



YouthWORY  
NT

NT INDUSTRY TRAINING BUREAU  
Strategic Plan 2019-2024





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# ABOUT US



The success of the programs delivered by YouthWorX NT lies in unleashing the potential of anyone interested in starting, changing or developing their career. We nurture this potential by providing person-centred services and programs that support and connect people to their community.

Respected by participants, other service providers, industry and the community, YouthWorX NT has mastered the art of forming symbiotic relationships to improve the career potential of young people struggling to find work. By partnering with local and national employers, business networks and industry peak bodies, YouthWorX NT give young people and people of all abilities the opportunities, resources and networks they need to build the foundations for a sustainable livelihood.

## OUR VISION

Connecting Territorians with opportunities to realise their dreams, goals and potential.

## OUR MISSION

Through our person-centered services and programs, YouthWorX NT provides Territorians with services and support that connect them to their community, provide them with opportunities to develop and help them to achieve their goals.

Collaborative Developing  
Stakeholders Equality Employment  
Youth-focused  
Innovation Working Reliability  
Patience Service  
Commitment Excellence  
Focused Future  
Supportive Inclusive  
Education Youth Champion  
Compassion



# ABOUT THE PLAN

The Strategic Plan was developed in close consultation with the NTITB Board, YouthWorX NT leadership and key staff members.

YouthWorX NT strongly believes in continual review and evaluation to achieve our goal of helping young people in the NT realise their potential and achieve their dreams. We are not afraid to learn, and grow through our learnings.

This Strategic Plan forms part of this learning, allowing us to take an objective look at how far we have come and how much we have to go.

It is purposefully both measurable and reviewable so that we can hold ourselves to account, review our milestones and share our achievements.

The process included:

## **SWOT Analysis**

Strengths, Weaknesses, Opportunities and Threats

## **PESTEL Analysis**

Political, Economic, Social, Technological, Environmental, Legal

## **Staff survey**

Analysing the past, present and future

## **External stakeholders survey**

To understand external perceptions of the organisation

## **Workshops**

With the board to inform strategic direction

# STRATEGIC PLAN PROCESS

## 1. DETERMINE WHO WE ARE

Review where we are currently and where we want to be. This can be done through audits, surveys, feedback and review of services.

## 2. IDENTIFY WHAT IS IMPORTANT

Focus on where we want to take our organisation over the next four years. This strategic plan sets out those identified goals and the direction of YouthWorX NT over the long-term, clearly defining the mission (services, clients, market, etc.) and vision. Our analysis enables us to identify what is important collectively and what barriers we face in achieving this.

## 3. DEFINE WHAT WE NEED TO ACHIEVE

Define the expected objectives that clearly state what our organization must achieve to address the priority issues.

## 4. DETERMINE WHO IS ACCOUNTABLE

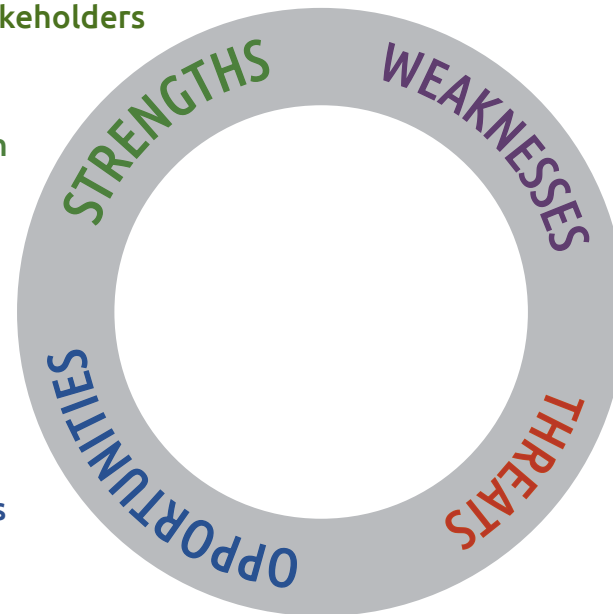
Strategies, action plans and budgets are all steps in the process that effectively communicate how we will achieve the goals of our strategic plan. We will allocate time, human resources and budget to address the priority issues and achieve the defined objectives.

## 5. REVIEW, REVIEW, REVIEW

To ensure the plan performs as designed, we will hold regularly scheduled formal reviews of the process and refine as necessary. This is a living document and we can best determine outcomes and successes by reviewing and amending as necessary.

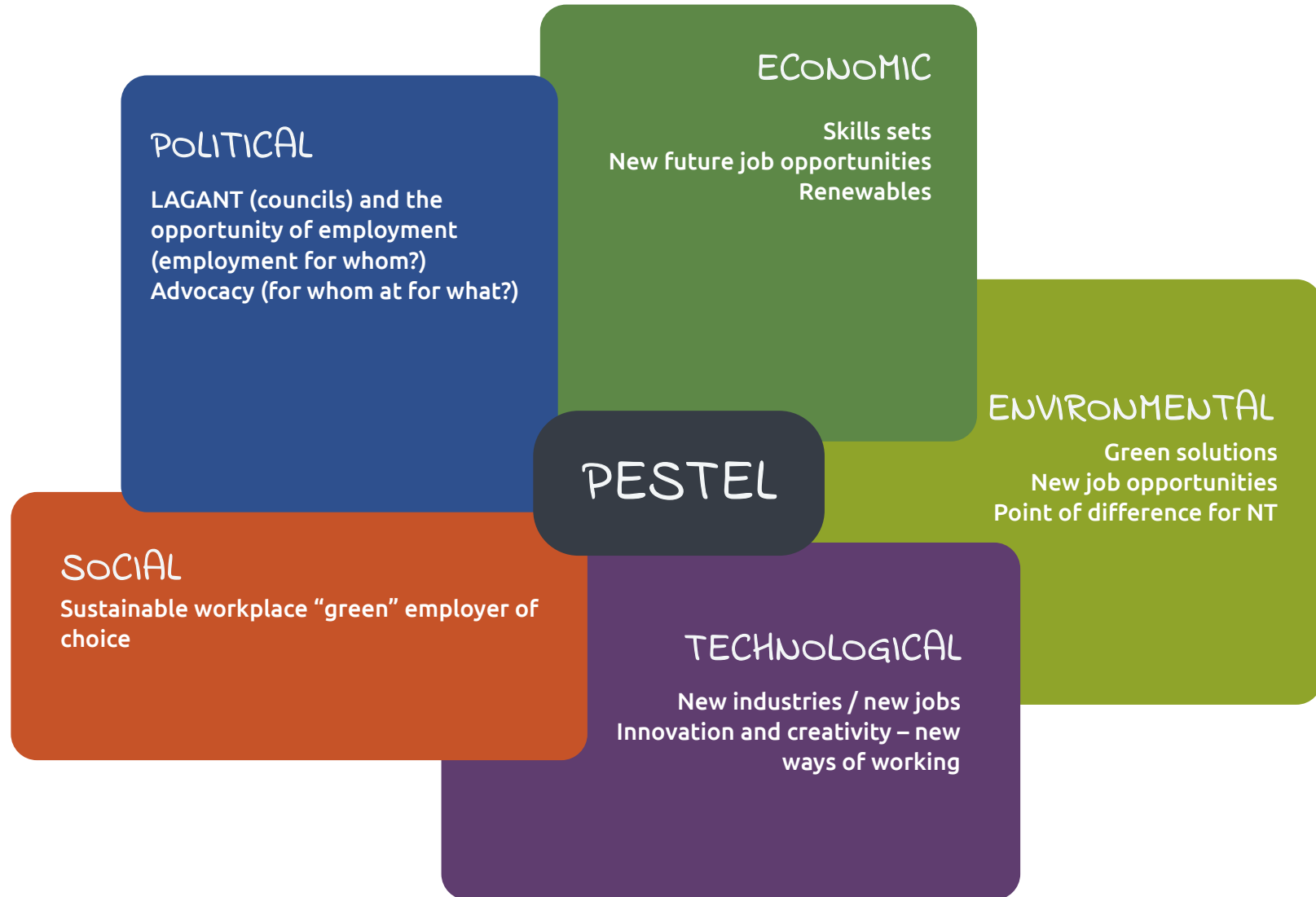
# SWOT ANALYSIS

- Strong youth engagement and advocacy
  - Committed and dedicated people, engaged board
  - Multi-disciplinary team
  - Skilled and experienced management and team
  - Strong external reputation and relationships
  - Recognition as a leader by external stakeholders
  - Respected and skilled leadership
  - Exceed community expectations
  - Collaborative people-centred approach
  - Adapatability to changing circumstances and new markets
  - Advantaged Thinking approach underpinning everything we do
- 
- Growth and expansion in emerging markets
  - Accelerator hubs and coworking spaces
  - Opportunity to seek alternate funding sources through ACNC status
  - Funding opportunities to support youth justice
  - Increased VET offering following implementation of review recommendations
  - Niche specialisation programs and services
  - Enhancing the skill set of board and staff
  - National and international partnerships
  - Inclusive real-world work experience
  - Contextualising labour trends for local market



- Financially dependent on funding
  - Staff uncertainty creates periodic turnover and skills drainage
  - Undefined policies and procedures
  - Limited succession planning
  - Key Messaging - content and reach
  - IT Security compliance
  - Market competitiveness
  - Charity Status (review and application)
- 
- Market expansion and contraction
  - IT security threats + cyber security
  - Funding uncertainty
  - Politicisation of programs
  - Legislative change
  - Increasing competition
  - Local social economic outputs
  - Inbalance of demand
  - Employment Uncertainty
  - Reliance on public sector

# OPPORTUNITIES FROM PESTEL ANALYSIS





# KEY STRATEGIES



## ENGAGED & RESPECTFUL WORKPLACE

1. Invest in our people
2. Celebrate our achievements
3. Build a confident and diverse workforce
4. Enact fair and reasonable reflective practices



## PROACTIVE & STRONG GOVERNANCE

1. Diversify and grow
2. Engage youth in the development of the organisation and succession plan for the future
3. Embrace technology for effective governance
4. Maintain a balanced, skilled and informed board
5. Remain guided by our Principles
6. Embrace the ESD philosophy
7. Review policies, procedures and systems regularly to keep up-to-date with ever changing world



## FINANCIAL SUSTAINABILITY

1. Achieve financial and business Sustainability
2. Form mutually beneficial alliances and partnerships
3. Engage authentically with community



## QUALITY IMPROVEMENT

1. Collect data to improve service delivery
2. Improve Systems
3. Develop and apply the YouthWorX NT brand and key messages
4. Maintain and improve service delivery
5. Provide quality services for all individuals
6. Strive for operational Excellence





# ENGAGED & RESPECTFUL WORKPLACE

STRATEGY	ACTION	OUTCOME
Invest in our people	<ul style="list-style-type: none"> <li>* Invest in front line staff through training and career development, with a focus on person-centred values</li> <li>* Build a strong and supportive culture that ensures all staff and management reach their potential</li> <li>* Maximising the quality of services delivered by providing a flexible and supportive workplace</li> <li>* Build a collaborative and supportive organisation by enhancing communication between all levels of staff</li> <li>* Clearly define roles and responsibilities, and review regularly to ensure that position descriptions align with organisational direction</li> <li>* Ensure all employees are directed appropriately with tools to help them succeed by allocating resource and skills where needed</li> <li>* Increase learning and development opportunities through annual reviews and regular manager/employee meetings</li> <li>* Develop a learning and development policy and subsequent system for allocating training needs</li> <li>* Conduct a skills matrix and review annually to identify gaps and build a multi-skilled organisation</li> <li>* Add a training and development agenda item to discuss opportunities and requirements</li> </ul>	<ul style="list-style-type: none"> <li>* Passionate and dedicated staff</li> <li>* Reduced turnover</li> <li>* A multi-skilled team with clearly identified and resourced responsibilities.</li> <li>* Improved workflows and efficiency; working smarter, not harder</li> <li>* A culture where learning is supported</li> <li>* Improved change management</li> <li>* Improved succession planning</li> <li>* Improved ability to attract and retain staff</li> </ul>



# ENGAGED & RESPECTFUL WORKPLACE

STRATEGY	ACTION	OUTCOME
<b>Celebrate our achievements</b>	<ul style="list-style-type: none"> <li>* Develop a reward and recognition program that facilitates a robust and transparent improvement process</li> <li>* Look at innovative options for a recognition program that may include a Thank You points rewards system</li> <li>* Celebrate success and the review all challenges and failures to ensure continuous improvement</li> </ul>	<ul style="list-style-type: none"> <li>* Staff feel engaged and part of finding better organisational solutions</li> <li>* Staff feel rewarded and valued, and know they have contributed towards success.</li> </ul>
<b>Build a confident and diverse workforce</b>	<ul style="list-style-type: none"> <li>* Develop KPIs that include wellness as well as performance</li> <li>* Recruit positions based on ability and alignment of values</li> <li>* Document policies and procedures and clearly communicate these to all staff</li> <li>* Give team autonomy and build trust in their daily schedule, while providing support and oversight where most needed</li> </ul>	<ul style="list-style-type: none"> <li>* Staff feel supported emotionally and professionally</li> <li>* The entire team embraces the values of Advantaged Thinking</li> <li>* Staff feel trusted and confident in their roles</li> </ul>
<b>Enact fair and reasonable reflective practices</b>	<ul style="list-style-type: none"> <li>* Encourage establishment of peer learning networks</li> <li>* Provide opportunities for supervisors to strengthen feedback and management skills</li> <li>* Introduce team-based mechanisms to encourage all staff to be involved in improvement projects</li> </ul>	<ul style="list-style-type: none"> <li>* Development of policies and internal programs that support fair practices</li> <li>* Management Training programs</li> </ul>



# 2.

## PROACTIVE & STRONG GOVERNANCE

STRATEGY	ACTION	OUTCOME
Diversify and grow	<ul style="list-style-type: none"> <li>* Identify current and future growth areas in program development and strengthened partnerships</li> <li>* Utilise programs and partnerships to source alternate income sources</li> <li>* Continually assess program delivery outcomes and refine accordingly, utilising networks and external resources where possible</li> <li>* Assess programs and services against values and set KPIs to improve outcomes for both the organisation and the people it serves</li> <li>* Find flexible and innovative ways to develop and deliver person-centred programs to a wider network</li> </ul>	<ul style="list-style-type: none"> <li>* Program expansion</li> <li>* Improved delivery of services</li> <li>* Alternate income sources identified and pursued</li> <li>* Expanded program reach and audience</li> </ul>
Engage youth in the development of the organisation and plan for the future	<ul style="list-style-type: none"> <li>* Strengthen the Leadership Academy” program to mentor and nurture the leaders of the future, enabling them to be part of the governance of YouthWorX NT</li> <li>* Empower young people to be included in the decision making process that impact program delivery to further help them achieve their full potential</li> <li>* Develop a succession planning framework to future-proof the organisation</li> </ul>	<ul style="list-style-type: none"> <li>* Leadership Academy expanded</li> <li>* Young people involved in decision making</li> <li>* Succession plan developed</li> </ul>



# 2.

## PROACTIVE & STRONG GOVERNANCE

STRATEGY	ACTION	OUTCOME
Embrace technology for effective governance	<ul style="list-style-type: none"> <li>* Adopt a culture that sees technology as a tool for achieving organisational outcomes</li> <li>* Conduct an audit of IT systems, skills, capabilities and opportunities</li> <li>* Utilise technology to improve administration and program efficiency</li> </ul>	<ul style="list-style-type: none"> <li>* Improved adoption of technology</li> <li>* Audit complete</li> <li>* Outcomes of audit implemented</li> </ul>
Maintain a balanced, skilled and informed board	<ul style="list-style-type: none"> <li>* Develop a skills matrix that maps key skill requirements and capabilities of the board including:               <ul style="list-style-type: none"> <li>* Finance</li> <li>* Marketing</li> <li>* HR</li> <li>* Contact management</li> <li>* Governance</li> </ul> </li> <li>* Benchmark and review board performance annually</li> <li>* Provide training and development to fill gaps or recruit new members where a gap is identified</li> </ul>	<ul style="list-style-type: none"> <li>* Skills Matrix complete</li> <li>* Skills matrix applied to board recruitment</li> <li>* Training provided to board</li> </ul>
Remain guided by our Principles	<ul style="list-style-type: none"> <li>* Benchmark performance against both organisational goals and values</li> </ul>	<ul style="list-style-type: none"> <li>* Goals and values benchmark complete</li> </ul>
Embrace the ESD philosophy	<ul style="list-style-type: none"> <li>* Align plans and practices to the United Nations Sustainable Development goals.</li> <li>* Contextualise the Sustainable Development goals to the Northern Territory</li> </ul>	<ul style="list-style-type: none"> <li>* Business plan developed and aligned to goals relevant to the NT</li> </ul>



# 3.

## FINANCIAL SUSTAINABILITY

STRATEGY	ACTION	OUTCOME
<b>Achieve financial and business Sustainability</b>	<ul style="list-style-type: none"> <li>* Develop, implement and review best practice processes for financial, asset, human resource, risk and information technology management</li> <li>* Identify current and future risks and develop a management plan to address them</li> <li>* Provide the board with timely and accurate financial information to enable the board to make informed decisions around future growth and sustainability</li> <li>* Develop, implement and review a robust business plan that delivers sustainable financial “profits for purpose”</li> <li>* Explore “profit for purpose” opportunities including existing offerings, diversification and mergers/acquisitions</li> <li>* Grow and develop service offerings through the implementation of NDIS</li> </ul>	<ul style="list-style-type: none"> <li>* Processes developed</li> <li>* Processes implemented</li> <li>* Reporting system updated and implemented</li> <li>* Business Plan developed and implemented</li> <li>* Profit for Purpose opportunities investigated</li> <li>* NDIS services added</li> </ul>
<b>Form mutually beneficial alliances and partnerships</b>	<ul style="list-style-type: none"> <li>* Grow and increase strong and inclusive relationships</li> <li>* Streamline processes and improve holistic outcomes through the maintenance and further development of support networks of services, organisations and individuals</li> </ul>	<ul style="list-style-type: none"> <li>* Networks strengthened</li> <li>* Processes reviewed by peers and benchmarked</li> </ul>
<b>Engage authentically with community</b>	<ul style="list-style-type: none"> <li>* Attend network meetings</li> <li>* Attend conference and forums on Youth</li> <li>* Communicate and explore collaborative opportunities with other organisations providing youth services</li> <li>* Invite other services to collaborate with YouthWorX NT on projects</li> </ul>	<ul style="list-style-type: none"> <li>* Increased community engagement</li> <li>* Collaboration on projects</li> </ul>



# 4.

## QUALITY IMPROVEMENT

STRATEGY	ACTION	OUTCOME
Collect data to improve service delivery	<ul style="list-style-type: none"> <li>* Collate customer satisfaction data and feedback from participants, parents and supporters, industry/community partners, staff and key stakeholders</li> <li>* Maintain and appropriately resource an effective data management and analysis system</li> <li>* Utilise data analysis to identify areas needing quality improvement</li> <li>* Increase staff accountability for outcomes through position descriptions and cascading KPI's</li> <li>* Regularly analyse and document performance against key measures</li> </ul>	<ul style="list-style-type: none"> <li>* Feedback process enhanced</li> <li>* Feedback analysed</li> <li>* Action taken to address issues</li> <li>* Information provided to people as and when needed</li> </ul>
Improve Systems	<ul style="list-style-type: none"> <li>* Adopt and implement an improved digital document management system</li> <li>* Implement a "fit for purpose" data capture software suite that integrates with the financial reporting system to capture data for reporting that will match with the current financial system</li> <li>* Review internal processes and identify areas for improved efficiency</li> </ul>	<ul style="list-style-type: none"> <li>* Streamlined data capture process</li> <li>* Improved information accessibility</li> <li>* Reduced printing</li> <li>* Reduced administration</li> </ul>



# 4.

## QUALITY IMPROVEMENT

STRATEGY	ACTION	OUTCOME
Develop and apply the YouthWorX NT brand and key messages	<ul style="list-style-type: none"> <li>* Develop a brand strategy that clarifies the YouthWorX NT value proposition and point of differentiation, while identifying key messaging to target audiences</li> <li>* Develop and consistently apply Brand Guidelines for both client-facing and corporate audiences</li> <li>* Develop a communication plan that delivers the brand key messages to relevant audiences</li> <li>* Utilise data analysis for improved communication and messaging</li> </ul>	<ul style="list-style-type: none"> <li>* Brand Strategy developed and applied</li> <li>* Brand Guidelines developed and applied</li> <li>* Communication Plan developed and implemented</li> </ul>
Maintain and improve service delivery	<ul style="list-style-type: none"> <li>* Maintain an effective quality management review process</li> <li>* Implement feedback mechanisms including complaints resolution, access to independent support, advice &amp; representation</li> <li>* Clearly communicate and encourage feedback mechanism to individuals, families, friends, carers and advocates</li> <li>* Develop a culture of continuous improvement using compliments, feedback and complaints, to plan, deliver and review services for individuals and the community</li> </ul>	<ul style="list-style-type: none"> <li>* Increased feedback</li> <li>* Improved client and customer satisfaction</li> </ul>
Provide quality services for all individuals	<ul style="list-style-type: none"> <li>* Clearly communicate organisational vision, mission and values, consistent with contemporary practice</li> <li>* Implement systems to strengthen and maintain organisational capabilities to directly support the achievement of individual goals and outcomes.</li> <li>* Develop digital management systems to improve workflow for policies, documents, critical services and procedural reviews</li> <li>* Undertake quarterly financial modelling and strategy reviews</li> </ul>	<ul style="list-style-type: none"> <li>* Communication plan implemented</li> <li>* Improved success rates for participants</li> <li>* Quarterly review implemented</li> </ul>





# OUTCOMES ACHIEVED BY 2024



We are recognised not just as a leader in comprehensive youth services but also recognised as the preferred provider of these services within the Northern Territory



Our staff's dedication, skill and passion for excellence is the cornerstone of our services



Our diverse organisational portfolio has grown to represent best-practice in youth employment and generated new revenue that adds value to our services



Through professional advocacy and consultancy, we have provided leadership to the community services sector and helped participants to access the support and services they need to find and develop themselves



We meet challenges with confidence and agility, rapidly responding to changes by adapting to market and environmental changes whilst staying true to our vision

1. NO POVERTY



2. ZERO HUNGER




3. GOOD HEALTH & WELLBEING



4. QUALITY EDUCATION



5. GENDER EQUALITY



6. CLEAN WATER & SANITATION



**GLOBAL GOALS**  
**FOR SUSTAINABLE DEVELOPMENT**

7. AFFORDABLE & CLEAN ENERGY



8. DECENT WORK & ECONOMIC GROWTH



9. INDUSTRY, INNOVATION & INFRASTRUCTURE



10. REDUCED INEQUALITIES



11. SUSTAINABLE CITIES & COMMUNITITES



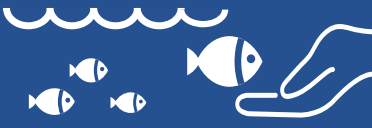
12. RESPONSIBLE CONSUMPTION & PRODUCTION



13. CLIMATE ACTION



14. LIFE BELOW WATER



15. LIFE ON LAND



16. PEACE & JUSTICE STRONG INSTITUTIONS



17. PARTNERSHIPS FOR THE GOALS

