

**AWARDS WA INC. STRATEGIC PLAN**

WHAT WE STAND FOR	STRATEGIC DIRECTION (3-5 YEARS)	STRATEGIC OBJECTIVES (1-4 YEARS)		
OUR PURPOSE	OUR STRATEGIC OBJECTIVES	STRATEGIC OBJECTIVES & STRATEGIES	OWNER	COMPLETION DATE
<b>OUR BELIEF</b> We believe that all young people have the potential through self determination to become active and inclusive citizens.	<b>OUR VISION</b> By 2023, Awards WA will be self funded, have achieved 7,000 registrations for The Duke of Edinburgh's International Award, 2,000 registrations for Ignite, and have re-launched the 25+ Award.	<b>1. Achieve self funding for the organisation by end of June 2023</b> <ul style="list-style-type: none"> <li>Establish 25+ program with a launch date of January 2021</li> <li>Explore DGR status for organisation</li> <li>Events to have profitability focus</li> <li>Develop business case for philanthropy/bequests</li> <li>Explore scholarship programs</li> <li>Targeted list of sponsors for projects and organisation</li> </ul>	CEO	30 June 2023
<b>VALUE PROPOSITION</b> Awards WA provides the scope through adventure in learning for young people to invest in their future by challenging themselves, being community focused and empowered to achieve their potential.  Our Awards allow the community to invest in youth, enabling them to become confident and resilient members of society.	<b>KEY STRATEGIC OBJECTIVES</b> <ol style="list-style-type: none"> <li>Achieve self funding for the organisation by end of June 2023.</li> <li>Expand the level of registrations and participation to levels anticipated in the Vision Statement.</li> <li>Review and improve governance in the organisation.</li> <li>Improve brand awareness and clarity.</li> <li>Develop key stakeholder relationships and strategic partnerships.</li> </ol>	<b>2. Expand the level of registrations and participation to levels anticipated in the Vision Statement</b> <ul style="list-style-type: none"> <li>Establish Regional Open Award Centres</li> <li>Succession planning within Award Centres</li> <li>Training and systems to increase capacity within Award Centres</li> <li>Improve/create directed marketing collateral</li> <li>Work with NAO to build National MOUs</li> <li>Investigate non-traditional Award Centres/partners</li> <li>Onboard processes to increase success within Award Centres</li> <li>Principal advocates for Award programs</li> </ul>	CEO/PM	30 June 2023
<b>OUR PEOPLE</b> We work with an amazing community of stakeholders including: our Participants, Award Leaders, schools and community groups, Government Departments, the National Award Operator, other Award Operating Authorities, sponsors, not for profit organisations, Ambassadors, adult mentors and a vast range of youth service providers.	<b>OUR KEY PRIORITIES</b> <b>Year 1:</b> Expand level of registrations <b>Year 2:</b> Develop key stakeholder relationships and strategic partnerships <b>Year 3:</b> Improve brand awareness and clarity/Review and improve governance <b>Year 4:</b> Achieve self funding for organisation	<b>3. Review and improve governance in the organisation</b> <ul style="list-style-type: none"> <li>Embedding effective processes/systems underpinning operations</li> <li>Critical skills development of Board</li> <li>Establish Fundraising Sub-Committee with Terms of Reference</li> <li>Increase volunteer recognition processes</li> <li>Create robust service feedback loop</li> <li>Create and adopt Risk Register and Plan</li> <li>Development and Implement workforce/staff development plan</li> </ul>	BOARD/CEO	30 June 2022
<b>OUR CULTURE</b> Our work will be guided and informed by our beliefs and commitments to: <b>Inclusiveness</b> – we respect people, value diversity and are committed to equality <b>Participation</b> – we value and recognise the engagement of our Participants and the contribution of volunteers within their organisation and communities <b>Quality</b> – we strive for excellence through continuous improvement <b>Openness</b> – we are committed to a culture of teamwork and collaboration	<b>KEY ACTION PLANS</b> Operational Plan(s) Communication Plan Training/Development Plan Stakeholder Relationships Plan Marketing Plan Media and Public relations Plan	<b>4. Improve brand awareness and clarity</b> <ul style="list-style-type: none"> <li>Conduct brand recognition and awareness survey</li> <li>Clarifying and separation of key brands</li> <li>Direct and targeted marketing</li> <li>Utilising key connections for media engagement</li> <li>Utilise non-traditional media platforms/advertising</li> <li>Tell the 'good news' stories</li> </ul>	CEO	30 June 2022
<b>STRENGTHS</b> <ul style="list-style-type: none"> <li>International network</li> <li>National support: NAO/SAOA</li> <li>Longevity</li> <li>Brand – Royal connection</li> <li>Committed team: Office/Board/Volunteers</li> <li>Relationships with funding organisations</li> <li>Relationships/trust with organisational partners</li> <li>Well developed and scalable processes and systems</li> <li>Stable leadership</li> </ul>	<b>WEAKNESSES</b> <ul style="list-style-type: none"> <li>Lack of local archives/history</li> <li>Under utilisation membership/alumni</li> <li>Lack of membership structure</li> <li>Reliance on Gov't funding</li> <li>Lack of funds to achieve objectives</li> <li>Lack of CRM</li> <li>Branding – clarity in Awards/NAO</li> <li>Workload/resources for small team</li> <li>Board effectiveness</li> <li>Marketing collateral</li> </ul>	<b>5. Develop key stakeholder relationships and strategic partnerships</b> <ul style="list-style-type: none"> <li>Develop and adopt Stakeholder Relationship Plan</li> <li>Identify main Stakeholder contact</li> <li>Growth and engagement with Duke of Ed Employer Program</li> <li>Implementation of Duke4Sport in WA</li> <li>Ministerial level of awareness of Award programs</li> <li>Strength in benefit of relationship with Awards WA and programs</li> </ul>	BOARD/CEO	30 June 2021
<b>OPPORTUNITIES</b> <ul style="list-style-type: none"> <li>Strengthen international links with Duke of Ed Award</li> <li>Use Board to increase salience</li> <li>Increase Gov't School reach</li> <li>Expand across state</li> <li>Target primary schools</li> <li>Collaborate with international Award Centres</li> <li>Staff number growth</li> <li>Be 'seen' more</li> <li>Selling our story</li> <li>Increased data/evaluation to strengthen our position</li> <li>Employability - differentiation</li> </ul>	<b>THREATS</b> <ul style="list-style-type: none"> <li>Stereotyped as a school program</li> <li>National Licence compliance</li> <li>Competing for dollars</li> <li>Whole of organisation funding</li> <li>staff retention and development</li> <li>Office space</li> </ul>			