

Strategic Plan

2018-2023



Vision

Launceston's leading youth organisation partnering Police and community to inspire, empower and engage young people to recognise and reach their potential.

Mission

We offer diverse activities and programmes to activate young people and reduce young people's engagement with the justice system.

We work with young people, community groups and education to develop passion, skills and connections whilst creating a culture of success and empowerment.

We embrace diversity and engage with all sectors of our community to make positive and productive contribution to society.

Objectives

Generate and develop an effective, sustainable and financially viable organisation.

Foster a loyal, professional and dedicated team of employees and volunteers.

Develop young people through inclusive and diverse programmes.

Provide safe, secure and fit-for-purpose facilities and evolve to meet changing needs.

Foster new and existing partnerships to ensure reach, effectiveness and sustainability.

Our Values

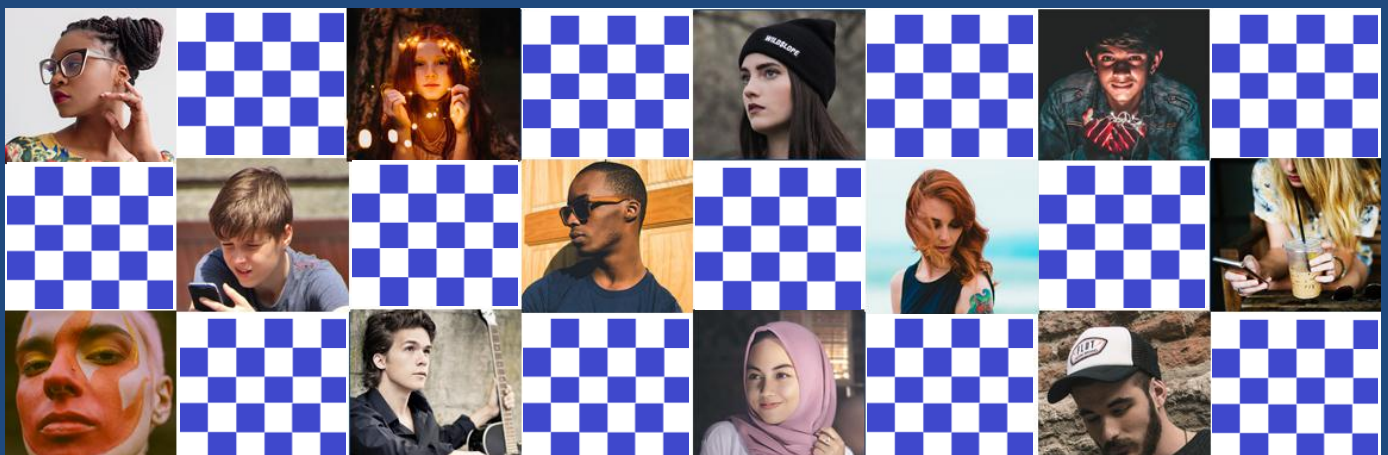
Integrity – we value doing the right thing, in an honest, fair, and responsible way.

Respect – we respect individual human rights and privacy, eliminate all kinds and forms of discrimination, and ensure a safe and healthy environment.

Innovation – we strive to introduce new ideas and encourage employees to be dynamic.

Drive – we have a thirst to constantly improve and celebrate success.

Nurturing – we understand the vulnerability of youth and strive to create a safe, caring environment with appropriately qualified staff and exemplary role models.



EFFECTIVE, SUSTAINABLE AND FINANCIALLY VIABLE ORGANISATION



Strategy	2023 Target
Work effectively with Police to deliver targeted programmes for young people who have engaged with the justice system and youth at risk.	Reduction in youth offending
Develop best practise customer service strategy.	Customer satisfaction 90%
Develop sustainable business model including best practise financial, auditing and reporting systems.	Year on year surplus of 5%
Develop a suite of policies and procedures that contribute to better organisation governance.	100% policies reviewed and updated.
Promote LPCYC as a worthwhile and valuable youth organisation to encourage increased participation from skilled volunteers on the Board.	100% Board capacity with 85% holding relevant qualifications.
Implement best practise information technology services to enable timely, organisation-wide sharing of information.	Integrated reporting and member management system.
Attain Gift Deductible Recipient Charity status and increase recurrent philanthropic support.	Philanthropic support increase by 100%
Develop community advisory committee with clear terms of reference to ensure relevance, representation and engagement.	Community Advisory Committee established.
Develop risk assessment systems that support programme development and evaluation.	Risk Assessment system that identifies emergent issues.
Implement systems to ensure accurate and timely financial contributions from users.	95% Accounts Receivable less than 30 days
Promote not-for-profit status and independent financial status to increase community donations and support.	100% increase community fiscal donations.
Expand programme delivery to offer diverse options year round, including school holidays.	85% capacity in school holiday programme
Annual review, planning and projections to maximise effectiveness	Annual review

LOYAL, PROFESSIONAL AND DEDICATED TEAM



Strategy

2023 Target

Foster ongoing communication with Police with regards to emergent issues relating to youth at risk.

Quarterly project review

Create a culture of pride, passion and belonging to foster a workforce who performs in line with our values.

Employee satisfaction 90%

Staff attrition 10%

Develop long-term workforce planning framework that plans for succession and skill development.

Framework established.

Review workforce structure and skills to meet future needs.

Perform skills audit and enhanced succession planning.

Ensure staff, volunteer and member safety and wellbeing.

Annual training including OHS&W, anti-discrimination and child protection, working with trauma.

Improve internal communication to encourage continuous improvement, organisation-wide support and celebrated successes.

Annual performance reviews.

Customer satisfaction 90%

Develop diverse programmes that offer multi engagement points to enable effective provision of youth worker support.

Part time Youth Worker employed

Develop culture of continual communication, review and support.

Monthly staff meeting

Employ best practise recruitment process.

Position Description for all position developed and reviewed annually.

All permanent vacancies advertised publicly.

Develop participants in youth at risk programmes to become mentors.

Annual mentor appointment programme.

Develop an imbedded model that encourages youth services to operate from the Club

External services accessing the Club twice per week.

INCLUSIVE AND DIVERSE PROGRAMMES



Strategy	2022 Target
Partnering with Police and Education to expand Youth at Risk programmes to include targeted Grade 6 – 10 programmes including DRAW, ASCENT and BOOYAH.	Reduced truancy in high school. Reduced behavioural issues reported in school.
Develop programme aimed at young people who have engaged with the justice system.	Increased participation in education or work.
Enhance Gymnastics and Trampoline recreational and competitive streams to include greater participation and diversity amongst participants.	10% increase in senior levels 25% increase from diverse backgrounds
Enhance fitness class programme to include greater diversity and participation.	25% overall increase in participation. 25% increase from diverse backgrounds
Enhance gym participation and increase diversity of participants including women supported times.	10% overall increase in participation. 25% increase from diverse backgrounds
Develop Youth Centre to enable multi-engagement point after school and school holiday Youth Club including the trades, arts and information technology as well as life skills, resilience and leadership.	100+ young participants each term 10% referred from external sources
Establish the Club as offering the leading Strength and Conditioning gym in Launceston.	Increased participation in Weight Lifting programmes
Promote Club as viable location for Personal Trainers to operate from.	100% increase in income from Personal Trainers
Establish Club's reputation as 'first call' for independent contractors and organisations to run classes and programmes.	65% capacity of facility hire.
Enhance Senior programmes to capitalise on intergenerational opportunities.	Intergenerational programmes developed.

SAFE, SECURE AND FIT-FOR-PURPOSE FACILITIES



Strategy	2022 Target
Foster Police relations to ensure ongoing participation and presence at the Club including training, hot desk and programmes in the Youth Operations Centre.	Provision of hot desk. Provision of facilities for Police training. Partnership with Police to run youth at risk programmes
Establish sound-proof, multipurpose studios within Youth Club to allow to trades, arts, information technology to be utilised as engagement points.	Daily programmes on offer.
Develop bright, inviting entrance for young people.	Redeveloped foyer.
Install CCTV cameras throughout building.	USB saving of all accident and incidents reported.
Enhance Basketball Court area to allow multi use.	Sand and seal court. 85% capacity booking
Expand Olympic Weights Gym.	Open plan Gym.
Enhance canteen to offer healthy meal options and encourage patronage.	Redeveloped Canteen/reception. 50% turnover increase
Expand gymnastics/trampoline room to allow for GymSports expansion.	New facility.
Expand Mobile Activity Centre resources, reach and frequency to provide safe access to activities in various neighbourhoods.	New MAC truck and additional resources.
Improve facilities including seating, access and comfort.	Install heating throughout building. Improve access to reception counter and upstairs rooms.

FOSTER NEW AND EXISTING PARTNERSHIPS



Strategy	2022 Target
Develop relationship with Police to become front of mind when dealing with youth at risk and seeking engagement solutions.	Youth referred to PCYC for engagement and activity.
Develop relationship with Education sector to be seen as valuable partner in reducing truancy and increasing engagement.	Annual programme in partnership with Education.
Develop ongoing partnership with youth services including Cornerstone, MRC, Save the Children and Whitelion to place LPCYC as valuable support service.	Youth services work with Club to refer clients and offer support programmes.
Develop programmes that involve education pathways with Department of Education, TasTafe and UTAS.	Run programmes that support the attainment of Cert II and Cert III in variety of industries.
Develop relationship with young parent support programmes including Karinya, BabyMums and PYPs to support young parent's social engagement and support networks.	Offer variety of parent child specific programmes.
Develop relationships with community groups including Men's Shed, Lions and Rotary to deliver intergenerational programmes, mentoring and support mechanisms.	Weekly programme bringing together generations.
Foster relationships with community organisations and local government that support the delivery of the Mobile Activity Centre.	Increase funded delivery of MAC
Foster relationship with Youth Justice and Community Corrections to provide networks and supports to contribute to reducing offending.	Increased number of youth engaging with PCYC post order. Reduction in reoffending of those engaged at PCYC.
Develop relationships with Parks and Wildlife, Health and other government agencies to provide support networks, relationships and education pathways.	Increase partnership programmes.
Enhance relationships with disability sector to develop fitness classes and programmes that feed into Disability Olympics.	Increased participation from people with disabilities.
Foster relationships with Launceston City Council and related services to address the transport need of youth attendance.	Daily free after school bus from Launceston CBD to Club and return.

