



YOUTH
INVOLVEMENT
COUNCIL INC

Strategic Plan 2017-2019

Empowering Youth Across Kariyarra Country







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VISION

Empower young people in Hedland to create positive life pathways and become contributing members within a safe community.

VALUES

Integrity, Respect, Accountability, Innovation



Background

Incorporated in 1990 under the Associations Incorporation Act 1987 (WA) the Youth Involvement Council (YIC) is the primary youth organisation delivering programs to young people in Hedland and surrounding areas. The various YIC programs target 5-25 year olds who are, more often than not, considered to be at risk, homeless (or at imminent risk of homelessness), disadvantaged or in need of general support.

Over recent years, the YIC has experienced significant growth with the construction of a purpose built youth accommodation facility and the YIC HQ on Lawson Street, South Hedland.

Accordingly, the core business of the YIC has evolved to ensure maximum benefit and outcomes from the two facilities as well as responding directly to the needs of the community and the young people of Hedland.

The Youth Accommodation Program (YAP) operates from Corbet Place and utilises a client focussed case management approach to address the various challenges impacting upon the young people.

From YIC HQ, the YIC offers the YIC Youth Centre (11-17 year olds), Deadly Hearts (5-10 year olds), YIC Social Enterprise (16-25 year olds), Mingle Mob (5 to 18) and a series of annual events.

Moving forward, the YIC will consolidate all aspects of governance and supporting operational standards to ensure relevance and response to the needs of young people.



Strategic Development

This Strategic Plan is the overarching document that guides the development and implementation of operational plans for key programs and services being delivered or proposed by the YIC 2017-2019.

Whereas the Strategic Plan is relevant until 2019, the respective operational plans are designed to provide specific activities, roles and responsibilities and are updated annually.

The YIC Board of Management, CEO, staff and key stakeholders review the Strategic Plan every 12-24 months to celebrate achievements and discuss opportunities and barriers that may have been identified.

The adoption of logic models to assist planning whilst remaining focused on key and desired long-term outcomes is a reflection of the continued evolution and maturation of the YIC management and staff who realise the critical importance of meaningful and measureable indicators of performance. With a focus on continuous improvement, YIC staff will be responsible for developing and delivering the respective operational plans which include the inputs, outputs, activities, outcomes and impact of their program area. The demonstrated level of commitment and understanding of the staff to this planning process will enable the YIC to continue excelling in high quality service to young people in Hedland.





Key Area 1

Youth Development Services



KA 1 Objectives:

- Provide services and programs to young people in Hedland
- Promote positive engagement and integration of disadvantaged young people within the broader community

KA 1 Outcomes:

1. Improved attitude and level of respect of young people for self, others and their environment
2. Reduction in contact of young people with youth justice/police & instances of anti-social and criminal behaviour
3. Identified young people demonstrating a safer level of personal risk
4. Attendance at YIC hosted community events by YIC clients and their families

There are three main programs that contribute to achieving the outcomes for this key area:

1. The YIC Youth Centre delivers diversionary and recreational services and programs to young people aged 11-17. It is funded by the Department for Child Protection and operates as a drop-in centre Mon-Sat with extended hours on weekends and school holidays
2. The Deadly Hearts youth centre is specifically for 5-10 year olds and delivers a Mon-Fri program. This program is funded through a partnership with BHP Billiton Iron Ore and is the first to cater for this age group in the Pilbara
3. The Mingle Mob program delivers after hours outreach services to initiate meaningful engagement with young people on the streets and offer safe transport home and support through other services. With additional funding Mingle Mob has the capacity to extend its case management to young people and in some cases their families

KA 1 STRATEGIES

- a) Attract and engage young people to services and programs
 - Promote YIC HQ's services and deliver programs to a high standard
 - Grow case management capacity across the organisation
 - Regular posts made via YIC Facebook page and website regularly updated
- b) Support young people in positively accessing and utilising public places and spaces
 - Secure sustainable funding for Mingle Mob
 - Provide outreach services to places and spaces targeting various hot spots
 - Develop customised programs in response to identified areas of need
 - Ongoing collaboration with other service providers and managers of public places and spaces
- c) Liaise with key stakeholders to ratify indicators of performance to provide quantitative evidence of the positive impact of all YIC programs and develop a strategy to secure ongoing funding for ongoing and expanded services

Key Area 2

Youth Accommodation Services



KA 2 Objectives:

- Provide supported crisis and transitional accommodation for young people
- Provide young people with skills and knowledge to live safely and independently

KA 2 Outcomes:

1. Increased knowledge and skills relating to independent living
2. Improved safety and wellbeing for at risk and homeless youth
3. Improved attitude and level of respect for self, others and their environment

Independent, affordable and safe accommodation is hard to secure for young people in Hedland and the degree of difficulty increases with higher levels of risk. The YIC currently provides crisis and transitional accommodation – through the Youth Accommodation Program (YAP) - for young people aged 15-25 who are homeless or at imminent risk of becoming homeless.

Upon intake each resident must enter into case management and work through a support plan with the guidance of a Youth Engagement Worker (YEW) to address the extremely serious psychological and emotional issues impacting upon the client (and their families) and improve their pathway into the future.



KA 2 STRATEGIES

- a) Provide ongoing support for young people to access safe and appropriate accommodation within and beyond the YAP
- b) Monitor the YAP case management and support plan model with accommodated and outreach clients
- c) Quantify the need and lobby for additional transitional and affordable accommodation options within Hedland
- d) Attract funding to conduct a feasibility study and subsequent proposal to address the crisis accommodation issue confronting children on the streets aged 5-12

Key Area 3

YIC Social Enterprise



KA 3 Objectives:

- Develop and establish viable and trading social enterprises that engage young people
- Sustain and or grow trading social enterprises that continue to engage young people

KA 3 Outcomes:

- Young people at risk develop work readiness skills
- Young people at risk obtain and retain meaningful employment
- Young people at risk engage in tertiary studies and attain qualifications

A key strategy that will lead to the empowerment of young people in Hedland and thus creating positive education and life pathways is employment. YIC HQ has dedicated space to support the development of social enterprise including a workshop, a commercial kitchen, kiosk, function room and office space. The YIC aims to fully utilise the enterprise centre and workshop to equip young people with skills, experience, knowledge and tools that will enable them to access employment and explore business development.



KA 3 STRATEGIES

- a) Implement and continually review the Social Enterprise Framework
- b) Research and develop business model canvasses for viable social enterprises
- c) Develop partnerships and networks to effectively implement the Social Enterprise Framework

Key Area 4

Organisational Sustainability



KA 1 Objectives:

- Create a diverse revenue stream for the organisation
- Continue to improve all aspects of governance and management
- Consolidate the YIC as the key body in the greater Hedland area for all issues and matters relating to young people

KA 1 Outcomes:

- Increased, sustainable and diversified income stream
- Continued excellence in terms of compliance for all services, contracts and programs
- Increased number of partnerships and collaboration with key stakeholders across the Hedland area, the region and the State
- Increased level of positive recognition and acclaim for YIC services and programs

Although the YIC continues to demonstrate excellence in terms of governance, organisational development and project delivery, the team is continually striving to provide a response to the immediate and evolving needs of young people.

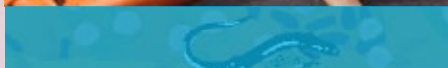
Considering the complex needs of the YIC client base and for the YIC to continue to have a positive impact on these young people, an approach and culture that promotes, supports and encourages innovation and a degree of calculated risk taking is essential.

This approach to planning and development is reflected in key strategies with the intent that:

- The business model and Social Enterprise will generate income
- Partnerships and collaboration will increase productivity and efficiencies
- Coordination of activities and training relevant to the broader community will reduce costs for YIC and increase the capacity/ professionalism of key stakeholders
- Positive recognition and acclaim for YIC services and programs will lead to an increase in awarding of contracts and demand for YIC fee for service programs and activities

KA 4 STRATEGIES

- a) Develop and implement a business model for fee for service programs and activities e.g., case management, social enterprise and a fee schedule for leasable areas and spaces within the YIC
- b) Position the YIC as the coordinating body for all issues and matters relating to youth. Core activities to include:
 - Coordination of training for local groups, people and stakeholders
 - Coordination and facilitation of networking meetings with key stakeholders for sharing of data, knowledge and intel
 - Establishment of meaningful and reciprocal partnerships and networks as required in response to emerging needs and trends
 - Development of programs, activities and responses to emerging needs and trends e.g. Headspace, Child Accommodation Program (CAP), youth disability services and counselling
 - Promotion of YIC services and programs through media, social media and submitting to awards
- c) Provide access to ongoing professional development and professional activities in relation to all aspects of governance and management for YIC Board and management team
- d) Develop and implement staff attraction and retention strategies





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