

1. Our Business

Objective: To generate and develop an accountable and sustainable organisation through viable financial and business approaches

	Strategies	Outcomes
1.1	Maintain a Board membership that complements the organisation's strategic direction	<ul style="list-style-type: none"> A Board membership that contributes to WA PCYC becoming a dynamic, corporate, competitive and contemporary provider of youth services
1.2	Maintaining the Community Advisory Committee function to ensure community representation and engagement	<ul style="list-style-type: none"> Community Advisory Committees better inform the organisation of operational environment issues to contribute to overall organisational service improvement and fit, and engage in Centre activities where required in support of Centre Managers
1.3	Develop a clear strategic direction through organisational strategic planning	<ul style="list-style-type: none"> Strategic Priorities and Business Key Activities maintain a strategic fit with the operating environment and keep pace with emergent issues
1.4	Refinement of the Risk Management System to identify themes and trends that support Strategic and Business Planning, with program development approaches and progress aligned to organisational values and priorities	<ul style="list-style-type: none"> WA PCYC Risk Management System is refined to be systematic and systemic, contributing to the identification of emergent issues Organisational and Centre priorities and actions are set annually Associated risks are identified and treated to minimise, mitigate or eliminate impact Improved responsiveness to young people and community needs in liaison with WA Police that results in timely program development and responses
1.5	Refine Head Office support functions to increase support to our centres and service providers	<ul style="list-style-type: none"> Organisational corporate and commercial functions are centralised, providing better coordination and support to Centres that are sustainable and provide value for money Centre Managers are able to meet Centre and community service delivery needs more directly
1.6	Progress the State-wide Infrastructure Upgrade Program	<ul style="list-style-type: none"> Centre and Camp facilities are upgraded to deliver viable programs and activities relevant to clientele and stakeholder needs Provision of sustainable suitable and safe places for young people and families
1.7	Refine policies, procedures and guidelines to support decision-making, service delivery and innovation at the Centre level	<ul style="list-style-type: none"> A suite of consolidated policies, procedures and guidelines that are relevant and contribute to better organisational governance, Centre Management decision-making, innovation and viable service delivery Organisational direction and information is managed and readily accessible organisation-wide, and service delivery is enhanced at all levels of the organisation
1.8	Implement a consistent State-wide IT capability to respond to a changing business environment	<ul style="list-style-type: none"> Information systems are developed to implement a consistent State-wide IT platform Organisational information is readily accessible organisation-wide, thereby enhancing decision-making and service delivery at all levels of the organisation
1.9	Review and refine financial management and accountability processes to achieve business viability	<ul style="list-style-type: none"> Financial management and accountability is stringently applied, and supported through robust audit Grants and sponsorship funds are acquitted and used effectively to achieve strategic priorities Stronger relationships between all managers and support staff

1.10	Develop Marketing, Learning and Development and Communications strategies to promote and identify marketing, fundraising and funding opportunities	<ul style="list-style-type: none"> The WA PCYC brand, including organisational programs and activities, is known State-wide Financial viability is sustained through more reliable and regular self-generating and government sources Learning and Development enhances Centre service delivery through quality and relevant training in specific areas
1.11	Establish a Project Management discipline that complements grant and tender submissions and implemented programs/projects	<ul style="list-style-type: none"> A coordinated approach to grants and tenders information gathering and management Grant and tender governance is further enhanced, leading to better reputation and credibility Increased and successful grant and tender submissions, leading to preferred service provider status Increased opportunities through evidence-based outcomes relevant to stakeholder requirements

2. People

Objective: Continue to develop a professional workforce

	Strategies	Outcomes
2.1	Develop a long-term workforce planning framework	<ul style="list-style-type: none"> SHRM processes are established to identify and respond to workforce requirements Diverse and creative workforce capacity and capability planning to ensure service delivery needs State-wide WA PCYC is able to adapt to a changing operating environment and ensure consistency and relevance of core service delivery
2.2	Review skill levels and workforce structure across the organisation to meet changing and future service delivery needs	<ul style="list-style-type: none"> The Recruitment and Selection Strategy is strengthened to maintain industry relevancy, and attract and retain a professional workforce Succession planning is enhanced through knowledge sharing and multi-skilling Staff are able to competently apply their knowledge and skills to meet service delivery requirements
2.3	Ensure staff safety and wellbeing (OSH compliance)	<ul style="list-style-type: none"> All staff are aware of their workplace obligations through awareness and training in promoting a healthy, safe and secure workplace
2.4	To foster a workforce that performs in-line with our organisational values: Respect, Professionalism, Accountability, People, Partnerships	<ul style="list-style-type: none"> WA PCYC attracts and retains the right people and is recognised as a not-for-profit employer of choice Staff are inducted and made aware of their roles, responsibilities, strategic priorities, and behavioural and performance requirements Learning and Development is linked to the Performance Management System and provides for specific workplace skills training and professional development aligned to their career aspirations
2.5	Implement and refine performance management to ensure the alignment with organisational values and strategic priorities	<ul style="list-style-type: none"> A Performance Management System and measurement reporting that are both relevant and focused on strategic priorities and linked to individual performance, and learning and development Strategic and business priorities are achieved through performance review and the development of individual KPIs
2.6	Develop and improve internal communication with all staff on changes and to foster organisation-wide information sharing at all levels	<ul style="list-style-type: none"> All WA PCYC Staff are fully informed of, engaged with, and are committed to organisational strategic priorities Internal relationships are improved, leading to enhanced workplace harmony and teamwork

3. Service Delivery

Objective: To develop young people through inclusive and sustainable programs and activities that contribute to a safer community

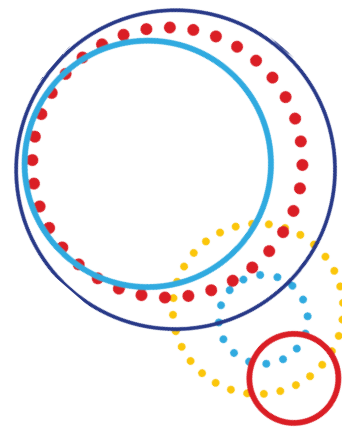
	Strategies	Outcomes
3.1	Research and develop a directory of services to determine the type and extent of current services, to establish and maximise WA PCYC capacity and capability	<ul style="list-style-type: none"> A directory of WA PCYC services is established, which is readily accessible State-wide to enable easy identification of current services and programs organisation-wide WA PCYC service delivery capacity and capability is enhanced
3.2	Develop evidence-based WA PCYC intervention services to build the reputation of the organisation and attract funding	<ul style="list-style-type: none"> A coordinated approach to evidence-based information gathering and management is established Increased opportunities through evidence-based outcomes relevant to stakeholder requirements Grant and tender governance is further enhanced, leading to a better reputation and credibility Increased successful grant and tender submissions, leading to preferred service provider status
3.3	Facilitate and encourage information sharing to develop and add value to the WA PCYC directory of services	<ul style="list-style-type: none"> Information sharing with the WA Police is enhanced, which leads to better identification of prospective programs and activities, contributing to improved service delivery Programs and associated templates that can be tailored to adapt to specific issues, and demographics and geography can be accessed for application State-wide Organisational direction and information is managed and readily accessible organisation-wide, and service delivery is enhanced at all levels of the organisation Internal relationships are improved, leading to enhanced workplace harmony and teamwork
3.4	Respond to market needs promptly and proactively to be a leader in service delivery	<ul style="list-style-type: none"> Improved responsiveness to young people and community needs in liaison with WA Police that results in timely program development and responses
3.5	Back to service delivery basics through quality	<ul style="list-style-type: none"> Police Youth Crime Intervention Officers (YCIOs) are established in relevant WA PCYC facilities and work collaboratively with WA PCYC Centre Managers in developing contemporary youth development programs and activities in liaison with young people and their families Centre programs and activities are delivered that are relevant to specific stakeholder and clientele needs, in partnership with other organisations, to do the right things for mutual outcomes Centre and Camp facilities are upgraded to deliver viable programs and activities relevant to clientele and stakeholder needs Provision of sustainable, suitable and safe places for young people Assets strategically placed, maintained and shared to enable service delivery from both organisational and integrated approaches and are sustainable for future viability
3.6	Increase decision making responsibilities for managers to strengthen service delivery opportunities	<ul style="list-style-type: none"> A suite of consolidated policies, procedures and guidelines that are relevant and contribute to better organisational governance, and Centre Management decision-making, innovation and viable service delivery
3.7	Ensure stakeholder engagement and feedback to develop and deliver effective services	<ul style="list-style-type: none"> Police Youth Crime Intervention Officers (YCIOs) are established in relevant WA PCYC facilities and work collaboratively with WA PCYC Centre Managers in developing contemporary youth development programs and activities in liaison with young people and their families

4. Partnerships & External Relationships

Objective: To foster new and existing sustainable partnerships that are transparent and accountable

	Strategies	Outcomes
4.1	Build and maintain an organisational partnership with WA Police for mutual crime prevention outcomes and strategies	<ul style="list-style-type: none"> The WA PCYC and WA Police partnership contributes to the development of youth and better families, youth crime management and mutual community safety and security outcomes Police Youth Crime Intervention Officers (YCIOs) and WA PCYC Staff collaborate in responding to youth-at-risk program requirements for mutual outcomes
4.2	A Marketing and Communications Strategy that attracts sustainable funding opportunities	<ul style="list-style-type: none"> Creative Marketing and Communications Strategies that positively impact peoples' perceptions and opinions about WA PCYC and the beneficial services it provides to youth and families in our society, including how the organisation contributes to building a safer community WA PCYC is a credible and informed organisation that provides commentary and specialist opinions and views on young peoples' development within our sphere of knowledge
4.3	A transparent approach is adopted to develop and build positive and sustainable external relationships	<ul style="list-style-type: none"> Informal and formal networks at all levels engage with our partners, stakeholders and other NFP organisations to identify opportunities that contribute to Government, Local Government and local safety and security priorities Joint grant and tender submissions are developed that acknowledge expertise across a range of service providers and facilitate the sharing of resources
4.4	Focus on and establish two way relationships to acknowledge key partners through co-branding strategies	<ul style="list-style-type: none"> Joint grant and tender submissions are developed that acknowledge partnerships, branding and expertise across a range of service providers and facilitate the sharing of resources Collaborative partnerships are acknowledged through various forums and modes
4.5	Reporting Strategy to give feedback to partners in order to maintain sustainable relationships	<ul style="list-style-type: none"> Evidence-based performance reporting on program/project progress, outcomes and impact is communicated to WA PCYC partners regularly

OUR VALUES



Respect

We respect all people

Professionalism

We encourage and influence an innovative and committed workplace

Accountability

We are transparent with our responsibilities

People

We foster compassionate and effective working relationships

Partnerships

We build and foster working partnerships for sustainable mutual outcomes



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STRATEGIC PLAN 2016 - 2018

CEO MESSAGE

The Federation of Police and Community Youth Centres Inc. (WA PCYC) has embraced the Browne Report recommendations and the previous strategic priorities to transform the organisation internally with a focus on governance, and its fit with the operating environment. We now have to focus efforts externally to enhance our footprint and impact.

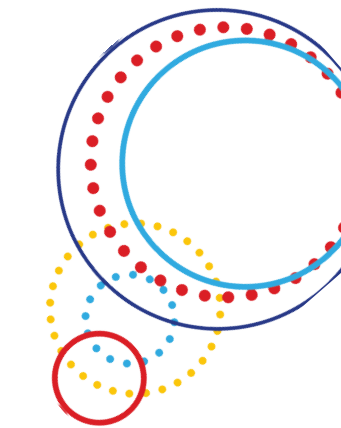
WA PCYC, in working collaboratively with the WA Police in developing and delivering relevant youth programs that contribute to youth crime management, has wider benefits for our young people and community. Our partnership with the WA Police is predicated on the foundation and principles of WA PCYC when established in 1941 and is the basis of our service delivery. This is further enhanced through the joint management of Blue Light and Police Rangers.

The past three years have been both challenging and rewarding but it is now time for WA PCYC to focus externally on delivering quality services to our young people aligned to our Values and WA PCYC foundation principles - developing youth through police and community support and partnerships that contribute to better citizenship and a safer community.

WA PCYC understands our changing society and the need to increasingly provide the right access and development opportunities for all young people, and work in close collaboration with the WA Police and Federal, State and Local Governments in striving for mutual community outcomes.

The 2016 - 2018 Strategic Plan and cycle reflects our external focus and effort over the next two years, giving our managers the support and authority that influences innovation and inspiration to deliver relevant and viable youth development services State-wide.

John (Jock) Gillespie
Chief Executive Officer



WHO WE ARE

Vision

We change lives

Mission

In partnership with the WA Police and the community, a charity that develops young people through inclusive and sustainable programs and activities that contribute to a safer community

