

The background is a dark grey color with a pattern of faint, light grey icons. These icons include a speech bubble, a shopping bag, a scale of justice, a hand holding a smartphone, a juice carton with an apple, a hand holding a credit card, a lightbulb, a megaphone, a puzzle piece, a t-shirt, a hanger, a shopping bag, a smartphone, a puzzle piece, and a megaphone. In the top right corner, there are two overlapping curved shapes: a large yellow one and a smaller light grey one. In the bottom left corner, there is a large yellow curved shape and a light grey curved shape that overlaps it.

PLAYING TO WIN

HELLO INITIATIVE.

**Hello Initiative
Strategic Plan
2023**

ACKNOWLEDGEMENT OF COUNTRY



Hello Initiative acknowledges Traditional Owners of Country that we work on, the Whadjuk people of the Noongar nation, as well as Traditional Owners throughout Australia and recognises the continuing connection to lands, waters and communities.

We pay our respect to Aboriginal and Torres Strait Islander cultures; and to Elders past and present.

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INTRODUCING PLAYING TO WIN

As our organisation continues to grow and as our community changes shape adjusting to a post Covid-19 community, HI is pleased to present our new and updated Strategic Plan 2023-24.

Since our Strategic Plan 2021-22, HI has achieved some significant organisational milestones, including new programs, paid staff members, and the establishment of our first independent board. However, some of our key strengths have remained core to our approach – including our resilience as a small and passionate start-up, the compassion of our volunteers who drive our projects forward, and our love for innovation and technology as enablers in our pursuit of our mission and vision for better outcomes in WA youth justice.

This new Strategic Plan 2023-24 represents a coming together of HI's new growth and scale along with our strong and ongoing identity as a social innovator and advocate for change.

As always, HI understands strategy in the not-for-profit space as critical in ensuring that the right decisions are made as we progress towards a clear vision for the organisation.

This new strategy reflects the same approach as our last – that strategy is about making choices, and that when everything is a priority, nothing is.

We are proud to be updating our strategy under the same strategic planning principles we have enjoyed previously. The 'Playing to Win' framework has served HI well through our last plan, and we are confident it will continue to provide a strong foundation for our organisation to direct efforts and resources where they are most needed.

This strategy places a strong emphasis on our new streamlined strategic pillars – keeping our eye on our mission and vision, looking after our people and our community, and building our organisation to be here as change-makers for the long run.

Thank you for being part of the HI journey.

The Hello Initiative team.

ABOUT HELLO INITIATIVE

We are a social impact innovation agency striving to improve social and judicial outcomes for West Australian young people involved in the justice system.

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.

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.



VALUES

Kind

We are *kind* in our perspective and we seek to understand our clients, our stakeholders and our community. *We deal in the business of justice.*

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



Curious

We are *curious* to try new things and believe there is always a better way. *We seek to spark new ideas and embed innovation in a fractured system.*

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



Bold

We are *bold* in the way we design our supports and the way we do business. *We do not accept the status quo.*

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



OUR WINNING ASPIRATIONS

Our key strategic pillars.



IMPACT

We deliver purposeful and measurable impact and remain focussed on our mission.

PEOPLE

We prioritise relationships and strive towards common goals.



SUSTAINABLE BUSINESS

We are making sure HI is in it for the long run.

WHERE WE PLAY

What we choose to do and not do.

CASTLE

Where HI is doing great and a market-leader

Mobile Support Project, Court Breakfast Project, values-led organisation, integrity and accountability, networks.

VILLAGE

Where we are actively building our capabilities

Staff experience, outcomes reporting, procurement, recruitment, volunteer experience (work and social), marketing and social media, financial processes, Human-Centred Design Thinking project, Youth Justice Innovation Advisory Council, Monday Best Clothing Bank.

FIELDS

Where we would like to be operating but we aren't just yet

Waste and consumption, supply chain management, research, advocacy, lived experience and co-design, cultural competence, corporate volunteering, outside WA advice, social enterprise development, diversity access and inclusion, developing and embedding HI culture.

FORBIDDEN FOREST

Where we actively choose not to play

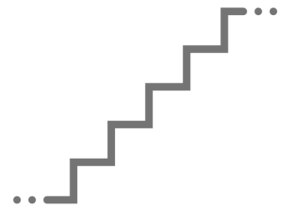
Services outside WA, outside youth justice sector, adults, working with unethical companies / companies that don't align with the HI values.

HOW WE WIN

What makes HI different and better from our competitors.

1

We have a high tolerance for risk to support innovation, and we embed lessons learned as we go.

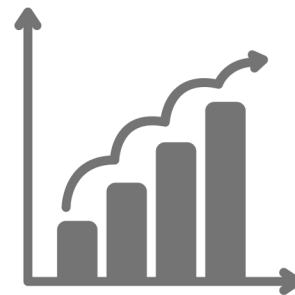


2

We have a nimble approach and a lack of bureaucracy that makes us highly responsive to change.

3

We are data rich and transparent about our outcomes.



4

We have a diverse team of smart and compassionate people and we support them to learn and grow.

5

We are technology-driven and seek new ways to streamline and optimise our business.



CORE

CAPABILITIES

What we need to be good at to achieve our winning aspirations.



PEOPLE AND CULTURE

We need to build a high-performing team and look after our people.

Ex: Recruitment, volunteer and staff engagement, professional development, diversity and inclusion practices, wellness, and fun.



BIAS TO ACTION

We need to close the intention-action gap and get more runs on the board.

Ex: Project design and delivery skills, prototyping and implementation, minimum viable products, testing and scaling, risk management, and budget management.



CRUNCHING THE NUMBERS

We need to know what we know, what we don't, and what we can do about it.

Ex: Data collection and management, data responsiveness and continuous improvement, outcome reporting, transparency processes, collecting community and lived experience feedback and responding.



A SEAT AT THE TABLE

We need to raise our profile, the profile of our mission and clients.

Ex: Brand development, marketing and PR, funding processes, building networks, social enterprise marketing and sales funnels, and organisational visibility.



RUNNING A TIGHT SHIP


We need to operate from a solid business foundation.

Ex: Compliance, regulation, governance, risk, robust financial planning and monitoring, cyber security, and data protection.

MANAGEMENT SYSTEMS

Activities that support our core capabilities in order to achieve our winning aspirations.








PEOPLE AND CULTURE

Core Capability	Impact	People	Sustainable Business
Establish clear recruitment and onboarding processes to create a positive first impression.			
Embed volunteer and workforce feedback mechanisms through the whole-of-journey to understand our volunteers needs.			
Establish and implement diversity and inclusion behaviours across the organisation based on demonstrated best practice.			
Provide regular professional development opportunities.			


BIAS TO ACTION

Core Capability	Impact	People	Sustainable Business
Establish standardised 'idea to delivery' project life-cycle framework to accelerate movement from idea to delivery.			
Define and implement clear delegation of authority to enable faster decision making.			











CRUNCHING THE NUMBERS

Core Capability	Impact	People	Sustainable Business
Review and reform data collection processes, what data is valuable (e.g. lived experience feedback), and how it will be collected (e.g. software, training) and managed.			
Embed and extend on existing data analysis processes, that reflect strategic objectives, be critically analysed and published transparently on a consistent schedule.			
Maintain data awareness, use and compare learnings from data to real life situations and HI goals. Critically look at the way the expected result differs from the actual results.			
Taking action with an evidence-led approach, using data to determine goals, strategies, continuous improvement and change management in a consistent, transparent and timely way.			

A SEAT AT THE TABLE

Core Capability	Impact	People	Sustainable Business
<p>Develop an advocacy planning framework that addresses our audiences and outcomes. Formulate a clear idea of who is expected to change and how, and what action is required and by whom both internally and externally.</p>			
<p>Launch social enterprise sales funnel and develop initial client base.</p>			
<p>Attend conferences and events that boost HI's presence in the social enterprise and charity space.</p>			
<p>Pursue opportunities to share our experiences through speaking engagements with organisations in similar and adjacent industries.</p>			
<p>Rework our current social media and online presence to improve our online brand and visibility.</p>			

RUNNING A TIGHT SHIP

Core Capability	Impact	People	Sustainable Business
Transform our compliance and policy processes to ensure we can always keep our staff, volunteers and clients safe.			
Undertake future budget planning and identify sustainable funding approaches and contingencies.			
Proactively maintain our online security processes and protect our organisation from cyber threats.			
Fully embed our new board processes and ensure clear governance and reporting lines are established.			
Undertake a comprehensive review of WHS requirements and ensure we meet best practice standards.			
Define and formalise the types of partnerships we will and will not make in line with our organisational values.			



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