

STRATEGIC PLAN TACKLING DISADVANTAGE

2022-25

- BOOST SERVICE IMPACT
- PROMOTE SOLUTIONS
- MOBILISE COMMUNITY ACTION

INTRODUCTION

On behalf of the Board and Executive, we are pleased to present the Anglicare WA 2022-25 Strategic Plan.

This plan will not only build on our achievements of the previous three years; it will also position Anglicare WA to 'transform' our response to the emerging – and growing – need within the communities we work. Australia's welfare system is broken.

Rather than providing a safety net for individuals and families in their time of need, it has become a poverty trap, locking them into a cycle of disadvantage. More than 3 million Australians live in severe poverty in 2022.

This Strategic Plan has one purpose: Tackling Disadvantage. It is transformational in its intent. Yet to challenge the root causes of disadvantage, it requires courageous vision, a willingness to shift power, work differently and in partnership to drive systems change.

Through the initiatives outlined in this Strategic Plan, we believe we can begin to introduce a new model of support – one that takes care of everyone in the community, by developing capability, connects multiple resources, creates possibility, grows the good life and above all, is about human relationships.

Our plan outlines three key pillars to tackling disadvantage:

BOOSTING SERVICE IMPACT: investment in our role as a trusted community service provider to continue to deliver quality services to our communities

PROMOTING SOLUTIONS: investment in systems change through increased advocacy and innovation to design better systems

MOBILISE COMMUNITY ACTION: inspiring millions of actions by millions of people as we utilise our position to partner with the community to solve these problems

In launching the Anglicare WA 2022-25

Strategic Plan, we are initiating a new era for our organisation that will transform our response to the emerging, and increasing, need across the Western Australian communities in which we live and work.

We cannot achieve this in isolation; you may have heard the phrase 'It takes a village'. We need our community – our staff, volunteers, clients, supporters, sector partners, donors, funders and decision makers – to partner with us in this journey. To join in a new way of tackling disadvantage and delivering 'Radical Help'*.



John Atkins
Chairman



Mark Glasson
Chief Executive Officer

**The concept of 'Radical Help' was proposed by British social innovator Hilary Cottam in 2018, in response to the failures of the welfare system.*

Our intended impact

The focus of Anglicare WA continues to be on improving the wellbeing of individuals, families and communities living in Western Australia over this decade. We acknowledge there are many dimensions to wellbeing.

Our primary objective

is to better equip our clients in family relationships, safer communities, secure and stable accommodation, freedom from violence and abuse, and social participation. We will connect with our clients holistically, in the context of their circumstances, and respond to them in a way that respects their agency.

Our secondary objective

will be to catalyse system change to create a fairer Western Australia.

OUR THEORY OF CHANGE

Our Theory of Change shows how our activities are linked to our long term goals.

We drive positive outcomes with those in need, by working in practice areas that support individuals, families and communities to thrive through trauma-informed supports and services, which enable people to achieve positive outcomes.

We challenge barriers to thriving by working towards systemic change. By undertaking these activities, we are contributing to a just and fair Western Australia where everyone can thrive.



Our Theory of Change is based on Bronfenbrenner's ecological systems theory. Our work with clients and the change we endeavour to make is situated within a holistic, integrated framework that is person-centred, place-based, and trauma-informed.

OUR VISION

We believe in a just and fair Western Australia where everyone can thrive



OUR PURPOSE

To drive positive outcomes with those in need and to challenge barriers to thriving

OUR VALUES

All about People

Focused on Strengths

Fiercely Inclusive

Trusted Partners

Curious & Creative

Gutsy & Courageous

Our 2022 - 2025 Strategic Plan: Tackling Disadvantage

BOOST SERVICE IMPACT

- Make client voices central to the work we do
- Use technology to connect with people in the way that suits them
 - Engage, inspire and develop exceptional people
- Build mental health support capacity

PROMOTE SOLUTIONS

- Advocate for policy change
- Find and test new solutions

MOBILISE COMMUNITY ACTION



- Promote the empowerment of Aboriginal people
- Inspire people to become active agents of change in their community

FINANCIAL SUSTAINABILITY

PILLAR 01 BOOST SERVICE IMPACT

OUR COMMITMENT			OUTCOMES
	INITIATIVE 1 MAKE CLIENT VOICES CENTRAL TO THE WORK WE DO	We will create pathways and opportunities for people to draw from their lived experience to participate in the design, delivery and evaluation of services, drive change, and improve life outcomes	Clients are empowered to use their voice to influence service provision
	INITIATIVE 2 USE TECHNOLOGY TO CONNECT WITH PEOPLE IN THE WAY THAT SUITS THEM	We will offer accessible online services to our clients to ensure people receive the support they need when they need it	Services are equipped to use technology to deliver flexible accessible services that meet client needs
	INITIATIVE 3 ENGAGE, INSPIRE AND DEVELOP EXCEPTIONAL PEOPLE	We will attract, develop, and retain exceptional people. We recognise and celebrate that everyone is different and bring unique, diverse skills and talents. We grow and nurture talent, build on our strengths and drive impact	Our diverse workforce attracts and retains exceptional people by supporting their development and growth
	INITIATIVE 4 BUILD MENTAL HEALTH SUPPORT CAPACITY	We will equip and support our services to be responsive to those experiencing mental health issues offering a wraparound support system. We will take care of each other and amplify our workforce wellbeing	Our services are responsive and capable of supporting clients with complex mental health needs

PILLAR 02 PROMOTE SOLUTIONS

	OUR COMMITMENT		OUTCOMES
	INITIATIVE 5 ADVOCATE FOR POLICY CHANGE	We will use our voice to inform, influence and drive social change on the root causes of disadvantage. We have a responsibility to amplify the voices of our clients and work in partnership with others in inspiring a collective voice on the issues that matter most to those experiencing disadvantage	We influence social policy, public discourse, and institutions through advocacy
	INITIATIVE 6 FIND AND TEST NEW SOLUTIONS	We will work in partnership with others to be a trusted backbone for community service innovation, investigating promising ideas, translating these into potential solutions that will inform policy, practice, or system reform	We provide innovative solutions to address systemic barriers to thriving

STRATEGY TAKEOUT

"WE HAVE A RESPONSIBILITY TO AMPLIFY THE VOICES OF OUR CLIENTS"



PILLAR 03 MOBILISE COMMUNITY ACTION

		OUR COMMITMENT	OUTCOMES
	INITIATIVE 7 PROMOTE THE EMPOWERMENT OF ABORIGINAL PEOPLE	We will play our part in promoting and acting on Aboriginal empowerment that support Aboriginal people to live a fulfilling life and choose their futures with secure foundations. We will ensure our services are culturally safe and enhance our capacity building focus through local partnerships with Aboriginal organisations and initiatives	We work in culturally secure ways and partner with Aboriginal organisations and initiatives to deliver culturally appropriate services to Aboriginal people
	INITIATIVE 8 INSPIRE PEOPLE TO BECOME ACTIVE AGENTS OF CHANGE IN THEIR COMMUNITY	We will play our part in supporting the creation of resilient communities and deepening our connection to our local communities through the application of a place-based approach. We will integrate our community linkages (schools, parishes, local networks) and support community in actualising community solutions	We empower local communities to develop their own solutions



STRATEGY TAKEOUT

"WE WILL ENSURE OUR SERVICES ARE CULTURALLY SAFE"

WE BELIEVE THAT EVERYONE DESERVES TO BELONG,

with unique value, a hopeful future and the support needed to thrive. Our purpose has its roots in the Anglican expression of the Christian faith, which urges us to reach out to others in service, see the strength in everyone, promote justice and foster hope.

This ethos fundamentally informs our work, as we walk alongside our clients and partners, seeking new ways to drive positive outcomes for all Western Australians.

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