



STRATEGIC PLAN 2026 - 2028

Walking together,
growing stronger.





Acknowledgement of Country

Indigo Junction acknowledges the Whadjuk people of the Noongar nation, the traditional custodians of the land on which we work. We are committed to honouring their unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society. We pay our respects to Elders past, present and emerging.

WARNING

Aboriginal and Torres Strait Islander readers are warned that this document may contain images of deceased persons.

Indigo Junction Incorporated

ABN 32 879 844 973



About Us

Indigo Junction is a not-for-profit, registered community housing provider, based in Midland, Western Australia, providing services to support people and families experiencing, or at risk of homelessness and other hardship - including women, men, young people, and those sleeping rough.

We exist for our whole community, and while the cultural background of our clients continues to broaden, our clients are predominantly Aboriginal and Torres Strait Islander peoples. We draw on this opportunity to build and foster reconciliation by addressing inequality.

Our understanding of generational poverty,

and the impact it has on quality of life within a community, drives our current approach of delivering a range of services that are accessible and responsive. We believe that by working together with people and offering shelter and a home, we can build self-reliance and foster skills to encourage economic and social participation, resulting in lifelong change.

While our core service is providing accommodation and crisis support for people who are homeless or at risk of homelessness, our services also focus on building the capacity of people to build and maintain independent, positive lives which contribute to their family and community.



Our Belief

Everyone has the right to a safe place to live and grow.

Our Vision

Our community is connected and thriving.

Our Purpose

Guided by our community, we connect people to safe housing and opportunities.

Indigo Junction's unique approach

Indigo Junction's point of difference lies in its holistic, people-centred approach to tackling homelessness and housing insecurity. We believe that safe housing is a basic human right and the essential foundation for wellbeing and opportunity. Beyond providing immediate crisis accommodation, Indigo Junction delivers wraparound services that empower families, women, men, and young people to build long-term stability and independence.

Our programs combine safe housing with education, life skills, and personalised support to help individuals thrive. Grounded in cultural safety and strong partnerships - particularly with the Karlung Aboriginal Corporation and other local Aboriginal groups - we ensure services are inclusive, respectful, and community-driven.

At the same time, we work to influence systemic change, advocating for lasting solutions to housing inequality and contributing to the expansion of social and affordable housing across Western Australia.

*“Walking together,
growing stronger.”*



Introduction

Building on the 2021 - 2025 Strategic Plan

This strategic plan builds on the earlier plan that expired in 2025. Many of the strategies documented in the earlier plan have been successfully completed and almost all have led to new opportunities and changes in the way Indigo Junction works and in its areas of influence.

Consequently, we have not started anew but have built on the success of the old plan to develop a strategic plan that is contemporary, aspires to meet our Purpose and Vision and remains agile enough to respond to the environment, particularly the changes in Commonwealth and State Government Policy.

Housing and shelter during crisis are basic rights available to everyone

Indigo Junction aspires to a target of zero functional homelessness and recognises that there are two major factors in achieving this.

Firstly, there must be sufficient housing stock and other forms of accommodation. Secondly, people must have the capacity and skills to maintain a safe and secure home once given that opportunity.

These factors have led us to review our aspirations as to when Zero Functional Homelessness can be achieved but also recognising the substantial funding opportunities which are currently available, and which will assist this goal.

The supply of housing stock and other forms of accommodation and shelter cannot be a responsibility that rests solely with government. The Community has its part to play and the community in the north-east metropolitan corridor is best represented by Indigo Junction. We therefore have a responsibility to seek out ways, beyond government supply, to provide sufficient housing and accommodation so that we can meet the housing-first principles to which we aspire.

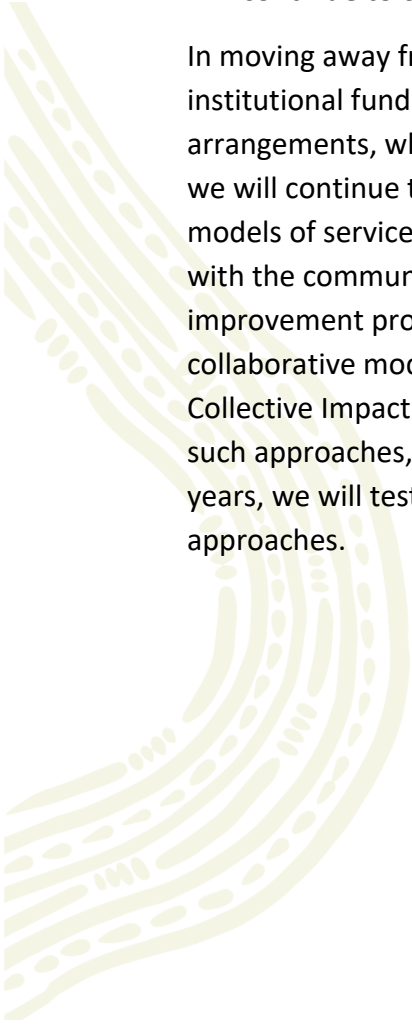


Supporting the vulnerable and disadvantaged

Building the capacity of individuals to not only retain their homes but also to build independence through employment or contribution to the community is an essential part of our housing-first approach. Beyond this, our programs help break the cycle of disadvantage.

Through this plan, we deepen our commitment to equity, inclusivity, and respect for all people. Given our social and cultural context, we will resolutely advance equality for disadvantaged Australians, especially those from culturally and linguistically diverse groups within our geographical area.

Our approach to meeting our goals will continue to change



In moving away from our dependence on institutional funding and contractual arrangements, which can be restrictive, we will continue to test and explore other models of service delivery and working with the community. Continuous improvement processes and a collaborative model drawing on a Collective Impact methodology are two such approaches, and over the coming years, we will test various aspects of these approaches.

Our environmental footprint

In this plan, we consider the environmental impact of our work. Policies and processes will be reviewed, and emphasis will be placed on educating and supporting our clients and the community around environmental stewardship. We will take positive environmental actions, ensuring our practices are sustainable and working to find ways to reduce carbon emissions, waste generation, water usage, and energy consumption across all services.

“Indigo Junction aspires to a target of zero functional homelessness.”

Focus on systems thinking

Traditionally, not-for-profit boards have maintained a focus on two sets of responsibilities: one is to meet their fiduciary responsibilities, and the other is to monitor the organisation's performance in relation to its mission. Indigo Junction, throughout this plan, will also incorporate a greater focus on the "third level" of governance – system impact. This means Indigo Junction will be looking for more ways to contribute to a broader, shared social purpose - in our case, the elimination of homelessness and poverty.

"To solve complex social problems we need groups of various actors, actions and interventions to work in sync" John Henry Holland, "Emergence from Chaos to Order, "1998, Addison-Wesley California;

Indigo Junction has already committed to system impact, as demonstrated through the board's acknowledgement that the supply of housing stock and other forms of accommodation and shelter cannot be a responsibility that rests solely with government. Working to impact the system and to add to housing supply, Indigo Junction has invested time and resources into partnerships with government to offer land and resources to refurbish and construct safe accommodation for vulnerable community members. This is a win-win, with Indigo Junction meeting aspirations linked to housing-first principles and internal client needs, while also strengthening the broader system's capacity to respond to homelessness.

Another way Indigo Junction is taking a system impact approach is by supporting local Aboriginal and Torres Strait Islander people in the formation of a local Aboriginal Controlled Community Organisation (Karlup Aboriginal Corporation). We trust in this process and see a creative and impactful partnership developing.

The plan as a foundation for the future

There is much to do in implementing this plan. Community consultation was substantially extended in the last plan and will inform further iterations of this plan.

We have started work on developing the linkages between our strategic outcomes and State and Federal benchmarks, Closing the Gap indicators, and Global Sustainable Development Goals. In doing so, we embed our system impact approach, ensuring Indigo Junction contributes to broader social progress.

This strategy sets our direction, determines our priorities and guides our impact.

OUR BELIEF
Everyone has the right to a safe place to live and grow.

OUR VISION
Our community is connected and thriving and uses this strength to lift those less fortunate.

OUR PURPOSE
Guided by our community, we connect people to safe housing and opportunities.

OUR IMPACT AREAS

Safe and supportive accommodation and housing for young people, women and families.

Housing

- Property redevelopment
- Area development plan
- Capital funding project
- Working with government

Individual capacity building

- Support program development
- Training and skills development
- Social enterprise
- Capacity building through health promotion

OUR ORGANISATIONAL ENABLERS

A sustainable model of operations

- Business model development
- Digital strategy
- Climate change
- People development

Governance that embeds community determination

- RAP development
- ACCO formation
- Greater CaLD cohort

Partnership & advocacy

- Building partnerships
- Social impact measurement
- Co-design new services

OUR PRINCIPLES

The practice we adopt which underpins the way we operate:

PRINCIPLE 1:

All paths lead to a home

- A genuine housing first approach.
- A low-barrier and low-threshold policy.
- Place-based response to service delivery and community need.

PRINCIPLE 2:

Social change through place-based community led collaboration

- Communities are complex and always changing.
- Support change through local leadership and shared decisions.

PRINCIPLE 3:

Equity

- An organisation built on the principles of equality with a specific focus on tailored solutions necessary to achieve fair and equitable outcomes.

PRINCIPLE 4:

Embedding and promoting sustainable practices

- Continuous improvement to lessen the impact on the environment.



The Strategic Plan

Indigo Junction is at a critical time in its evolution, as Board and staff respond to substantial governmental policy changes, health and environmental concerns, and economic pressures resulting in cost-of-living and housing crises. These factors contribute to an unprecedented demand for services.

This strategic plan provides a response to these factors, while also acknowledging that new and evolving issues will continue to influence our strategy in the future. This plan offers a pathway for the next three years through 2028, but also provides a foundation for change, informing our direction and future beyond 2028.

This strategy will continually evolve as we learn and will inform annual operational plans that set out our discrete actions and investments each year. The plan builds on the strategic principles contained within the WA Housing Strategy 2020-2030.

Our outcomes-based approach provides choice, supports equity and accessibility, and helps to maintain, and even add to, the social housing safety net. We are person-centred, culturally secure, place-based, and community focused.

The plan also aligns with tailored housing responses targeting families with children, young people, Aboriginal people and those impacted by Family and Domestic Violence. In this plan, our outcomes are aligned to Closing the Gap targets and selected Sustainable Development Goals. A priority in the implementation of this plan, and a way of ensuring broader system impact, is the development of measurable outcomes linked to state, national and global targets and strategies.

Our Principles



Principle I

All paths lead to a home

Indigo Junction fully endorses the Western Australian Government's ten-year strategy on homelessness and the priorities within the plan. In meeting our commitment to the strategy, our services reflect:

- A genuine housing first approach in providing people access to safe and stable housing.
- A low-barrier and low-threshold policy, providing housing options for the most vulnerable.
- Our long-held, place-based response to service delivery and to responding to community need.

Principle II

Social change through place-based, community led collaboration

Communities, by their nature, are complex and ever-changing and this is most evident when addressing the inequality and disadvantage inherent in those who are homeless or at risk of homelessness. Indigo Junction recognises this and works within an approach that prioritises community leadership, shared decision-making, and a long-term commitment to sustainable change.

We recognise that change is incremental, and we build on the long-standing connections we have with community and with:

- The Indigo Junction Cultural Committee, a group of men and women with strong links to Aboriginal communities in the area, and
- The Karlup Aboriginal Corporation, a newly formed ACCO developing its own voice and independence with support from Indigo Junction.



Principle III

Equity

Given the diverse backgrounds, experiences, and challenges faced by our communities, we recognise that tailored solutions are necessary to achieve fair and equitable outcomes.

Principle IIII

Embedding and promoting sustainable practices

We acknowledge that much work needs to be done in embedding sustainable environmental practices within the organisation. We have started this journey and will build on this principle of sustainability by continuing to change our practices to lessen Indigo Junction's impact on our environment.

Our Impact

Our areas of impact define the outcomes we will focus on and strive towards over the coming years. We understand that measuring indicators is important, and each impact area outlines several example indicators to measure our success.

1. Safe and supportive accommodation and housing.

Our core responsibility is to provide people who are homeless or at risk of homelessness with a welcoming place to access support and connect to internal and external housing services and pathways. Indigo Junction recognises a need to expand services to include safe and respectful responses for families and people who are sleeping rough in the community.

While the key geographical area remains centred on the greater Midland area, other areas of need will now be considered. Alongside this, secure housing needs to be supported by services that break the cycle of disadvantage, an aspect integral to achieving the impact we strive for.

1.1 Housing availability

A range of safe, nurturing accommodation and housing stock is available to all in need. To maintain the integrity of our commitment to a Housing First Model, appropriate housing stock and accommodation is essential. This includes crisis and transitional accommodation, as well as more permanent but supported accommodation. These strategies seek to address this issue.

Strategic Initiatives: Financial year ended

2026

2027

2028

Redevelopment of existing freehold property to increase housing for women and families escaping FDV and for young people in crisis.



Develop and implement a capital funding model to facilitate the acquisition of property and its development.



Develop and implement a model for the acquisition, development and or management of new supported and mixed-use accommodation.



LEGEND:  Plan  Build  Execute

1.2 Breaking the cycle of disadvantage

The community is supported in their accommodation through ongoing training and capacity building to promote education, employment, and their ability to contribute to family and the community.

Through our programs and services, we provide the opportunity for people to establish a network of support in their lives, having established safe and secure accommodation for them.

We do this by providing access to our programs, such as, LIFT and Strong Fathers, and to services such as public housing support and financial counselling. Through our engagement with the community, partners and organisations, and within our own organisation, we can further empower this community - especially young people - by providing training and skills development, equipping people to manage their own households, develop life skills, and establish employment pathways.

Strategic Initiatives: Financial year ended	2026	2027	2028
Review the scope of programs supporting our community and develop a suite of programs to meet shortfalls in the programs available.	●	●	●
Scope, invest and pilot basic tenancy skills training courses and alternative education programs to assist community in retaining tenancies and acquiring employment.	●	●	
Scope and pilot a social enterprise project aligned to our outcomes on training, employment and developing life skills.	●	●	●

1.3 Supporting people vulnerable to Family and Domestic Violence

Women and families who have experienced Family and Domestic Violence (FDV) are especially vulnerable to homelessness, unemployment, and other barriers to their wellbeing.

Strategic Initiatives: Financial year ended	2026	2027	2028
Review the scope of programs supporting perpetrators of Family and Domestic Violence in our community and develop innovative programs that meet service gaps.	●	●	●
Scope and grow culturally safe programs that respond to families and Elder Abuse in our community.	●	●	●
Grow primary prevention programs that stop family and domestic violence through strengthening Aboriginal family safety and supporting people to engage in respectful relationships across all areas of life.	●	●	●

LEGEND: ● Plan ● Build ● Execute

Our Organisational Enablers

These enablers outline the work we need to focus on to build the foundations internally and to deliver on our vision, purpose, and impact areas.

A. A sustainable model of operations that empowers our people and delivers for our community

By developing a sustainable business model, less reliant on government funding, and by embedding environmentally sustainable practices, we will make significant advances in creating a culture equipped to deliver services and programs to our community in an uncertain future. Our organisation will build financial resilience so we can make a lasting, positive impact on the community.

Strategic Initiatives: Financial year ended 2026 2027 2028

Develop and implement a business model strategy which creates appropriate diverse revenue streams, builds independence and maximises social impact.



Develop and implement a digital and technology strategy which enhances our efficiency and effectiveness.



Review our Brand and Brand strategy and its alignment to digital and engagement strategies.



Develop and execute a Climate Action Strategy which explores, tests and invests in climate solutions that reduce carbon emissions and protect and restore land across Indigo Junction's properties and programs.



Develop our people and culture strategy to support, engage, build capability and nurture talent across the organisation.



LEGEND: ● Plan ● Build ● Execute

B. Governance that embeds community determination in our decisions and advances reconciliation

Through effective and progressive governance, we will create opportunities to demonstrate reconciliation. We will explore and build the foundations for new models of community determination. We will strive to create platforms that enable the community to become decision-makers, guiding and shaping the future for the community and having the resources to work towards healing intergenerational trauma and building resilient communities.

Strategic Initiatives: Financial year ended	2026	2027	2028
Review our Reconciliation Action Plan and its effectiveness and develop a plan which addresses the level of Reconciliation Australia’s framework beyond “stretch”.	●	●	
Develop a governance framework which consults with and supports community and elders to build a thriving First Nations controlled organisation representing the Midland area.	●	●	
Through partnership development increase Indigo Junction’s connection with CaLD communities and CaLD representation within the governance structure.	●	●	●

C. Influence that is built on partnership, shifts thinking and leads to evidence- informed action

We will increase our reach and engagement by having partnerships that open new channels and opportunity for us to create impact. We will influence our community and partners by being proactive in our engagement, involving them in services design and by adopting a Collective Impact approach. We will be a strong advocate for our communities and, importantly, in tackling inequality.

Strategic Initiatives: Financial year ended	2026	2027	2028
Develop and nurture partnerships that deliver to our impact areas.	●	●	●
Connect and co-design with our community, partners and funders, new services and programs which meet our impact areas.	●	●	●
Develop and integrate within our systems and procedures, our social impact measures and associated advocacy strategy.	●	●	

LEGEND: ● Plan ● Build ● Execute

D. Support the establishment and growth of Karlup Aboriginal Community Controlled Organisation

Indigo Junction will continue to work in partnership with Karlup’s Board and provide corporate governance support, resource-sharing, and advocacy. This initiative reflects our commitment to Aboriginal-led solutions, self-determination, and the development of strong, place-based organisations that are guided by cultural authority and community voice.

We will work collaboratively with Karlup to ensure it is supported through its early stages of development, operational capacity-building, and strategic alignment with community aspirations.

Strategic Initiatives: Financial year ended	2026	2027	2028
Support strong governance and administration by sharing systems, resources, and mentoring that help establish foundational processes and organisational capability.	●	●	●
Foster a collaborative partnership between Indigo Junction and Karlup to support the design and delivery of culturally appropriate programs and services.	●	●	●
Strengthen service delivery capacity through ongoing role modelling, shared learning opportunities, and collaboration between staff teams.	●	●	●

LEGEND: ● Plan ● Build ● Execute



Measuring Success

Indigo Junction is committed to implementing and monitoring this strategic plan through to execution. To do this, the organisation will develop and use a range of indicators to evaluate progress and performance, from reports to the Board to engagement with our community, partners, and government.

These indicators will include the measurement and assessment of our organisational activity, as well as the broader environmental, social, and economic outcomes we contribute to at a local and state level.

Organisational performance indicators

These indicators assess the status of our operations and organisation. Examples of these include:

- **Financial reporting**, highlighting the organisation's position in relation to financial and operational strength.
- **Performance across our operations**, indicating the engagement and utilisation of our services and programs, and the progress being made in the projects being delivered.
- **Sector and partner engagement**, such as, the nature and type of relationships we hold in delivering our services.
- **Staff survey results and organisational HR data**, showing the diversity, retention, wellness and engagement of our staff.

Local, National and Global indicators

These indicators assess a range of environmental, social and economic determinants. In combination, they provide a view on how Indigo Junction is creating system impact in our community.

To guide this monitoring and evaluation, Indigo Junction will align with state and federal frameworks, such as the WA Housing Strategy 2020-2030 and Closing the Gap, as well as international frameworks such as the UN's Sustainable Development Goals (SDGs).

Local and National social and economic indicators

Measuring our performance is critical to understanding our impact.

The following are examples (but not exhaustive) of indicators that will be utilised:

- The change in housing stock available and being utilised.
- Baseline changes in homelessness and overcrowding in the Midland area, including Connections Week data.
- Use of the By Names List data to track success.
- The percentage of those who have used our services and have been able to retain tenancy or home security.
- Reduction in homelessness utilising a Functional Zero Homelessness framework.
- Instances of collaboration with local services.
- Active participation and leadership roles within the Midland Alliance to End Homelessness.
- Contribution to strategic focus areas and the actions identified in the City of Swan's Homelessness Action Plan.

Closing the gap

Closing the Gap is a government strategy that aims to reduce disadvantage among Aboriginal and Torres Strait Islander people. It focuses on life expectancy, child mortality, access to early childhood education, educational achievement, and employment outcomes. It is a response to inequity and disadvantage for Aboriginal and Torres Strait Islander communities and sets out formal targets and commitments made by all Australian governments to be achieved by 2030.

Bearing in mind that in 2024, over 49% of our clientele were from an Aboriginal background, with some targeted programs engaging 90-100% Aboriginal people. These targets and indicators provide an important framework for how Indigo Junction can respond within our local community and will be captured as indicators for our contribution to Closing the Gap.



*“Walking together,
growing stronger.”*

During the year our beloved matriarch and member of the Maali Deadly Yorga’s Group, Cheryl Dickie passed away. We honour her with this dedication.

Closing the Gap Outcomes

The outcome areas relevant to Indigo Junction are:



Outcome 9

Aboriginal and Torres Strait Islander people secure appropriate, affordable housing that is aligned with their priorities and need.



Outcome 12

Children are not overrepresented in the child protection system.



Outcome 13

Aboriginal and Torres Strait Islander families and households are safe.



Outcome 17

Aboriginal and Torres Strait Islander people have access to information and services enabling participation in informed decision-making regarding their own lives.

☘ Sustainable Development Goals (SDGs)

Launched by the UN in 2015, the SDGs are made up of 17 overarching goals that set out a global aspiration for peace and prosperity for people and the planet, now and into the future.

The SDGs cover a broad spectrum of social, economic, and environmental health and wellbeing indicators. They use a shared language and set of aspirations that can be communicated across organisations, industries and countries. In total, 230 indicators underpin the 17 goals, with organisations targeting those that most align to their purpose.

Looking ahead, Indigo Junction will be focusing on measuring its outcomes, in its geographical area of influence, against a range of targets under three sustainable development goals (SDGs).



SDG 1. No poverty

For those who work, having a job does not guarantee a decent living. Ensuring social protection for all children and other vulnerable groups is critical to reducing poverty.

Target 1.4: By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.

SDG 13. Climate Action

Take urgent action to combat climate change and its impacts and integrate climate change measures into our policies and operations. Target 13.3.

Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning.

SDG 10. Reduced Inequality

Reducing inequalities and ensuring no one is left behind. COVID-19 has deepened existing inequalities, hitting the poorest and most vulnerable communities the hardest.

Secure & safe housing and support programs to enable and empower people reduces inequality. Target 10.2.

By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic, or other status.



Sustainability and ESG Commitment

Indigo Junction is committed to embedding sustainability as a core organisational value. We recognise that addressing Environmental, Social, and Governance (ESG) responsibilities is essential to creating lasting, positive change - not only for the people we support, but for the broader community and the planet.

As part of this commitment, we are taking deliberate steps to better understand our environmental footprint and improve the way we operate. We are also deepening our understanding of our social impact, ensuring that the outcomes of our work are meaningful, measurable, and aligned with our values. Good governance underpins this work, guiding us to make transparent, informed, and responsible decisions.

Our approach to sustainability is not a one-off initiative, but an evolving process. By integrating ESG principles into our strategic planning and everyday practices, we aim to build a resilient, ethical and forward-looking organisation - one that leads by example and contributes to a more just and sustainable future.

1. Establishment of a Social Impact and Partnerships Subcommittee

Made up of board members, Indigo Junction staff, and key external contributors with backgrounds in ESG advisory. The committee drives Indigo Junction's Internal Impact and Partnership Working Group to achieve outcomes.

2. Expert Partnership - Greenly

Indigo Junction has partnered with Greenly to better understand our environmental footprint.

3. ESG Reporting

Strengthening our focus on ESG reporting, recognising that some funders already require this and taking proactive steps to stay ahead of emerging expectations. This focus allows us to better understand our impact in the community and aligns closely with our Purpose.



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