



# STRATEGIC PLAN 2017-19



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## OUR VISION:

BUILDING A BETTER FUTURE, ONE PERSON AT A TIME.

## OUR VALUES:



**EMPATHY**

We care about each and every life we touch, about our communities, and each other.



**INCLUSIVENESS**

We value and include everyone, regardless of their circumstances - those who need help, and those who want to help. We work with others to achieve our goals, and we value collaboration over competition.



**GOOD JUDGEMENT**

We conduct our business with commercial and social acumen, aware that we are part of a broader picture. We are methodical and objective in our decision making, balancing our vision against the need to protect and strengthen the health of our organisation.



**FLEXIBILITY**

We are flexible in our thinking, our ideas, and our operations. We look for innovative solutions to achieve our vision. We adapt to our changing environment and we adapt our solutions and approach to each and every person we help.



## OUR STRATEGIC PILLARS



**FOUNDATIONS** - Protecting our mission and getting the basics right:

The strength of the Board, governance, the management team, risk management, culture, brand and finances. It is about ensuring the sustainability of the organisation - getting the business fundamentals right today to be successful tomorrow.

**IMPACT** - Changing lives through excellence in program and service delivery:

Our programs and service delivery, which are our core business. This includes maximising our current program delivery, ensuring that this is efficient, guaranteeing excellent service delivery, and that we are innovating and continuously improving the breadth and depth of our core programs.

**STABILITY** - Strengthening our balance sheet and diversifying our funding sources:

Securing our own permanent location, diversifying income sources, and investing in growth assets to strengthen our balance sheet. It is about ensuring the financial viability of the business.

**COLLABORATION** - Partnering with like-minded people and organisations to achieve the greatest social benefit:

The depth and breadth of engagement with our community and with other providers and decision makers within the training and development space. It includes community participation and leadership, advocacy, partnerships, and contributing to government policy development.

**GROWTH** - Actively seeking and capitalising on opportunities to increase the scale of our organisation and its programmes.

Business development including identification and adoption of new opportunities, programs, income streams, and social enterprises to scale up and strengthen our core activities.

# STRATEGIC PLAN 2017-19

## FOUNDATIONS

- 1.1 Corporate structure and governance**

Maintain and develop transparent, best practice corporate structure and governance throughout the organisation through appointment of an independent and suitably skilled Board who utilise audited information in decision making and risk management, monitor and supervise the work of the CEO and advocate for YC Group in the community.
- 1.2 Legal and Compliance Review**

Ensure that all relevant legal and compliance responsibilities are documented and observed throughout the organisation.
- 1.3 Financial management**

Establish efficient financial management systems that provide accurate and timely information to underpin effective financial decisions.
- 1.4 Risk management**

Implement risk management structures and strategies to ensure that risk is identified, assessed and controlled.
- 1.5 Organisational Culture**

Maintain a positive organisational culture by implementing a workforce development strategy that attracts and retains the best people to realise our vision.
- 1.6 Marketing and Branding Strategy**

Communicate our strong, respected profile within the community and our positive participant outcomes through all available channels.

## IMPACT

- 2.1 Service Delivery**

Provide excellence in service delivery enabling those we work with to overcome their barriers to become productive members of society.
- 2.2 Barriers plan**

Help young people to overcome their barriers so they can become productive members of society.
- 2.3 Knowledge plan**

Provide an individualised, responsive and dynamic curriculum enabling those we work with to overcome their learning barriers.

## 2.4 Skills plan

Provide dynamic vocational and workplace learning and skills development to enable participants to successfully make the transition to further training and employment.

## 2.5 Jobs plan

Provide individualised apprenticeship support and vocational and workplace learning and skills development to enable participants to successfully make the transition to further training and employment.

## 2.6 Measuring our impact

Develop a range of tools and mechanisms to facilitate the accurate and appropriate reporting of outcomes achieved by individual participants and holistic intervention programs.

# STABILITY

## 3.1 Permanent home for YC GROUP

Identify and evaluate options to secure a permanent home owned by YC GROUP for co-ordination of entities and programs.

## 3.2 Asset acquisition plan

Develop criteria and implement processes to identify opportunities to acquire appropriate assets.

## 3.3 Diversify income sources

Establish effective processes to identify and act to secure viable funding sources.

## 3.4 Performance Reporting

Establish and maintain monitoring and reporting systems that provide explicit data to underpin accurate reporting of organisational outcomes.



## COLLABORATION

### 4.1 Volunteer engagement

Investigate and implement appropriate volunteering programs to complement staff service delivery and engage community in the work of our organisation.

### 4.2 Political engagement

Assertively connect with political representatives and organisations to advocate for our participants, their needs, YC programs, and the community enhancement achieved by our organisation.

### 4.3 Community partnering plan: PR and social media

Develop public relations, marketing and social media strategies to promote YC GROUP, engage community participation, and attract clients in need of our services.

### 4.4 Indigenous engagement

Enhance the nature, purpose and depth of engagement and collaboration with indigenous partners in all YC GROUP entities.

## GROWTH

### 5.1 Fostering innovation within YC GROUP

Actively create opportunities to increase the scale of our organisation by fostering and supporting staff innovation.

### 5.2 Mergers and Acquisitions

Seek and evaluate M&A opportunities.

### 5.3 Social Enterprise incubation

Investigate, interrogate and assess the economic and social viability of new social enterprises.

### 5.4 Growth of current YC entities

Assess the potential for growth in existing YC GROUP entities and plan to achieve this.





 **YCGROUP**  
YOU CAN