

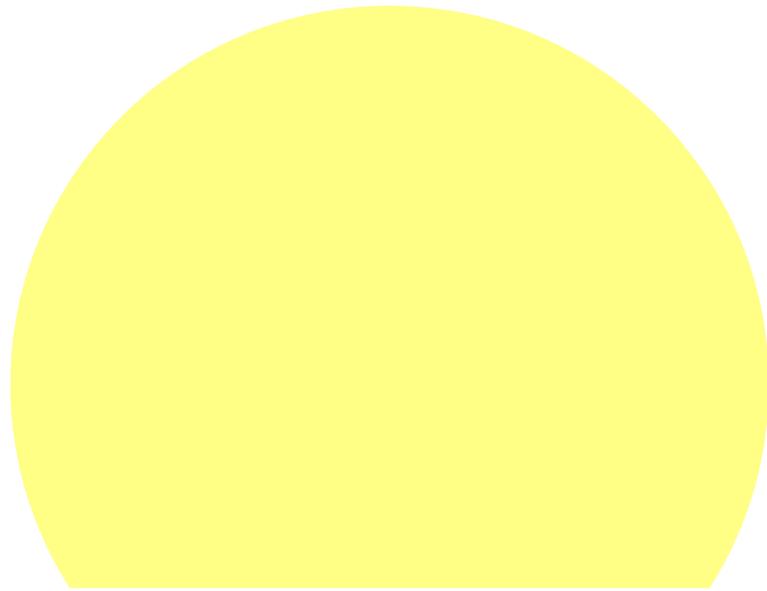
2021

# PLAYING TO WIN

(WE'RE HERE TO SHAKE THINGS UP)

HELLO INITIATIVE.

# ACKNOWLEDGEMENT OF COUNTRY



**NGAALA KAADITJ NYUNGAR MOORT  
KEYEN KAADAK NIDJA BOODJA.  
NGANNY KADITJ NYUNGAR KABARLI  
BWRAN KOORA YEY.**

**WE ACKNOWLEDGE NYUNGAR PEOPLE ARE THE  
FIRST CUSTODIANS OF THIS LAND.  
WE ACKNOWLEDGE OLD WOMEN AND OLD MEN  
PAST AND PRESENT.**



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# 1.0 Playing

## to Win

### **Hello Initiative is growing up.**

*Since our inception in 2019, we have swiftly grown to be one of the largest providers of support services in youth justice across Western Australia, and we are only continuing to grow.*

*Our flagship project Mobile Support has cemented Hello Initiative as a key provider of private services to youth justice clients and in 2021, a planned expansion will see the project serve even more young people across WA, more than doubling our metropolitan client base and opening our first regional program in the West Kimberley.*

*Late last year, Hello Initiative launched two additional projects to trial – eSafety Workshops and Design Thinking innovation workshops.*

*These projects will continue their prototyping this year, and other innovative trials will join them to position Hello Initiative as a social impact innovation service provider in WA, and one of the most responsible and agile NFPs working in the justice space across Australia.*

*It is an exciting time for Hello Initiative as our movement and our mission collects speed and increases its reach across WA.*

*Now is the time to make some key decisions about the future of Hello Initiative.*

**We are pleased to present 'the Plan'. This highlights our key approaches to growth and operations at Hello Initiative. And we are sharing it freely – with our stakeholders, with our partners, and with anyone who is interested online.**

*You will hear more in the Plan about our new approach to radical transparency and collaboration, and through sharing this document with anyone who will listen to us, we are taking our first steps towards that goal.*

*Thanks so much for being part of our journey.*

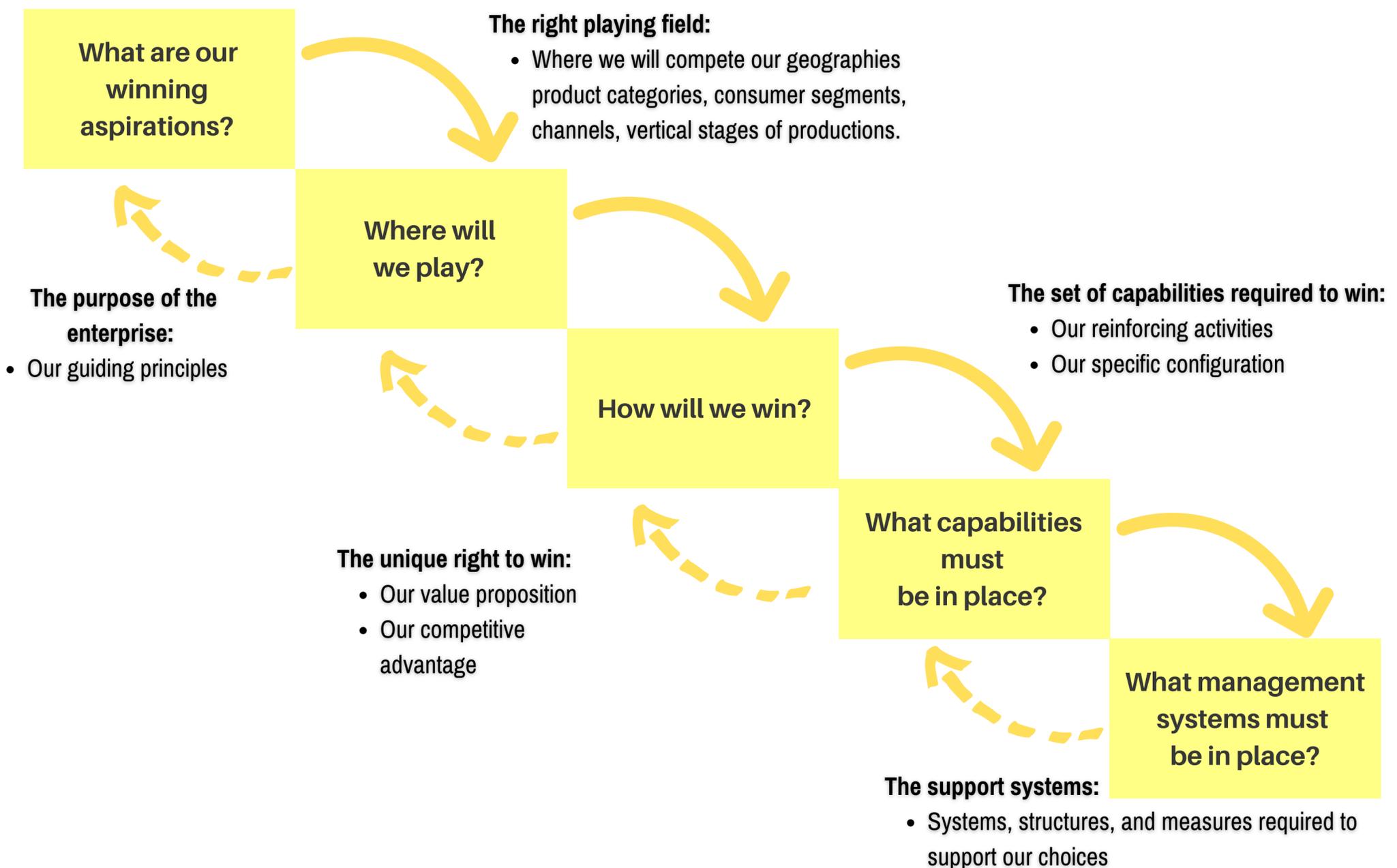
*The Hello Initiative team.*



# 2.0 Strategic Approach

True strategy is about making choices. For the Plan, our first strategic document, we have chosen to adapt the 'Playing to Win' strategic framework model from the Harvard Business Review Press.

The key tenet of this framework is that an organisation makes key choices in their goals, in where they play, and in 'how they win' or their unique value propositions. These choices are not sequential, and must be self-reinforcing by design.



The Plan will highlight our organisational mission and vision – why we exist. It will announce our new organisational values – the standards we hold ourselves and our work to, both as a team and as individuals.

# 2.0 Strategic Approach

The Plan will explain where we choose to play and how we choose to win in those arenas. It will highlight our key aspirations, providing a benchmark for knowing when we are 'winning' even when the road to reform in our industry is long and complex.

'Winning' in this context is not about always solving the complex problems in the industry in which we engage, or being the biggest player in the field.

**Winning is about delivering a high quality service that makes a real impact on the young people we work with. Winning is about knowing the work we do makes a difference. Winning is being a collaborative force in a fractured sector, and sparking discussions with the community and with government about much-needed reform.**

Winning is trying new things, and at Hello Initiative, sometimes failing is winning too.

# 3.0 Our Vision and Mission

## Vision

Our vision is for a fair and equitable justice system that supports young people and their families to make better choices and build a better future for their community. We believe in learning from mistakes.

## Mission

Our mission is to improve the social and judicial outcomes for young people involved in criminal justice in Western Australia. We do this by providing support relevant to the real world.

# 4.0 Our Team Values

**1.**

We are **KIND** in our perspective and seek to understand.

**2.**

We are **CURIOS** to try new things and believe there is always a better way.

**3.**

We are **BOLD** in the way we design our supports and the way we do business.

# 4.1 Our Team Values

**We are:**

**KIND**

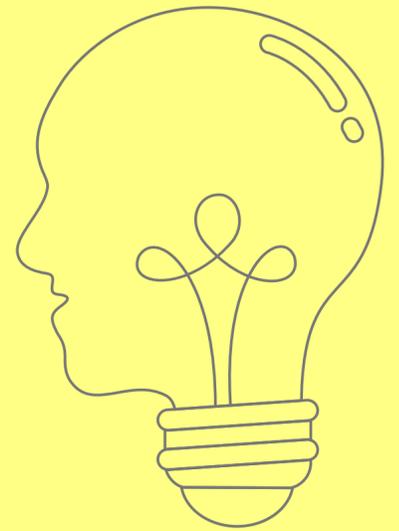


- 1** Hello Initiative seeks to use empathy in the way we relate to the young people we work with, our partners, stakeholders and the community.
- 2** We deal in the business of justice and we do not believe punitive approaches work.
- 3** We do not condone criminal behaviour. Instead, we always seek to find and understand motivating influences
- 4** We believe that young people always have the potential to turn their life around if they so choose.
- 5** We support a diverse team and everyone is welcome here.
- 6** We support others to make change through pro-bono and in-kind support where we can.

# 4.2 Our Team Value

**We are:**

**CURIOUS**

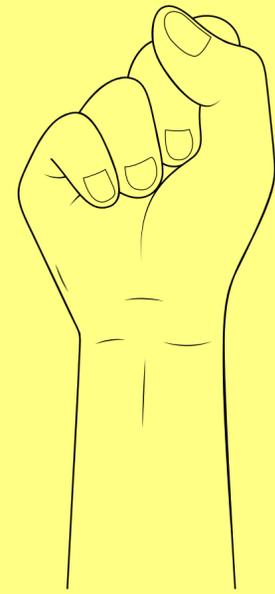


- 1** We understand that the justice systems we use now don't create good outcomes for either offenders or the community.
- 2** We do not think youth justice or the clients involved in the system are a lost cause – there is a better way.
- 3** We seek to embed innovation and spark new ideas.
- 4** We welcome weird and wonderful ideas and diverse perspectives.
- 5** We take a flexible, adaptive and agile approach to project delivery, and we reject red tape.
- 6** We believe failure is a sign that you tried something new.

# 4.3 Our Team Values

We are:

**BOLD**



- 1** We do not accept the status quo.
- 2** We seek to influence long term systemic and legislative change.
- 3** We have a high tolerance for risk and we trial projects that others won't.
- 4** We are radically transparent about our operations and our outcomes.
- 5** We welcome collaboration across the sector.
- 6** We ask for help when we need it, and we give help whenever we can.

# 5.0 Our Winning Aspirations

These are the aspirations that we seek to achieve. They should be attainable but still lofty, and would not come about as a direct result of business as usual.

## We find new and practical responses to complex problems.

We are always seeking new trial projects and are open to new ideas

We break the complex system down into its smallest parts and improve those facets where we can

We deliver new models of service that have not been tried before

We preference practical ideas that make a difference every day and live in the real world

## We offer a gold standard volunteering experience.

We look after our volunteers and encourage them to stay with us for the long term

We offer opportunities for personal and professional development

We expose our volunteers to new environments and the chance to develop new skills

We care for each other and look out for each other

We communicate well and often

## Our work makes a measurable impact.

We can develop our data and feedback systems to be 100% confident our work makes a difference

Our impact can be found in outcomes for our young people, our partners or the community at large

We influence both short term and long term change

# 5.0 Our Winning Aspirations

## We are active advocates for systemic change

We know that long term change in this sector will require industry and legislative reform

We work collaboratively and with compassion to achieve these changes

We can see a direct line between our work and the way the system relates to young people

We advocate for changing community values towards the youth justice sector

Important people and groups in this industry are familiar with Hello Initiative, our work and our views

## Our relationships are collaborative and transparent

We work with community partners to identify clients who would benefit most from our services

We ask for help when we need it and we provide help whenever we can

We work in partnership with others and we always pull our weight

We are clear and open about our wins and our failures

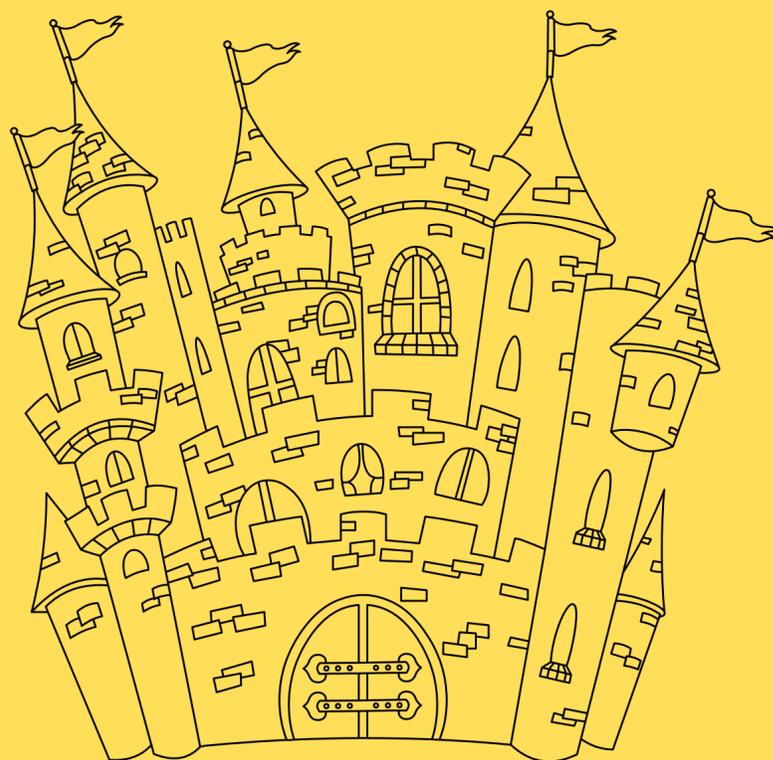


# 6.0 Where to Play

'Where to Play' details what it is we do at Hello Initiative. We communicate this using a visual representation of the Hello Initiative empire.

Some things are inside our castle walls – this is where we are the industry leaders. Some things are in the village – this means that we do these things already but we do have lots of room to grow. Some things are in the fields where we haven't built yet but we should. Other things are in the forbidden forest – this is where we don't play. This may be projects that are outside our scope, or don't address our mission and vision.

Our strategy seeks to protect our castle, shift some of the village into the castle, and some of the fields into the village. Our strategy also seeks to avoid the forbidden forest, even if this sometimes means saying no to good ideas.



# 6.0 Where to Play

## Inside the Castle Walls

Mobile Support projects

Relationships with  
community partners

Accessing our NFP benefits

## The Village Outside

Mobile Support smartphone supply chain

Fundraising

Volunteering culture

Perth metro client cohort

eSafety workshops

Sustainability

## In the Fields

Further innovation projects

Court Breakfast Program

Governance

Regional programs

Corporate sponsorship

Administrative funding / staff and wages

System Advocacy

Consumer groups – youth and Aboriginal cohorts

Robust data

Revenue streams / monetising

Community marketing and public relations

## The Forbidden Forrest

Crisis support

Non-justice clients

Traditional support services

Radical approaches or protest

Fee for service for core clients

Adult services / young adult

(18-30) services\*

National programs\*

\* Although these are currently outside our scope, these may become part of our organisational scope in the longer term future.

# 7.0 How to Win

'How to Win' is about how Hello Initiative creates a unique value proposition as an organisation. It is about what makes us different and better. 'How to Win' is about both identifying our current strengths as an organisation, as well as identifying where we need to grow.

**We take risks, fail fast and learn faster**

**We have a diverse team with innovative minds**

**We are data rich and transparent**  
**We provide real and practical support for our clients**

**We listen and implement feedback from our partners**

**We capture broad ideas and take them to trial**

# 8.0 Core Competencies

Our core competencies are what enable us in our 'Where to Play' and 'How to Win' choices. These are the skills we need to master and activities we need to undertake in order to deliver on those choices, and as a result, achieve our broad aspirations.

Each of our core competencies can be identified as the most critical aspects of our strategy – they are the do-or-die ideas, and not the nice-to-haves. Each core competencies should reinforce the others, as well as provide a scaffold to act on our where to play and how to win choices.



1

## **Powerful Friends:**

- We build meaningful and diverse networks

2

## **Cutting Edge:**

- We keep up to date with innovation in this space, and deliver new and novel solutions. We try things that have not been tried before.

3

## **Supercharged Volunteering:**

- We get just as much out of HI as we put in. We have each other's backs.

4

## **Measure What Matters:**

- We collect and analyse real and relevant data, and we adjust our projects to deliver what works.

5

## **We Know Our Shit:**

- We understand the complex justice system, and can translate it for our stakeholders.

# 9.0 Management Systems

Management systems is about what we need to do to build our strategy. This is about the systems and measures we need to implement to ensure we know when we are winning.

This is our first strategy, and Hello Initiative is still laying foundations. This is what we will build and how we will measure if we are winning over the next 12 months.

## Internal and external communication

- **Create a newsletter where stakeholders can sign up to read a quarterly organisation update to keep people in the loop**
  - Radical collaboration and transparency, building our network, being open about our wins and failures, seeking new ideas and feedback
- **Improve our organisation meeting schedule - connect more frequently and with more impact**
  - Keep our committee engaged and improve their experience by understanding better what is happening with the organisation on a bigger picture
  - Make decisions collaboratively and provide the opportunity for leadership on projects
- **Increase our social media reach**
  - Key platforms of Instagram and Facebook to reach the broader communicate to communicate our message, reach potential volunteers and create brand identity

## Robust feedback systems

- **Implement monthly feedback systems with our community**
  - Provide an opportunity for staff and volunteers at our community partners to provide monthly feedback on what works and what doesn't, radical collaboration
- **Launch our annual interview program**
  - Offer every youth worker / partner who refers to us the opportunity to engage in a 1-1 feedback interview on annual basis, build broad networks, seek new ideas
- **Launch youth advocacy group**
  - Create a group of consumers to provide feedback on organisational operations and future direction, co-design, get feedback from the horse's mouth

# 9.0 Management Systems

## Data management

- **Collect demographic data and translate to key and high-risk groups**
  - Innovate to meet the needs of our clients, embed collaboration and co-design, know out shit and know what clients need the programs and support, inform decisions about key areas for future growth, solving problems that matter
- **Translate our data into clear impact and financial benefits**
  - Radical transparency, being open about our wins and failures, ensuring ongoing sustainability as an organisation, positioning HI as an indispensable organisation in the sector

## Flexible funding

- **Diversify funding streams across the organisation**
  - Implement a funding model that includes grants, government and tenders, sponsorship and fundraising to insulate organisation against crisis (ie learn from COVID-19 experience), collaborate with sponsors and improve social media and PR capacity, build powerful friends
- **Develop internal revenue streams**
  - Commercialise workshops streams (digital wellbeing / human-centred design), consulting and speaking opportunities to funnel flexible funding, improve networks, impact through engagement in social impact sector outside of justice space

## Learning launches

- **Implement innovative idea capture mechanisms**
  - Create online systems where ideas can be submitted (anonymous or non-anonymous) to be evaluated for a trial, provide feedback where possible, advertise and promote service, act as a catch-all for ideas in justice sector, improve engagement and collaboration
- **Reduce red tape and encourage agile project management**
  - Create standardised lean approach to project management (currently happening with digital wellbeing workshops) that manage risk but not onerous, improve capacity to deliver trials with improved flexible funding opportunities

# 10.0 Conclusion

In the social impact sector, sometimes it is easy to get caught up in the firefighting activities of every day.



Strategic thinking encourages organisations to look beyond and consider where they are and where they want to be. Hello Initiative is carving out the path towards who we want to be when we grow up: a reliable, powerful and innovative player in the business of justice and the social good.

**WANT TO SPEAK TO THE CEO ABOUT THE STRATEGY, OR ANYTHING ELSE WE DO AT HELLO INITIATIVE?**

**HERE'S HER EMAIL ADDRESS: [ASHLEIGH@HELLOINITIATIVE.ORG.AU](mailto:ASHLEIGH@HELLOINITIATIVE.ORG.AU)**

**HELLO INITIATIVE.**