



**Awards WA Inc. Interim Strategic Plan  
2017/2018**

**This strategic plan has been developed from the 2014-2016 Strategic Plan to provide a disciplined approach to the management and focus of Awards WA Inc. (the Association) over the next 12 months.**

## Awards WA

### Interim Strategic Plan 2017/2018

Since our inception in 1962 as the State Award Committee, and then as a formally Incorporated Association in 1985, the Association's major focus has been the delivery of The Duke of Edinburgh's International Award (the **Duke of Ed Award**) in WA.

The Association acts as the State Award Office under our License with NAA and with the assistance of our volunteer network, supports over 3,000 young people annually. Notwithstanding that important role, the Association is an independently incorporated body with a Constitution which provides for, amongst other things, a governing Board, responsible for the good governance of the Association including oversight over operating and financial decisions.

As part of the process of our 2014-2016 strategic planning, the Association Board (the Board) identified as a priority the requirement to sustain and grow the Association by moving to a multi-award platform.

To enable a new service delivery model, the Board has directed management to begin implementing a number of major changes, both structurally and in terms of service delivery to improve capacity of management and administering of services.

include:

- Expand the Association's network and service opportunities. This includes increasing the number of Award programs outside of the age range of the Duke of Ed Award to be more inclusive and diverse.
- Build the relevance and growth of our youth focused services. This includes a progressive and inclusive organisational structure and processes to empower our young people to become actively involved in the delivery and review of programs and services.
- Enhance and elevate the current reputation of the Association and our ongoing value to the youth development sector and the positive social impact on individuals and the community.
- Ensure and demonstrate ethical, transparent and excellent governance and management at all levels.

The change strategies are aligned to the Strategic Plan 2014-2016, the Operational Plan and NAA 2016-2020 Strategic Plan and Governance Policies. The Strategic Plan identified a number of outcomes that are related to improving the effectiveness and efficiency of the ability to support and enable our members, volunteers, Participants, employees, sponsors and partners (Stakeholders).

## Our Vision

All young people in Western Australia are empowered to explore their potential and achieve success through participation in our youth achievement and recognition Award programs.

## Our Purpose

To provide, promote and preserve a framework of Award participation that equips, engages and empowers all young people in Western Australia to explore their potential.

## Our Values

Our work will be guided and informed by our beliefs and commitments to:

**Inclusiveness** – we respect people, value diversity and are committed to equality

**Participation** – we value and recognise the engagement of our Participants and the contribution of volunteers within their organisations and communities

**Quality** – we strive for excellence through continuous improvement

**Openness** – we are committed to a culture of teamwork and collaboration

## Our Stakeholders

We work with an amazing community of stakeholders including: our Participants, Award Leaders, schools and community groups, Government Departments, the National Award Authority, other state /territory Award Authorities, Sponsors, other not for profit organisations, Ambassadors, Adult Mentors for our Participants and a vast range of youth service providers.

## Strategic Priorities

### Sustainability and Growth

We are committed to working with all stakeholders to ensure our Award programs are available to more young Western Australians regardless of their location and circumstances.

### Reputation

Our organisation is known to be the provider of leading youth development program in Western Australia.

### Capacity and Capability

Our people and our organisation have the capacity and capability to deliver excellence in all areas of program and service delivery. As individuals and as an organisation, we are committed to, and responsible for, the highest standards of leadership, accountability and transparency in all elements of our organisation.

## Strategic Focus Areas

We will address our priorities by focussing on the development and management of:

- People and Resources
- Systems and Processes
- Opportunity and Risk
- Stakeholder Relationships

## Decision Drivers

- Be compatible with our vision
- Have resources to implement Strategic Plan
- Be in the best interests of our stakeholders
- Promote participation and capacity building, community awareness of the value and benefit of our Award programs, volunteer recognition, and organisational efficiency
- Meets identified needs

## Plan Review and Evaluation

The Association will employ a process of continuous review and evaluation to monitor and evaluate progress, quality and outcomes. Annually, we will have a full review of the plan to address the questions:

- How much did we do? (Quantity)
- How well did we do it? (Quality)
- Is anybody better off? (Impact)

## Strategic Objectives

<b>Sustainability and Growth</b>			
<p><b>1.1 Increase relationships with new and existing stakeholders, encouraging stronger delivery partnerships to enable more young people access to our Award programs.</b></p>	<p><b>1.2 Increase participation within licensed organisations and service delivery partners to support their organisation's needs and objectives.</b></p>	<p><b>1.3 Ensure compliance and maintain accurate, clear and concise records.</b></p>	<p><b>1.4 Ensure appropriate and sustainable financial capacity to support the Association's growth and expansion in Western Australia.</b></p>
<b>Reputation</b>			
<p><b>2.1 Ensure all current and potential stakeholders understand the principles, value and impact of our Award programs to increase their support and participation.</b></p>	<p><b>2.2 Recognise, thank and reward our stakeholders for their commitment and efforts supporting young people in our Award programs.</b></p>	<p><b>2.3 Develop and implement a review and evaluation framework to measure and communicate the value and impact of participation in our Award programs to new and potential stakeholders.</b></p>	<p><b>2.4 Work with stakeholders to highlight the strengths and challenges for young people in Western Australia to ensure they have the resources, services and support required to deliver and participate in our Award programs.</b></p>
<b>Capacity and Capability</b>			
<p><b>3.1 Increase knowledge and understanding about our Award programs' delivery and participation for our stakeholders.</b></p>	<p><b>3.2 Increase organisational capacity by investing in the learning and development of our staff and volunteers.</b></p>	<p><b>3.3 Increase the management opportunities and risks to build capacity and sustainability.</b></p>	<p><b>3.4 Continue to improve governance across our organisation to ensure accountability, transparency and sustainability.</b></p>