

Right to Thrive Strategy

A Strategy for the empowerment of Aboriginal people



Acknowledging Country

Anglicare WA delivers services across many Countries in WA, from Balanggarra Country in the North to Minang Noongar Country in the South. We acknowledge the Aboriginal Peoples as the Traditional Custodians of the lands that our services operate on.

In particular, we wish to acknowledge the Traditional Custodians of the lands where our offices operate. We would like to thank the Noongar, Miriwoong Gajerrong, Tjurabalan, Yawuru, Nyikina, Ngarluma, Kariyarra, Ngayaparli, Martu, and Wangkatja Peoples for their wisdom and generosity.

We acknowledge that Country is not just the land, but the sea, sky, waterways and everything in between and wish to acknowledge the ongoing strength and resilience in sustaining the world's oldest living cultures. We acknowledge their evolving, living cultures and dynamic relationships with Country.

We pay our deepest respects to Elders, past and present and commit to walking with and supporting the emerging leaders of today.

We pay our respects to the Elders that walk with Anglicare WA, our Aboriginal leaders, advisors and staff, the knowledge holders who have and will continue to guide us.



Foreword

Systemic change requires bold leadership and willingness to challenge business-as-usual practices. Our strategy of promoting the empowerment of Aboriginal people invites you to think and work differently and make decisions that prioritise Aboriginal and Torres Strait Islander people. Since time immemorial, our ancestors, the First Peoples, have been caring for community in a sustainable way, passing on this continuing responsibility and custodianship to countless generations.

Our knowledge systems are inherently part of our spiritual practices – often conflated with religion but in fact more like a vast database of wisdom. We've always known this value, and it's encouraging to be working in a time when more people – Aboriginal and non-Aboriginal alike – are beginning to appreciate that value.

There is a genuine desire within Anglicare WA to deepen our knowledge and challenge ourselves and we believe that everyone can contribute to making the value of Aboriginal Culture visible in the design and delivery of services to our community.

The Right to Thrive Strategy is one part of a bigger picture of strengthening our cultural security within Anglicare WA with the aim to have Aboriginal voices within decision-making; drive success in Aboriginal organisations and businesses; and create better outcomes for every Aboriginal person in Western Australia.

We value the strong Aboriginal networks across our organisation and the richness they bring to our workplaces and the lives of our employees. We encourage opportunities for Aboriginal people within our organisation and support the networks that advance our aspirations. Implementing the Right to Thrive Strategy will inform a significant part in realising those aspirations.



Nicole Casley

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Aboriginal Advisory Committee,
Anglicare WA



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Language & concepts used throughout the Strategy

We use a combination of Standard Australian English and English words which are used in a way that acknowledges Cultural significance, to embed meaning and respect. Capitalisation of words - shows respect - e.g. Elder, Country, Traditional Owners.

Below is a reference to a few terms and acronyms commonly used by Anglicare WA within this document.

Aboriginal and Torres Strait Islander Peoples

In the context of this Strategy, we acknowledge that Aboriginal and Torres Strait Islander people prefer to be known by distinct and diverse nations, clans and tribes, and have great pride in reclaiming identities over collective terms.

There may be reference to 'Peoples' as there is more than one group of Aboriginal People. There are many nations across this continent we now call Australia and Peoples, in plural, acknowledges this.

Following the guidance set out in "Passing the Message Stick" we use "Aboriginal and Torres Strait Islander people" first, and "Aboriginal people" thereafter, a short term that most people already know and understand.

Walking Together

This phrase is used in several ways. Often referring to Aboriginal and non-Aboriginal people 'working' together and learning from and with each other. It is much bigger than simply 'working'. It is about deep listening, respect and knowledge sharing. It is about reciprocity and generosity. This term can also be used with regard to a concept, not just with people.

Walking With

This phrase relates to the journey towards Walking Together and also to 'bring something (a person, object or concept) with you'. For example, in the context of this Strategy, we will expect that the

organisational values, along with the Cultural Security Framework and the Framework's Guiding Principles, will 'walk with' you on this journey to thriving communities and community-informed services.

Aboriginal Community Controlled

Organisation (ACCO) is defined under Priority Reform Two of the National Agreement on Closing the Gap (2020) as an Aboriginal and/or Torres Strait Islander Community-Controlled Organisation that "delivers services, including land and resource management, that builds the strength and empowerment of Aboriginal and Torres Strait Islander communities and people and is:

- a incorporated under relevant legislation and not-for-profit
- b controlled and operated by Aboriginal and/or Torres Strait Islander people
- c connected to the community, or communities, in which they deliver the services
- d governed by a majority Aboriginal and/or Torres Strait Islander governing body."



Co-design refers to a participatory approach to designing solutions, in which all members are treated as equal collaborators in the design process.

Community is a social unit with commonality such as place, norms, religion, values, customs, or identity. Communities may share a sense of place situated in a given geographical area or in virtual space through communication platforms.

Country includes land, waters, and sky. It can be tangible or intangible aspects, knowledge, and cultural practices, belonging and identity, wellbeing and relationships. People are part of Country.

Cultural Security is a philosophy and a way of operating that ensures all individuals and groups are treated with regard to their unique cultural needs and differences.

Engagement is a consultation process whereby a particular group is engaged to gather their input in relation to a particular proposal, challenge, or outcome.



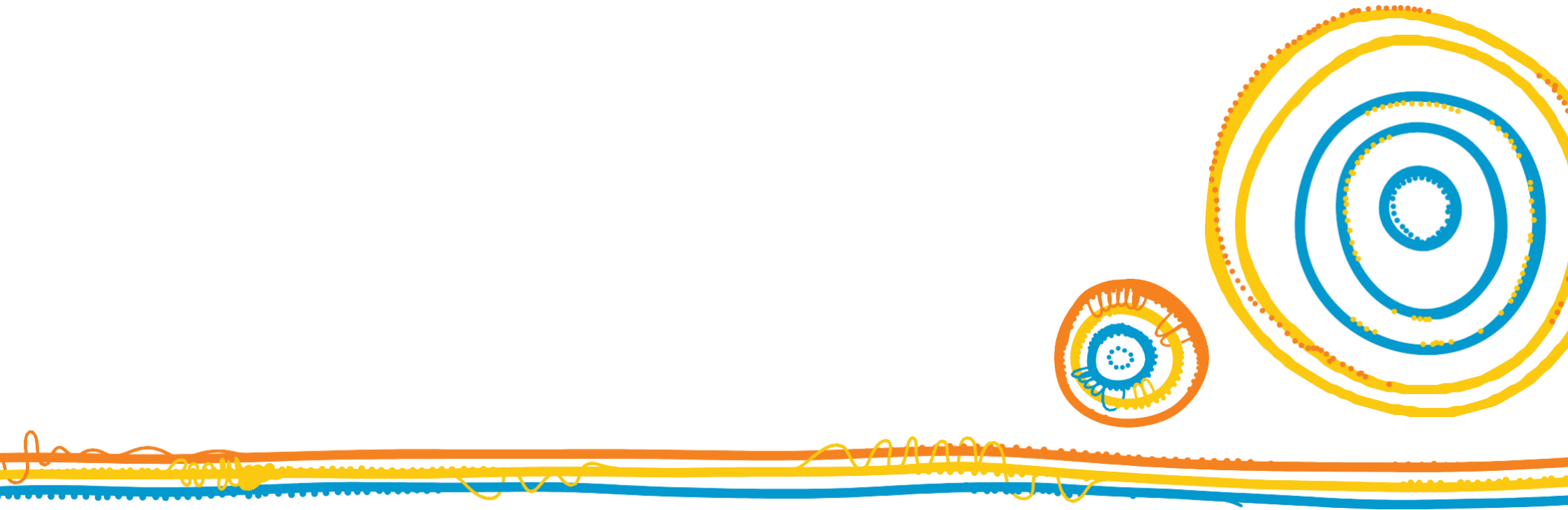
Introduction to Anglicare WA

About Anglicare WA

Anglicare WA is a not-for-profit organisation dedicated to serving individuals, families, and communities across Western Australia. With a commitment to person-centred service delivery, we prioritise the needs and preferences of those we support, recognising them as experts in determining the supports they require to thrive. As a leading advocate for strong communities and families, Anglicare WA influences policy makers and ensures that institutions and systems are responsive to the diverse needs of all people in the community.

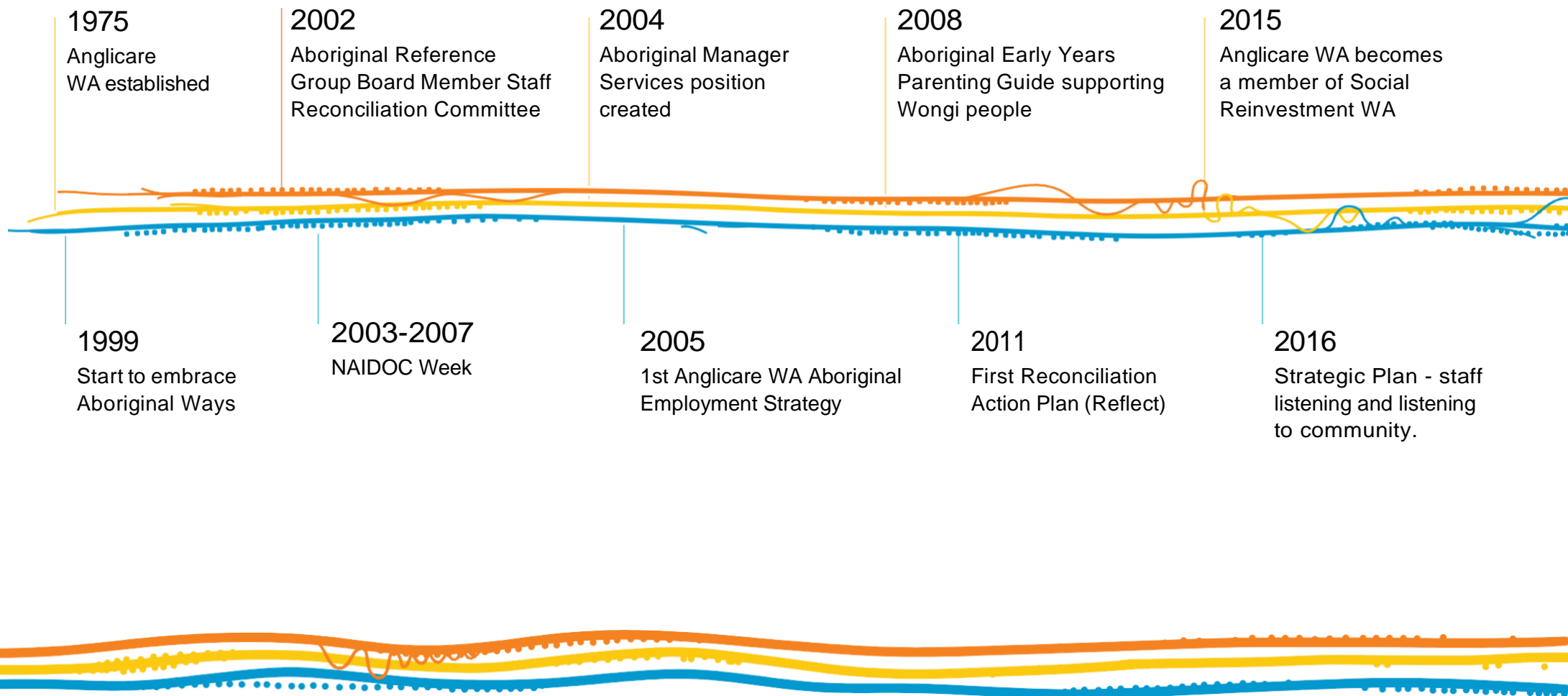
Our Services

Operating across 74 communities throughout Western Australia, Anglicare WA provides a diverse range of services, including those specifically tailored to support Aboriginal communities. Our services encompass counselling, disability support, parenting support, family and domestic violence intervention, financial assistance, housing and homelessness support, mental health services, and youth support. With a dedicated team of 655 staff, including 5.3% identifying as Aboriginal and/or Torres Strait Islander people, we are committed to delivering culturally responsive and accessible services to people from all walks of life, with a particular focus on empowering Aboriginal individuals and communities.



Our Journey to now

Anglicare WA has a long history of walking alongside Aboriginal people and communities.



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Anglicare WA has a long history of walking alongside Aboriginal people and communities.

2017

Anglicare WA makes a public commitment to support 'Uluru Statement from the Heart'

2019

2nd Reconciliation Plan (Stretch)

2020

Reframe of Elders Council to Aboriginal Advisory Group Aboriginal Cultural Learning Framework developed 2nd Aboriginal employment and career development strategy

2022

Strategic Plan: Deepening focus on mutual capacity building with the view to s community-informed service transition Appointment of key Aboriginal Leadership positions: representation at every level of org

2019

Strategic Plan: Investing in deepening partnerships with local ACCO's. Focus on learning from and supporting Aboriginal people Change to internal tender process to ensure all opportunities assessed if Anglicare WA is best placed?

2021

Change the date - introduction of substitute Australia Day public holiday

2023

Stretch RAP 2023-2025 Active supporter of YES 23 Campaign Strategic Plan 22-25 - includes a focus on promoting the empowerment of Aboriginal people and communities

Right to Thrive Strategy

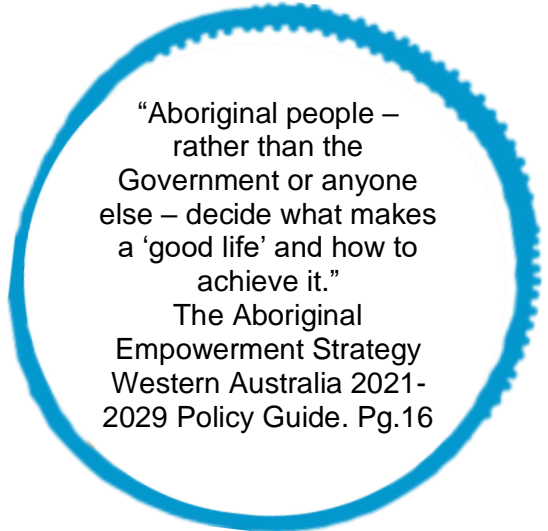
The Right to Thrive Strategy outlines Anglicare WA's collaborative efforts with the Aboriginal community to promote self-determination. Through partnerships and inclusive practices, Anglicare WA aims to empower Aboriginal individuals and communities to shape their futures while ensuring their well-being. By prioritising cultural competence and community engagement, this strategy creates a supportive environment where Aboriginal voices are valued, leading to lasting positive impacts.

The development of the Right to Thrive Strategy commenced with drafting by an internal working group at Anglicare WA, grounded in principles of reconciliation and humility. Following this phase, independent consultations were conducted with Aboriginal staff and the organisation's Aboriginal Advisory Group. These consultations served to refine and strengthen the strategy, ensuring closer alignment with the needs and aspirations of the Aboriginal communities we serve.

During the internal consultations, several key insights were identified. Firstly, there was a consensus on the importance of fostering a positive workplace culture that supports staff, with initiatives such as Aboriginal staff forums and Employee Assistance Programs (EAP) highlighted as crucial elements. Additionally, the need for community-oriented and person-centred services, especially in remote and regional areas, was emphasised.

Furthermore, the significance of building genuine partnerships with ACCOs emerged as a priority, emphasising the importance of strong relationships in driving positive outcomes for Aboriginal communities.

As a result of these consultations, the Right to Thrive Strategy has evolved to reflect Anglicare WA's commitment to cultural intelligence and inclusive service provision, ensuring that the voices and needs of Aboriginal communities are central to our approach.



“Aboriginal people –
rather than the
Government or anyone
else – decide what makes
a ‘good life’ and how to
achieve it.”
The Aboriginal
Empowerment Strategy
Western Australia 2021-
2029 Policy Guide. Pg.16

Right to Thrive Strategic Values



Empowerment

Demonstrate trust in the capabilities, potential and ability of Aboriginal people to self-determine. We commit to providing resources, support and opportunities that will promote thriving individuals and communities.



Self Determination

Aboriginal people must be involved, consulted and listened to in the development of services provided to them. Aboriginal people know what works for them and we promote an environment of respect and support to uphold the individual and collective rights of Aboriginal people and communities.



Partnership

We commit to partnering with Aboriginal people, communities and service providers in meaningful ways. We acknowledge that true partnership is enhanced by trusting relationships grounded in a deep respect for culture and the experience of Aboriginal people.



Culture

We recognise Aboriginal people as the first people of this country. We embrace Aboriginal knowledge and perspectives in all that we do and appreciate Aboriginal history as our collective history. We honour the cultural practices and protocols that govern the ways of our first peoples.

The Policy Context

The **Right to Thrive Strategy**, in line with **Anglicare WA's Strategic Plan 2022-2025** Pillar 3 Mobilise Community Action - Initiative 7, focuses on empowering Aboriginal communities by addressing barriers to employment, economic disengagement, marginalisation, and social injustice. We will leverage procurement policies to shift power dynamics, ensuring that leadership of Aboriginal services rests with Aboriginal people. Outcomes include embedding cultural security frameworks, initiating capacity-building projects, and conducting independent evaluations endorsed by local communities for ACCO service provision. The Right to Thrive Strategy also aligns to our **Aboriginal Employment and Career Development Strategy** and **Reconciliation Action Plan** objectives, we prioritise culturally safe services, inclusive workplaces, and support for Aboriginal communities while enhancing our organisations performance and accountability.

State

Western Australia (WA) has specific policies and initiatives in place to address the needs and rights of Indigenous peoples within the state. The **Aboriginal Procurement Policy**, **WA Empowerment Strategy** and the **Department of Communities ACCO Strategy 2022- 2032** are key policies shaping an impetuous on services for Aboriginal people being delivered by Aboriginal people.

National

The **National Agreement on Closing the Gap** sets out targets and reforms to improve life outcomes experienced by Indigenous Australians. It is underpinned by the belief that when Aboriginal and Torres Strait Islander people have a genuine say in the design and delivery of policies, programs and services that affect them, better life outcomes are achieved.

International

The **United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)** was endorsed by Australia in 2009. It establishes a universal framework of minimum standards for the survival, dignity and well-being of the Indigenous peoples of the world and it elaborates on existing human rights standards and fundamental freedoms as they apply to Indigenous peoples.



Vision

Aboriginal people, families and communities are empowered to choose their own futures, through Aboriginal-led and designed programs and services.

Purpose

This strategy outlines Anglicare WA's collaborative efforts with the Aboriginal community to promote self-determination and promote safe, healthy families, and communities.

Strategic Focus Areas



Cultural Safety

Aboriginal service users, partners and staff are culturally respected, supported, and included.



Meaningful Partnerships

Partnerships are collaborative, equitable, and effectively support the needs and aspirations of Aboriginal individuals and communities.



Self Determination

Empower Aboriginal people and communities to make decisions affecting their lives while supporting initiatives for autonomy and sovereignty.

Why do we need a Strategy?

The Right to Thrive Strategy is a crucial response to the systemic barriers perpetuating economic disengagement, social injustice, and marginalisation of Aboriginal people and communities. These barriers have deep historical roots, stemming from colonisation, dispossession of land, and discriminatory policies that have marginalised Aboriginal people for generations. As a result, many Aboriginal communities continue to face disproportionately high rates of unemployment, poverty, and inadequate access to essential services.

The Strategy is designed to confront these entrenched challenges by promoting self-determination and empowerment within Aboriginal communities. By prioritising initiatives that promote economic participation the Strategy aims to break the cycle of economic disengagement and create pathways to economic independence.

Moreover, the Strategy addresses social injustices by advocating for equitable access to resources and opportunities. It seeks to challenge discriminatory practices and policies that perpetuate marginalisation and ensure that Aboriginal voices are heard and respected in decision-making processes.

Finally, the Strategy recognises the importance of cultural resilience and identity in promoting well-being within Aboriginal communities. By prioritising cultural safety and respect in service delivery, the Strategy aims to strengthen cultural connections and empower Aboriginal people to reclaim their identity and heritage.

Service Pathways for Aboriginal people



Our Services

Aboriginal people, constituting approximately 8% of Anglicare WA's expansive clientele, greatly impact our service provision, with over 68,000 service users throughout the state in the financial year 2022-2023. Particularly noteworthy is the disproportionate representation of Aboriginal individuals within key service program areas such as Family and Domestic Violence (FDV), Child Safety and Wellbeing, and Housing and Homelessness.

With 38% of Anglicare WA's FDV service users, 28% of Adult Housing and Homelessness service users, and 25% of Child Safety and Wellbeing service users being Aboriginal, it is evident that our support services play a crucial role in addressing the unique needs of Aboriginal communities.

As we continue to recognise the significance of these figures, we reaffirm our commitment to Aboriginal empowerment. This commitment extends beyond service provision to actively engaging in initiatives that enable Aboriginal individuals to lead fulfilling lives and shape their own futures with confidence and security.

Additionally, we acknowledge the importance of facilitating the transition of services to ACCOs, providing Aboriginal people with the opportunity to receive services from organisations that understand their cultural context and preferences, thereby further promoting their empowerment and self-determination.

Our Partnerships

Anglicare WA recognises the pivotal role of genuine partnerships, as emphasised by the Closing the Gap National Agreement and Communities' ACCO Strategy. While we currently maintain four formal partnerships with ACCOs, we acknowledge the need for further enhancement in our collaborative efforts.

For instance, outside of these formal partnerships, there are 14 programs where Aboriginal service users constitute more than 50% of the clientele over the 22/23 financial year. This presents an opportunity for Anglicare WA to strengthen support for ACCOs through formal collaborations and mutual capacity building, thereby enabling these organisations to deliver services that are led by the Aboriginal community more effectively.

As we strive to uphold our commitment to genuine partnerships, Anglicare WA remains dedicated to maximizing opportunities for ACCOs to lead in service provision. By prioritising formal partnerships and mutual capacity building initiatives, we aim to ensure that Aboriginal individuals receive culturally appropriate and tailored support services.

Our Business

In the 2022-2023 financial year, Anglicare WA allocated \$2.6 million to subcontractors, with 18% of these funds directed towards Aboriginal businesses or charitable organisations.

While commendable by general benchmarks, this allocation emphasises the significant potential for Anglicare WA to further amplify its support for Aboriginal enterprises. Embracing the principles outlined in the Indigenous Procurement Policy presents an avenue for enhancing economic security within Aboriginal communities—a critical step towards mitigating the enduring socio-economic challenges they face, particularly in regional areas.

Strengthening our commitment to supporting Aboriginal businesses not only aligns with our ethos of inclusivity and empowerment but also contributes tangibly to the advancement of Aboriginal economic self-sufficiency and prosperity.

The Objectives of the Strategy

To drive meaningful change and ensure focused efforts, the Right to Thrive Strategy defines clear strategic objectives. These objectives serve as the foundation of our approach, providing a roadmap for our initiatives.



Bold Leadership: Demonstrate proactive and visionary leadership within Anglicare WA, advocating for the rights and needs of Aboriginal people and spearheading initiatives that promote empowerment and self-determination.



Build a Culturally Intelligent Workforce: Develop training programs and resources to cultivate cultural competence and sensitivity among staff members, ensuring that they can effectively engage with Aboriginal service users in a respectful and culturally appropriate manner.



Service Delivery that Meets the Needs of Aboriginal People: Tailor service delivery models to align with the cultural values, preferences, and priorities of Aboriginal communities, promoting collaboration and co-design processes to ensure that services are relevant, accessible, and effective.



Value Culture: Integrate Aboriginal perspectives, knowledge, and traditions into organisational practices and decision-making processes, promoting a culture of respect, reciprocity, and partnership that acknowledges the richness and diversity of Aboriginal cultures.



Transition Services to Aboriginal Community-Controlled Organisations: Facilitate the transition of services and programs to Aboriginal community-controlled organisations where appropriate, supporting capacity-building efforts and promoting partnerships that empower Aboriginal communities to lead in the design, delivery, and evaluation of services.

Cultural Safety

Aboriginal service users, partners and staff are culturally respected, supported, and included.



Goal 1: Culturally Competent Workforce - Develop a culturally competent workforce at Anglicare WA to engage respectfully and effectively with Aboriginal service users.



Goal 2: Culturally Responsive Service Delivery - Tailor service delivery models within Anglicare WA to align with the cultural values, preferences, and priorities of Aboriginal communities.



Goal 3: Culturally Inclusive Organisational Culture - Embed Aboriginal perspectives, knowledge, and traditions into Anglicare WA's culture through respectful, reciprocal, and partnership-based practices.

Meaningful Partnerships

Partnerships are collaborative, equitable, and effectively support the needs and aspirations of Aboriginal individuals and communities.



Goal 1: Collaborative Leadership - Engage with Aboriginal communities and stakeholders, advocating for their rights and needs while promoting empowerment and self-determination.



Goal 2: Co-designed Service Delivery - Co-design service delivery models with Aboriginal community, aligning with their cultural values, preferences, and priorities.



Goal 3: Empowering Community Partnerships - Promote community partnerships to support Aboriginal people and communities, facilitating the transition of services to Aboriginal community-controlled organisations.

Self Determination

Empower Aboriginal people and communities to make decisions affecting their lives while supporting initiatives for autonomy and sovereignty.



Goal 1: Community Empowerment - Empower Aboriginal communities to have agency and control over decisions affecting their lives by advocating for their rights and needs within Anglicare WA.



Goal 2: Relevant Service Delivery - Tailor service delivery models within Anglicare WA to meet the specific cultural values, preferences, and priorities of Aboriginal communities through collaboration and co-design processes with Aboriginal stakeholders to ensure that services are relevant, accessible, and effective.

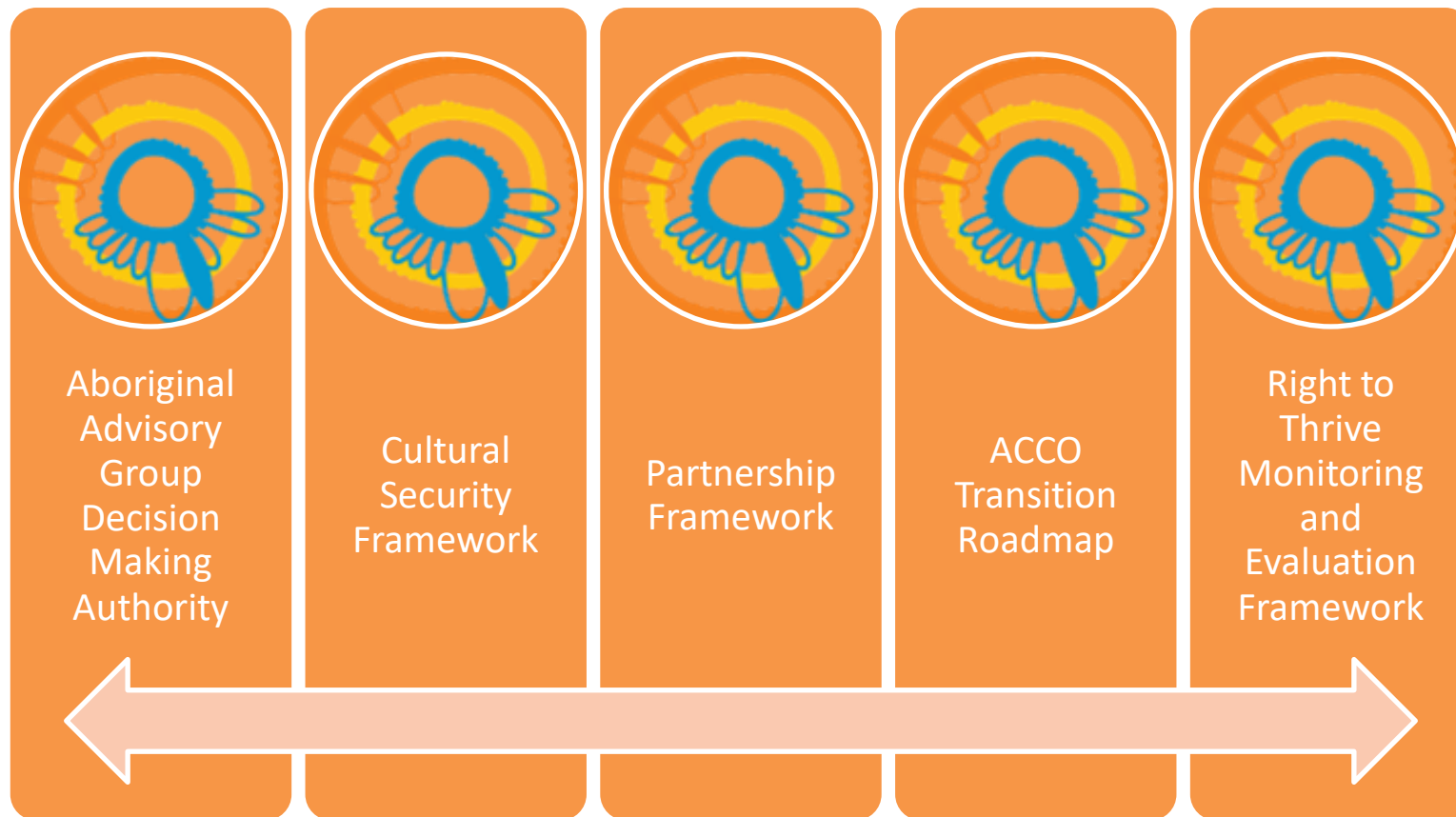

















Goal 3: Empower Aboriginal Community Control - Facilitate the transition of services and programs within Anglicare WA to ACCOs where appropriate and support capacity-building efforts that empower Aboriginal communities to take the lead in the design, delivery, and evaluation of services.



Implementation

The implementation of the Strategy will involve a series of six focused actions aimed at achieving our objectives and realising our vision of empowering Aboriginal individuals and communities. These actions will encompass various aspects of organisational operations, including leadership, workforce development, service delivery, cultural integration, and community partnerships.



Action	Strategic Objectives	Lead Division	Timeframe
<p>1. Aboriginal Advisory Group Decision-Making Authority</p> <p>Anglicare WA commit to elevating the Aboriginal Advisory Group to a formal decision-making authority ensures that service delivery across our organisation to Aboriginal service users is grounded in their perspectives and needs.</p>	 	Aboriginal Engagement	Phase 2
<p>2. Cultural Security Framework</p> <p>Anglicare WA commits to developing a Cultural Security Framework to ensure our services are culturally safe and promote trust within our community.</p>	  	Aboriginal Engagement	Phase 1 Complete by June 2025
<p>3. Partnership Framework</p> <p>Anglicare WA is committed to genuine partnerships by developing a Partnership Framework that prioritises building strong, collaborative relationships, ultimately leading to the best outcomes for the communities we serve.</p>	  	Aboriginal Engagement -& - Service Strategy	Phase 1 Complete by June 2025
<p>4. ACCO Transition Roadmap</p> <p>Anglicare WA commits to developing an ACCO Transition Roadmap, that prioritises self-determination and mutual capacity building to empower stakeholders to shape their futures collaboratively, ensuring a smoother transition process and enhanced organisational effectiveness.</p>	 	Aboriginal Engagement -& - Service Strategy	Phase 1 Complete by June 2025
<p>5. Right to Thrive Monitoring and Evaluation Framework</p> <p>Anglicare WA commits to developing a Right to Thrive Monitoring and Evaluation Framework, ensuring program effectiveness and upholding the fundamental right to thrive by enabling systematic assessment and improvement.</p>	    	Aboriginal Engagement	Phase 2



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