

Youthtown Strategy 2020



YOUTHTOWN'S VISION

“ Empowering young New Zealanders to be the best they can be”



HOW WE ACHIEVE OUR VISION

HOW

“We empower young New Zealanders by developing their skills and knowledge through our programmes”



YOUTHTOWN'S VALUES



YOUTHTOWN BELONGING

- We build strong connections and relationships of respect
- We share a culture of trust
- We show concern for each other's wellbeing
- We enjoy and have fun



YOUTHTOWN INDEPENDENCE

- We are empowered to solve problems and make decisions
- We have the confidence to make good choices
- We are responsible for our actions
- We show character by having resilience and integrity



YOUTHTOWN GENEROSITY

- We genuinely care and show compassion
- We positively contribute to other's lives and the wider community
- We go above and beyond in our efforts
- We acknowledge and celebrate each other's success



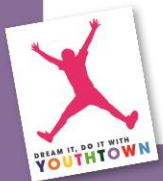
YOUTHTOWN MASTERY

- We face and overcome challenges through personal growth
- We strive to continuously improve our competence
- We take opportunities to reach our potential
- We are great role models in all that we do

Youthtown is aligned to the principles in the New Zealand Government's (Ministry of Youth Affairs,2002) **Youth Development Strategy Aotearoa (YDSA)** as follows:-

The nation or community acts on the understanding that positive youth development ...

- ... is shaped by the '**big picture**'
- ... is about young people **being connected**
- ... is a consistent **strengths-based** approach
- ... happens through **quality relationships** and is triggered when young people **fully participate**
- ... needs good information
- ... young people are more likely to grow up knowing that they:
 - > can make a positive contribution to society and have opportunities to do so
 - > have supportive and caring connections with a range of groups and people who care about them
 - > they can influence their own lives through choices and skills
 - > they feel good about who they are and what they can offer and we help create
- ... where young people are vibrant and optimistic



SUGGESTED GOALS

1. Excellence in Engaging and Developing Young New Zealanders
2. Be a Recognised National Brand
3. Growth in Targeted Communities
4. Attract, Inspire and Develop Exceptional People
5. Financial Sustainability
6. Safe Place, Safe People, Safe Programmes



Strategic Goal	Excellence in Engaging and Developing Young New Zealanders
<p>Guiding Principles</p> <p><i>The key principles that will guide Youthtown in making decisions about excellence in engaging and developing young New Zealanders</i></p>	<ul style="list-style-type: none"> • Provide development opportunities for young New Zealanders between the ages of 5 and 18 years old. • Ensure high quality programme development and delivery, aligned with the Youthtown Way. • Utilise outstanding external evaluation and quality internal assurance systems. • Nurture a culture of continuous improvement. • Ensure robust operational systems and processes. • Align with the Youth Development Strategy Aotearoa (YDSA). • Recognise Te Tiriti O Waitangi in our programmes. • Ensure an excellent customer experience including the use of technology.



Strategic Goal

Be a Recognised National Brand

Guiding Principles

The key principles that will guide Youthtown in making decisions about being a recognised national brand.

- All marketing initiatives should be consistent with developing Youthtown as a national brand and align with Youthtown's Vision, Values and Goals.
- All formal communications should include key messages that are consistent with developing Youthtown's national brand.
- We will effectively engage with new and existing stakeholders and build relationships that support Youthtown's Vision, Values and Goals

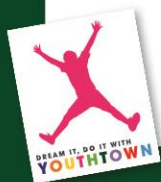
- We recognise our stakeholders are:-

Internal

- ❖ Staff
- ❖ Volunteers
- ❖ Board

External

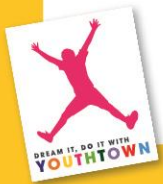
- ❖ Extended Youthtown 'Family':- Foundation; Patrons; Members; Alumni.
- ❖ Customers:- Young People and Whanau; Corporates; Businesses.
- ❖ Delivery Support:- Suppliers; Partners; Youth Development Sector.
- ❖ Community Support:- Local/Central Government; Council; Community; Schools; Clubs; Community Centre.
- ❖ Funding:- Regional Sports Trusts; Other Funders.
- ❖ Gaming:- Venues; Other Gaming Trusts; Grant Recipients.



Strategic Goal	Growth in Targeted Communities
<p>Guiding Principles</p> <p><i>The key principles that will guide Youthtown in making decisions about growth in targeted communities</i></p>	<ul style="list-style-type: none"> • Target growth in identified communities that meet our criteria. • Seek enduring partnerships with collaborative funders and government. • Carefully assess growth opportunities using sound business case evaluation techniques.



Strategic Goal	Attract, Inspire and Develop Exceptional People
<p>Guiding Principles</p> <p><i>The key principles that will guide Youthtown in making decisions in attracting, inspiring and developing exceptional people</i></p>	<ul style="list-style-type: none"> • Talent management is a priority – Youthtown is committed to attracting, selecting, inspiring, developing and retaining exceptional people. • Youthtown aims to be an employer of choice by building an employer brand as a progressive, inclusive and fair employer who values diversity and recognises the values of it's staff. • Youthtown focuses on continuously improving employee engagement through analysis of key drivers and the development of targeted plans. • Youthtown expects continuous learning and development at all levels, and promotes the attainment of nationally recognised qualifications. • All people initiatives are aligned and integrated with Youthtown's Vision and Values.



Strategic Goal	Financial Sustainability
<p>Guiding Principles</p> <p><i>The key principles that will guide Youthtown in making decisions about financial sustainability</i></p>	<ul style="list-style-type: none"> • Ensure Youthtown is financially strong and continues to grow reserves in line with the Financial Reserves Policy. • Operate with an effective and efficient business model, with sufficient resource for current activities and also new opportunities. • Youthtown is viewed as a credible gaming trust by the industry and the regulators. • Maintain or increase gaming revenue. • Diversify and grow all other funding streams.



Strategic Goal	Safe Place, Safe People, Safe Programmes
<p>Guiding Principles</p> <p><i>The key principles that will guide Youthtown in making decisions about Youthtown as a safe place, with safe people and programmes.</i></p>	<ul style="list-style-type: none"> • Commit to a safe and healthy environment for all with the ultimate goal of ZERO HARM. • Engage all workers (as defined by the Health & Safety at Work Act 2015), participants, visitors and suppliers embedding health and safety into the culture of our organisation. • Ensure all our workers understand and take responsibility for their safety and the safety of places, people and programmes. • Hold our leaders and workers accountable for leading our continuous improvement in health and safety. • Take all reasonably practicable steps to ensure the safety of all workers, participants, visitors and suppliers by complying with relevant health and safety legislation, standards and codes of practice. • Strive not only for compliance with legislative requirements but for excellence in our health and safety management as leaders in the youth development sector. <hr/> <ul style="list-style-type: none"> • Ensure excellence in health and safety has the same priority as other business imperatives.



STRATEGY 2020 – AT A GLANCE:

Vision:- Empowering young New Zealanders to be the best they can be

How:- By teaching them values and skills through our programmes

Values:- Belonging, Mastery, Excellence, Generosity

Key Goals	Excellence	Recognition	Growth	People	Sustainability	Safety
Priority	Deliver high quality values based programmes that develop the skills and knowledge of our participants.	Be a nationally recognised brand.	Grow in new targeted communities that meet our criteria. Growth of programmes in communities we are already established in.	Ensure a culture of strong engagement continuous, learnings and performance excellence.	Diversity and growth in our funding streams with sufficient resource for current activities and new opportunities.	Ensuring safe place, safe behaviours and safe programmes all the time
Measure	Positively impact the lives young New Zealanders by delivering more than 500,000 hours each year. 98% of young New Zealanders respond they are better off. 98% gain a new skill or knowledge.	Prompted brand recognition of greater than 40% in established communities.	5 new targeted communities offering full range of programmes 10% growth in overall programmes per annum across established communities.	60% staff engagement.	Increase gaming revenue. Increase non-gaming revenue by 25% per annum.	WSMP Tertiary