



Strategic Plan 2019-2022



INTRODUCTION TO THE ANGLICARE WA STRATEGIC PLAN

On behalf of the Board and Executive we are very pleased to present the Anglicare WA 2019-2022 Strategic Plan.

The plan identifies our key areas of focus for the next three years and outlines two important responsibilities; to provide excellent services to individuals, families and communities, and to be a catalyst for systems change leading to a better world.

These responsibilities are underpinned by solid relationships that recognise the strengths of the individuals and communities with whom we work. This allows us to see the whole person and the complexity and beauty of their individual strengths and challenges. The diversity of our service types ensures that we meet each individual where they are in their own journey, working with them as a partner and delivering integrated responses.

We also recognise that we cannot create a Western Australia where everyone can thrive only by providing individual services. We will continue

to harness the strength that comes with the diversity and geographical reach of our services. We can provide an essential voice, working through advocacy and education to increase community awareness about critical social issues, inspiring compassion and supporting our communities to grow and flourish.

We have identified key strategies that will underpin both of these roles. We have committed to:

- learning from and supporting Aboriginal people, communities and organisations;
- asking ourselves “is there a better way?”;
- attracting and developing exceptional people; and
- achieving financial sustainability.

In preparing this plan, the Board and Executive have worked closely with our Senior Leadership Team and all staff to set a course for us to contribute to a community where people belong with unique value, have a hopeful future

and the support needed to achieve their goals.

We are excited about the positive impact we can have in the coming three years and look forward to working with all our staff, volunteers, partners and clients towards a just and fair Western Australia where everyone can thrive.



John Atkins
Chairman



Mark Glasson
Chief Executive Officer

We recognise the strengths of the individuals and communities with whom we work

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 in which we have strengths, to enable individuals, families and communities to experience improved conditions of wellbeing.

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.



HOLY





What we believe

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.

Our intended impact

Over the next decade, Anglicare WA's focus will be on improving the wellbeing of individuals, families and communities living in Western Australia.

We acknowledge that 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.

We believe that everyone deserves to belong, with unique value, a hopeful future and the support needed to thrive

We will seek new ways to
drive positive outcomes for
all Western Australians



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.

1  Integrated person-centred approach

2  Advocacy and prevention

3  Exceptional people

4  Learning from and supporting Aboriginal people

5  Challenging how we do things: innovation, technology and continuous improvement

6  Financial sustainability and philanthropy

Our Values

All about People

We show respect and compassion, placing people at the heart.

Focused on Strengths

We believe in and amplify the strength of people and communities.

Fiercely Inclusive

We make sure everyone can belong.

Trusted Partners

We walk alongside and inspire trust.

Curious & Creative

We seek new ways to do better.

Gutsy & Courageous

We tackle difficult issues, speak up and take action, even when it's hard.

OUR SIX STRATEGIES



1 Integrated person-centred approach

Our Commitment

We will aim to meet the diverse and often complex needs of our clients, through strong connections between our services and with other organisations with complementary skills. We will seek to understand the whole person and their strengths in the context of their community. We will do this by integrating our services, being deeply embedded in our communities and actively listening to our clients' voices.

Why we are committed

The breadth of our service types sets us apart. By working in collaboration with services across the sector, we can provide a comprehensive suite of services to clients in many of our locations.

How we will measure this

- Outcomes data

2 Advocacy and prevention

Our Commitment

We will use our voice to inform the community on important social issues to:

- build compassion and understanding for those in need;
- reduce demand for our services through prevention; and
- drive social change for a fair and just Western Australia.

Why we are committed

We cannot achieve our vision solely through service provision. We have a responsibility to amplify the voices of our clients. Anglican schools and parishes provide an opportunity for impact and we can be a trusted partner to Government in service and policy design.

How we will measure this

- People reached by education activities
- System reform to which we contributed

3 Exceptional people

Our Commitment

We will attract, develop and retain exceptional people from diverse backgrounds who are curious, creative, gutsy and courageous. We recognise that everyone is different, we will build on our strengths and be proud of our impact. We will be high performing and fiercely inclusive, where everyone is connected and can be heard.

Why we are committed

People are at the heart of everything we do. Our strategic success is built on the exceptional knowledge, skills, experience and attitudes of our passionate and committed workforce of employees and volunteers.

How we will measure this

- Employee engagement survey

4 @ Learning from and supporting Aboriginal people

Our Commitment

We will work to ensure our services are inclusive of all people. We are starting this work by committing to a Reconciliation Action Plan, to ensure our services are culturally appropriate for Aboriginal people, as clients and staff members.

Why we are committed

Aboriginal people are over-represented amongst the State's most socially and economically disadvantaged. Proactively addressing this is essential to work towards our vision of a Western Australia where everyone can thrive.

How we will measure this

- Outcomes data for Aboriginal clients

5 💡 Challenging how we do things: innovation, technology and continuous improvement

Our Commitment

We will challenge how we do things, both to continually improve our service delivery and to develop new approaches to achieving our purpose beyond our existing services. We will seek to maximise our impact and reach through the use of digital tools.

Why we are committed

We are building on our recent investments in Human Centred Design and impact measurement. In particular, technology provides new opportunities to have greater impact and reach.

How we will measure this

- Impact of innovations implemented
- Results of Innovation Pulsecheck – ICT Pulsechecks
- Percentage of services applying 'turn the curve' exercises bi-annually

6 💰 Financial sustainability and philanthropy

Our Commitment

We will live within our means, balancing our operational budget each year and maintaining an adequate balance sheet.
We will deliver Government services within the funds allocated for them.
We will endeavour to raise philanthropic funds to further our purpose.

Why we are committed

With a large proportion of our costs being salaries, the Equal Remuneration Order has created significant financial pressure. Maintaining a focus on cost is vital in this context. Growing our philanthropic funding allows us to pursue our purpose outside Government service delivery.

How we will measure this

- Return on total fundraising cost
- Operating margin



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