

Strategic Plan

2024-2030



ganbina

Agents of Change

Ganbina acknowledges the Traditional Custodians of the land on which we live, learn and work upon. We acknowledge all Aboriginal and Torres Strait Islander people, and commit to working respectfully to honour their ongoing cultural and spiritual connections to their respective communities.



Chair's Message

The Jobs4U2 Program has made a significant impact on our community by facilitating education, training, and employment opportunities while fostering a stronger cultural connection. Aligned with our new Strategic Plan, we provide tailored support and resources that empower participants to navigate their education and career paths while honoring their cultural heritage.

Our commitment to continuous improvement drives our staff to regularly assess and refine their delivery methods, adapting to the unique needs of our participants. This approach enhances academic performance, engagement, and job readiness while strengthening cultural identity, contributing to a more resilient and vibrant community. By bridging education, training, employment, and culture, we are creating pathways to success that celebrate and honor the richness of our heritage.

We are thrilled to build on the momentum of our achievements and anticipate many more years of growth and positive impact ahead.



Fallon Wanganeen
Chair

As part of our new Strategic Plan, we launched an updated website to enhance our online presence and engagement. This vital tool showcases our mission, programs, and achievements, reaching a wider audience. With a fresh, user-friendly design, the site improves accessibility, making it easy for visitors to navigate our content and connect with our community.

By effectively highlighting our work, we aim to inspire greater involvement and support, further advancing our mission and impact. This modern website not only reflects our commitment to innovation, but also helps us remain relevant in an ever-evolving digital landscape.

Chief Executive Officer's Message

Our new Strategic Plan is designed to drive success along the ambitious path ahead for Ganbina and our partners. We are committed to advancing proven strategies based on our evidence, fostering innovation, and sharing our model. By collaborating with all key partners, we aim to expand our programs for greater impact. We will continue to position Ganbina as a trailblazing organisation and a fantastic workplace.

From 2012 to 2023, we saw an impressive 89% graduation rate among our young people who began Year 12, further demonstrating the effectiveness of our programs.



Anthony Cavanagh
Chief Executive
Officer

Our data reveals a significant increase in Jobs4U2 Program activities, exceeding 500 engagements.

Ganbina's core business remains focussed on delivering, developing, implementing and evaluating the impacts of our education and employment programs for Aboriginal and Torres Strait Islander children and young people in the Goulburn Valley.

Background

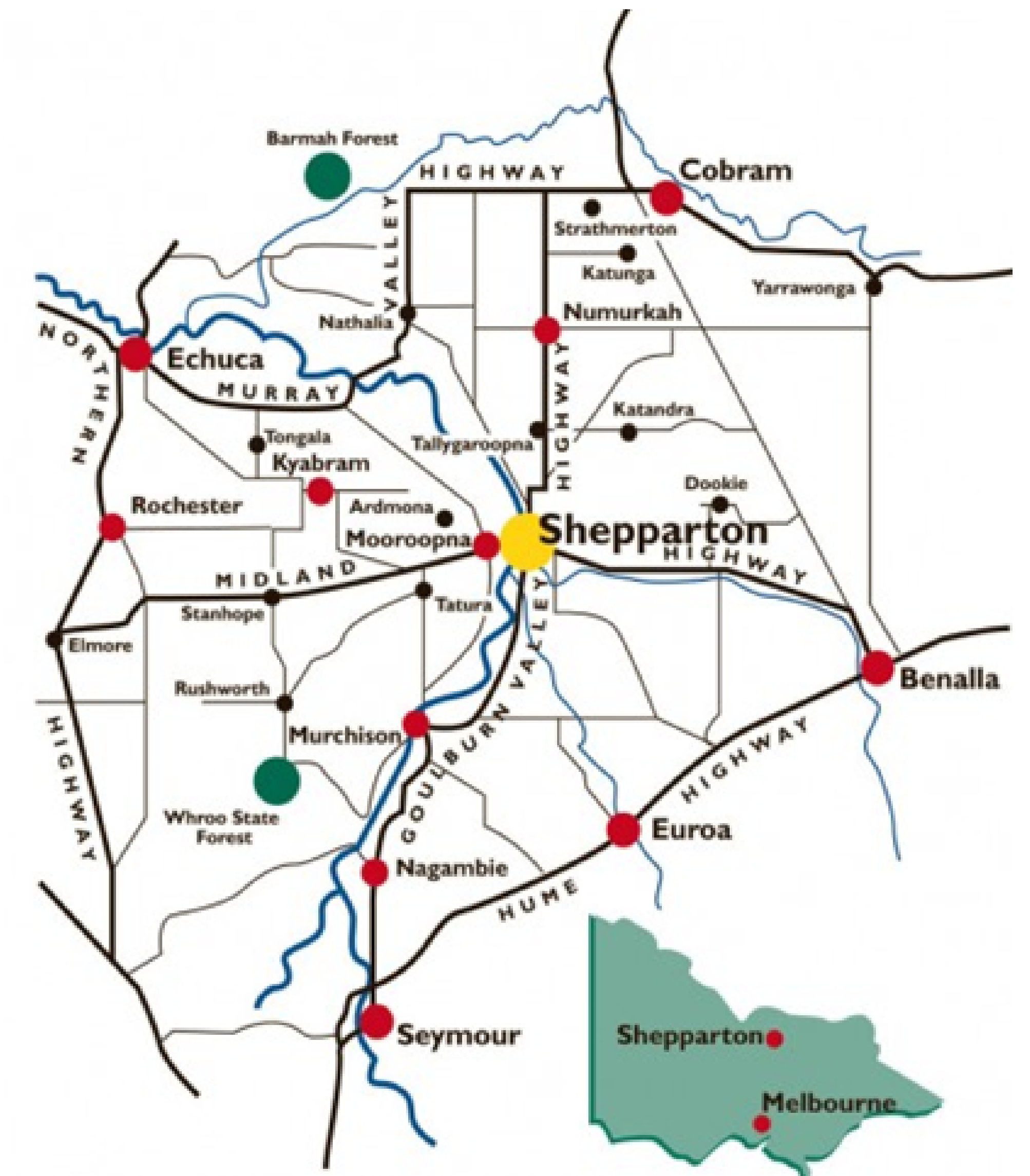
After 27 years Ganbina continues to provide education, training and employment support to the local Goulburn Valley community. Our Jobs4U2 program empowers Aboriginal and Torres Strait Islander children and young people, by providing them with the tools and opportunities to prevent unemployment and achieve long-term career success throughout their lives.

Ganbina has supported over 1779 Aboriginal and Torres Strait Islander children and young people to finish school, undertake tertiary or vocational training or to secure full time jobs. Most importantly, by doing this, they have also secured a brighter cultural, economic and social future for themselves and their families.

Ganbina works in the wider Shepparton area within the Goulburn Valley, taking in an approximate 30 kilometre radius to Kyabram, Murchison, Dookie and Numurkah.

Located only two hours north of Melbourne, the area features a strong economy based upon primary production and manufacture. The region has an international reputation for quality fruit and dairy products, and boasts iconic companies such as Bega Cheese, Furphy Foundry, SPC Ardmona, Campbell's (Soup Company), Unilever, Pental (home and personal care products).

The Aboriginal and Torres Strait Islander population of between 5,000 and 6,000, is recognised as the largest in Victoria, outside that of metropolitan Melbourne. It makes up approximately 8-9% of the City of Greater Shepparton's general population of 69,135.



Ganbina Service Area Map

Our Vision

Within two generations, Aboriginal and Torres Strait Islander peoples have cultural, economic and social equality and are empowered to live, love, learn and leave a legacy.

Our Purpose

To empower Aboriginal and Torres Strait Islander people in the Goulburn Valley region aged between 5 - 25 years to reach their full individual potential through self-determination and meaningful engagement in education, training, enterprise and employment programs. We hope to also migrate these programs and key learnings to other Aboriginal and Torres Strait Islander communities for implementation on a wider scale.



Ganbina's success in delivering impactful programs stems from a clear understanding of the issues at hand.

Our Values

EQUITY: We support and empower our young people to achieve cultural, economic and social equality based on their individual needs.

ABORIGINAL AND TORRES STRAIT ISLANDER CULTURE: We demonstrate a deep respect for our culture and work to embed it into our programs.

INTEGRITY: We act in honesty, fairness and trustworthiness. We consistently work to a high level moral code and take responsibility for our actions. "Say what we mean, mean what we say".

PROFESSIONALISM: We commit to a high standard of work and conduct ourselves in a professional manner. We work to continually improve our knowledge and skills and cultivate professionalism in our program participants.

FAMILY: We value the role family plays in the success of our young people and respect their deep connections.

COMMITMENT: We are dedicated to supporting our young Aboriginal and Torres Strait Islander peoples to achieve success and work to instil in the value of commitment.

PASSIONATE: We're passionate about what we do, why we do it and who we do it with.

RESPECTFUL: We treat everyone with dignity and respect through our word and actions.

NON-PARTISAN: We aim to remain neutral, impartial and carry out business without bias.

Our Approach

Our program supports Aboriginal and Torres Strait Islander children and young people to obtain sufficient education, life skills and structured training to enable them to make a successful transition from school into meaningful, long-term employment.

- Culturally informed and delivered
- Highly practical and hands-on providing a secure pathway for children and young people to move successfully through their school years and into mainstream employment of their choice
- Multi-faceted methodology aiming to support children and young people, from an early age
- Empowering of the lifelong advantages that education, jobs training and sustained employment can offer individuals and members of the community
- Building capabilities by providing practical guidance, skills and tools needed to reach personal goals



Our Partners

We partner with many stakeholders who have a role to play in supporting children and young people achieve their educational goals and complete their journey successfully.

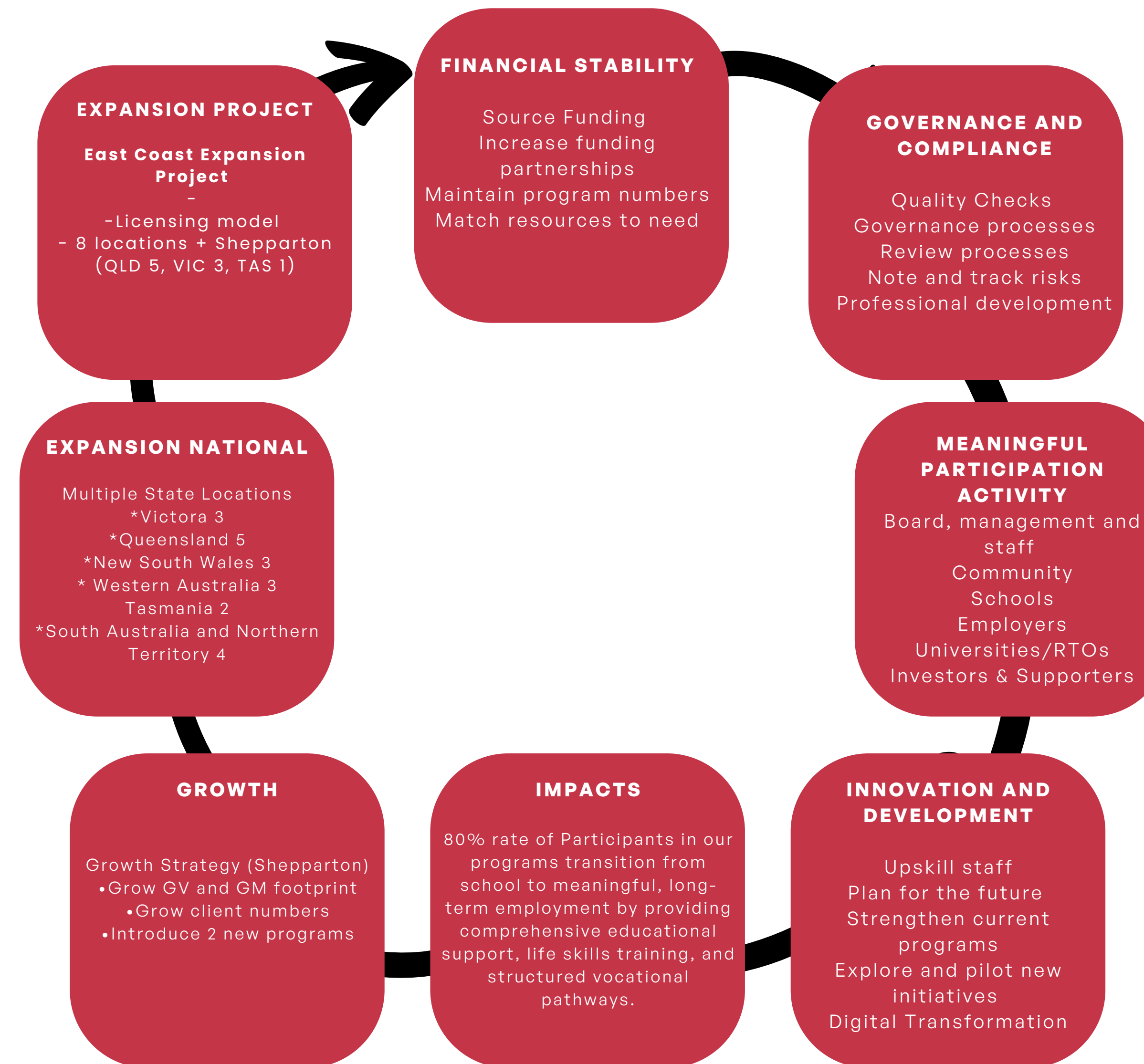
Partnerships are essential for achieving educational outcomes and developing life and job skills. We strive to help young people transition from school to meaningful, long-term employment. By collaborating with families, potential employers, and educators, we deliver structured, practical programs that set our children and young people up for success.

Who are our Partners?

- Program Funders
- Philanthropic and corporate
- Pro bono
- Our young people and extended families
- Local government
- Primary and Secondary schools
- Prospective employers
- Community organisations

Our Strategy

Our overarching philosophy to Solidify, Simplify, Engage and Grow will permeate through each Strategic Goal as seen in the diagram below.



* Ganbina has an office at this location to support each expansion of our 'Jobs4U2 model' on a local state by state basis. Note: Tasmania will be supported from Victoria.



Our Strategic Goals

1. FINANCIAL STABILITY



Ganbina will prudently manage resources and funds to ensure the long-term viability of its operations and initiatives. We want our financial health to be strong. We will:

1. Secure funding to deliver programs year-on-year by the implementation of the 2019-2025 program investment strategy.
2. Sustain and develop relationships with philanthropic organisations to access effective links to key influencers and funding.
3. Develop a funding and partnership network, locally, nationally, and internationally.
4. Update and implementation of a Fund Raising & Investor Relations management plan
5. Develop a fee for service funding model to assist in delivery of Jobs4U2
6. Leverage government funding (Interstate) for the venture partners - Expansion Project

2. GOVERNANCE AND COMPLIANCE



Ganbina will be effectively staffed and governed by qualified professionals who share the organisation's vision and values. We want our staff and community to feel supported and equipped to be their best. We will:

1. Maintain and allocate appropriate levels of staff resources to support programs and activities in Head Office Shepparton, Corporate Office Melbourne and Expansion Office Brisbane.
2. Consider additional resourcing to support development/ expansion of facilities, design and Implementation of programs and participant enrolments.
3. Implement an effective Board recruitment, development, and succession strategy.
4. Create a formal pathway to Board roles for Ganbina graduates, with the target of having a graduate ready for a Board role in the next 2 - 4 years.
5. Engage a third party to conduct a:
 - a. Program impact review and evaluation
 - b. Legal Compliance review
 - c. Gap analysis of Ganbina's policies and procedures in line with the International Organisation for Standardisation (ISO) standards
6. Consideration of ISO accreditation for Ganbina

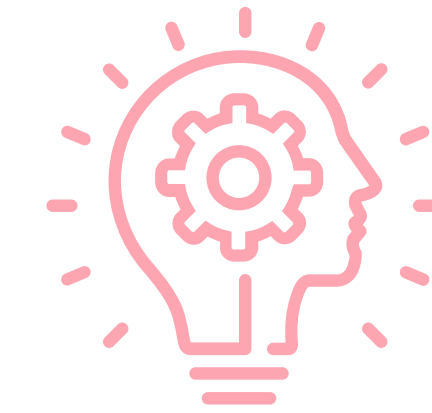
3. MEANINGFUL PARTICIPATION ACTIVITY



By 2030, Ganbina will cultivate and manage stakeholder relationships to enhance collaboration and resource sharing, resulting in an 80% increase in mutually beneficial initiatives that support the development and empowerment of Aboriginal and Torres Strait Islander community members and Ganbina’s partners. We want families to participate in educational activities and enhance the community support for youth education. We will:

1. Deliver and Implement a Marketing Plan - build advocacy and engage families, parents, teachers and primary and secondary school leaders in marketing and outreach activities, targeting schools and the broader community locally, in the Goulburn Valley and Melbourne areas, nationally and internationally.
2. Deliver a high-level Strategic Stakeholder Engagement Plan.
3. Deliver an Operational Stakeholder Engagement Plan.
4. Deliver Family Engagement activities to enhance interactions and build knowledge on supporting their children’s journeys.
 - a. Ganbina Youth Achievement Awards
 - b. Careers Night
 - c. Youth Leadership Program
 - d. Accelerated Learning Program Celebrations

4. INNOVATION AND DEVELOPMENT



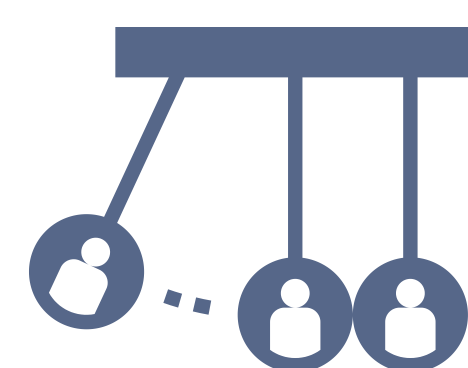
By 2030, Ganbina will lead and implement innovative programs that enhance education, training, career pathways, and community leadership, resulting in an 80% increase in economic participation of Aboriginal and Torres Strait Islander youth in the Goulburn Valley. We will:

1. Deliver and implement a comprehensive Professional Training and Development Plan for staff and board members to enhance skills, knowledge and leadership capabilities.
2. Establish a structured schedule of program planning review meetings with staff to enhance collaboration, monitor progress, and ensure alignment with organisational goals.
3. Establish a comprehensive reporting framework for innovation and development activities to track progress, measure impact, and communicate outcomes to stakeholders.
4. Review and develop additional Jobs4U2 Program:
 - a. Employment Program
 - b. Ongoing design and development of the Ganbina Employment Academy “Nangarna Nilang gunya| Think Future”
 - c. Accelerated Learning Program (internal)
 - d. Alumni Ambassador Program
 - e. Business Ownership Development Program
 - f. Youth Leadership Program





5. IMPACT



By 2030, Ganbina aims to ensure that 80% of young Aboriginal and Torres Strait Islander young people in our programs transition from school to meaningful, long-term employment by providing comprehensive educational support, life skills training, and structured vocational pathways. We know our evidence-based programs have outstanding impact and we will continue to embed this in all that we do. To demonstrate and enhance this we will:

1. Draw on evidence, data and research to deliver:
 - a. Employment Events and Awareness Activities
 - b. Education Awareness Campaigns
 - c. Tailored Student Life Skills Programs
 - d. Vocational Training Partnerships annually and support 80% of participants in securing meaningful employment.
2. Continue our focus on engagement with at least 80% of our program graduates to track employment progress and provide resources as needed.
3. Continue to demonstrate, evaluate, learn and adjust our initiatives based on our evidence.

6. GROWTH INITIATIVE



By 2030, Ganbina will expand our local reach by establishing and strengthening programs and services in four new townships within a 30 km radius of Shepparton, enhancing accessibility for Aboriginal and Torres Strait Islander community members. We will:

1. Increase our focus across Aboriginal and Torres Strait Islander communities such as Kyabram and Numurkah.
2. Establish 20+ plus new places for program participants.



7. NATIONAL EXPANSION



Ganbina hopes to share our Jobs4U2 Program and key learnings with other Aboriginal and Torres Strait Islander communities for implementation across Australia. We will share our model where it can have the greatest impact. We will do this with communities who invite us to collaborate. We will:

1. Forge new partnerships with 19 new Aboriginal and Torres Strait Islander communities.
2. Create processes that support us to efficiently replicate, rollout and sustain high-quality, high-impact models and programs.
3. Continue to demonstrate, evaluate and communicate our model and programs.



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