

STRATEGIC PLAN
2023 - 2026

thriving
together



FOREWORD FROM THE CEO AND CHAIR

At Youth Focus, we're here to help create a world where a young person's mental health does not get in the way of them being who they want to be.

This strategic plan is more than a roadmap of how we'll approach the three years ahead. It describes who we are, how we work, and the kind of community we want to help create for young people in Western Australia.

The theme of our strategic plan is 'Thriving Together'.

For us at Youth Focus, thriving means a community where young people are supported to be proactive about their mental health, and to choose their own future.

But we know we can't achieve this alone – we will make the greatest impact if we work together.

By partnering with young people and their communities, harnessing the skills and talents of our people, and working with our stakeholders, we can champion the mental health needs of young people and equip them with the tools they need to thrive.

Over the past few years, Youth Focus has been on a journey of building foundations. We have redefined and strengthened our model of care, enhanced our intake and triage system, and introduced a regional service model which better integrates our headspace and Youth Focus services.

And this journey has enabled us to set a path forward for the next three years, where we can focus on creating the greatest possible impact for young people, through our accessible, safe and high-quality services. Together with our stakeholders, and in partnership with young people and their communities, we'll build sustainable programs and networks of support.

This new strategic plan and our refreshed vision and purpose sets Youth Focus on a path to drive the credibility, consistency, accessibility and impact of our youth-centred mental health and wellbeing services in Western Australia.

We are grateful to the many people – young people, staff, carers and stakeholders - who shared their insights and guided the development of this plan.



Strategic Plan 2023 - 2026

OUR VISION

A world where a young person's mental health does not get in the way of them being who they want to be.

OUR PURPOSE

Trusted to champion the mental health needs of young people in WA, supporting them to thrive in their community.

OUR VALUES Compassion Collaboration Dynamic Integrity Quality

BY 2026...

We will drive the credibility, consistency, **accessibility** and **impact** of our youth-centred mental health and wellbeing services in WA. Led by our [Guiding Principles](#), we will **partner** with young people aged 12 - 25 and their communities, and together with our stakeholders, we will continue to build **sustainable** programs and networks, with young people at the centre of everything we do.

OUR STRATEGIC PILLARS

ACCESSIBILITY

We will deliver a high-quality, safe and consistent service for young people; across our locations and tailored to community needs.

IMPACT

We will make a measurable difference. We are committed to demonstrating the credibility, value and meaningful impact of our services.

PARTNERSHIPS

Our impact is greater when we collaborate with others. With mutual respect, we partner to achieve the best possible outcomes for young people.

SUSTAINABILITY

We will continue to build our capacity – in our people, practice and resources - so we can deliver on our purpose now and into the future.



Accessibility

We will deliver a high-quality, safe and consistent service for young people; across our locations and tailored to community needs.

- We will ensure our core service mix is available to young people in the communities we work at no cost
- Continuing to put the voices of young people and their communities at the centre of our approach, we will demonstrate flexibility in the delivery of comprehensive services that suit their needs
- Working with communities, we will find new and innovative ways to deliver our core services and increase accessibility for young people
- We will ensure our footprint reflects our commitment to making our services easily accessible to young people in the communities in which we work
- We will create new opportunities for engagement and support by the WA community
- Our brand will be seen as accessible, inclusive and approachable for our diverse stakeholders and young people alike, no matter who they are or where they're from
- And we will foster a culture of accessibility, inclusiveness and responsiveness throughout the organisation





Partnerships

Our impact is greater when we collaborate with others. With mutual respect, we partner to achieve the best possible outcomes for young people.



- **Young People and Carers:** We will work alongside young people and their families and carers to ensure their voices remain at the heart of everything we do
- **Aboriginal Elders, Young People and Communities:** Prioritising relationships, we will work to build trust and increase access to our services and ongoing mental health support for young Aboriginal people
- **Referral Partners:** We will continue to increase our network of referral partners to ensure young people are connected to the right support at the right time
- **Corporate Supporters and Donors:** We will seek opportunities for meaningful engagement and involvement by our donors, funders and supporters; building strong, sustainable partnerships grounded in mutual benefit, shared values and respect
- **Community Stakeholders:** We will work closely with stakeholders to ensure our services are tailored to meet community needs, and deepen our opportunities for community engagement
- **Like-minded Organisations and People:** We will foster partnerships that add value to our own service, leverage each other's strengths, and build the collective will, capacity, evidence-base, and resources to achieve our vision. By collaborating with other voices in the sector, we will continue to shape and influence systems and policy
- **Government Partners:** We will be a trusted and respected partner for government; recognised for our leadership and valued for both our high-quality service and the role we play as advocates for young people
- We will develop and deliver a comprehensive stakeholder engagement framework that will ensure purposeful and consistent relationships across all partnerships



Impact

We will make a measurable difference. We are committed to demonstrating the credibility, value and meaningful impact of our services.

- We will continue to grow our reputation as a well-known, leading and trusted organisation in WA
- Our service is of the highest quality, committed to continuous improvement in line with our Quality, Safety and Governance Framework, ensuring best practice always
- We will ensure young people and their carers remain at the centre of everything we do – with Youth and Carer experience aligned, responsive and consistent
- We will foster an environment that encourages and supports innovative thinking across the organisation
- Our strategy for growth will be guided by the unmet needs of young people and our potential to deliver meaningful value through high-quality services
- With a commitment to evidence-based services, we will contribute to and support clinical research that aligns with our vision
- We will leverage our reputation and influence both locally and nationally to champion better systems and outcomes for young people
- We will demonstrate our social impact through a measurable outcomes framework





Sustainability

We will continue to build our capacity – in our people, practice and resources – so we can deliver on our purpose now and into the future.

- Our growth will be deliberate, sustainable and considered, with the needs of young people and our ability to add value driving our decision making
- We will create an employee experience that is uniquely us, supporting staff wellbeing, retention and providing ongoing growth and development opportunities
- By continuing to build a diverse, inclusive and community-connected workforce, we will reflect the needs of young people who access our services
- By embedding effective governance and fiscal practices, we will actively identify and mitigate short and long-term risk to our organisation
- We will work to increase and drive great value from our government partnerships
- We will continue to nurture and celebrate the Hawaiian Ride for Youth and leverage the opportunities it presents
- By significantly boosting our fundraising efforts and nurturing our corporate partners and philanthropic donor relationships, we will enhance our fiscal sustainability and diversify our funding sources
- By reducing our environmental footprint, we will contribute to a sustainable future for young people
- We will build long term financial sustainability through growth of our capital fund
- We will value and leverage our brand to enhance our partnerships



Measuring Success

IN THREE YEARS, WE WILL HAVE...



Cemented our reputation as a trusted and credible organisation for youth mental health, and a champion for young people in Western Australia.



Grown responsibly and purposefully - increasing our service footprint and accessibility.



Strengthened our financial sustainability, with an increasingly diversified funding base and long-term partnerships in place.



Embedded our Guiding Principles throughout our organisation, ensuring the voices of young people remain at the heart of everything we do.



Demonstrated our social impact through an established, measurable outcomes framework.



Fostered a culture of inclusivity, excellence, integrity and collaboration and an employee experience unique to Youth Focus.



Our Values



COMPASSION



We show heart

We are passionate about our cause and committed to the wellbeing of our clients, teammates, and communities.

COLLABORATION



We collaborate

We are motivated towards a common goal knowing that ordinary people can do extraordinary things when they work together.

DYNAMIC



We are dynamic

We are adaptable, open to change and evolution, holding focus on our work through the transitions we face.

INTEGRITY



We can be counted on

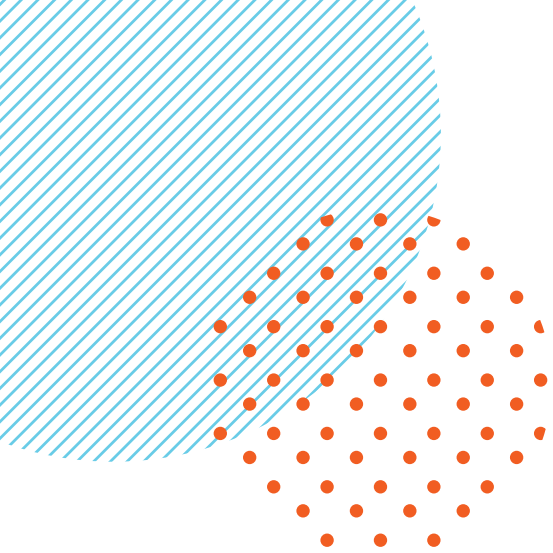
We are clear, honest, and authentic when we communicate. Those around us have trust and confidence in who we are and what we do.

QUALITY



We have a real, meaningful impact

We remain focused on our organisation's purpose, it drives us to be and do our best.



Youth Focus acknowledges the Traditional Custodians of country throughout Western Australia and their connections to land, sea and community. We pay our respect to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander people.

Youth Focus is committed to ensuring every individual that interacts with us feels safe and is able to bring their whole selves, being welcomed with equity, dignity and respect. In doing so, we understand that we must first include, listen, and reflect in order to build trust, connect, and partner. We celebrate individuality and are guided by the stories and journeys of the communities in which we live and work. Everyone is welcome at Youth Focus.



thriving
together