



# Strategic Plan 2020-2023



Jo Kirker Consultancy Services  
Perth, Sep 2020

# Acknowledgement of Country

We acknowledge the Noongar nation as the first peoples and the traditional owners of this land on which we live and work.

We acknowledge the leadership and deep knowledge of our Elders past and present.

We celebrate the living spiritual, cultural and familial connections we have with this land.

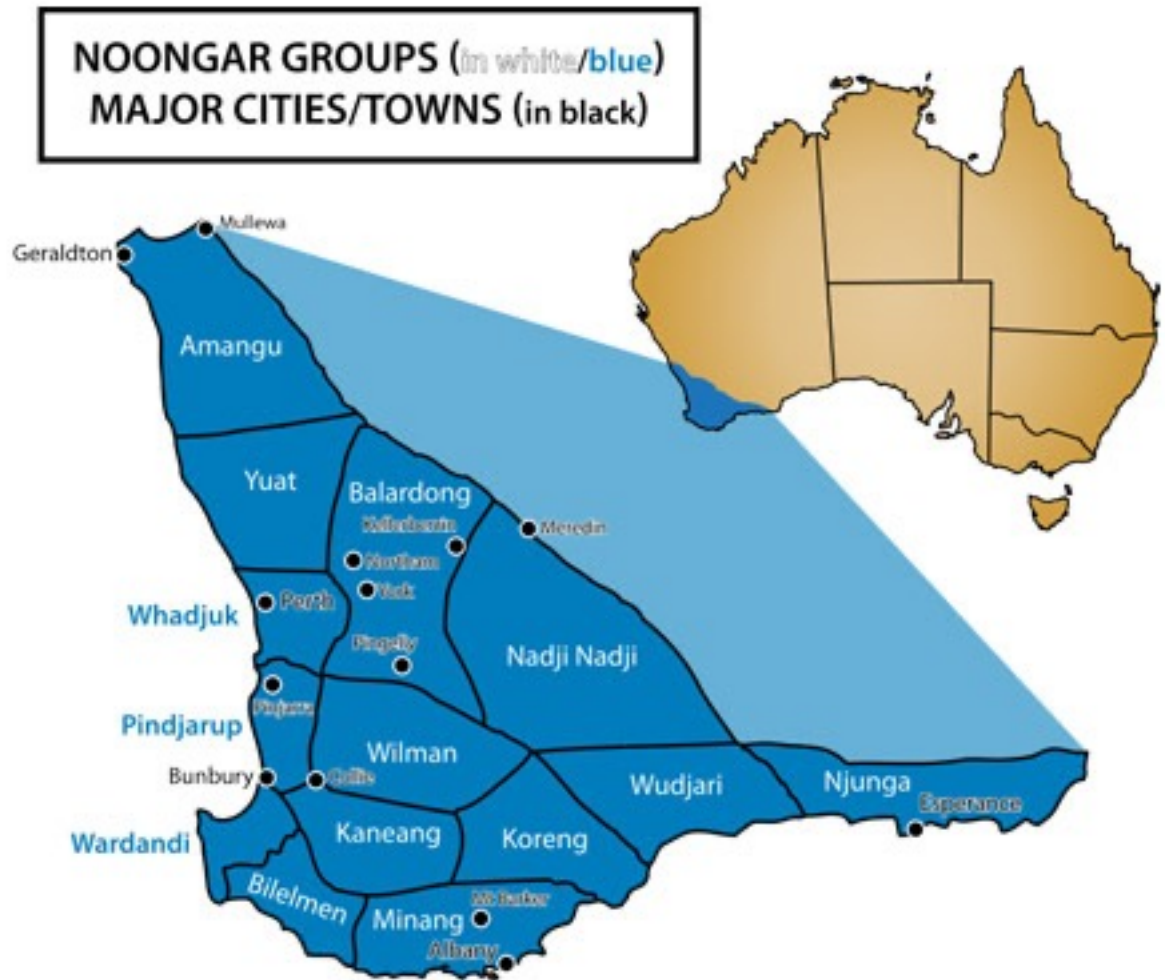


Image Credit: Whadjuk Walking Trails

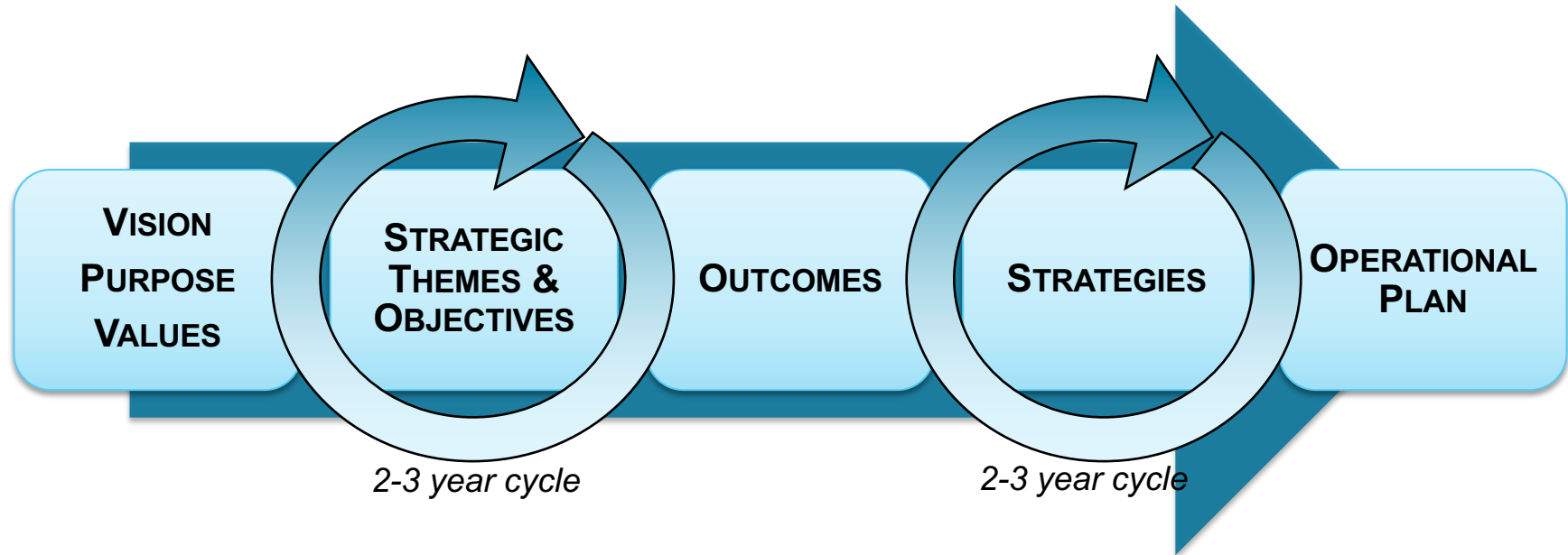
## Council came together to build a Strategic Plan for the next 3 years



Noongar Family Safety & Wellbeing Council: Dawn Wallam, Joanne Della Bonna, Glenda Kickett (front row); Barbara Henry, Jim Morrison, Laurel Sellers (back row) (Hannah McGlade not present)

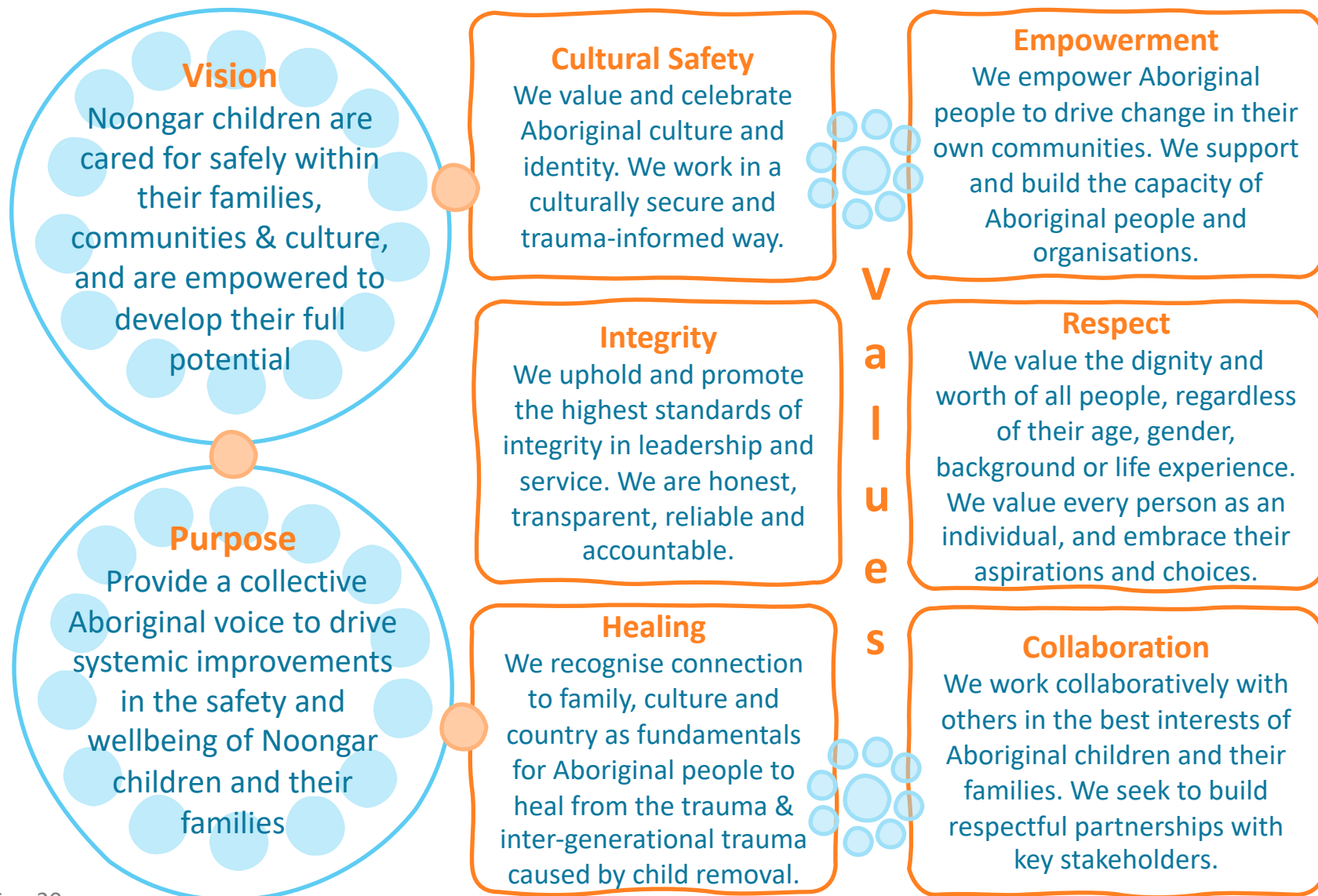
Council's Board currently comprises  
CEOs from 4 member ACCOs plus 2  
expert advisors

## Building a Strategic Plan has brought clarity and focus

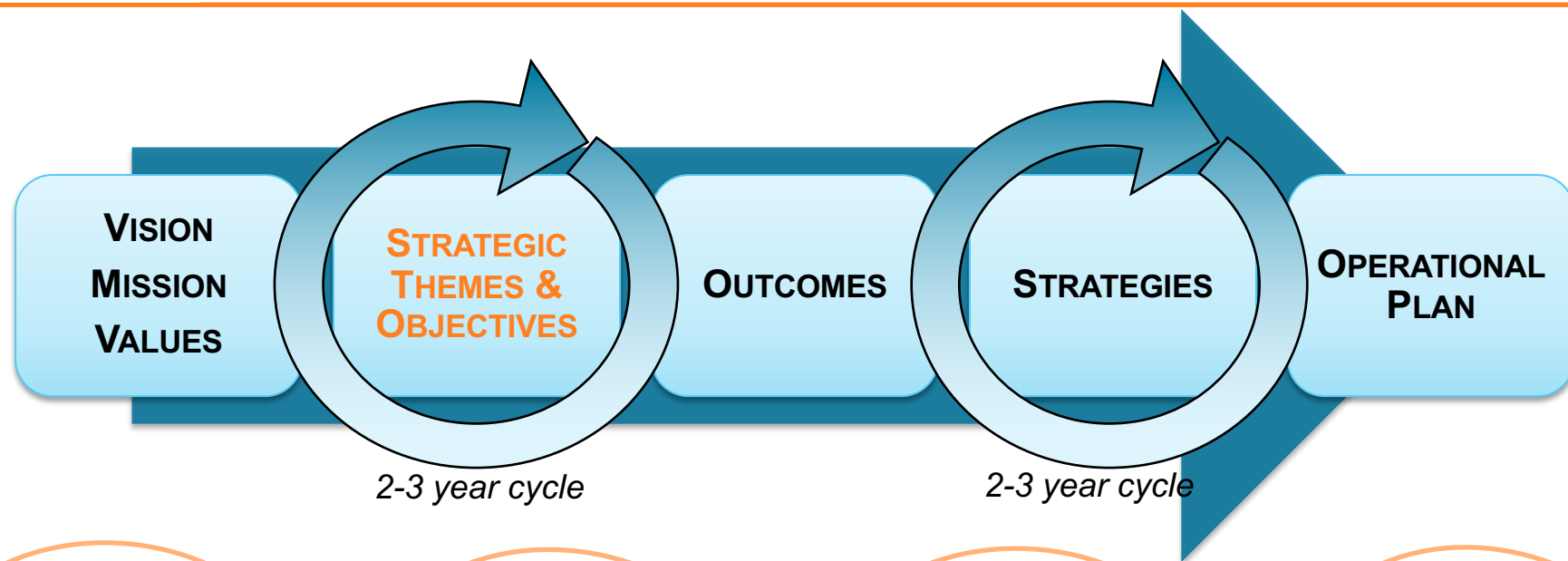


- To build a focused organisation, we needed clarity about where the Council is headed (vision) and how it is going to get there (strategy)
- We developed the **Strategic Plan** using an **outcomes approach**
- This approach will enable the Council to articulate its social and systemic impacts
- It will also will naturally lead to annual **Operational Plans** focused on achieving those outcomes

## We agreed the Council's Vision, Purpose & Values



We then built the plan around 4 **Strategic Themes** with their own objectives



**Rights of the Child**  
Provide a **collective voice** to ensure the human rights of Noongar children under the UN Convention are upheld

**Safety & Wellbeing**  
Drive **systemic improvements** to ensure the safety & wellbeing of Noongar children and their families

**Capacity Building**  
Build capacity of ACCO members to **collectively support** the safety & wellbeing of Noongar children and their families

**Sustainable Peak Body**  
Become a well-managed, **sustainable peak body** capable of fulfilling our stated Purpose



# (1) Providing a collective Aboriginal voice to ensure the human rights of Noongar Children are upheld



## Outcomes

Our chosen outcomes are from the **UN Rights of the Child**

They will lead to **breaking cycles of engagement in the child protection & youth justice systems**



## Individual Rights

**Article 7** Children have the right to a legally registered name and nationality. Children also have the right to know their parents and, as far as possible, to be cared for by them.

**Article 9** Children should not be separated from their parents unless it is for their own good. For example, if a parent is mistreating or neglecting a child. Children whose parents have separated have the right to stay in contact with both parents, unless this might harm the child.

**Article 12** Children have the right to say what they think should happen when adults are making decisions that affect them and to have their opinions taken into account.

**Article 13** Children have the right to get and to share information, as long as the information is not damaging to them or to others.

**Article 16** Children have the right to privacy. The law should protect them from attacks against their way of life, their good name, their family and their home.

## Within Child Protection System

**Article 3** All organisations concerned with children should work towards what is best for each child.

**Article 20** Children who cannot be looked after by their own family must be looked after properly by people who respect their religion, culture and language.

**Article 25** Children who are looked after by their local authority rather than their parents should have their situation reviewed regularly.

## Within Youth Justice System

**Article 37** Children who break the law should not be treated cruelly. They should not be put in a prison with adults and should be able to keep in contact with their family.

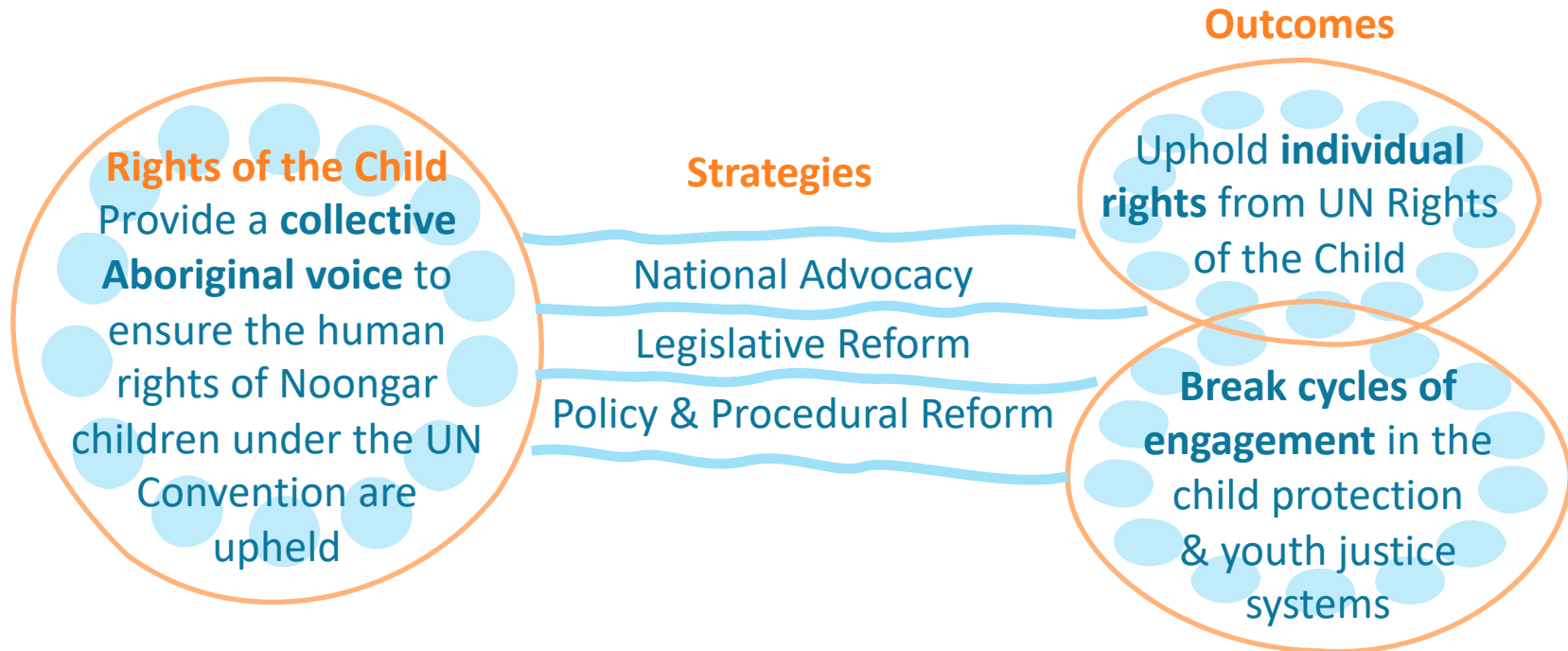
**Article 40** Children who are accused of breaking the law should receive legal help. Prison sentences for children should only be used for the most serious offences.

# Strategies related Rights of the Child

Focus Area	Strategies
<b>National Advocacy</b>	<ul style="list-style-type: none"> <li>• Provide a collective voice for ACCO's working with children &amp; families on Noongar country at a National level</li> <li>• Remain connected to the national 'voice of the child' via SNAICC – become WA state representative</li> <li>• Work with Federal Government Departments on relevant national priorities: <ul style="list-style-type: none"> <li>○ Implementing new Closing the Gap targets (incl. child protection, youth justice, family safety, wellbeing, culture)</li> <li>○ Implementing the National Framework for Protecting Australia's Children (through 4<sup>th</sup> National Action Plan 2018-2020)</li> <li>○ Reducing family and domestic violence (through the National 10-year strategy)</li> <li>○ Improving child protection &amp; youth justice systems</li> </ul> </li> </ul>
<b>State Legislative Reform</b>	<ul style="list-style-type: none"> <li>• Continue to advocate for legislative reform at State level: <ul style="list-style-type: none"> <li>○ Preventing and addressing child abuse (including sexual abuse, domestic violence, exploitation, neglect etc.), including children with disabilities</li> <li>○ Ending legal orders for permanent care and adoption of Aboriginal children</li> <li>○ Changing the minimum age of criminal liability</li> </ul> </li> <li>• Influence key WA Ministers involved in relevant legislative reform: <ul style="list-style-type: none"> <li>○ Indigenous Affairs – currently Ben Wyatt</li> <li>○ Child Protection, Women, FDV and Community Services – currently Simone McGurk</li> <li>○ Attorney General – currently John Quigley</li> <li>○ Emergency Services &amp; Corrective Services – currently Francis Logan</li> </ul> </li> </ul>
<b>State Policy &amp; Procedural Reform</b>	<ul style="list-style-type: none"> <li>• Develop and advocate for strong policy and procedures that support Aboriginal children and families: <ul style="list-style-type: none"> <li>○ Early intervention and prevention programs for family safety &amp; wellbeing</li> <li>○ <b>Aboriginal child and family-led decision making</b> within the child protection system</li> <li>○ Commitment to fully implement the 5 elements of the <b>Aboriginal Child Placement Principle</b> (i.e. prevention, partnership, placement, participation &amp; connection) that reinforces importance of family, community and culture</li> <li>○ Reducing prison sentences and diverting children away from the justice system</li> <li>○ Continuing connection to family (e.g. through registering names at birth), culture and language</li> </ul> </li> <li>• Maintain respectful and equitable partnerships with Director Generals of key WA Government Departments: <ul style="list-style-type: none"> <li>○ Communities – currently Michelle Andrews</li> <li>○ Justice – currently Adam Tomison</li> <li>○ Auditor General – currently Caroline Spencer</li> </ul> </li> </ul>



# Providing a collective Aboriginal Voice for the Rights of the Child



A summary of this strategic theme

## (2) Driving systemic improvements to ensure the safety & wellbeing of Noongar children & families

**Safety & Wellbeing**  
Drive **systemic improvements** to ensure the safety & wellbeing of Noongar children and their families

### Outcomes

Our chosen outcomes are from the **UN Rights of the Child**

They will lead to **healing trauma & intergenerational trauma**, and **relieving entrenched disadvantage**



### Parents & Family

**Article 5** Governments should respect the rights and responsibilities of families to guide their children so that, as they grow up, they learn to use their rights properly.

**Article 18** Both parents share responsibility for bringing up their children and should always consider what is best for each child. Governments should help parents by providing services to support them, especially if both parents work.

### Safety

**Article 19** Governments should ensure that children are properly cared for and protect them from violence, abuse and neglect by their parents, or anyone else who looks after them.

**Article 34** Governments should protect children from sexual abuse.

**Article 36** Children should be protected from any activities that could harm their development.

**Article 39** Children who have been neglected or abused should receive special help to restore their self-respect.

### Wellbeing

**Article 26** The Government should provide extra money for the children of families in need.

**Article 27** Children have the right to a standard of living that is good enough to meet their physical and mental needs. The government should help families who cannot afford to provide this.

**Article 30** Children have the right to learn and use the language and customs of their families, whether or not these are shared by the majority of the people in the country where they live, as long as this does not harm others.

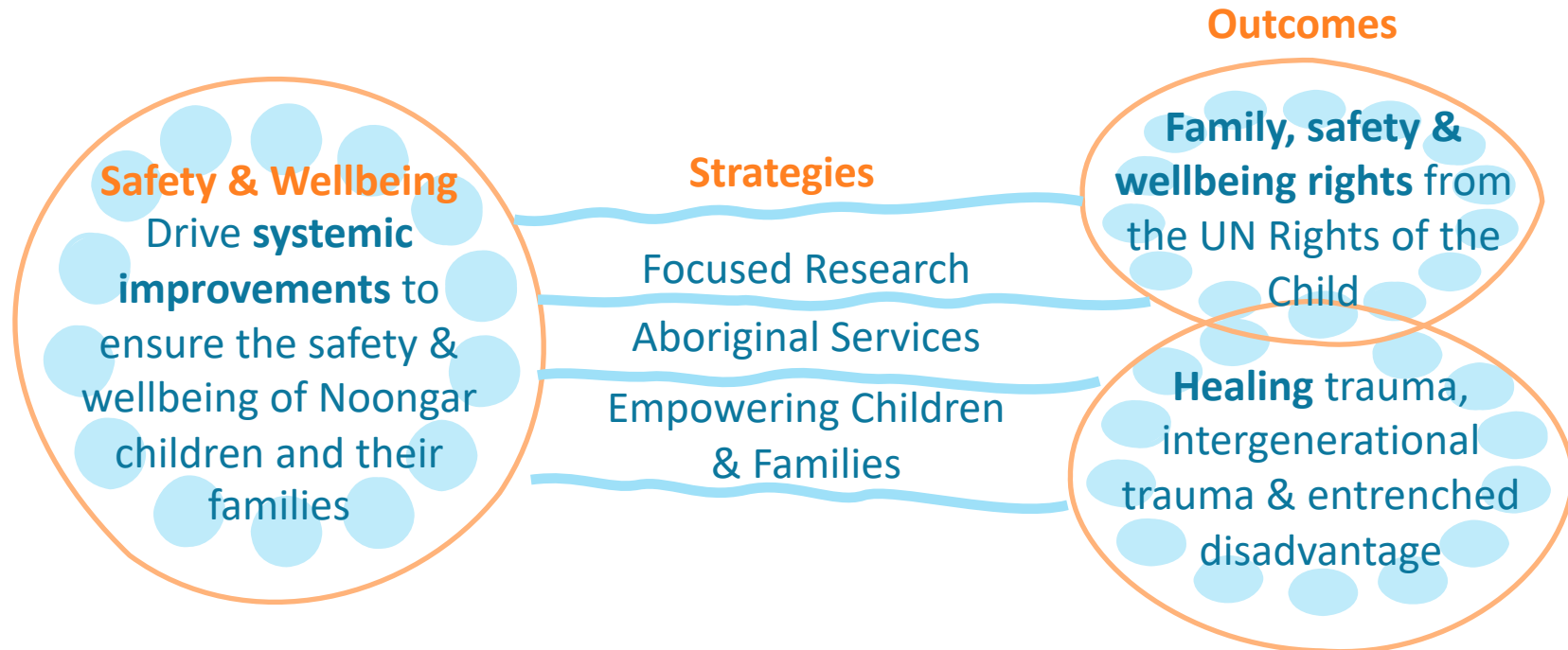
# Strategies related to Safety & Wellbeing

Focus Area	Strategies
<b>Focused Research</b>	<ul style="list-style-type: none"> <li>• Build networks with Aboriginal researchers in universities</li> <li>• Develop an Aboriginal research advisory group to guide Aboriginal child and family research agenda</li> <li>• Partner with researchers to develop evidence base for programs &amp; approaches* that work</li> <li>• Evaluate historical trends and current situation from lived experience of Aboriginal children and families</li> <li>• Identify systemic gaps for Aboriginal children and families</li> <li>• Develop culturally appropriate outcomes frameworks &amp; evaluation methods suited to Aboriginal children &amp; families</li> </ul>
<b>Aboriginal Child &amp; Family Services</b>	<ul style="list-style-type: none"> <li>• Advocate for new or improved place-based services that address systemic gaps for Aboriginal children &amp; families</li> <li>• Advocate that services for Aboriginal children &amp; families should: <ul style="list-style-type: none"> <li>○ Be delivered by ACCOs, and be culturally safe, trauma-informed and promote cultural ways of healing</li> <li>○ Adhere to cultural governance, i.e. employ Noongar ways of knowing, being and doing</li> <li>○ Employ culturally appropriate outcomes frameworks &amp; evaluation methods</li> </ul> </li> <li>• Drive Aboriginal-led, child-safe, local approaches to family safety &amp; wellbeing</li> <li>• Drive service design, redesign and improvement through co-design with Aboriginal families and ACCOs</li> <li>• Empower Aboriginal families and ACCOs to be effective in co-design activities</li> <li>• Partner with Government Departments in service design and redesign</li> </ul>
<b>Empowering Children &amp; Families</b>	<ul style="list-style-type: none"> <li>• Inform Aboriginal children and families about intergenerational trauma, Noongar culture and family values</li> <li>• Support Aboriginal families to participate in Aboriginal family-led decision making</li> <li>• Promote Aboriginal family- and community-led solutions, complemented by locally funded wrap-around family supports</li> <li>• Advocate for Aboriginal children and families to: <ul style="list-style-type: none"> <li>○ Be able to self-refer to child and family safety &amp; wellbeing programs &amp; services*</li> <li>○ Be supported by their extended family, local community and Elders</li> <li>○ Able to choose their level and types of supports</li> </ul> </li> </ul>

\*Programs & approaches of interest:

- |                      |                            |
|----------------------|----------------------------|
| • Cultural healing   | • Family capacity building |
| • Prevention         | • Family violence          |
| • Early intervention | • Family reunification     |

# Driving Systemic Improvements in Safety & Wellbeing



A summary of this strategic theme

## (3) Building ACCO capacity to collectively support safety & wellbeing of Noongar children & families



### Outcomes

These outcomes reflect Objects in the Council's Constitution & the Council's chosen values

They will lead to **ACCOS having a greater capacity to serve, support & empower children & families**

And **ACCOS collectively driving change**

- **Safety & Wellbeing:** ACCOs build the capacity of Noongar children and their families in relation to family safety & wellbeing
- **Empowerment:** ACCOs effectively support Aboriginal children and their families to form equitable partnerships with agencies and services, and be empowered to determine their own life courses
- **Wrap Around Services:** ACCOs provide prevention, early intervention, family support and residential care services for Noongar children & their families
- **Cultural Safety:** ACCOs provide Noongar children & their families with safe, welcoming, culturally secure, trauma-informed and therapeutic community services and support
- **Cultural Healing:** ACCOs use Noongar cultural knowledge and healing practices ('kaartadjin') to enable Noongar people to heal from trauma and inter-generational trauma; and break inter-generational cycles of engagement in the child protection and youth justice systems
- **Cultural Connection:** ACCOs support Noongar children & their families to actively participate in their culture and retain living spiritual, familial and social connections to culture

# Strategies related to ACCO capacity building

Focus Area	Strategies
<b>Leadership</b>	<ul style="list-style-type: none"> <li>• Build a Community of Practice amongst ACCOs working on Noongar country*</li> </ul>
<b>Professional Development</b> (needs to be tested*)	<ul style="list-style-type: none"> <li>• Co-design a professional development program in Aboriginal family-led decision-making for Aboriginal facilitators and advocates</li> <li>• Build ACCO capability in:               <ul style="list-style-type: none"> <li>○ Culturally safe, trauma-informed and therapeutic services for Noongar people</li> <li>○ Noongar 'kaartadjin' principles of healing and wellbeing</li> <li>○ Supporting Noongar families to actively participate in their culture</li> <li>○ Using culturally appropriate outcomes frameworks &amp; evaluation methods</li> </ul> </li> </ul>
<b>Partnering &amp; Collaboration</b>	<ul style="list-style-type: none"> <li>• Collectively promote ACCO services and outcomes on Noongar country</li> <li>• Strengthen information sharing, networks and partnerships between ACCOs working on Noongar country*</li> <li>• Build state-wide partnerships with ACCOs working in other WA regions</li> </ul>
<b>Successful Tendering</b>	<ul style="list-style-type: none"> <li>• Analyse relevant statistical datasets &amp; share findings with ACCO's</li> <li>• Proactively identify local community needs and service gaps</li> <li>• Share developments related to Noongar family safety &amp; wellbeing issues with ACCO's</li> <li>• Provide advice to ACCO's on submitting strong government tender responses</li> </ul>
<b>Funding Reform</b>	<ul style="list-style-type: none"> <li>• Advocate for different government funding models:               <ul style="list-style-type: none"> <li>○ Preferentially funding a wide range of ACCO-led programs and services</li> <li>○ Maintaining appropriate levels of ACCO funding for established services &amp; continuing successful programs beyond pilots</li> <li>○ Closed tenders and preferred service provider status for established ACCOs</li> </ul> </li> </ul>

For ACCOs that focus on:

- OOHc
- Child & family safety & wellbeing
- Cultural healing

\*Lotterywest funding requested



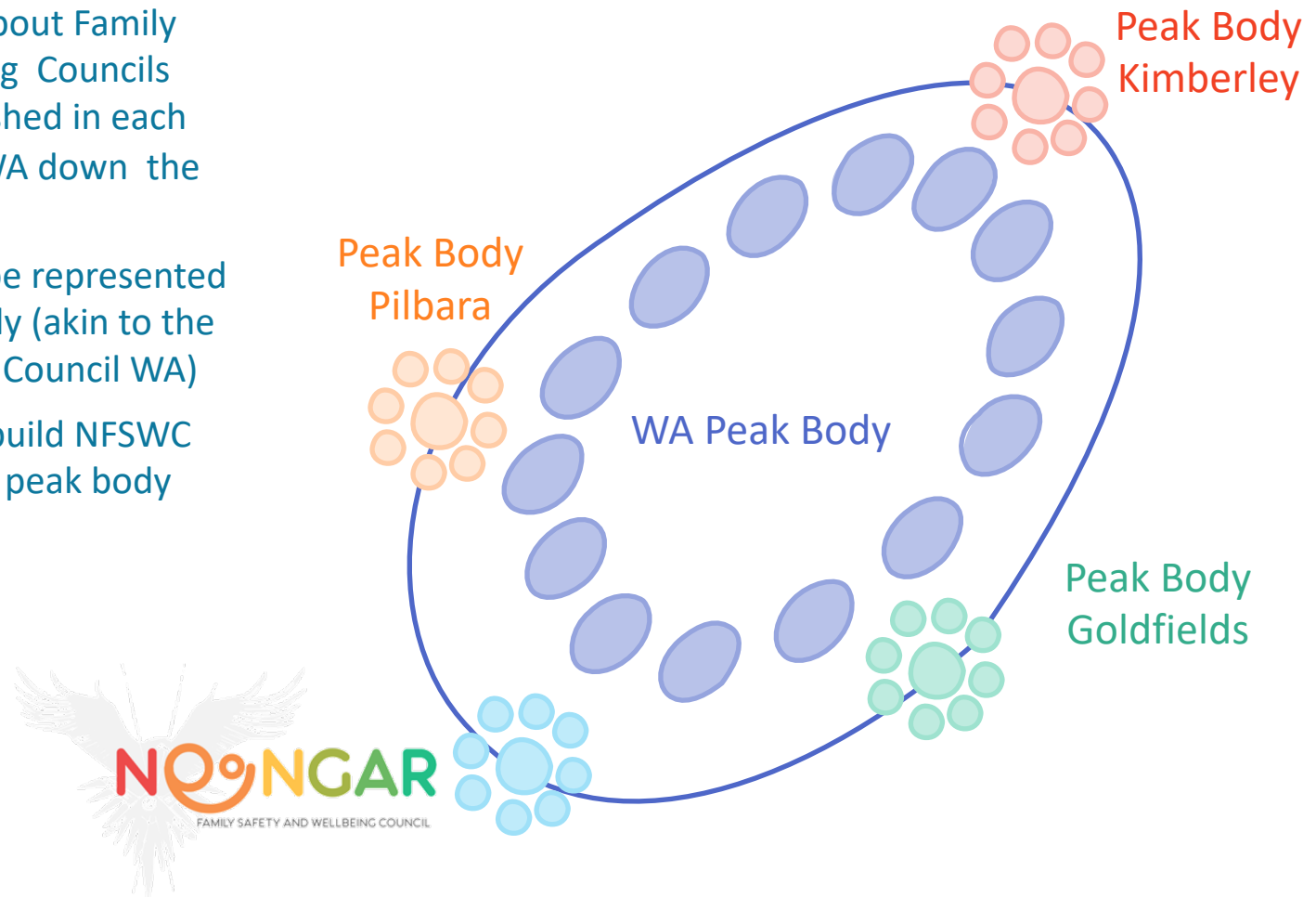
# Building ACCO Capacity to collectively support Children & Families



A summary of this strategic theme

# Organisational Development Model

- We have talked about Family Safety & Wellbeing Councils becoming established in each major region of WA down the track
- They could then be represented by a WA Peak Body (akin to the Aboriginal Health Council WA)
- The 1<sup>st</sup> step is to build NFSWC into a sustainable peak body

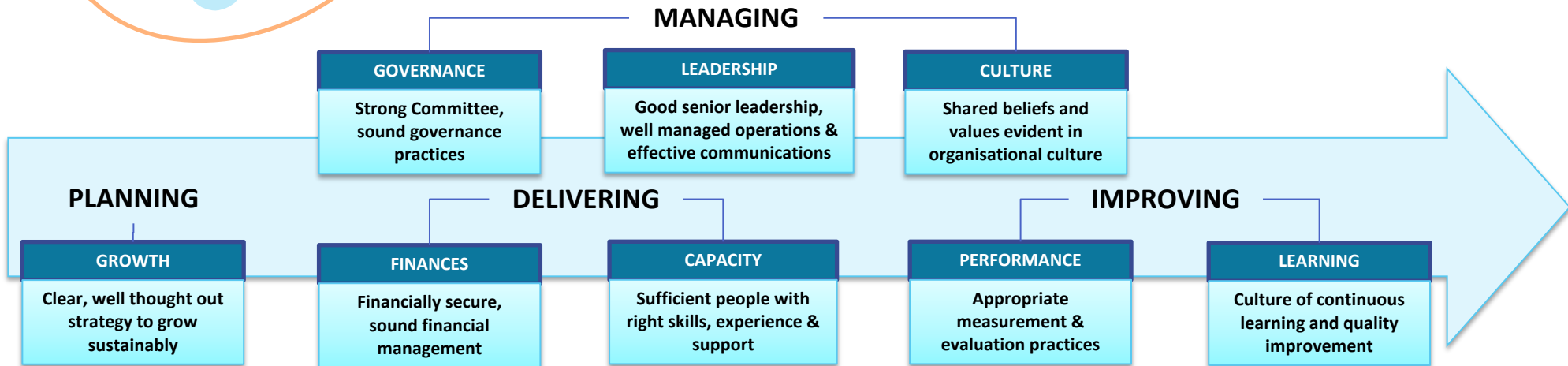


## (4) Becoming a Sustainable Peak Body



### Outcomes

The outcomes below are ones we would expect of any **sustainable peak body**



# Governance Strategies

## GOVERNANCE

**Strong Committee, sound  
governance practices**

Focus Area	Strategies
<b>Committee</b>	<ul style="list-style-type: none"> <li>• Clarify Committee roles and responsibilities, including expert advisors</li> <li>• Review practicality of governance procedures embedded in Constitution</li> <li>• Allocate single spokesperson for Committee</li> <li>• Develop a succession plan for Committee members</li> <li>• Provide opportunities for professional development of Committee members</li> </ul>
<b>Policies &amp; Procedures</b>	<ul style="list-style-type: none"> <li>• Clearly separate governance and operational procedures</li> <li>• Establish clear delegations of authority for Executive Director</li> <li>• Establish core set of governance policies and procedures, including: <ul style="list-style-type: none"> <li>○ Confidentiality</li> <li>○ Conflicts of Interest</li> <li>○ Risk management</li> <li>○ Incident Reporting, etc.</li> </ul> </li> </ul>
<b>Compliance</b>	<ul style="list-style-type: none"> <li>• Actively monitor legal and regulatory compliance at National and State level</li> </ul>
<b>Risk Management</b>	<ul style="list-style-type: none"> <li>• Develop an organisational risk register &amp; risk management plan</li> <li>• Regularly review the Council's risk management plan</li> </ul>

# Leadership Strategies

## LEADERSHIP

Good senior leadership, well managed operations & effective communications

Focus Area	Strategies
<b>Management</b>	<ul style="list-style-type: none"> <li>• Ensure annual organisational plan and budget is in line with approved strategic plan</li> <li>• Ensure all critical services are managed under contract</li> <li>• Ensure all formal partnerships are managed through MOUs and contracts</li> </ul>
<b>Operations</b>	<ul style="list-style-type: none"> <li>• Establish core set of operational policies and procedures, including: <ul style="list-style-type: none"> <li>○ Records Management</li> <li>○ Reporting</li> <li>○ Stakeholder Management &amp; Communications</li> </ul> </li> </ul>
<b>Members</b>	<ul style="list-style-type: none"> <li>• Establish a membership database for NFSWC*</li> <li>• Develop a member engagement &amp; capacity building strategy*</li> <li>• Strengthen member communications &amp; messaging*</li> </ul>
<b>External Relations</b>	<ul style="list-style-type: none"> <li>• Develop an external stakeholder engagement strategy</li> <li>• Establish communication platforms to encourage external stakeholder engagement*</li> <li>• Proactively engage in social media to communicate with Aboriginal stakeholders*</li> </ul>
<b>Promotion</b>	<ul style="list-style-type: none"> <li>• Elevate the voices of Aboriginal children and families on Noongar country</li> <li>• Share the work of Council with Aboriginal communities</li> <li>• Drive campaigns that advance Aboriginal rights and social justice by participating in appropriate national/international commemoration days</li> <li>• Participate in Social Reinvestment WA campaigns</li> <li>• Remain involved in SNAICC Family Matters campaign within WA</li> <li>• Promote Council work through Commission for Children and Young People</li> <li>• Promote Council work at WA universities, conferences, forums, etc.</li> </ul>

# Culture Strategies

CULTURE

Shared beliefs and values  
evident in organisational culture

**Values**      Cultural Safety | Empowerment | Collaboration  
Integrity | Respect | Healing

Focus Area	Strategies
<b>Code of Conduct</b>	<ul style="list-style-type: none"> <li>• Establish a Code of Conduct for the Committee, ACCO members and staff aligned with Council values</li> <li>• Embed values into staff role profiles</li> <li>• Include Code of Conduct in staff induction process</li> <li>• Embed self-assessment against Code of Conduct into staff performance reviews</li> <li>• Introduce reflections on values into Council meetings</li> </ul>



# Finance Strategies

## FINANCES

**Financially secure, sound financial management**

Focus Area	Strategies
<b>Funding</b>	<ul style="list-style-type: none"> <li>• Apply for grant to develop business case through Lotterywest grant*</li> <li>• Test government and non-government sources of income*, including: <ul style="list-style-type: none"> <li>○ Individual and business philanthropists</li> <li>○ Family trusts</li> <li>○ Foundations</li> </ul> </li> <li>• Solicit donations, sponsorship and pro-bono support*</li> <li>• Apply for grants to support organisational capacity building*</li> <li>• Establish NFSWC as a service provider to establish DGR status</li> </ul>
<b>Income</b>	<ul style="list-style-type: none"> <li>• Offer fee for service training to ACCOs working on Noongar country</li> <li>• Gradually introduce membership fees for ACCO members</li> </ul>
<b>Financial Management</b>	<ul style="list-style-type: none"> <li>• Establish annual budgets in line with funding</li> <li>• Reduce organisational costs through in-kind contributions</li> <li>• Minimise discretionary spending</li> <li>• Minimise all liabilities</li> <li>• Maintain a tight control on cashflow</li> <li>• Build a cash surplus equivalent to 3 months of organisational costs plus liabilities</li> <li>• Conduct annual financial audits</li> </ul>
<b>Financial Reporting</b>	<ul style="list-style-type: none"> <li>• Establish quarterly financial reporting process to Committee</li> <li>• Comply with WA, ACNC and grant body financial reporting requirements</li> </ul>

# Capacity Strategies

## CAPACITY

**Sufficient people with right skills & experience & supports**

Focus Area	Strategies
<b>People</b>	<ul style="list-style-type: none"> <li>• Staff the organisation to fulfill its intended purpose: <ul style="list-style-type: none"> <li>○ Executive Director*</li> <li>○ Administration &amp; Project Officer*</li> <li>○ Financial Officer*</li> <li>○ Policy Development Officer</li> <li>○ External Relations and Communication Officer</li> <li>○ Member Engagement Officer*</li> </ul> </li> <li>• Ensure Council offers attractive package (including salary packaging, superannuation, leave entitlements)</li> </ul>
<b>People Policies</b>	<ul style="list-style-type: none"> <li>• Establish core set of fit-for-purpose operational policies and procedures, including: <ul style="list-style-type: none"> <li>○ Recruitment</li> <li>○ Induction/onboarding</li> <li>○ Staff Performance Review &amp; Development</li> <li>○ Leave</li> <li>○ Privacy</li> <li>○ Safeguarding Children, etc.</li> </ul> </li> </ul>
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>• Rent and furnish an office space suitable for whole organisation*</li> <li>• Establish IT infrastructure and secure IT systems</li> </ul>

# Performance Strategies

## PERFORMANCE

Appropriate measurement & evaluation practices

Focus Area	Strategies
<b>Operational Performance</b>	<ul style="list-style-type: none"> <li>Review operational plan performance with Committee every quarter</li> <li>Undertake whole of organisation annual performance review (including the Committee)</li> </ul>
<b>Outcomes Management</b>	<ul style="list-style-type: none"> <li>Develop simple outcomes management framework and evaluation method for the Council</li> <li>Track and measure specific outcomes for the Council's work</li> </ul>
<b>Performance Reporting</b>	<ul style="list-style-type: none"> <li>Report organisational performance and outcomes in Council's Annual Report</li> </ul>

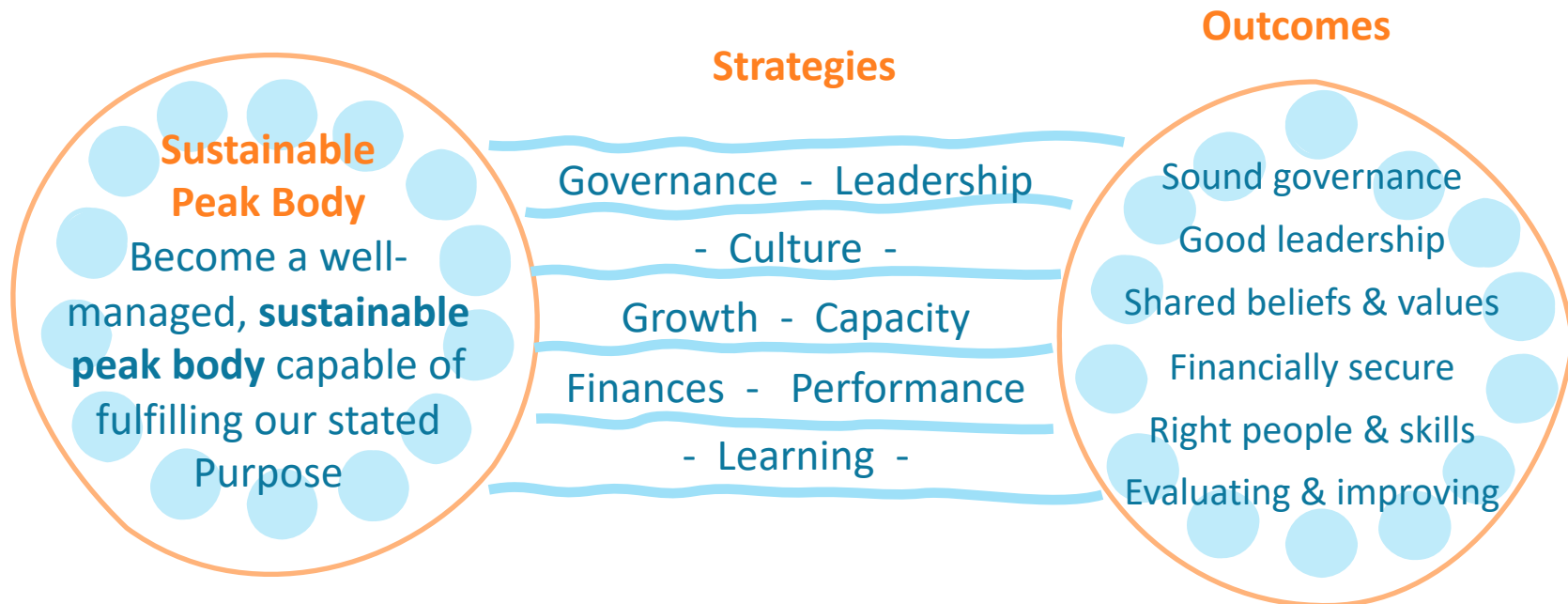
## LEARNING

Culture of continuous learning and quality improvement

# Learning Strategies

Focus Area	Strategies
<b>Learning Processes</b>	<ul style="list-style-type: none"> <li>Learn from other advocacy organisations*</li> <li>Identify professional development service strengths and areas for improvement through participant feedback processes</li> <li>Solicit improvement ideas from staff and member organisations</li> <li>Conduct exit surveys with any staff or Committee members as they leave the organisation</li> </ul>
<b>Quality Improvement</b>	<ul style="list-style-type: none"> <li>Create a fit-for-purpose quality improvement system</li> <li>Introduce a fit-for-purpose Feedback &amp; Complaints policy and procedure</li> <li>Co-design improvements with staff, member organisations &amp; Committee</li> </ul>

# Becoming a Sustainable Peak Body



A summary of this strategic theme

## Summarising the Council's Strategic Plan

The model shows the way Council will respond to social challenges faced by Noongar children and families and how it will work towards a lasting positive social impact

Challenges	Strategic Response	Stakeholders	Strategic Objectives	Outcomes	Social Impact
<p>Noongar children are over-represented in the child protection and youth justice systems in WA.</p> <p>They grow up disconnected from their families, communities and culture, and do not have a voice to ensure their rights are upheld.</p> <p>Aboriginal families are looking to ACCOs to advocate for them and change punitive systems.</p> <p>However, the systemic issues families face are bigger than any 1 organisation can tackle alone.</p>	<p><b>Our Purpose</b> is to provide a collective voice to drive systemic improvements for the safety and wellbeing of Noongar children and their families.</p> <p>(We do this through collective advocacy and action, capacity building and empowering families)</p>	<p><b>Noongar Children &amp; Families</b> plus other Aboriginal or Torres Strait Islander people living on Noongar boodjah</p> <p><b>Noongar Family Safety &amp; Wellbeing Council</b></p> <p><b>Partner ACCOs:</b> Yorganop, Yorgum, Moorditch Gurlongga Assoc., WASGAC ... Future members</p> <p><b>Government Agencies:</b> Communities, Health, Justice</p>	<p><b>Rights of the Child</b> To provide a <b>collective Aboriginal voice</b> to ensure the human rights of Noongar children under the UN Convention are upheld</p> <p><b>Child &amp; Family Safety &amp; Wellbeing</b> To drive <b>systemic improvements</b> to ensure the safety &amp; wellbeing of Noongar children and their families</p> <p><b>Capacity Building</b> To build capacity of ACCO members to <b>collectively support</b> the safety &amp; wellbeing of Noongar children and their families</p> <p><b>Sustainable Organisation</b> To become a well-managed, <b>sustainable peak body</b> capable of fulfilling our stated Purpose</p>	<ul style="list-style-type: none"> <li>Uphold individual rights from the UN Rights of the Child</li> <li>Break cycles of engagement in the child protection &amp; youth justice systems</li> <li>Uphold family, safety &amp; wellbeing rights from the UN Rights of the Child</li> <li>Heal trauma, intergenerational trauma &amp; entrenched disadvantage</li> <li>ACCOs have greater capacity to serve, support and empower Noongar children &amp; families</li> <li>ACCOs collectively drive change</li> <li>Sound governance</li> <li>Good leadership</li> <li>Shared beliefs &amp; values</li> <li>Financially secure</li> <li>Right people &amp; skills</li> <li>Evaluating &amp; improving</li> </ul>	<p><b>Our Vision</b> is that Noongar children are cared for safely within their families, communities &amp; culture, and are empowered to develop their full potential</p>