



Narang Bir-rong Aboriginal Corporation

Board Pack - Non Executive Director

November 2021

PRIVATE & CONFIDENTIAL



Narang Bir-rong Aboriginal Corporation (NBAC) acknowledges that Aboriginal people are the First People of this country and pay respect to their Elders past, present and emerging and acknowledge their continuing connections to their ancestral lands.

Narang Bir-rong is not qualified to determine nor define the Aboriginal Countries and understands the sophisticated and complex relationships with Aboriginal people and the land. However, it is their current understanding that within the organisation's geographic footprint are large areas of the Traditional Lands of:

1. Dharug Nation
2. Eora Nation
3. Dharawal Nations
4. Gundungurra Nation
5. Wiradjuri Nation

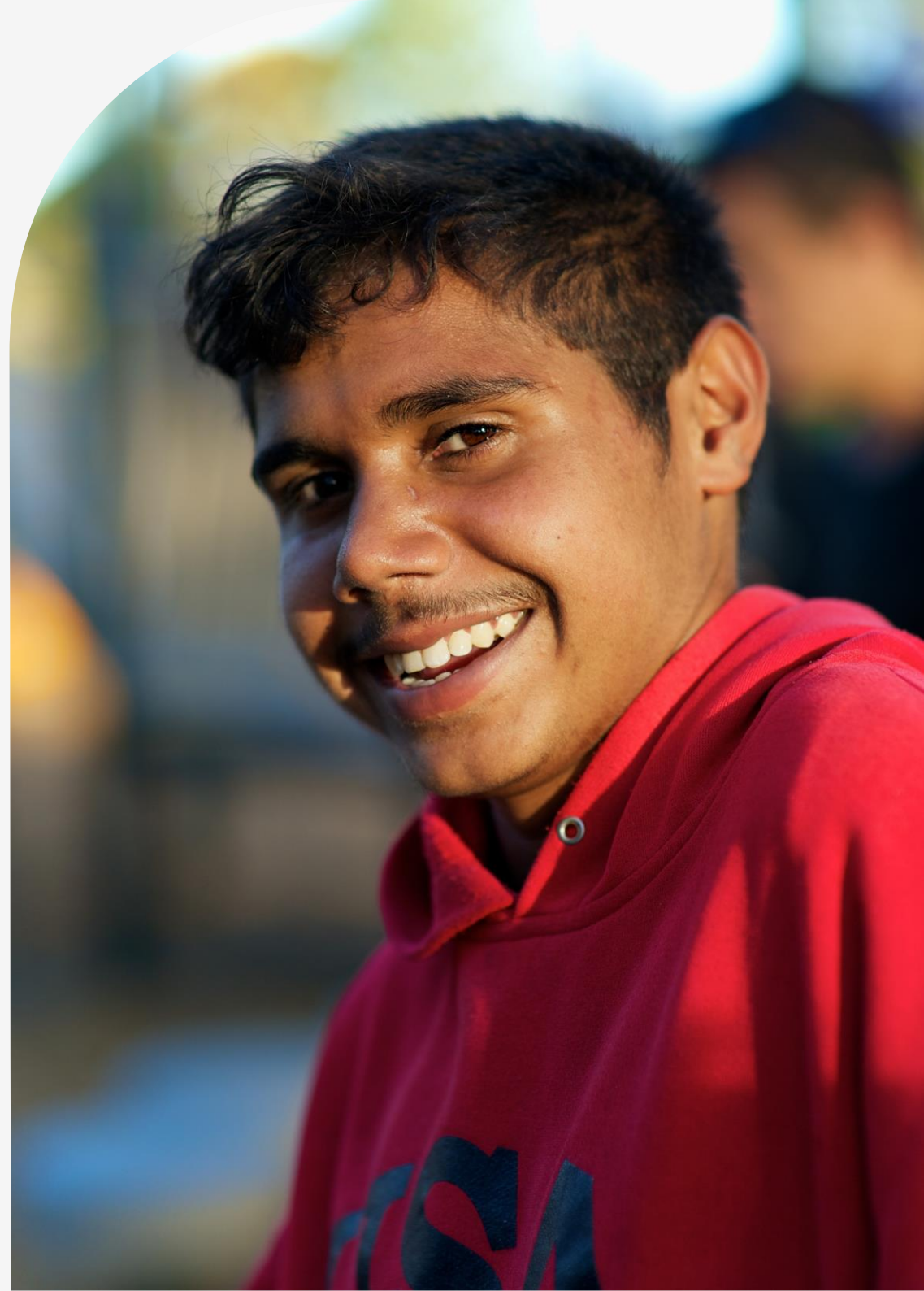
Overview

Narang Bir-rong Aboriginal Corporation (NBAC) have been providing Aboriginal specific services to the Greater Sydney community including out-of-home care and family preservation services since 2008.

Their Out of Home Care Program recruits, trains and supports Aboriginal foster carers and case manages Aboriginal children and young people in out of home care. They then place Aboriginal children and young people in care situations that are appropriately matched to support their individual identity and self-esteem. They provide case management to these placements to ensure that their educational, medical, social, emotional and behavioural needs are all being met.

NBAC's Family Preservation Program is a professional, culturally appropriate, child centred, family focused, trauma informed and strengths-based program. Family Preservation's tailored support services aim to build strong well-functioning families where children can live safe from abuse and neglect and have improved well-being, physical, social, emotional and educational outcomes. Tailored services include case management, in-home support and casework focused on parent vulnerabilities, structured home visiting, parenting programs and brokerage funding all focused at reducing child protection concerns and not having more Aboriginal children enter the out of home care system.

NBAC currently provides services to over 200 children in Indigenous communities across the densely populated regions of Western Sydney, to Penrith, the Blue Mountains, Lithgow and out to Orange.



Context

NBAC is turning over \$5 million and employing 30 staff. While small, they are sector leaders in Indigenous out of home care practice and family preservation, keeping connection to family, the country and community at the centre of all practice.

The small Board of four directors comprises those who have gone through the Out of Home Care system and those that belong to the Stolen Generation. NBAC understands that removing Indigenous children from their community takes them off country, sees them lose connection to their family, cultural heritage and perpetuates trauma. NBAC has built specific, structured and solid practices that ensure children remain engaged with family and identity and ensures they are placed with carers who can keep that essential connection country.

The organisation is funded predominantly through the Department of Community and Justice (previously Family & Community Services); however, they receive some funding from AbSec and are members of the SNAICC Collective, the national voice for Indigenous children.

In 2018 NBAC was incorporated and separated from Barnardos Australia; during which time Heidi Bradshaw was appointed to lead NBAC as Chief Executive Officer (CEO). Over the past two years, Heidi has been successful in appointing a high performing team and bedding down solid and sophisticated systems and processes to ensure that NBAC are delivering best practice services. Heidi has positioned the organisation as a functioning example of best practice in care for Indigenous children.



Mission and Values

Mission

At Narang Bir-rong Aboriginal Corporation, they believe in taking a holistic approach in trying to solve some of our Aboriginal and Torres Strait Islander community's biggest challenges. They empower their children, young people, families and carers by creating opportunities for self-determination and by supporting real change.

NBAC are on a mission to provide culturally and spiritually stable homes for Aboriginal and Torres Strait Islander children, young people and their families in order to build security and true belonging.

Values

Connection

We honour connections with community, family, culture and Country, and nurture the cultural identity of the Aboriginal and Torres Strait Islander children, young people and their families within our community.

Empowerment

We empower our community through education, by providing resources and support that educates and empowers children, young people, parents and carers.

Consistency

We hold ourselves accountable to provide consistency of care and remain a safe refuge always.

Belonging

We strive to build security and true belonging in our children.

Confidentiality

We ensure confidentiality for children, young people, their families and carers within our community.



Delivering on mission

The challenge

NBAC acknowledges that in general, Aboriginal children and their families are at a severe disadvantage and the gap between our outcomes and those of non-Aboriginal people is not getting any smaller despite poorly funded government initiatives. Aboriginal people are facing issues such as:

- **Employment**
 - The employment to population rate for Aboriginal 15–64 year olds was around 48% in 2014-15, compared to 75% for non- Aboriginal Australians
- **Lower health outcomes**
 - Aboriginal people still in general have a lower life expectancy by nearly 10 years in comparison to non-Aboriginal people.
- **Suicide**
 - In 2015, the Aboriginal suicide rate was double that of the general population.
 - Aboriginal suicide increased from 5% in 1991, to 50% in 2010, despite Aboriginal people making up only 3% of the Australian population.
- **Housing**
 - On Census night in 2011, an estimated 26,743 Aboriginal people were experiencing homelessness. Taking into account the size of the Aboriginal population, 1 in 20 Aboriginal people were homeless on Census night in 2011-14 (40% of these were 18 years and under).
- **Drug addictions**
 - In 2016, almost 1 in 5 Aboriginal people consumed 11 or more standard drinks at least once a month. This was 2.8 times the rate that non-Aboriginal Australians consumed this amount of alcohol.
- **High incarceration rates**
 - In September 2017, Aboriginal prisoners represented 27% of the total full-time adult prisoner population, whilst accounting for c. 2% of the total Australian population aged 18 years and over. The adult imprisonment rate increased 77% between 2000 and 2015.
 - The detention rate for Aboriginal children aged 10-17 years was 26 times the rate for non- Aboriginal youth in 2016.
 - In 2008, almost half of Aboriginal males (48%) and 21% of females aged 15 years or over had been formally charged by police in their lifetime.

And all of these disadvantages are layered by decades of grief, loss, disconnection to family, culture and land.

The number of Aboriginal children in out-of-home care is rising. In 2014 it was 52.5 per 1000 children in out-of-home care, which has increased to 59.4 per 1000 in 2018. At least 1 in 6 Aboriginal children receive child protection services with approximately 486,300 child protection reports made between 2019-2020. There are 45,759 children currently in out-of-home care and 17,787 of these are Aboriginal.

The response

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Current Board

Ivan Clarke, Chair since 2018

Ivan is **Barkanji**. He was born in far-western New South Wales, grew up on Bundjalung country and has resided and worked in Western Sydney for the past 20 years. He is a member of the Stolen Generations. Ivan has many years of experience as a counsellor, clinical and educational consultant and is a group leader in the Strong Aboriginal Men's Program. Ivan was the senior Aboriginal counsellor with Link-Up NSW, specialising in supporting stolen generation clients with alcohol and other drug issues, trauma, grief and loss, dual diagnosis and mental health issues, prior to starting with the Education Centre Against Violence in 2011.

Read more [here](#)

Patrick Goulding, Director since 2019

Patrick is a **Darug** man from the Blue Mountains and Western Sydney, who currently lives on Gadigal Country. He works for Terri Janke and Company, an Indigenous law firm specialising in commercial law, intellectual property and Indigenous Cultural and Intellectual Property (ICIP). Patrick's expertise includes preparation of agreements for commercial use of Aboriginal art and advising clients on ICIP Protocols. He has represented a range of clients, including Indigenous traditional owner organisations, universities, museums and archives.

Read more [here](#)

Annette Toomey, Director since 2018

Annette is a **Kabi Kabi** woman, born and raised on Darug country in Western Sydney, NSW. She has worked with many Aboriginal and non-Aboriginal services throughout her career in Western Sydney, from supporting Aboriginal women and their children in domestic violence services to assisting Aboriginal families to engage in support services and change to enable their children to be restored from OOHHC to their care.

Read more [here](#)



Current Board

Peter Stewart, Director since 2020

Until his retirement in mid-2020, Peter headed up Coleman Greig's Commercial Advice legal team, bringing extensive senior management experience and a high level of commercial acumen to his clients and the firm. During his time with Coleman Greig, Peter provided advice and representation on a host of complex commercial issues, including share and business acquisitions and disposals, manufacturing, distribution and licensing agreements and commercial governance issues.

Read more [here](#)

Irene Wardle, Former Director

Irene became a Director with NBAC in 2018 and is retiring in 2021. Irene is a proud **Darug** woman employed at the University of Sydney as an Academic Tutor in the Aboriginal Studies program and is contributing to research at the Research Centre for Children and Families. She has held numerous community roles in health, policing, employment, and education. Irene believes in empowering our Aboriginal community and celebrating their success. She feels there is an expectation that her educational opportunities has come with responsibilities. As an Aboriginal mother, grandmother, and teacher, she can help and mentor our community into a brighter future.

Her participation and acceptance into Local, Regional and State Organisations allows her to speak about grassroots trends and awareness of the community's demands. Working within the Western region for the past two decades also allows her the opportunity to promote the strengths and resilience of our Aboriginal community.

During her time on the Board at NBAC, Irene displayed her deep passion for the Aboriginal community, and her impressive work with the Laptop Scheme will help numerous of NBAC's clients now and in the future. She continues to work hard at the University of Sydney to provide comprehensive research around Aboriginal communities and to see changes made for the future of our community. NBAC will be eternally grateful for Irene's participation and contribution as one of our founding Directors.



Chief Executive Officer

Narang Bir-rong Aboriginal Corporation (NBAC) is a proudly Aboriginal Community Controlled Organisation (ACCO) that has been initiated by, and is controlled and operated by, Aboriginal people, thereby acknowledging the right of Aboriginal peoples to self-determination. All NBAC staff, including our CEO and management team, are Aboriginal and/or Torres Strait Islander.

Heidi Bradshaw



Heidi is a proud **Wiradjuri and Yorta Yorta** woman, who grew up in towns across Western Sydney and Western NSW.

She has a deep understanding of the issues facing her Aboriginal and Torres Strait Islander community and has devoted her life to breaking the cycle.

With personal and familial experience within foster care and kinship care, and over 15 years of experience working in the NSW Foster Care system, Heidi is passionate about supporting Aboriginal and Torres Strait Islander children and young people, as well as their families.

A staunch advocate for family preservation and restoration, kinship care and the recruitment of culturally appropriate carers, Heidi believes the core of her work is about advocating for Aboriginal and Torres Strait Islander children and young people.

While Heidi works tirelessly to recruit Aboriginal and Torres Strait Islander carers, there are not enough to meet the needs of the community.

Heidi believes this advocacy is her personal and cultural responsibility, and she is determined to help create change and empower others to change, too.

What drives Heidi to continue her work is the hope for the emerging generation of Aboriginal and Torres Strait Islander people to be strong in their culture and connected to family, land and community.

Heidi has been part of the NBAC family through its many evolutions, working as Operations Manager during its tenure as Link-Up NSW Aboriginal Corporation, and as Aboriginal Manager while managed by Barnardos Australia.

Heidi is currently undertaking a Bachelor of Laws at Macquarie University. She holds a Diploma of Family and Community Services and Diploma of Management from TAFE NSW and a Postgraduate Certificate in Social Health from Macquarie University.



Governance

Structure

Narang Bir-rong Aboriginal Corporation is a not-for-profit organisation registered with the Australian Charities and Not-for-profit Commission (ACNC) with Deductible Gift Recipient (DGR) status. This charity submits annual reports and governing documents to the Office of the Registrar of Indigenous Corporations (ORIC) as well as notifies them of any changes. This satisfies the charity's reporting and notification obligations to the ACNC.

Composition

The Board currently comprises four Directors. Irene Wardle is currently standing in as the Board requires five Directors to constitute a quorum. The constitution allows for a minimum of five and maximum of nine Directors.

Tenure

Directors (other than those appointed under Rule 5.7), are appointed for a term of two years. Directors (other than those appointed under Rule 5.7) retire at the conclusion of the AGM at the end of their two-year term and are eligible to be re-elected. If, despite the operation of section 246-25(4) of the CATSI Act, the terms of all Directors expire so that there are no Directors appointed at a particular time, the Directors holding office immediately before the expiry will continue to hold office until the Members appoint new Directors or reappoint the existing Directors by resolution at a general meeting.

Board Meetings

The Board is committed to a meeting schedule which involves:

- bi monthly 3-5 hour Board meetings usually in Penrith (COVID permitting) with teleconference and video facilities available;
- two half day strategy sessions with executive per year with face to face attendance preferred;
- Approximately 3-4 NBAC events per year

Meeting Dates

Third Sunday of the month.

Remuneration

This role is not remunerated - all Non-Executive Directors volunteer their time, energy, professional and governance expertise.



Key selection criteria – Non Executive Director

The Board currently comprises directors with exceptional experience from a range of backgrounds. The skills mix currently has legal, education, counselling and out of home care expertise. The Board is committed to increasing Aboriginal representation in all areas of the organisation including our Board and this year they are committed to having another identified Aboriginal director join the dynamic governance team.

Attributes and experience:

- Candidates must identify as being of Aboriginal and/or Torres Strait Islander descent and are expected to bring:
- Understanding of corporate governance principles and financial literacy to a level expected of a Director
- Alignment with the role of the organisation to drive a reform agenda
- Sophisticated communication, stakeholder management and negotiation skills
- Demonstrated positive leadership and experience on a Board/Committee/Council

Plus exhibit:

- Commitment to genuine partnerships with Aboriginal communities: this includes working with ACCO's as well as providing opportunities for meaningful input from community members into service planning and delivery at a local level

Aboriginal/Torres Strait Islander identified positions is a genuine occupational qualification and is authorized under section 14(d) of the Anti-Discrimination Act 1977.



Further information

Website

<https://nbac.org.au/>

Annual Report

<https://we.tl/t-ovqaa0SAqs>

Sector information

<https://absec.org.au/our-sector/>

<https://www.facs.nsw.gov.au/providers/children-families/oohc/transition/tools>

News & Publications

<https://www.snaicc.org.au/media-release-number-of-aboriginal-and-torres-strait-islander-children-in-out-of-home-care-is-a-national-shame/>

<https://nit.com.au/out-of-home-care-at-crisis-point-for-first-nations-children/>

<https://www.sbs.com.au/news/four-in-10-australian-children-in-out-of-home-care-are-indigenous-new-report-shows/970f95e8-1bad-4b6e-99cf-5e21f401c43e>

Media

https://www.youtube.com/channel/UCRTQac-hXnZm-S_dhsgRT2g

<https://www.abc.net.au/news/2021-08-02/nsw-remote-learning-effects-on-future-job-skills/100338492>

<https://aifs.gov.au/cfca/2021/11/04/fostering-lifelong-connections-films>



For more information



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