

TOWARDS TOMORROW

STRATEGIC PLAN 2023-2027





A message from the CEO

'Books can truly change our lives: the lives of those who read them, the lives of those who write them.'

– Lloyd Alexander

Why Weren't We Told? by Henry Reynolds was one of those books for me. In a deeply insightful history, Reynolds tells the unvarnished story of what First Nations Australians suffered through the colonisation of their lands by Europeans and the intergenerational issues stemming from such a process that persist to this day. The thought that much of the inequality in employment, education and health that exists between Indigenous and non-Indigenous Australians today traces its origins back to a past that I, like Reynolds, learnt little about in my formal education gave me pause.

In the years since I read Reynolds' book, society's growing understanding has seen Indigenous history take a more prominent place in our education systems. But there is still significant progress to be made in sharing Indigenous culture and heritage with our young people and, in doing so, breaking down the barriers that have hindered the abilities of previous generations to achieve reconciliation in Australia.

The story of the Grow Hope Foundation is one of a small organisation dedicated to big change. Contributing to the shape of this story over the last seven years, together with a family of valued community partners and steadfast supporters, has been immensely rewarding for me on a personal level. Walking and growing with our Indigenous brothers and sisters has broadened my horizons and fostered new, cherished relationships.

With the launch of *Towards Tomorrow*, we begin writing a new chapter in the Grow Hope story. Building on recent successes and solid foundations, our shared vision for the next five years centres on the creation of opportunities for First Nations young people. Extensive work has been invested into the formulation of this plan, and I extend my sincere thanks to all who have contributed and those who will bring it to life in the years to come.

To finish, I encourage all Australians – and young Australians in particular – to be not just readers of our nation's story, but also writers. Let us build a country where everybody walks and grows together and, importantly, let us do it in concert with our Aboriginal and Torres Strait Islander peoples.

Happy reading and happy writing,

Tom Purcell

Preamble

GROW HOPE ACKNOWLEDGES THE TRADITIONAL CUSTODIANS OF COUNTRY THROUGHOUT AUSTRALIA AND RECOGNISES THEIR CONTINUING CONNECTION TO LAND, WATERS AND CULTURE. WE PAY OUR RESPECTS TO ELDERS PAST, PRESENT, AND EMERGING.

The Grow Hope Foundation was established in 2015 with a commitment to creating generational change through the education of young Australians in Indigenous history and culture and the facilitation of life-changing connections for young people with Indigenous Australia.

The scope of the Foundation's activities and impact has grown significantly since these early years, and the appointment of Indigenous mentors in independent schools that was the Foundation's initial focus. Through the development and operation of Hope House, at first located in Darwin and now in Palmerston, large numbers of students from the Gunbalanya Community School have had access to residential learning opportunities that don't exist in their Arnhem Land homes. The Gunbalanya community itself has benefited from support through the provision of trauma counselling programs, which Grow Hope worked to provide in conjunction with the Victorian Aboriginal Child Care Agency in 2019.

These initiatives have sought to empower young Indigenous Australians to lead lives full of choice, connection, and opportunity. This evolution notwithstanding, Grow Hope's work has also acted to fulfil the original mission of its founders.

Since first collaborating with Wanyara in 2018, when it was conceived as Traditional Aboriginal Games (TAG), thousands of Victorian students have participated in Indigenous cultural workshops. Young, passionate, and energetic, Wanyara's presenters share Aboriginal and Torres Strait Islander games, art, dance, language, history, ceremonies, songs, and stories in hundreds of classrooms around Victoria each year. Grow Hope's relationship with Wanyara was formalised with a partnership agreement in 2021, and potential for further expansion and engagement through the Classrooms of Culture Fund has been identified as a priority for both organisations moving forward.

Grow Hope has also provided opportunities for members of the public and supporters of the Foundation to experience Indigenous culture by offering immersion trips to the Northern Territory. These eye-opening adventures on Country have been well-received, though our ability to deliver them has been hampered by the COVID-19 pandemic since 2020.

It is vital that, as an organisation, Grow Hope has a clear plan for the future and an equally clear vision and mission to strive towards. *Towards Tomorrow* is the summation of our strategic thinking and planning for the next five years. It is the blueprint which will position Grow Hope as a Foundation that makes an enduring contribution to Indigenous Australia through the transformative impact of education.

Effective strategic planning and execution requires a dynamic, methodical process to keep an organisation such as ours focused on the right goals, issues and actions. We have come together as a Foundation in the development of *Towards Tomorrow* to create a plan to do exactly that.

While our plan establishes ambitious goals and measures, we will retain a degree of flexibility as we anticipate strong community involvement continuing to inform our activities. As we listen and learn, we will remain open to the counsel we receive from our Indigenous partners and other stakeholders to ensure we can best respond to the dynamic environment in which we operate.

VISION

The creation of opportunities for Indigenous young people as we aspire for them to find their place in a future where all Australians walk and grow together.

MISSION

To create generational change by empowering young Indigenous Australians to lead lives full of choice, connection and opportunity.



GUNBALANYA
WELCOMES YOU

VALUES

Empowerment

We believe in empowering young Indigenous Australians to be proud of their culture, connected to their community, and strong in their future. Equipped with the skills and tools to walk in two worlds, our young people can do more, learn more, and become more.

Opportunity

All Australians should have access to the same opportunities, whether they be educational, economic, or otherwise. Through impactful and inspiring programs, Grow Hope fosters and facilitates access to opportunities for young Indigenous Australians.

Learning

The education of young Australians in First Nations culture and history is important because we only know who we are when we understand our story. We're also committed to listening and learning from Aboriginal and Torres Strait Islander people, ensuring that Indigenous knowledge is respected and retained.

Leadership

Aboriginal and Torres Strait Islander young people are the leaders of tomorrow in their communities and in our country. We apply ourselves to advancing Indigenous leadership and ownership in the conversations that affect them.



Our strategic goals

The following objectives provide a robust roadmap that outlines where Grow Hope will focus its energy over the next five years. The Foundation's strategic goals fall under four pillars: Programs & Impact, Development & Partnerships, Community & Engagement, and People & Capability.

Our programs in Victoria and the Northern Territory are the core of what we do, but their ongoing success is underpinned by realising the goals encompassed within the latter three pillars. Without sustainable funding, strong engagement with the community around us, and an effective team, the Foundation's ability to create meaningful impact is hamstrung.

Programs & Impact

- 1.1 Maintain a quality environment at Hope House where Indigenous students from remote communities in the Northern Territory can develop life skills and undertake schoolwork.
- 1.2 In partnership with Wanyara, expand access to Indigenous cultural education so that more young Australians understand, appreciate, and value Aboriginal and Torres Strait Islander culture and history.
- 1.3 Facilitate life-changing cultural immersions on Country in the Northern Territory.
- 1.4 Establish and facilitate an ongoing community of practice which connects Indigenous staff, mentors, and leaders in schools so as to support their work with Aboriginal and Torres Strait Islander students.
- 1.5 Explore opportunities to establish new Hope Houses interstate.

Development & Partnerships

- 2.1 Expand philanthropic support for the Foundation to ensure a sustainable future for programs.
- 2.2 Foster corporate partnerships to build financial and in-kind support for the Foundation's programs.
- 2.3 Progressively engage schools that have hosted Wanyara incursions and connect them with service-learning opportunities through fundraising for Grow Hope.
- 2.4 Convert supporters of the Foundation into donors.

Community & Engagement

- 3.1 Develop a marketing and communications function that builds the Foundation's profile in the community.
- 3.2 Deliver an annual calendar of engaging and inspiring events to bring together the Grow Hope community and meet fundraising targets.
- 3.3 Maximise opportunities to educate sectors of the community about Indigenous culture, history, and reconciliation.

People & Capability

- 4.1 Advance and reinforce Indigenous leadership of the Foundation.
- 4.2 Recruit, develop, motivate, support, and retain a high-performing team of volunteers and employees.
- 4.3 Provide staff with the support, resources, and environment they need to do their best work.



Continuous improvement

This strategic direction has filled the entire Grow Hope community and team with a great sense of purpose. Our goals are ambitious, but reflect where we believe the Foundation can make the biggest inroads toward achieving our vision and mission.

Success will depend on the Foundation's ability to build on our strengths, establish strengths out of our weakness, capitalise on the opportunities we have identified, and mitigate the threats to the strategy.

In this strategic plan, each goal has been allocated owners to oversee responsibility for that area. Owners ensure that the appropriate people are implementing the actions identified and that the necessary resources are made available to realise goals.

The Board of Directors has committed to a formal process of annual reviews to evaluate Grow Hope's progress towards its strategic goals. Likewise, the Foundation's staff team will evaluate strategic progress regularly. Completion of regular reviews in this manner will ensure that, as an organisation, we remain aware of and are able to manage both external environment issues and internal operating challenges.

GROW HOPE FOUNDATION LIMITED

MELBOURNE | DARWIN | GUNBALANYA

ABN 81 606 044 991 W www.growhope.org.au E admin@growhope.org.au



@growhopeaus



/growhopeaus



Grow Hope Foundation