

Strategic Framework

2015 - 2018



yourtown
let's create brighter futures

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Introduction from the Chair



As an organisation we have many goals, most significant of which is to deliver on our Mission by providing high quality services to those who turn to us.

This strategic framework sets out our objectives and goals for the coming years across five key areas:

- Client Services and Programs
- Lasallian Ethos and Culture
- Organisational Positioning
- Organisational Development
- Organisational Sustainability

We share our aims and how we are going to work to achieve them. Measuring our performance provides us with the evidence upon which to highlight our achievements and also the matters that require improvement.

To deliver our objectives will require focus, commitment, and the engagement of our stakeholders. The challenging goals that we have set ourselves demand the highest aspiration from us. Our confidence based on what we have achieved in the past fuels the energy and our belief in the future.

A handwritten signature in black ink that reads "Gerry Lambert".

Gerry Lambert
Chair



A grayscale background image showing a close-up of hands clasped together in a prayer-like gesture. The hands are positioned on the left side of the frame, with fingers interlaced. A metal watch band is visible on the left wrist. The background is slightly blurred, focusing attention on the hands and the text overlay.

OUR VISION

young lives transformed,
communities strengthened.

OUR MISSION

To enable young people,
especially those who are marginalised
and without voice, to improve
their quality of life.



Lasallian ethos

yourtown's Values are Gospel values framed within the ethos and beliefs of the De La Salle Brothers. The De La Salle Order was founded in France in 1679 by John Baptist de La Salle, whose aim was to provide a human and Christian education to young people, especially the poor.

Today, the vitality of the Mission continues to depend on how we respond to the needs of the disadvantaged. We recognise that such needs take different forms and require not only a commitment to direct service delivery but also the promotion of social justice through 'giving voice'.

yourtown is committed to being recognised as a practical example of the Lasallian Charism and as such to the following objectives:

- Behaviours that give witness to an organisational commitment to Lasallian Values, used as the foundation for all activities.
- Initiatives to promote engagement with the organisational commitment expressed as being 'together and by association'. These initiatives include opportunities for both formal and informal formation.
- Priorities in decision making that ensure the organisation is proactively involved with service to the disadvantaged.

"The young people in your care are the letter which Christ dictates to you, which you write each day in their hearts, not with ink but with the Spirit of God."

John Baptist de La Salle

Our values

The way we go about achieving our goals is just as important as reaching them. Our values are derived from the Lasallian Charism and, along with our Mission and Vision, are the foundation of **yourtown**.



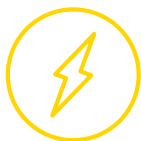
Brother and Sister to all

We value each other and everyone we meet.



Perseverance in Service

We never give up!



Faith and Zeal

We do everything with energy and commitment.



Innovation and Resourcefulness

We're not afraid to try new things.



Professionalism

We stand for quality and lead by example.

Ways we work

At the heart of who we are is how we respond to the needs of the disadvantaged.



Respect

We respect others by listening and being honest.



Excellence

We strive for excellence in what we do.



Creativity

We're creative, working in ways that get amazing results.

Client services and programs


yourtown will deliver high quality, evidence based, innovative services that break cycles of disadvantage and create independence in areas and communities of high need.

Objectives

- Provision of integrated individualised service responses.
- Development of collaborative partnerships to maximise social impact for clients.
- Sustainable service growth targeted to issues and to communities identified as high need.
- Engagement of clients and stakeholders in feedback to inform program design and quality standards.
- Evaluation of organisational activities to identify opportunities for continuous improvement.
- Optimisation of technology to provide access to materials in formats which engage, inform and educate all stakeholders.
- Research into new ways of breaking cycles of disadvantage for children and young people to inform the development of services.

Key Result Areas

- 90% of surveyed clients indicate that service provided was effective and met their needs.
- Extent of positive change demonstrated by clients.
- Program development initiatives informed from evaluations and client feedback.
- Research partnerships with universities and other learning institutions.
- Integrated client service model delivers high impact results.
- Increase in identified service outputs and outcomes.



“Thank you so much
(**yourtown**), for all you
have done for me over
the years. You have
no idea how much
you saved me.

Past client

Organisational positioning

yourtown is a relevant, vibrant organisation well respected by the community.

Objectives

- The engagement of all stakeholders is undertaken in a manner which is transparent, informing and respectful of their contribution.
- Brand/s will represent and position the organisation in accordance with our Mission and goals.
- The marketing strategy will prioritise specific audiences and/or specific issues.
- A strong evidence-based advocacy agenda will inform and support recommendations for change.

Key Result Areas

- Measured increase in brand/s awareness and positive associations.
- Increase in demand to Kids Helpline from communities identified as experiencing significant disadvantage.
- Strategic partnerships developed to inform and 'give voice'.
- Development of submissions which engage and inform social policy.



Organisational development

yourtown will foster a culture of individual and organisational accountability through shared Mission and mutual responsibility.

Objectives

- Organisational development and governance driven by a commitment to continuous improvement and the embodiment of organisational values.
- An integrated strategy, business and budget planning cycle.
- Maintenance of quality certification and alignment with industry standards.
- An organisational culture where the safety and protection of children and vulnerable adults is evidenced.
- A workforce who are appropriately qualified, skilled and supported in their ongoing professional and personal development.
- An organisational culture committed to safe work practices.



Key Result Areas

- Compliance to quality certification and industry standards is achieved and maintained where relevant.
- Child and youth safe work practices are continually measured, monitored, reviewed and improved where possible.
- All client service staff are engaged in clinical practice review and core skills professional development.
- Staff engagement survey shows strong levels of staff engagement and evidences core values in action.
- All staff participate in induction, performance reviews and have an individual development plan.
- Business performance results are achieved.
- Lost days, workplace incidents and WorkCover claims are minimised through proactive safety activities.

“How we go about achieving our goals is just as important as reaching them.”

Tracy Adams
CEO, yourtown



Organisational sustainability

yourtown will ensure the sustainability of operations through diversity of funding and maintenance of appropriate financial reserves.

Objectives

- **yourtown** funding activities generating greater income than that received from government/s sources.
- Growth achieved in independent funding through diverse activities.
- Supporters of the organisation engaged openly, transparently and with a strong commitment to achieving high quality customer service.
- Financial reserves will be managed to ensure best return is achieved with account for ethical alignment.
- Development of new income sources.

Key Result Areas

- More than 50% of **yourtown's** net operating income is generated from non-government funding sources.
- Investment funds achieve capital growth of at least average market rate for low risk investments.
- Net return from the conduct of fundraising activities increases by 5% each year.
- Annual growth in regular, active supporters is achieved.
- Profitability of commercially orientated activities contributes to service provision.
- Growth in corporate engagement achieves increased financial return and pro-bono support.
- Proportion of income derived from new sources is increased.

“It really did come out of the blue. I’d always bought **yourtown** tickets because I believe in the great charity work they do. I never thought I’d actually win the thing myself!”

Art Union winner

yourtown.com.au

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