Street is actively sought</p> <p>Cultural tourism experiences being offered on the block</p>

Health Services

By the end of 2024 (short term)	By the end of 2026 (medium term)	By the end of 2028 (long term)
AGPAL Recertification is maintained	<p>GP recruited</p> <p>Allied Health Services expanded</p> <p>Improve Chronic Disease Prevention and Management by proactive initiatives</p> <p>Offer Immunization Clinics</p> <p>Develop and implement a strategy to improve cancer outcomes</p>	<p>Improved access to culturally safe dental services</p> <p>Additional Maternal & Child & Family Health support both antenatal and postnatal</p> <p>Improve and Increase efficiency in healthcare digital systems and implement data dashboards to track key priorities.</p>

Family Youth and Children

By the end of 2024 (short term)	By the end of 2026 (medium term)	By the end of 2028 (long term)
<p>Community Groups established in accordance with community needs and aspirations</p> <p>Combined Elders activities with LTHCS and LEAHA</p> <p>Parents post-natal program established</p> <p>Children's activities – holiday, after school and tutoring programs in place</p> <p>Wellbeing and positive health programs delivered</p> <p>Involvement in local advocacy campaigns to increase affordable housing for community members and families</p>	<p>Extension of services in collaboration with LTHCS and LEAHA</p> <p>Programs and/or partnerships to ensure Elder community members can access respite and permanent care</p> <p>Parenting Support program</p> <p>Programs and/or partnerships to assist community members to access NDIS and Aged Care services</p> <p>Leadership programs and opportunities available to youth</p> <p>Work experience and traineeship programs for Community members within Moogji</p> <p>Implement a Family violence prevention program</p> <p>Develop strategies to improve service access relating to Housing and Homelessness</p>	<p>Feasibility study of need for early years services completed</p>

Employment and Economic Development

By the end of 2024 (short term)	By the end of 2026 (medium term)	By the end of 2028 (long term)
Increase in the return on investment of nursery and cultural works programs	<p>Expansion of nursery and cultural works programs</p> <p>Employment pathways within Moogji established and supported</p> <p>Additional business/ investment opportunity identified and established</p>	<p>Collaboration to expand employment pathways for community members with other organisations</p> <p>Additional business/investment opportunities</p>

Sustainability

By the end of 2024 (short term)	By the end of 2026 (medium term)	By the end of 2028 (long term)
<p>Completion of renovations to the medical centre</p> <p>G3 Alliance established</p> <p>All Board members have completed Governance training</p>	<p>Medicare revenue stream established</p> <p>Organisational structure review completed</p> <p>Effective and efficient data management systems implemented</p> <p>Key partnerships established, reviewed and renewed</p> <p>Governance processes and systems reviewed and updated</p> <p>Processes in place to provide Elders and Youth with input to the Board</p> <p>Programs in place to reduce Moogji's carbon footprint</p>	<p>Moogji recognized as a critical player in influencing regional Aboriginal health strategy and program delivery</p> <p>Moogji has significantly reduced its carbon footprint and delivered savings</p> <p>Moogji is recognized for its achievements in becoming an environmentally sustainable, friendly and efficient organisation</p> <p>Revenue from Medicare billing optimized</p> <p>Cultural and environmental works program financially viable and returning profit to Moogji</p>



Acknowledgement of artwork

Possum Skin Cloak (this page)

Front cover: **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 snake's 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 Kurni (Gunnai)

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