



Investing in
our youth Inc.



STRATEGIC PLAN 2009-2012

Investing In Our Youth (IIOY) is a not for profit community based organisation that promotes the healthy development of children and young people in the South West region.

IIOY grew from a community seminar in 1999 that led to the formation of an 'Investing in Bunbury's Youth' steering committee. The founding members aligned with a model of prevention and community mobilisation called 'Communities That Care'. The model identifies and addresses priority areas to promote healthy development before young people become involved in problem behaviours. This model continues to underpin the work of IIOY and has been fundamental to the planning work that has led to the development of the strategic priorities documented in this plan.

Our purpose

IIOY achieves its vision by working with other community service organisations, business, government and the wider community to generate ideas and facilitate projects, services and community plans that will foster the development of children and young people in the South West region

Our vision

To create a healthy and safe community environment where all young people are valued and supported to reach their full potential

Our values

Integrity

We act in professional and ethical ways when dealing with people and issues.

Respect

We show respect for others opinions.

Flexibility

We are flexible in our ability to change agreed focus.
We are responsive to emerging issues.

Advocacy

We represent and communicate the issues and needs of others on their behalf.

Collaboration

We collaborate in the building and maintaining of partnerships.

Support

We assist others in the child and youth service sector to achieve shared objectives.
We provide accurate and timely information.

Our People

IIOY is a not for profit organisation governed by a Board of Management.

Board

Chairperson Professor Rhonda Oliver

Deputy Chairperson Ms Raquel Willis

Treasurer, Mr Mark Jennings

Ms Rosalie Carmichael

Ms Jane Manning

Ms Karen Collins

Mr Alan Kidd

Mr Mike Farren

Mr Marcus Turner

Ms Nicolle Warren

Staff

Carmen Gregg - Executive Officer

Robyn Golding - Office Administrator

Our Stakeholders

IIOY stakeholders are children, young people and families in the South West region. We work in partnership with business, community and government. Our key stakeholders include a range of organisations and services including the South West Development Commission, WA Country Health Service – SW Population Health and the South West Education Region.





STRATEGY STATEMENTS

The Management Committee and key staff undertook a review and planning process to identify four key strategic priority areas of work that

IIOY will focus on over the next two to three years.

Independent stakeholder analysis was conducted that provided evidence that supported the need for the continued work of IIOY. Feedback included not only the contribution made to improving the services and facilities for young people in the region, but also the value that IIOY was able to contribute to agencies supporting young people and families across the South West region. With this in mind, the board wanted to continue with the current core services of information brokerage, grant writing, evaluation services, and research and advocacy activities.

To support this work and achieve the identified strategies, the need to build the sustainability of the organisation was seen as vital. This will require diversifying income streams through a range of initiatives including continuing with fee for service activities such as auspice and grant writing, expand current membership through creating a new membership and subscription structure, and creating more opportunities for sponsorship and partnership with community and business.

To achieve our vision four strategic priorities have been identified;

- 1. Create opportunities for children, young people and their families to participate fully in our community**
- 2. Advocate for and represent the interests of children and young people in the South West region**
- 3. Address priorities identified by key stakeholders with a focus on prevention and early intervention**
- 4. Plan for sustainability of the organisation**

Underpinning all the work of IIOY is the principle of working in collaboration with local agencies, community and business. All work will continue to be underpinned by evidence based research regarding the needs of children and young people in the South West region and is available to decision makers at all levels of Government and private enterprise.

Strategic Priorities and Objectives

1. Create opportunities for children, young people and their families to participate fully in our community

- 1.1 Actively support and promote innovation and new initiatives that improve facilities and services for local youth, children and service providers
- 1.2 Provide practical supports to enable children and young people to have their views heard and be involved in decision making
- 1.3 Promote participation of children, young people and their families in issues affecting their lives

2. Advocate for and represent the interests of children and young people in the Southwest Region

- 2.1 Facilitate local input on issues pertaining to children and young people
- 2.2 Conduct and collate evidence based research to inform policy makers in the planning of /and development opportunities for young people.
- 2.3 Create a priorities issues plan to assist in prioritising time and resources of IIOY

3. Address priorities identified by key stakeholders with a focus on early intervention and prevention

- 3.1 Maintain and build partnerships
- 3.2 Develop and implement communication plan

4. Plan for sustainability of the organisation

- 4.1 Build an organisation profile
- 4.2 Identify and secure new sources of funding
- 4.3 Retain and grow membership
- 4.4 Strengthen and build board skills and representation

1. Create opportunities for children, young people and families to participate fully in their community

Strategy	Actions	Measures	Targets	Responsibility	Priority
1.1 Actively support and promote innovation and new initiatives that improve facilities and services for local youth, children and service providers	Facilitate events and seminars for key stakeholders in the South West	Number, type and quality of events	2 events per year; one of which should include resources or expertise from outside the region	Coordinator /Administration Support	2010-2012
	Identify and bring resources outside the region to the South West	External resources identified and sourced	At least 1 new program or initiative commenced in the South West region each year, as a direct or indirect result of IIOY work	Coordinator	2010-2012
	Identify funding and expertise that can increase opportunities to generate projects and ideas	Funding opportunities are identified and communicated to stakeholders	Number and type of funding application information provided to stakeholders	Coordinator	2010
1.2 Provide practical supports to enable children and young people to have their views heard and be involved in decision	Support existing youth advocacy forums	Actively supporting forums where young people are consulted and valued	Number of forums IIOY provides support to (i.e. information communicated, attendance)	Coordinator	2010-2013

Strategy	Actions	Measures	Targets	Responsibility	Priority
making	<p>Promote and support youth positions on committees</p> <ul style="list-style-type: none"> Undertake research to support current peer support programs to ensure youth participation and leadership are adequately funded and supported by government. 	Information on youth involvement is incorporated in marketing material. Mentoring programs supported and advocacy provided.	Collection and collation of data on the type and number of peer support programs in the region. Research on value of young people being involved in decision making.	Coordinator	2011-2013
1.3 Promote participation of children, young people and their families in issues effecting their lives	<p>Explore how IIOY can support young people to be involved in decision making</p> <ul style="list-style-type: none"> Submissions supporting youth participation Representation on IIOY committees Strong advocacy for youth involvement 	Number and types of ways IIOY support youth participation	Number of submissions/letters of support	Coordinator	Ongoing
	<p>Develop relationships with key stakeholders to increase dialogue including</p> <ul style="list-style-type: none"> Commissioner of Children and Young people Development commission Local Council Business 	System for ongoing dialogue with Commissioner in place	Number of meetings with Commissioner and other stakeholders	Coordinator /Chairperson	Ongoing

2. Advocate for and represent the interests of young people in the Southwest Region

Strategy	Actions	Measures	Target	Responsibility	Priority
2.1 Facilitate local input on issues pertaining to children and young people	Support opportunities for young people to speak on issues impacting them including: <ul style="list-style-type: none"> • Inviting young people to comment on IIOY activities • Support community consultation that involves young people in decision making 	Level of involvement of local stakeholders including target group	Number of young people attending IIOY hosted events Evidence of young peoples views being incorporated in IIOY policy and advocacy work	Coordinator /committee	2010-2012
	Host a biannual Youth community voice Forum <ul style="list-style-type: none"> • Include in marketing strategy <ul style="list-style-type: none"> • strategies to increase awareness of youth issues in the region • key stakeholders/audience • key messages 	Qualitative and quantitative data	Youth community forum is held	Coordinator – Admin support	

2.3 Create a priorities issues plan to assist in prioritising time and resources of IIOY	<ul style="list-style-type: none"> Create priorities issues plan and identify current priorities 	Plan signed off by Board year 1 Plan annually reviewed by Board	Plan in place by November 2010 Decision making framework agreed to Plan reviewed and updated yearly	Coordinator /Board	November 2010 Then yearly
	<ul style="list-style-type: none"> Create a framework for decision making 	Priorities are agreed to using framework	Framework signed off	Coordinator	2010

3. Address priorities identified by key stakeholders with a focus on early intervention and prevention

Strategy	Actions	Measures	Target	Responsibility	Priority
3.1 Maintain and build partnerships	<ul style="list-style-type: none"> Actively support and showcase services delivering youth prevention strategies to achieve their goals Actively pursue opportunities to present conference papers Explore mutually beneficial collaboration arrangements including resource sharing 	Number of relationships that exist Type of support provided	Maintain existing relationships and build where possible One conference presentation and one publication per year One joint venture per year	Coordinator /committee	2010-2012
3.2 Develop and implement Communication Plan	Develop key messages and identify key stakeholders in a communication plan Create media release template Review media policy and delegated authorities	Key message s clearly articulated by IIOY Media policy in place	Number of media hits Number of submissions Number of services providing youth	Committee/ Coordinator	2010 – ongoing

Strategy	Actions	Measures	Target	Responsibility	Priority
	Include policy strategy in key issues priority plan	Priority issues endorsed by board	prevention strategies in the Bunbury and South West region		

4. Plan for the sustainability of the organisation

Strategy	Actions	Measures	Target	Responsibility	Priority
4.1 Build organisation	Develop an agreed understanding of what and why IIOY is developing a marketing plan	Agreed purpose of Marketing	Board understands Marketing plan role and purpose	Committee/Coordinator	2010-2012

	Develop and implement a marketing plan aimed at increasing the awareness of IIOY and youth issues in the Bunbury and surrounding districts	Marketing plan finalised Materials produced	November 2010 – Marketing plan in place Number, quality and type of information communicated to stakeholders		
	Develop contact data base	Stakeholder contact base	Comprehensive stakeholder list	Develop contact data base	Stakeholder contact base
4.2 Identify and secure new sources of funding	Develop budget to undertake strategic priorities over next three years and identify funding gaps DGR status investigated Research and identify grants opportunities Maintain contact and build stronger links with current funding bodies Identify organisations to collaborate with in funding applications	Increased funding Number of joint projects	<ul style="list-style-type: none"> Secure funding to maintain and increase current staffing positions 	Coordinator /treasurer	Dec 2010

	<p>Investigate and develop sustainable fundraising strategies, including: Income generating activities such as grants writing, auspice service and events</p> <p>Development of written materials outlining partnership opportunities and distributed to business, council and community</p> <p>Membership fee structure established</p>	<p>Funding strategies have been fully costed and undertaken only if viable. Materials targeting business developed Fee structure in place</p>	•		
5 Retain and grow membership	<p>Subcommittee of MC established to review current organisation membership structure /categories to create opportunity for supporting organisations to become members Membership growth targets and strategy developed</p>	Committee established	Membership categories endorsed by Board Membership increase	Management Committee	Ongoing
6 Improve governance process where possible	<p>Continue to expand board memberships to attract additional experience and expertise (including youth)</p>	Number and skills set of Board	Full Board appointed at AGM		
	<p>Board participates in professional development</p>	Attendance at training	All board members undertaken skills development		

7. Build human resource capacity and capability	Review all current job descriptions including resources and procedures and ensure expansion is or can be accommodated	Review completed	Recommendations to Board for endorsement	Appointed Board member	
	Determine appropriate staffing levels to ensure optimal efficiencies	Staffing levels Staffing ratios	TBD TBD	Appointed Board member	
	Review current wages to ensure meet industry standards	Industry standards	Staff paid at industry standard		