



Strategic Direction Statement 2022–25

Acknowledgement of Country



Department of Communities acknowledges traditional custodians throughout Western Australia and their continuing connection to the land, waters and community.

We pay our respects to all members of Western Australia's Aboriginal communities and their cultures; and to Elders both past and present.

We commit to the responsibilities that our Department has in working with and for Aboriginal people to Close the Gap.



“The Strategic Direction Statement 2022–2025 for Department of Communities sets out our vision, purpose, directions and outcomes, underpinned by our values, for the next three years.”

Mike Rowe
Director General



Message from the Director General

Department of Communities delivers vital human services across Western Australia through our statutory and core business for ten portfolios together with the strategic priorities of the Western Australian Government, as determined by our five Ministers.

We are privileged to provide services and partner with others to keep children safe; deliver social and public housing; deliver vital community services, including in emergencies; address homelessness; prevent family and domestic violence; provide stewardship for disability services; and drive the agenda for womens’ interests, youth, seniors and ageing, carers, and volunteering.

We have a workforce of around 6,000 people across more than 160 locations across Western Australia. Our people are incredibly committed and come to work every day to make a positive difference to the lives of Western Australians, including some of our most vulnerable citizens. That is why we have a vision of *Better lives together, through people, place and home.*

We also work with a range of community service organisations as partners in delivering services.

So, our purpose then, as *One Communities – One Team*, is *Working together to provide responsive services that build safe, inclusive and empowered communities.*

Our work contributes to important outcomes under the Closing the Gap agenda, agreed by the Australian and all state and territory governments. This underpins our way of working with Aboriginal people, particularly Aboriginal Community Controlled Organisations, ensuring we put Aboriginal people’s voices and interests at the heart of what we do, in the spirit of genuine partnership and reconciliation.

We will pursue five strategic directions in the way we work, supporting: greater self-determination, especially for Aboriginal people; increasingly directing our efforts at earlier intervention and prevention and not waiting until people are in crisis; always trying to improve what we do; being innovative and integrating our services; and maintaining a strong focus on our people and workplace so Communities is a great place to work.

As a result of our work we will deliver outcomes: strong families; care for children; inclusive communities; a place to call home; resilient people and communities; and a great place to work.

Our work is underpinned by our ICREATE values: integrity, courage, respect, empathy, accountability, trust and empowerment.

I take this opportunity to thank all of Communities’ amazing employees and our delivery partners for always putting the people we serve at the centre of our work. We look forward to working openly and collaboratively with our partners across the state to continue delivering services that have a real and meaningful impact on the lives of Western Australians.

We look forward to the next three years with optimism and resolve. We know our work makes a vital difference to the lives of many thousands of Western Australian citizens, often when they are most vulnerable. This is a privilege we take seriously.

Department of Communities



The Department of Communities brings together vital services and functions that enable individual, family and community wellbeing.

We partner across government and the community services sector to support diverse communities throughout Western Australia.

We are proud to present our Strategic Direction Statement for 2022–25. This statement unifies Communities' vision, purpose, values, directions and outcomes.



166

Department of Communities work locations.

Ministerial Portfolios

- » Child protection
- » Community services
- » Disability services
- » Housing
- » Homelessness
- » Prevention of family and domestic violence
- » Seniors and ageing
- » Volunteering
- » Women's interests
- » Youth



Ngulluk Kart

All Minds



Our vision articulates our aspiration for ourselves and the people we serve.

[▶ Read More](#)

Ngulluk Kart – All Minds



Ngulluk Koort

All Hearts



Our purpose explains our core reason for being. It highlights the heart of our business: people.

[▶ Read More](#)

Ngulluk Koort – All Hearts



Our Story

Ngulluk Marr

All Hands



Our direction is how we practically achieve our vision.

[▶ Read More](#)

Ngulluk Marr – All Hands



Ngulluk Wirrin – All Spirit



Ngulluk Wirrin

All Spirit



Our values are who we are and what we stand for.

[▶ Read More](#)

Ngulluk is a Noongar word that incorporates all of us. It encompasses everyone; from all countries, cultures and backgrounds.

Noongar language has been used to capture our story in recognition that the Department of Communities central office is in Walyalup, on the Whadjuk Boodja (country) of the Noongar Nation, Western Australia.

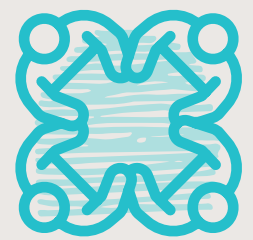


Our Vision

Our vision articulates our aspiration for ourselves and the people we serve. Communities is looking into the future – determined, bold and brave.



Better lives together through people, place and home.



People

Focus on the needs and aspirations of the individuals, children and families we serve. We support people to be the best they can be, to live a meaningful life, with opportunity.



Place

Relates to a collective sense of self and how and where people connect to the world around them.



Home

More than a building; home is different for everyone, it should be safe and functional, and provide both physical and emotional security.



Ngulluk Kart – All Minds

Our Purpose

Our purpose statement highlights the importance of improving the lives of individuals, children and families through the support we provide.

It is our core identity that aligns our team, partners and clients. It centres business efforts and critical decision-making.



One Communities – One Team

Working together to provide responsive services that build safe, inclusive and empowered communities.



Our Values

Our values are core principles that underpin our shared behaviour and guide our culture. They define how we work together, with our partners and with the people we serve.



I	Integrity	We are honest We do what we say we'll do
C	Courage	We are bold We are brave
R	Respect	We treat everyone with dignity We recognise contribution and value diversity
E	Empathy	We are authentic and understanding We are compassionate
A	Accountability	We are collectively responsible We are reliable
T	Trust	We are fair We act in good faith
E	Empowerment	We support our colleagues We build on strengths



1. Greater self-determination



All people have a fundamental right to shape their own lives and control their future.

In an Aboriginal context, it means Aboriginal people having a genuine say in the design and delivery of policies, programs and services that affect them, and decision-making rights.

This right underpins national efforts in Closing the Gap, as well as many other areas of reform.

Communities will focus on:

Our people

Ensuring a culturally competent and safe environment that values self-determination and empowerment, particularly for Aboriginal people.

Country

Supporting Aboriginal rights on Country, to help realise Aboriginal ambitions for land, water, culture, leadership and self-governance.

Procurement and commissioning

We procure goods, services and works in ways that support Closing the Gap efforts.

Accountability

We provide transparency of what we're doing to Close the Gap through self-determination and decision-making.



2. Earlier intervention and prevention



Earlier intervention and prevention improves long-term outcomes for the individuals, children and families we serve, often at a lower cost.

Whether it's housing maintenance, regulatory intervention, emergency relief, human resource matters, child protection, family and domestic violence, or the delivery of community services, tackling problems early generates the best return on effort and expenditure.

This requires both investment in earlier intervention and prevention approaches, and a mindset shift in how we approach everyday tasks and where we expend our effort.

Earlier intervention relies on the combination of improved information and housing management systems, and the insights from professionals on the frontline to use that information.

Integrated and interdisciplinary services increase the opportunities and breadth of possible interventions.

Communities will focus on:

People we serve

We consult with individuals, families, carers and communities to focus supports on the needs of the person, keeping the person at the centre of everything we do.

Partners

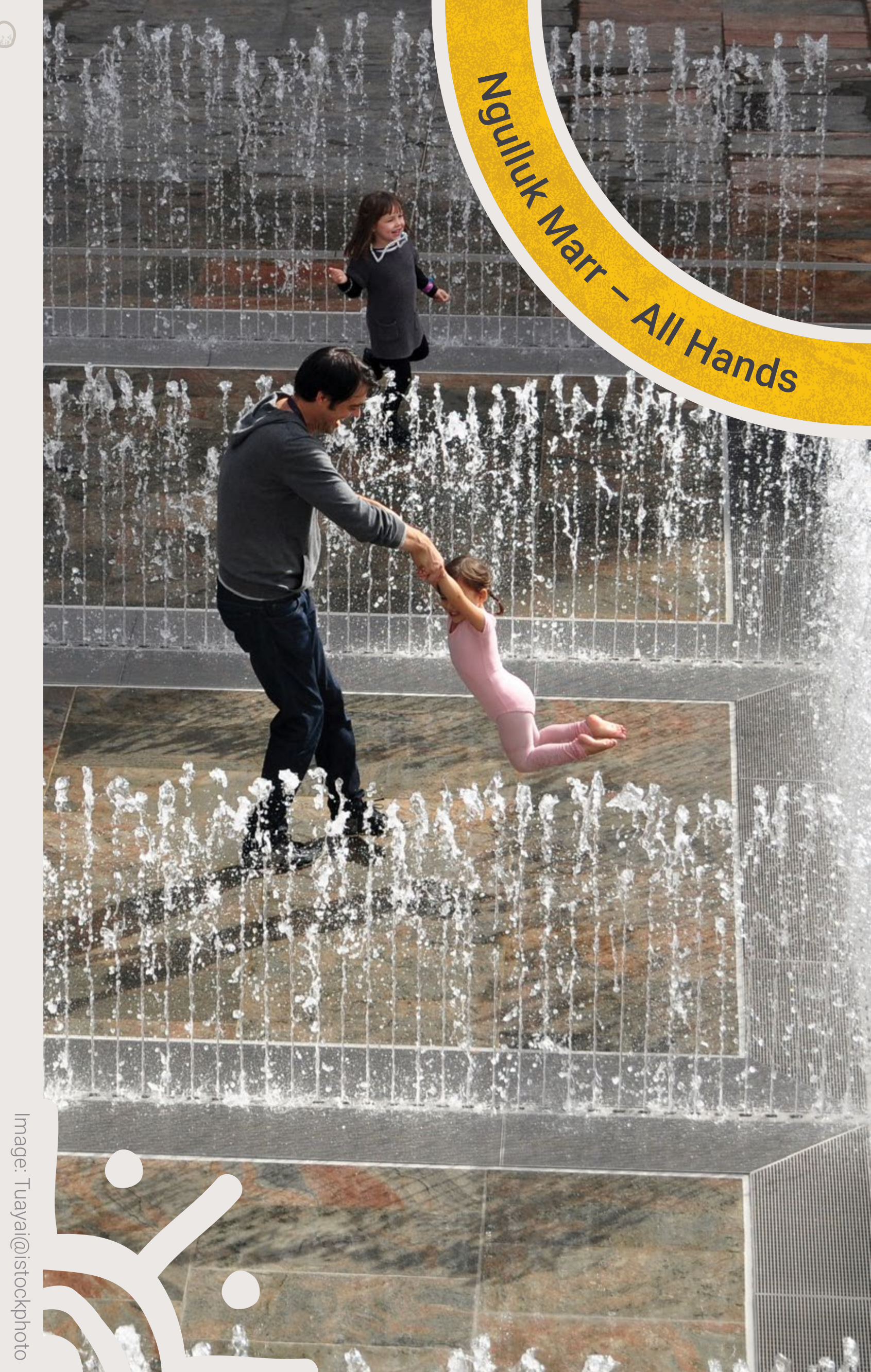
We partner with other agencies and service providers that support early solutions and prevent problems from worsening.

Data and analytics

We identify opportunities to intervene earlier to improve outcomes and enable evidence-led analysis, emerging patterns and trend identification.

Systems

We ensure that the systems we create to support housing management and the delivery of community services focus on earlier and preventative expenditure.



3. Continuous improvement in service delivery



Communities has significant statutory responsibilities, including child protection, building and maintaining housing and delivering and regulating community services and supports. Communities also delivers on Government priorities to support better outcomes for Aboriginal people, people with disability, carers, youth and volunteers.

When we undertake these functions, we seek to always commit to better ways of delivering outcomes for the people we serve.

Communities will focus on:

Innovation culture

As a team we are constantly looking for better ways to improve and achieve greater efficiencies to help individuals, families and communities.

Business improvement

To make it easier for our team, partners and the people we serve, we continue to implement changes to systems and processes that achieve real results.

Data and measurement

We use data to analyse relevant trends and measure the effectiveness of our delivery, opportunities to improve delivery, and any changes we make.



4. Innovative and integrated approaches



Communities' broad portfolio responsibilities, wide network and footprint provides opportunities to integrate supports for individuals, families and communities.

Those characteristics also make it possible to learn from and build on innovations in other portfolios, from different parts of the State and Nation and our delivery partners.

Communities will focus on:

Client needs

We connect individuals and families to appropriate supports wherever possible, whether or not they have come in through the "right door".

System improvement

We improve our internal and client systems to enhance data capture, reduce repeat assessments and facilitate better referral pathways.

Sharing information

We share data, evidence and experiences with each other, our partners and the people we serve as a way of driving improvement and innovation.

Sharing ideas

We encourage staff, partners and the people we serve to share ideas with us and each other, enhancing collaboration, learning and implementation.



5. A focus on our people and workplace



We work in a complex service system and our work can be challenging and rewarding.

We want to be a great place to work. We act with care and kindness.

We're investing in our committed workforce to achieve the best for children, young people, families, individuals and communities.

In doing so, we want to retain and develop the great people we have and attract equally talented and committed people to work with us.

Communities will focus on:

One Communities – One Team

We communicate well, take collective responsibility for what we need to do, celebrate diversity and achievement, and deliver responsive services that build safe, inclusive and empowered communities.

Cultural competence

We support our staff and partners to understand and interact effectively with people from other cultures.

Safety

We provide physical and psychological safety for our team, including appropriate workload management.

Development

We value the growth of our people, ensuring that our team and partners have the skills, expertise and support to deliver quality outcomes.



Our Outcomes

As a purpose-led organisation our outcomes focus on long-term success and realisation of our vision. Our outcomes define the changes that will occur as a result of the supports we provide.



1

Strong families

To provide safe and nurturing environments

3

Inclusive communities

That enable social, economic and cultural prosperity

5

Resilient people and communities

Including those impacted by an emergency or critical event

2

Care for children

To enable children to feel secure and supported

4

A place to call home

That provides a secure foundation for life

6

A great place to work

For all our people, everywhere, every day





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