



**Strategic Plan 2024/26**





# Introduction

For over fifty years, the Doxa Youth Foundation, (DYF) has been providing programmes to improve outcomes for children and young people from disadvantaged backgrounds.

Our particular focus has always been on offering camps and assisting young people to succeed in their studies and the workforce.

Over recent months, our board and staff have devoted considerable time to working on a new strategic plan. They have created a shared and inspiring vision of what they want to achieve over the next three years and a roadmap of how they will get there.





# Our Approach to Planning

The cornerstone of our planning process was a workshop facilitated by an external consultant, John Girardi. The Doxa Youth Foundation board, CEO, programme managers and two member representatives participated. Also in attendance were directors from the board and the CEO of our fundraising arm, the Doxa Community Club, (DCC). The outcomes of the discussion provided the basis for the future directions contained in this plan.

The deliberations were informed by data collected prior to the workshop. Of prime importance was our extensive consultation with our key internal and external stakeholders. Independent contractors, Maureen Price and Ken Sussex, conducted phone interviews using standard survey instruments with 20 members and 30 service users. We also held consultation sessions with all staff about their views of our current programmes and their future aspirations for our organisation.

# Our History

Father Joe Giacobbe established the Doxa Youth Foundation in 1972. His dream was to build a camp in the country so that children and young people from the disadvantaged inner suburbs could holiday there. He garnered substantial community interest in, and financial support for the idea and by 1976, our Malmsbury Camp in Northwest Victoria had opened. Today, we are still operating this venue along with other programmes to support children and young people in challenging circumstances.

# Our Guiding Framework

## Mission

We provide new opportunities for children and young people to maximise their potential and build brighter futures, regardless of their family's circumstances.

## Vision

All children and young people have access to positive opportunities and experiences.



# Our Services

## Camps

Our core business is providing camping programmes. We are committed to ensuring that all children and young people have the opportunity to go on camp to access the developmental opportunities provided by this experience. We offer:

### School camps

During the four terms of the year, we provide affordable camps for schools from disadvantaged communities to increase the number of children from less resourced families going on camp. We offer these in Malmsbury and the Melbourne CBD.

### Journey camps

We also provide journey camps for students from these schools where young people walk in the bush and sleep in tents.

### Holiday camps

To complement our school camps, we offer free holiday camps over the summer and Easter breaks for children who would otherwise not go away on holidays.

### Camps for community groups

We also partner with community groups working with vulnerable children and young people to provide camps for their clients over the weekends at our Malmsbury Camp.

## The Cadetship Programme

Our Cadetship programme helps university students from challenging backgrounds to succeed academically and to become more employable. This creates social mobility by opening doors to well paid jobs and rewarding career pathways.

## The Doxa Bendigo School

The Doxa Bendigo School provides an alternative setting for young people who have been struggling at school and helps them to develop the confidence and skills to return to mainstream education.





# Our Priorities

## Strengthen organisational capacity and capability

### Our Goals

- Obtain and instal equipment at our Malmsbury camp to provide exhilarating indoor activities during wet weather.
- Build on the existing robust risk management framework for our camps to create cutting edge practice.
- Explore options to make reaching our camps easier for service users.
- Develop a robust strategy to address the main blocker to growing the cadetship programme – finding business sponsors.

## Ensure that infrastructure and technology is fit for purpose

### Our Goals

- Upgrade the infrastructure and technology at the DYF Malmsbury Camp.
- As a matter of urgency, purchase a city camp venue with the capacity for larger groups.





# Our Priorities

## Strengthen financial security and sustainability

### Our Goals

- Establish a Doxa Joe Fellowship.
- Set up a fundraising committee.
- Proactively pursue trust grants and new government funding opportunities.
- Purchase the crown land on which the Malmsbury Camp is located.

## Increase the visibility of DYF in the community

### Our Goals

- Create a dedicated marketing capability for DYF, with an initial focus on attracting business sponsors for the cadetship programme.
- Revitalise our strong but ageing membership base.
- Reinstate regular DYF newsletters.





# Our Priorities

## Build a strong and symbiotic partnership between DYF and DCC

### Our Goals

- Work together to review and align the DCC and DYF constitutions.
- Ensure regular communication and meetings between the chairs and members of the DCC and DYF boards.
- Distribute alternatively to the members of both organisations, a DYF edition of Friends of Doxa newsletter and a DCC edition of Friends of Doxa newsletter.
- Establish a shared office for DCC and DYF on the second level of the Central Point building in Elizabeth Street.
- Strengthen the induction processes of DCC and DYF to help staff better understand the shared history and connection between the two organisations.
- Explore options for back of house synergies between DYF and DCC.





# Our Approach to Delivery and Monitoring

We have developed a three-year action plan to guide the implementation of our strategic priorities. Progress towards achieving our goals will be reviewed quarterly at the DYF board meetings and regularly at the fortnightly meetings of our senior DYF staff.

This will be a living document that is updated as new information becomes available and circumstances change.

