



wa council of
social service

2021-2023

Strategic

P
L
A
N

A plan to engage community and accelerate change

Strategy 2021 has been developed in a context like no other. The COVID 19 pandemic experience is unprecedented, causing many to question social norms and desire a more sustainable and compassionate future. We want people to appreciate and take seriously the unique opportunity we have right now, to take action and create the kinds of communities we all want to live in.

To change the systems, behaviours and attitudes that perpetuate entrenched poverty, inequity and exclusion WACOSS challenges and develops alternative solutions to systematic structures, community priorities and galvanises community support.

WACOSS' theory of change is working together to build ownership - **Collectivise**, build broad base community support - **Convince**, and create pathways for systematic change - **Create**. The critical challenge is how we ensure a shared vision for Western Australia across Western Australian Government, public and the community service sector.

Strategy 2021 is bold in its ambition, challenging belief structures and cultural norms, and building community empathy. Now is the time for us as a community to come together and create a fair and just society. We invite all Western Australians to join with us to drive change and overcome entrenched poverty, inequity and exclusion.



The WACOSS "why"

As the peak body for the Western Australian community service sector, we believe that communities flourish where people are given the opportunity to contribute and create. We are committed to enabling and leading change that supports healthy, active and inclusive communities.

We need people to care about one another, and understand that poverty is a systemic issue that is not the fault of the individual. Fundamentally we need to foster mutual empathy and work with communities to build their capability and vitality. It is essential that WACOSS remains grounded in community and holds a membership base that aligns with our vision.

To create equitable and empowered communities there must be a strong Peaks voice that works with its members to advocate with and on behalf of those who are the furthest from levers of power and influence, to amplify their concerns and seek justice, to create a society that genuinely works for the benefit of all.



Our theory of change



Our strategic activities are foundational for social change – there is a direct causal relationship between our collectivising, convincing and creating and better community outcomes. WACOSS’ strategic activities influence and improve the systems and policies that cause and perpetuate vulnerability and adversity in the daily lives of people and families. In undertaking our work, we are contributing to an inclusive, just and equitable society.

At the centre of our theory of change is the shared vision articulated in the co-developed WA Outcomes Framework.

Based on common ownership and an agreed way of measuring what counts, the Framework enhances our understanding of what works and what doesn’t, so we can be more effective and efficient in investing and delivering services to achieve outcomes.

We believe that by having an agreed vision, language and measurement framework we can better align and coordinate our activities, show how our efforts individually and collectively add to accomplishing social change, and demonstrate our impact.

Inequitable and unjust society

Stakeholders

- > People and communities who live with vulnerability and disadvantage
- > Broader Western Australian communities
- > WACOSS members
- > WACOSS peers and allies
- > State, Federal and local governments

An inclusive, just and fair society

Western Australian people, families and communities

- > Safe and free from harm
- > Financially secure and have suitable, stable and culturally appropriate housing
- > Are healthy and well
- > Have the skills, resources and experiences to contribute to the economy/ community
- > Are connected to communities/ culture



Engaging Community and Accelerating Change

Strategy 2021 – 2023

Our Vision

Inclusive, just and equitable society.

Our Purpose

We drive social change with communities, through collective action and policy formulation, strengthening community services and influencing decision makers to ensure justice and equity.

Our Values



Heart

Our work is grounded in care and compassion for a fairer world



Curiosity

We seek bold and empowering ideas and solutions to issues our communities face



Integrity

Our approaches reflect and respect human rights and our practices are ethical and inclusive



Tenacity

We have the courage to persevere for transformative and positive change

Our Strategic Catalysts to accelerate change

1 Building a stronger organisation

How we will drive change

- › Embed and bring to life our values across our systems and processes in a work environment which provides opportunities for staff to grow
- › Grow diverse and aligned membership, and values-based collaborations

How we will measure change

- › Staff engagement and feedback and annual membership survey
- › Financial sustainability
- › Governance and risk frameworks embedded

2 Collaborating with communities and people with lived experience

- › Expand genuine partnerships with communities and people, and build all stakeholders capacity and strategies to elevate the voices of those with lived experience
- › Support the stories and self-determination of Aboriginal people

- › Communities, regions, people with lived experience and the sector engaged in our collaborative capacity building strategies
- › Voices from communities, regions and people with lived experience reflected in our advocacy

3 Advancing the use of wellbeing outcomes and measures

- › Promote and support widespread adoption and implementation of the WA Outcomes Framework and shared measurement for evaluating services
- › Develop a Child and Family Wellbeing Framework

- › Partnerships with key stakeholders to develop and embed agreed community priorities and common measurements in service design, procurement, service delivery and review
- › Supports secured for a Child and Family Wellbeing Framework

4 Broadening community engagement with our vision

- › Engage people, groups and places in WACOSS work and grow community empathy and understanding for a more caring and cohesive society
- › Mobilise community support and investment for social change

- › Communication and social marketing strategies developed and implemented and campaign content
- › Demonstrated community and sector support for WACOSS campaigns

5 Elevating the community sector's value in Western Australia

- › Advocate for investments that provide quality services to meet the needs of individuals, families and communities,
- › Campaign for social resilience to be included in recovery narratives

- › Submissions to government and community awareness raising where influence is mapped
- › Social resilience initiatives included in government recovery reforms



wa council of
social service

