

YMCA WA

STRATEGIC FRAMEWORK SUMMARY

2015-2025





BODY MIND SPIRIT

BACKGROUND

The following forms the basis of the 10 year strategic framework that will outline the strategic intention and direction of YMCA WA for 2015-2025.

MISSION

To provide opportunities for children and young people to grow in body, mind and spirit.

10 YEAR VISION

Communities across Western Australia are connected, inclusive, and vibrant and children and young people are developing and participating.

VALUES

The following values connect us with our heritage and wider YMCA Community and define the worth of the people and communities we wish to work with.

The YMCAs of Australia are guided to achieve their Mission by the following Christian values.

- The whole person, consisting of a body, a mind and a spirit each of which is of equal importance.
- The dignity and intrinsic worth of all people regardless of age, gender, ethnicity, belief or other difference.
- Diversity of people, communities and nations.
- Equality of opportunity and justice for all people.
- Healthy communities based on relationships between people which are characterised by love, understanding and mutual respect.
- Acceptance of personal responsibility.

These core statements are best summarised as: **Honesty, Respect, Responsibility** and **Caring**.

The following outlines the attributes with which we will build our work practice.

- Community and Individual Impact
- Innovation
- Safety
- Teamwork
- Partnership

We will develop and strengthen our community engagement so that we become a Community Hub and we will take control of our financial destiny.

COMMUNITY OUTCOMES AT 10 YEARS

Children and Young People will be:

- Achieving optimal wellbeing
- Developing their self through learning
- Enabled and equipped to live life well
- Actively contributing in relationships with family, friends and providing leadership within their community

Communities will be:

- Welcoming, understanding and creating a sense of belonging
- Stimulating, inspiring and inviting

AREAS OF FOCUS

- **Early Education** - with an investment in transition into preschool
- **Youth Participation** - with an investment in transitions into adulthood and community leadership
- **Health and Wellness** - with an investment in transitions into healthy living and physical activity

MODEL

To be leaders in child and youth development.

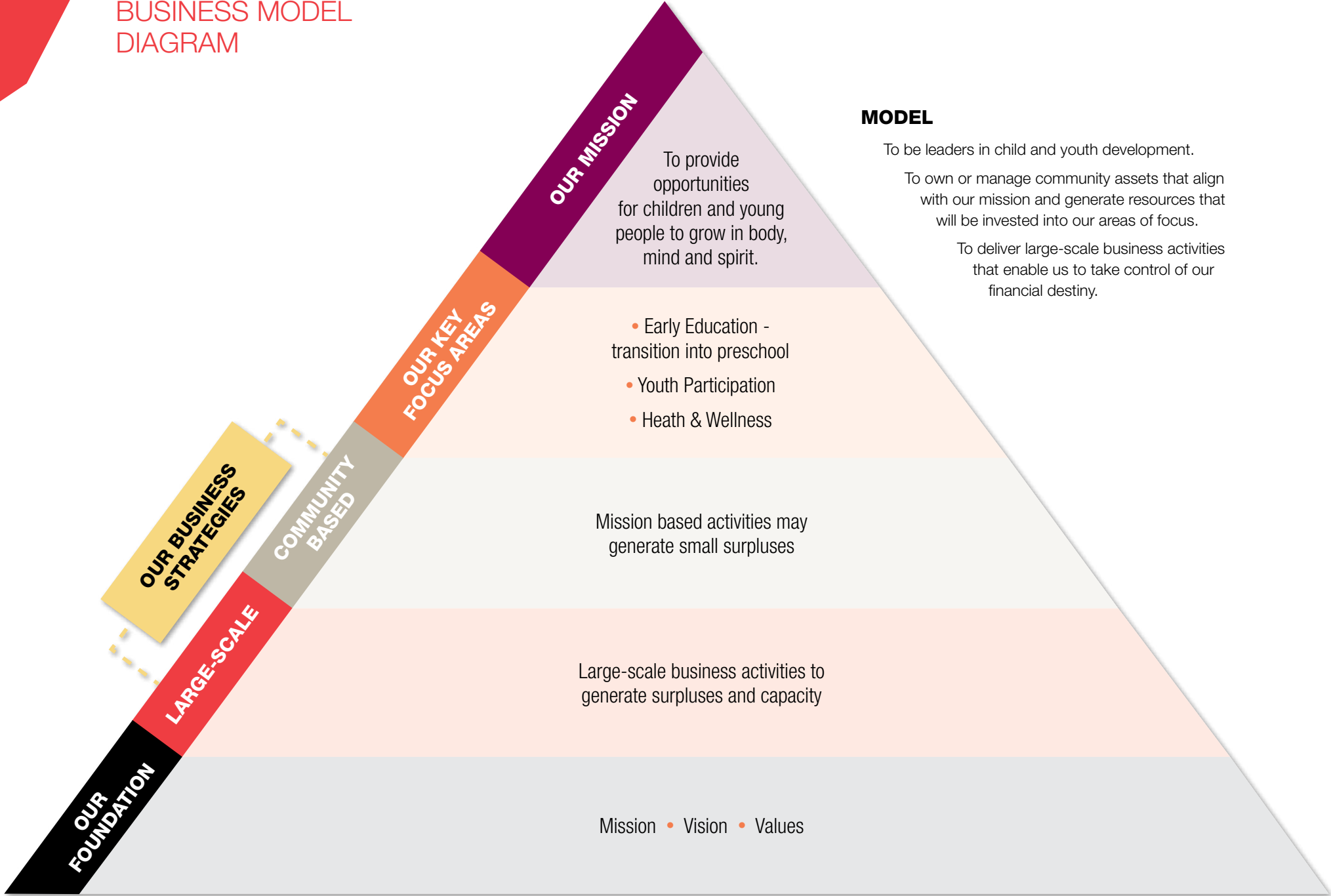
To own or manage community assets that align with our mission and generate resources that will be invested into our areas of focus.

To deliver large-scale business activities that enable us to take control of our financial destiny.

**ENABLING
HEALTHIER
AND
HAPPIER
COMMUNITIES**



BUSINESS MODEL DIAGRAM



OUR BUSINESS MODEL EXPLAINED

All parts of our business model contribute to YMCA WA delivering on its Mission of providing opportunities for children and young people to grow in body, mind and spirit.

OUR FOUNDATION

At our heart is our Mission, Vision and Values.

To achieve maximum Mission impact we need a strong foundation of support services.

As a statewide YMCA, we strive to achieve highly effective support services and structures that maximise the benefit of the Y's centralisation and economies of scale. These include:

- Highly skilled people
- Systems and processes that provide timely and accurate information
- Impactful marketing
- A culture that ensures our clients, staff and facilities are safe
- Decision-making informed through research and evaluation
- Governance that supports strategy and quality

OUR BUSINESS STRATEGIES

LARGE-SCALE

Our future large-scale business activities will generate significant surpluses (c. \$1mill.) and/or organisational capacity. This will enable us to secure our own financial destiny and to invest in our focus areas with scale across the state, region or location.

COMMUNITY BASED

Our community based business activities are localised, Mission focused enterprises and are the backbone of our community hubs. Services can be delivered from these hubs through any surpluses generated or from funding.

SERVICE DELIVERY PRINCIPLES

The centre of our business model is the community. Our service delivery focus is on children and young people and is consistent with our commitment to early intervention and prevention.

We believe a focus on children and young people in the context of family and community will achieve the greatest long-term impact.

YMCA WA will deliver its Mission and position itself to have significant impact by adopting a strength based approach to community issues, an approach we call Community Engagement.

The strategies and activities we undertake to support communities will be many and varied, based on different community needs and on our skills, knowledge and service delivery capacity. Essentially our service delivery will be totally in tune with character, circumstance and spirit of the local communities within which they exist.



At our heart is our Mission, Vision and Values.

MISSION IMPACT

The Y will have a primary focus on children and young people in the context of family and community settings.

The Y will always be focussed on maximising outcomes for the individuals and the communities that we work with.

The Y will be known as a great partner to do business with as a result of our innovation and the quality of the relationships we build with third parties.

The Y will maintain a planning process based on long term thinking to ensure it is always positioned to increase its contribution to community vibrancy.

GROWTH

The Y will maintain a social enterprise model that is aligned with the planning horizon of the organisation and delivers surpluses from diverse income sources.

All decision making will be aligned with our values and a balance between mission focus, long term community benefits, entrepreneurial opportunity seeking and sound risk management processes.

ORGANISATIONAL STRUCTURE

The Y will have a governance system that is structured and operated to provide local accountability and able to provide sound decision making to address local and State wide needs.

The Y will have the capacity to acquire, synthesise and use the best available evidence to support its strategic development and organisational reporting.

The Y will ensure it always attracts, develops and retains a team of high performing people who we engage in our mission.

The Y will build an operating system and culture that values strategic thinking, a no harm model, listens to the community and results in us being seen as leaders in children and youth development.

ENABLERS

High Performing People

Technology

Reputation

Controlled Risk

Brand

Values

BODY MIND SPIRIT



The Y will have a primary focus on children and young people in the context of family and community settings.



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