



Bridgewater PCYC
22-24 Greenpoint Road,
Bridgewater TAS 7030
Ph 6107 9040 – ABN 19 870 722 560

Bridgewater Police and Community Youth Club:

2019/2020 Annual Managers Report:



Table of Contents:

1.	Managers Perspective	page 3
2.	Annual Overview	4
	a. 2019 Safer Streets Initiative	5
	b. 2020 Covid-19 limitations	8
3.	Strategic Development	10
	a. Sustainable Funding Models	10
	b. Operational Goals	11
	c. Geographical Distribution	11
4.	Operational Model	13
5.	Staffing Diversity and Structure	16
6.	Governance and Leadership	19
7.	Business Model overview	21
8.	Organisational Collaboration	22
9.	2020/2021 Direction	23

MISSION STATEMENT:

Engage, empower and support our youth and community to develop resilience and maximise opportunities.

VISION:

***To Engage youths across the community,
To Enhance individual and community opportunities, and,
To Provide professional quality services.***

“IT’S YOUR BRIDGEWATER PCYC”

1. MANAGERS PERSPECTIVE:

2019/20 was an extraordinary year for the Bridgewater PCYC. The period commenced with the continuation of developments recently initiated that culminated in 560% growth by late 2019. The visual transformation of the organisation was evident with increased staff, vehicles, activities and sites. The operating area not only extended into Glenorchy and the Derwent Valley, but also now included the PCYC facilities in New Norfolk and a host of partnering organisations.

These developments reflected the record levels of engagement and support the organisation enjoyed and contributed to several prestigious awards that included a Telstra Business Award in the social change maker category, a Rotary Excellence Award, and a Finalist achievement in the Young Achiever awards that is still pending.

This increased presence, profile and even popularity has been driven by a unique, progressive and proactive direction developed and implemented. Proving successful, 2019/20 was the realisation of sound business modelling coupled with contemporary strategic realignment and innovative service delivery that demonstrated the creative and imaginative efforts of extremely dedicated staff. This year however, was far more than just awards and growth. The accompanying surge in community participation was possibly the greatest achievement and reward for two challenging years of change. With a fresh and genuine energetic culture, local community trust and support in the Bridgewater PCYC has instilled the organisation with a sense of pride that every member has contributed towards and can be proud of.

These strengths were severely tried during the early Covid-19 period of 2020. By March, operational restrictions and funding limitations were in full effect. As community needs emerged and evolved, the resilience and endurance of staff that had already exceeded expectations was again challenged. The ensuing 4-months again demonstrated these members' abilities to rapidly alter services, identify and meet shifting demands. This agility enabled the Bridgewater PCYC to maintain community

connection and provide support under adverse conditions that saw many other services forced to adopt virtual platforms, restricted activities or even face temporary closure.

Despite extreme difficulties, the challenging Covid-19 period has served to demonstrate the importance of combining an agile business model that prioritises a strong community focus and operated by committed staff who are not afraid to innovate.



2019 Telstra Tasmanian Business Awards Winner. Social Change Maker Category.

2. ANNUAL OVERVIEW:

The region within which the organisation has concentrated its efforts regularly features as the poorest performing geographical region within the state, 2019/20 being no exception. This challenging environment comprises the highly disadvantaged suburbs of Bridgewater, Gagebrook and Herdsmans' Cove in Brighton, the under resourced and partially isolated Derwent Valley communities and regions within Glenorchy which harbours numerous societal issues and the highest youth disengagement rate in Tasmania.

Australian Bureau of Statistics data consistently identifies these areas by their disproportionately high ratings in adverse societal fields such as unemployment. This is reflected in the repeatedly below average rating of all state schools within these regions on the Index of Socio-Educational Advantage. Within Tasmania, 2020 NAPLAN results also placed those schools supported by the Bridgewater PCYC all towards the bottom of the scale which included the worst performing primary and secondary school in the state.

The 2019 to 2020 financial year was comprised of two distinct 6-month periods, each exceptional for opposite reasons.

- 2019: The first and second quarters supporting additional programs under the *Safer Streets* Initiative, and
- 2020: The initial 6 months in 2020 marked by the reduced activity and commitments under Covid-19 restrictions.

Both periods provided challenges for the organisation that impacted every area of service delivery. The enormity of expanded 2019 activities and severe restrictions during 2020 specifically challenged the areas of;

- Strategic Development,
- Operational Model and service delivery,
- Staffing,
- Governance and Leadership,
- The organisations business model and financial viability, and,
- Collaborative community and agency partnerships.



While each area is specifically addressed, the 2019/20 12-month period witnessed the organisation consolidate the previous 2-years of development. In doing so, the Bridgewater PCYC was able to appreciably improve all aspects of service delivery efficiency. These improvements were illustrated through record-breaking levels of

community engagement, which ultimately increased localised support for the



organisation. The community momentum generated during this and the preceding 2 years was demonstrated by the sheer volume of local organisations and individuals seeking to collaborate, and in many cases volunteer with the Bridgewater PCYC.

There were multiple accomplishments that came

to fruition during late 2019, which were both instrumental in delivering increased outcomes and lasting improvements. These notably included;

- Winning the *Social Change Maker* category of the 2019 Telstra Tasmanian Business Awards, and appearing as a National Finalist,
- The development of expanded an New Norfolk Site,
- Record engagement levels across 3 municipalities,
- Record auxiliary member numbers,
- Attending and presenting at a National Forum on child services,
- Record numbers of collaborating partnerships,
- Substantially increased staffing capabilities, and,
- Achieving a sustainable business model for improved consistency in services.

A summary of the two periods follows for the 2019 and 2020 periods covered by this report.

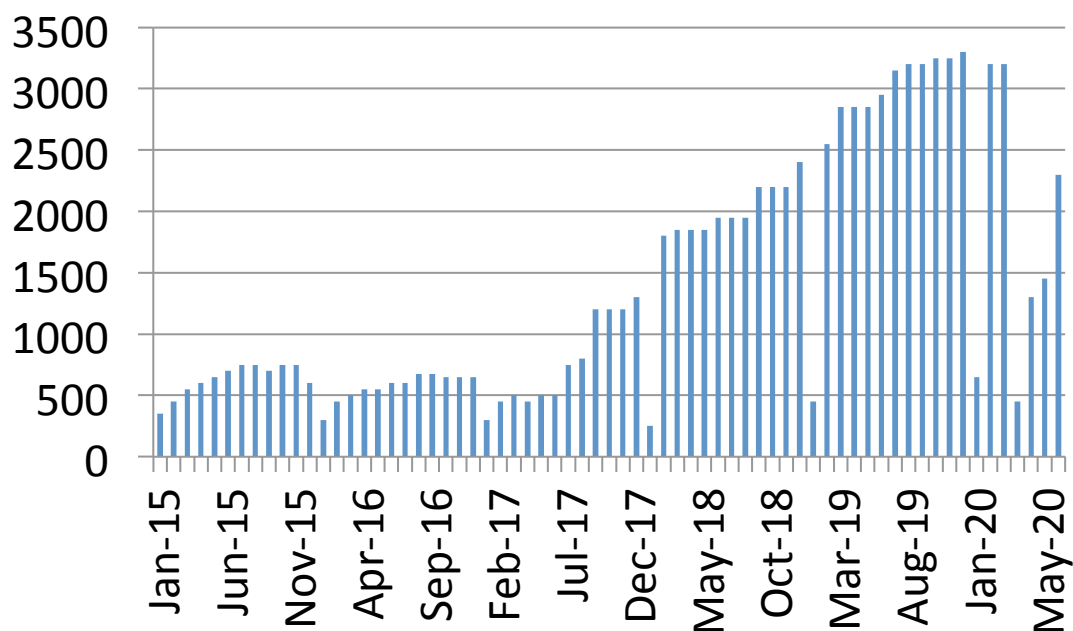
2019: 'Safer Streets' and increased regional services.

The 6 months of late 2019 were the second half of a record-breaking year. In addition to regular commitments, the organisation had launched the *Safer Streets* project across three municipalities. Supported by a significant *Department of Business* grant, this project culminated in substantially increased levels of services delivered targeting increasingly higher risk youths.

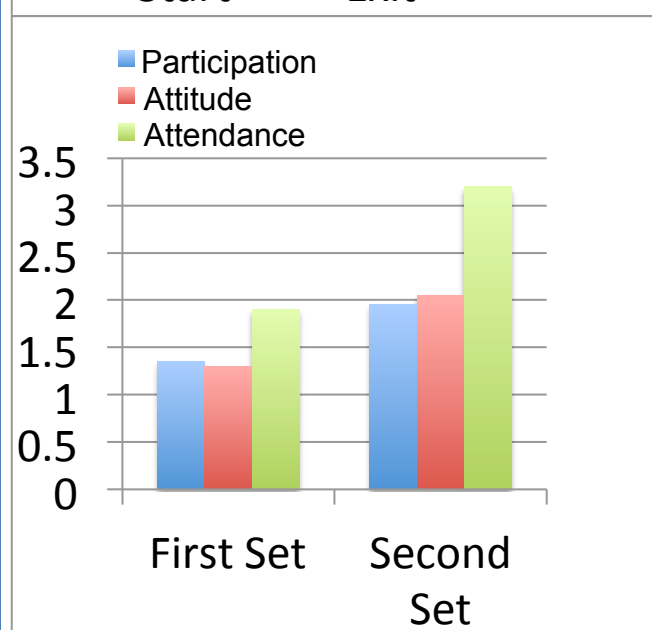
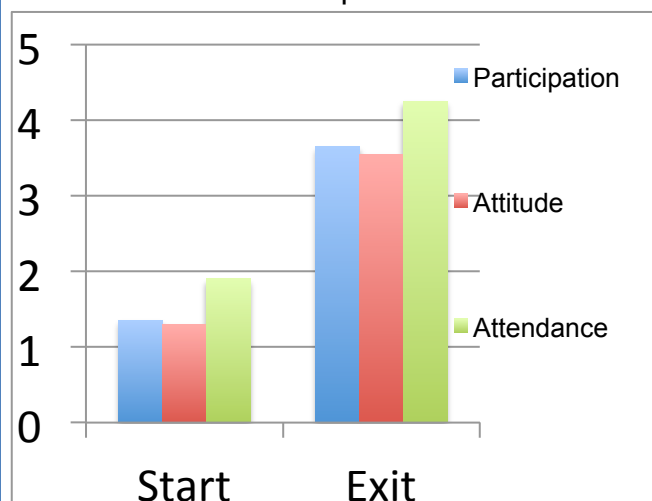
The nature of these activities and engagements further required the development of improved qualitative service delivery methods and models. This development further entailed additional improved staffing models, which were initially implemented in early 2019 and maintained with some marginal improvements late in the year.

The following diagram illustrates the expansion in overall services during this period relative to individual community members engaged in some aspect of supporting activities each week. As the *Safer Streets* project was concluded in December 2019 an expected reduction in overall organisational activity was anticipated. The cessation of this major project however was only reflected in a marginal reduction in total weekly engagements from 3300 to 3200 weekly.

Individuals Engaged (each week)



The effectiveness of expanded services during 2019 was not only reflected in



the results of an evaluation process, but actually exceeded expectations. Assessments undertaken during late 2019 were converted into numerical meta-data to measure effectiveness. Although measured across an extremely broad and diverse range of client demographics, the extract included below is indicative of preferential outcomes sought. Engagement in school/education variations from commencing programs to exiting:

Participation: +111.55%
Attitude: +108.45%
Attendance: +60.30%

Difference in commencement base line of participants. First set commencing March 2019. Second set commencing July 2019.

These results, while indicating a generalised improvement

particular to individuals attendance, participation and attitudes towards educational engagement further revealed an improvement in participants starting base line.

Broader data was collected across three streams of areas relating individuals to positive factors, negative attributes and underlying contributing factors.

Data collection was scaled between;

-2: substantial reduction in attribute, (-1 minor change)

+2 indicating a substantial increase in the attribute (+1 minor change) with,

0 indicating no change.

No.	Health	Self	Help	Confidence	School	Attitude-school	Police-Att	Police-Rel
AVG	0.837	.915	0.75	0.913	0.875	0.775	0.725	0.737

No.	Drugs	Alcohol	Runaway	Wagging	Attention	Graffiti	Stealing	Damage
AVG	-1.615	-1.79	-1.58	-1.71	-1.57	-1.362	-1.632	-1.452

No	Praised	Proud	Friends	Family	Sport	Hobby	Help	Apologise
AVG	0.25	0.592	0.80	0.41	0.625	0.605	0.78	0.527

While all areas experienced some degree of improvement, the reduction in negative behaviours was almost twice as pronounced as the improvements in positive behaviours.

The correlation of these results is particularly relevant where the *Safer Streets* initiative had been implemented, which was particularly targeting youths predominantly 12 to 18 who displayed a high or severe 'at risk of offending' status.

2020: Covid-19 restrictions, limitations and contraction.



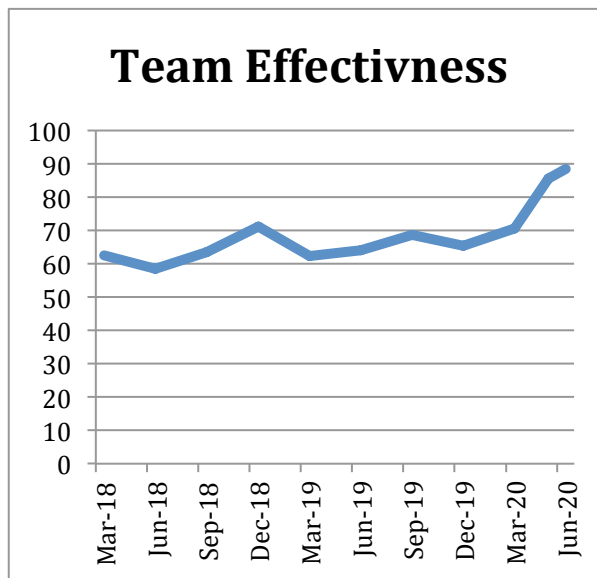
The Covid-19 period emerged as an organisational issue in mid February 2020. The ensuing March/April period saw the introduction of phased restrictions that severely limited the organisations ability to operate.

The immediate consequences broadly affected the Bridgewater PCYC across the areas of;

- *Operational Practices:* Ranging from outreach services to activities conducted on sites, the introduction of restrictions, alternate compliance regimes and social distancing measures immediately impacted all aspects of service delivery. Each commitment, activity, program and project required assessment that culminated in many services being suspended or discontinued, while others were restructured to accommodate necessary and immediate changes.
- *Staffing:* The severity and rapid pace in which compliance regimes were altered and implemented imposed substantially increased demands on all personnel. The initial 4-week period of March required members to alter their normal operational practices. This coincided with reduced capabilities that incurred a significant reduction in clientele. Ostensibly, the majority of services presented as overstaffed, under utilised and ultimately inducing a lack of sustainable funding.
- *Collaborative Partnerships:* Arguably the most prolific developments the organisation has achieved during the previous 3-years has been through the expanded capacity and desire to increasingly operate collaboratively. The current strategic, operational and business model supports numerous activities jointly supported by an increasingly diverse array of community and agency partners. Although the ramifications of restrictions were experienced unevenly across partnering organisations, by April, all collaborative partnerships had

been affected. This resulted in an inability in many cases to execute activities and achieve KPI's.

- **Revenue:** The initial impact from Covid-19 resulted in a reduction in the third quarter revenue for 2020 by 59.8%. This was mitigated by the availability of reserve funds and action taken in March to reduce expenditure and redirect resources where possible. During the fourth quarter, these measures and the availability of Government Stimulus packages had rectified initial revenue shortages.



The negative organisational consequences of the 4-month Covid-19 period may be summarised as entailing reduced activities incurring reduced revenue whilst requiring increasingly labour intensive compliance regimes.

Despite obvious difficulties, the Covid-19 restrictions presented a challenging period within which particular elements of the organisation excelled. These challenges equally affected all elements of the organisation with

an initially detrimental impact, particularly during early March. By May however, the organisations '*Team Effectiveness*' rating was demonstrating a resounding improvement in individual and collective performance. The measure was only implemented during 2018 to plot organisational performance relative to team members and consists of 10 broad fields. This tool however has been particularly useful during periods of rapid change such as those endured whilst organisational expansion and restructure was undertaken.

Critically, the most influential factors driving improved effectiveness have been derived from recent improvements in *Staff Morale* and *Commitment* combined and enhanced by increased *Communication* and participation in the *Leadership* process. These factors have enabled the organisation to deliver fundamental cultural and structural improvements that have translated into practical improvements in service delivery. These have proven essential in the effort to accurately identify and address emerging community needs.

3. STRATEGIC DEVELOPMENT:

The 2019/20 period falls within the strategic boundaries of the 2019 to 2020 Strategic Plan. Subsequent organisational direction formed under this plan was orientated towards three key areas of;

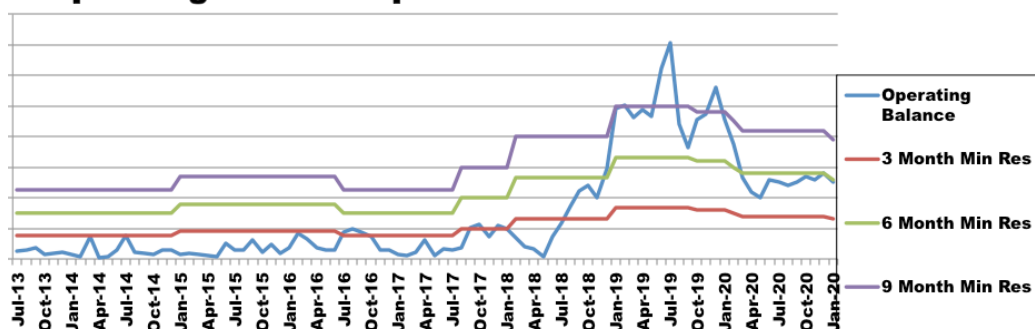
- Sustainable Funding Models,
- Staffing Professionalisation, and,
- Improved Service Delivery.

These same core priorities were current in the previous 2018/19 period which were subsequently extended for the duration of 2019 with the intention that these progress for the 2020 year.

Under the current circumstances, this report concludes these priorities at the completion of 2019.

1. *Sustainable Funding Models:* To facilitate consistent staffing and service delivery that enables improvements in community engagement, the organisation sought to establish consistent revenue streams. This entailed the organisation prioritising on;
 - Improved Financial Reporting: Partially dependant upon fixed roles and positions, late 2019 saw the dispersion of some financial reporting obligations across additional personnel, which similarly applied to corporate, business and acquittal reporting.
 - Diversification of revenue streams: Initiated in 2018 to seek compatible funding sources for complimentary services. This rationale was partially responsible for the exceptional results achieved under the *Safer Streets* project, and further demonstrates the effectiveness of collective impact whilst yielding improved outcomes.
 - Maximising Grant Potential: The ability to attract increased, ongoing and alternate funding was significantly improved. This was accomplished through combined efforts to publicise the improved capabilities the organisation has achieved, particularly relative to coverage, staffing expertise and community engagement. This was further improved by successfully winning the Telstra Business awards. These collective efforts resulted the improved media profile sought after.
 - Improved Staffing Allocations: The dual purpose for improving staffing allocations sought to reduce excess staffing expenditure and increase efficiency.

Operating Income-Expenditure Balances



(De-identified Income expenditure extract including projections)

The above diagram illustrates the sustained improvements the organisation has achieved during the previous 2-year period. This further encapsulates the first quarter 2019 which involved the rationalisation of the organisations financial management models. While this process improved the ability to manage liabilities, it simultaneously entailed the introduction of minimum 3, 6 and 9-month reserves necessary to operate the service at a rudimentary level. The subsequent preferential 'zone' for the management of financial reserves was adopted at the 6-month level. Despite the negative implication resulting from the onset of the Covid-19 period, projected figures indicate the resumption of a diminished yet acceptable model by late 2020.

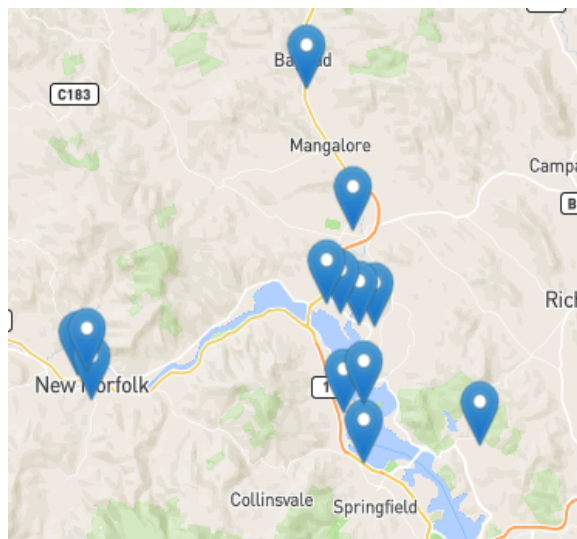
The immediate benefits this provided were an increased capacity to allocate funds towards;

- Emerging community needs,
- Developing new services,
- Organisational improvement, and,
- Developing emerging markets.

2. *Operational Goals - Service Delivery/Staffing Professionalisation:*

Arguably the most significant strategic organisational component is that of staffing. This comprises a separate section below, however is essentially the key feature for the second current strategic object of improving service delivery. This has involved developments that continued throughout 2019 centred around;

- The continuation of the Organisation Development Plan implemented in 2019 to develop individual staffing: OPD-19 reflected the need to improve staff performance individually and collectively.
- Continue capacity building across staffing: Actively pursuing specific skills, traits and attributes throughout 2019 to diminish capability deficiencies.
- Enhancing product development and organisational profile: Similarly necessary to attract interest from funding agencies, operational, brand recognition enables the rapid engagement of local community members. The ability for personnel to be readily accepted and credible is perceived as significantly enhancing their performance and the reciprocal behavioural patterns of engaged community members.



3. *Geographical Distribution: Coverage and Optimum Size.*

Strategic planning prior to the 2019/20 period did not immediately prioritise any geographical expansion. Services remain predominantly distributed across the Brighton municipality with an increasing volume of activity centred around New Norfolk within the neighbouring Derwent Valley municipality. This similarly applies

to the northern area of the Glenorchy municipality between Montrose and Claremont. Service delivery across these three areas had already been initiated in early 2019 and forms part of the operational and strategic commitments within the 2018/19 period.

From July 2019 commitments outside the Brighton municipality were increasingly formalised and collaborative, producing increased 'end user' outcomes.

This geographical distribution presents as three distinct municipal clusters, and forms the underlying operational structure of the organisation. The increased dedication of commitments outside of the Bridgewater area has specifically delivered;

- Increased opportunities for collaborative partnerships,
- Expanded staffing enabling increased staffing depth, and,
- Increased KPI's that facilitate improved funding to service models.

The July to December 2019 period in particular epitomised the potential effectiveness of this model, which resulted in Bridgewater PCYC personnel staffing the former Derwent Valley PCYC site in partnership with the Derwent Valley Council.

The evolution of the organisations capabilities in engaging communities beyond the immediate greater Bridgewater area is visually apparent. With more personnel reaching additional communities, a significant degree of commitments within the Bridgewater PCYC now run concurrently across these wider regions. Initially presenting the organisational with structural, supervisory and administrative challenges, this model has proven to be overwhelmingly successful, and culminated in productivity improvements unparalleled within the organisation by as early as December 2019.

It is subsequently apparent that organisational efficiency has been improved. This has enabled a higher volume of improved qualitative services to be delivered in neighbouring municipalities than previously possible. This is illustrated in particular by the introduction of personnel into the New Norfolk site, which now displays enhanced capabilities with access to personnel and resources across the Bridgewater PCYC. This is in contrast to the limitations of a smaller organisation where shared resources and staffing expertise are frequently unavailable.



Geographically, the 2019-year has demonstrated that these communities surrounding the Bridgewater PCYC's traditional area of operation present multiple opportunities. With benefits equally applicable to all three regions and the organisation.

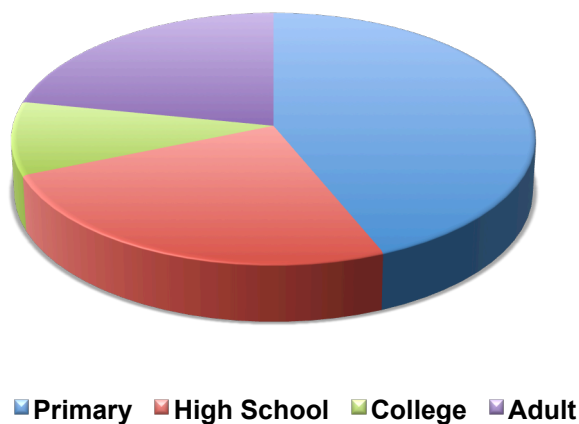
4. OPERATIONAL MODEL:

Fundamentally, the organisation and personnel endeavour to achieve the Bridgewater PCYC's elementary mission.

'Engage, empower and support our youth and community to develop resilience and maximise opportunities'.

Executing this on a daily basis, the activities undertaken by staff represent commitments that the organisation is capable of funding and undertaking that reflect community needs. Using evidence-based approaches, the organisation routinely conducts needs analysis, often in conjunction with allied professionals and agencies. These needs underpin the specific nature of services and have witnessed the emergence of increasingly earlier interventionist approaches. Illustrated within the 'target demographic' chart, a preponderance of services are directed towards younger individuals nominally aged from 5 to 12 which represents 44% of all support delivered. A further 25% is dedicated to those aged 13 to 16. The contrasting 9% for college ages (17-18) and only 22% for adults indicates the shift in organisational priorities.

**Demographic by Age:
March 20**



While March 2019 data indicated primary students represented over 48% of clients, the apparent 2020 reduction to 44% is predominantly the result of a disproportionate increase in high school and adult clients. These increases have seen high school client numbers grow during 2019 under the *Safer Streets* initiative that targets youths aged from 12 years old, and coincided with developments in Montrose and New Norfolk, both initially gaining increased traction amongst this age group.

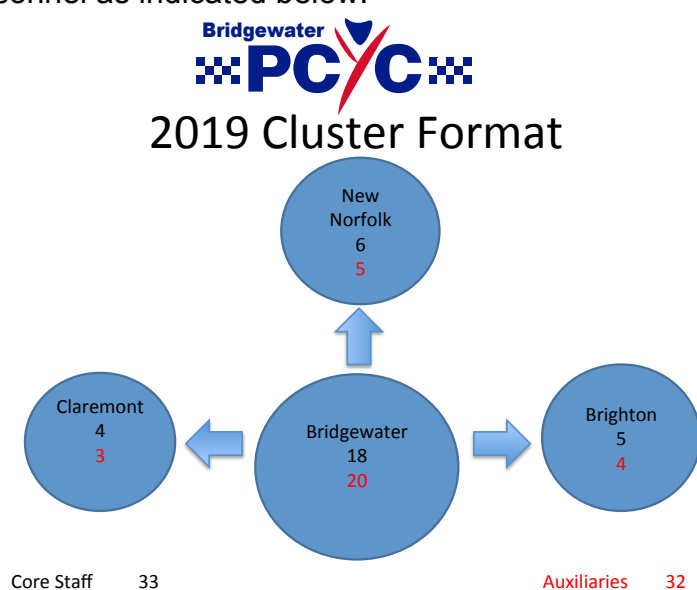
These services have further entailed a marginal shift in services away from college students towards younger age groups.

Adult engagement has seen a similar increase, yet was not the subject of any expedient funding as in the case of the *Safer Streets* campaign. Instead, this increase was directly attributable to two converging trends. The first saw personnel engaging those primary aged youths seeking greater parent engagement and support. The second related to an identified need that emerged from the Covid-19 pandemic. In this case, services were modified to address the advent of older more vulnerable community members being isolated, presenting increased risk and encouraged to remain home.

The previous 12-months have seen the continuation of the Bridgewater PCYC's primary commitments that relate to;

*Youth mentoring & Counselling, After school Care,
Behavioural Modelling, Holiday programs,
Truancy Aversion, Resilience Training,
Cultural Awareness, Health and Fitness Coaching,
Employment Readiness, School Transition,
Pensioner Support, and, Parental Support.*

Undertaking these functions has varied marginally across differing regions relative to needs and the availability of partnering organisations, funding and sites. Alluded to earlier, the clustered model now operating for approximately 18 months has benefited all three main municipalities with the allocation of personnel as indicated below.

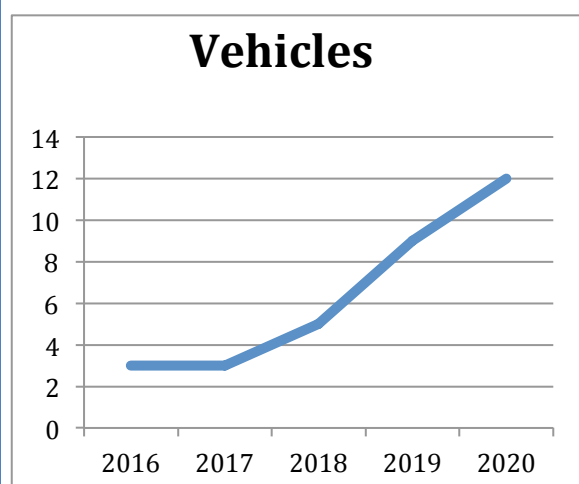


At its height, this September 2019 example staffing distribution shows approximate allocations for the 1st and 2nd quarters. The immediate improvement this model facilitated was the allocation of core support personnel centrally based at Bridgewater. This contingent

subsequently enhanced capabilities across all four regions simultaneously.

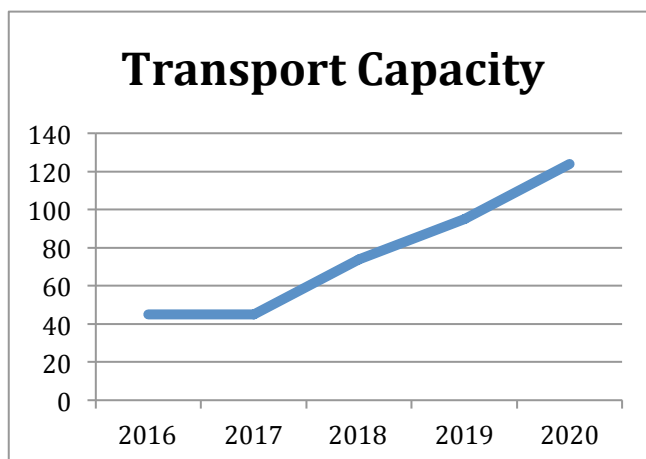
Accompanying the provisioning of core staff was that of auxiliary personnel. This largely comprised WFD (Work for the Dole) participants, student placements, volunteers and even CSO (Community Service order) individuals and minor youth offenders. These individuals presented a combined pool of community based support, many of whom were themselves engaged in

placement or work place readiness programs. While auxiliary numbers vary considerably, the substantial increases experienced in late 2019 has been attributed to the dedicated community engagement programs co-sponsored by the Brighton Council and Department of Social Services. The September 2019 point correlates succinctly to the sustained organisational expansion and significantly increased exposure.



Despite the disruptions seen in the 2020 Covid-19 period, some developmental opportunities did arise.. The earlier mentioned ability to rapidly modify services both complimented and enhanced the existing flexible staffing models adopted. The initial reduction in overall engagement and demand further availed the organisation an opportunity for site developments and upgrading logistical support. This is particularly evident with the continued improvements and availability of vehicles, which now comprises the following.

- 1 x Toyota Coaster 21 seat bus,
- 1 x Mitsubishi Fuso 24 seat bus,
- 2 x Ford Transit 12 seat mini-buses,
- 1 x Toyota Hiace 12 seat mini-bus,
- 1 x Hyundai 8 seat van,
- 2 x Toyota Tarago 8 seat vans,
- 2 x Holden Captiva 7 seat SUV's,
- 1 x Skoda Octavia station wagon, and,
- 1 x Ford Mondeo Sedan.



Increased vehicles have improved transportable capacity. Beyond this, however, the policy of acquiring more efficiently operated smaller multi-purpose vehicles has disproportionately enhanced the organisations capability. This correlates to improvements in flexibility and the aspiration of maintaining an agile service provided with

adequate logistical support.

The combination of specific programs and earlier intervention being conducted across three regions supported by sustainable modelling marked



the organisations operational outcomes in late 2019. The responsibility for delivering these improvements on a daily basis across some extremely challenging and variable communities was only achievable due to the capabilities demonstrated by the organisations personnel.

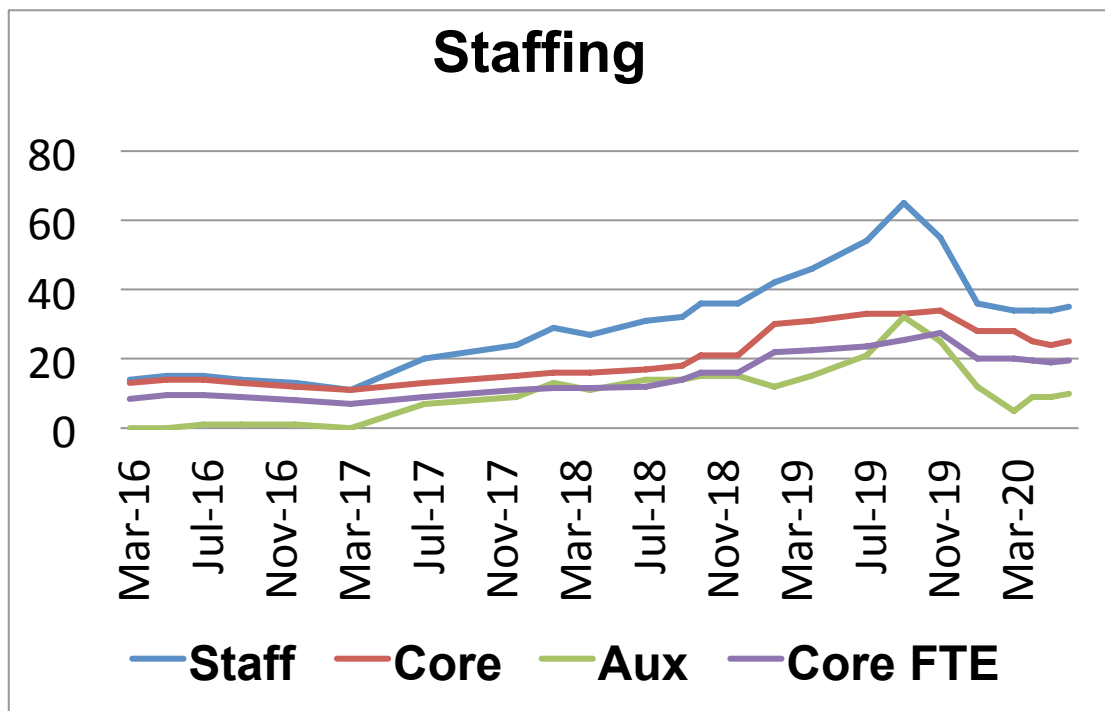
5. STAFFING: DIVERSITY AND STRUCTURE

The primary aspiration of staffing has been the delivery of quality services directed towards identified needs and delivered with sufficient regularity and quantity. To achieve these goals, the earlier mentioned cluster model was developed and implemented in February 2019. Between October and December 2019, this model was operating at an optimal level that exceeded expectations and eclipsed forecasted KPI levels.

The diversity and range of needs facing the organisation across multiple regions has simultaneously provided challenges and opportunities. To meet these needs, Staffing improvements were the Bridgewater PCYC's priority for the duration of 2019. Continuing into 2020, these were addressed by;

- Continued improvements in the 3 cluster model,
- Improved support capabilities,
- Increasing relief capabilities,
- Enhanced training and accreditation, and,
- Development of senior and supervisory personnel.

2019 saw modest engagement increases from June to December of approximately 12% with core personnel similarly increased during that period.



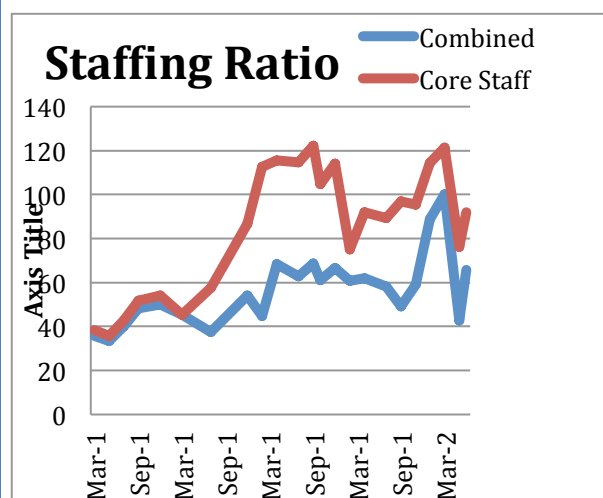
The comparative 3-year 2017 to 2020 period however reflects the organisations;

- 560% increase in engagement and services.
- 209% increase in core staffing, and,
- 400% increase in total staffing (December 2019).

These increases presented the organisation with the opportunity to restructure staffing to meet current, emerging and anticipated needs.

This steady expansion in staffing numbers has maintained the progress from the two preceding financial years in diversifying personnel and improving overall capabilities. This has notably incorporated an increase particular to 2019 that saw indigenous personnel increase from approximately 25% to the

current figure of 34.6% as of March 2020. While not unique, this exemplifies the organisations' aspiration to diversify staffing in accordance with identified community needs. Similar improvements have been made to redress gender imbalances, which now correlate to a male to female ratio of 55.16 to 44.84.



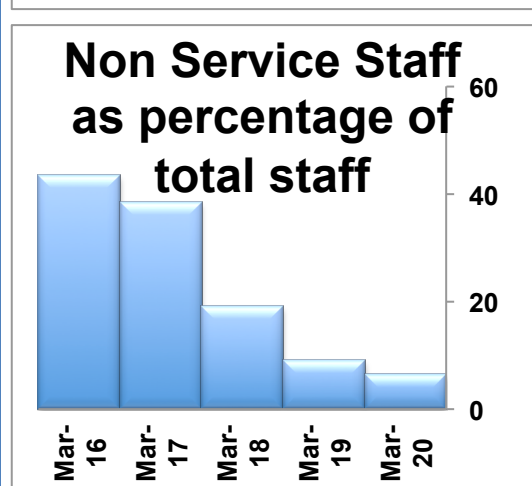
The above staffing diagram illustrates the recent expanded staffing levels. This further demonstrates the impact of auxiliary members and their influence on total staffing which directly relates to service delivery capability. These auxiliary numbers experienced a routine peak in the 1st quarter of 2019, which was fully anticipated to decline over the summer period. The resulting summer period

however saw all WFD activities suspended nationwide which severely depleted auxiliary numbers from December. With the majority of placements concluded by this time, January's low auxiliary numbers visibly reduced staffing volumes extending into the Covid-19 period. With the modification of services fully implemented by April, these auxiliary and core FTE staffing levels had stabilised.



By volume, the ratio of engagement to personnel appears in the productivity ratio. This reflects the comparative impacts specifically experienced during the Covid-19 period.

Productivity ratios vary considerably, and while higher productivity appears preferential, this belies the advent of additional support personnel who are generally occupied in the support of fewer individuals on through intensively structured engagements.

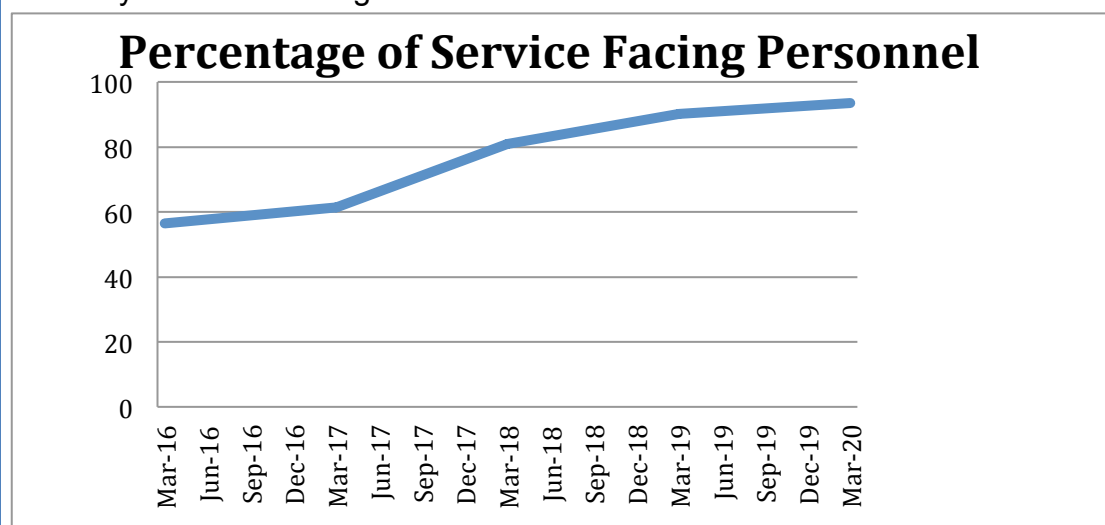


The preferred engagement rate remains under 100 for core staff. While not essential, the inclusion of auxiliary members demonstrates the immediate impact this contributes towards reducing core personnel's expected ratios.

Additional measures implemented throughout 2019/20 include the continued evaluation of the proportion of staff engaged directly in service delivery. This 12-month period only saw minor alterations to the volume of

these members and is recorded in FTE positions. When measured relative to the increased staffing levels since 2017 however, the reduction of non-service

delivery personnel as a percentage of total core staffing is has been reduced from 43.5% to 6.5%. The following graph illustrates these alterations, and despite these improvements, an optimum level of non-service personnel is currently believed to range between 8 to 12%.



The Covid-19 limitations experienced in early 2020 are largely responsible for reductions across all aspects of staffing. This period entailed a deliberate March 2020 core FTE reduction and the coinciding reduction in auxiliaries. These same limitations have enabled a temporary reduction in non-service personnel by percentage, which additionally coincided with the restructuring of several senior positions.

The 2019 Organisational Development Plan (ODP-19) is an accompanying document that parallels the current Strategic Plan (2019/20). Developed as an extension of the OPD-18, this plan specifically concerns staffing capability improvements. This specifically addresses;

- Improving capabilities through staffing acquisitions, and,
- Developing existing individual staff improvements.

In both cases, each are designed to meet organisational requirements.

Staffing Acquisitions during 2019/20 were minimal, although opportunities did emerge with the transition of several existing members. This allowed the organisation to;

- Increase Social Worker allocations from 1 to 2 FTE's for the majority of this period,
- Marginally increase the Psychologist allocation,
- Acquire 1 additional Personal Trainer,
- 1 additional Dance Instructor,
- 1 Sailing Instructor, and,
- 2 accredited referees.

Training of staff is was planned for the March/April 2020 period and has been subsequently suspended with the sole exception of Covid-19 specific training and first aid refresher courses.

Further Education and Accreditation however did proceed throughout 2019/20 and at the close of 2019 had recorded;

- 4 Trainees completing a Certificate III in Community Services,
- 1 Member completing a Certificate IV in Youth Work, and,

- 1 Member completing a Diploma in Leadership and Management.

In addition to those competing courses, by June 2020 the following had been commenced, some being carried forward from 2019;

- 1 Certificate III in Business Management,
- 1 Certificate IV in Leadership and Management,
- 2 Certificate IV's in Community Services, and,
- 6 Certificate III's in Community Services.

Additional intermittent training and accreditation was undertaken for,

- 1 Member competent in Sign Language, and,
- 1 Additional Member as an accredited Boxing Coach.

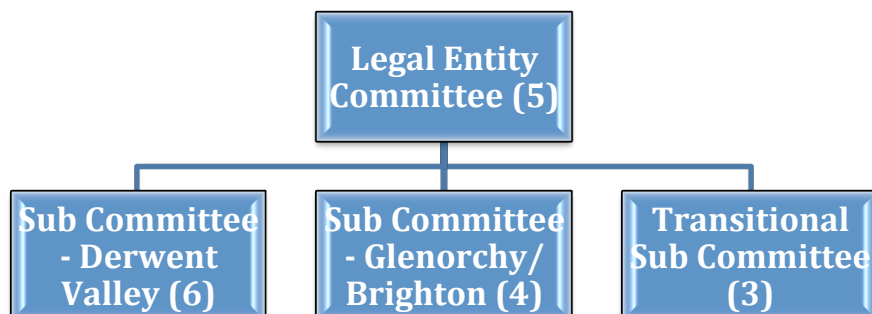
By 2020, the cumulative effect of staffing developments has broadened the organisations capabilities. Beyond accreditation, skills and capabilities, the 2020 staffing compliment represents an increasingly consistent workforce, the majority of who have been engaged since the organisation altered direction in mid 2017. Staffing cohesion, community connection and commitment to the organisation are all visibly improved and the primary reason for the recent improvements in team effectiveness (page 8).

6. GOVERNANCE AND LEADERSHIP

Governance.

Historically, the governance model employed by the Bridgewater PCYC had altered little until the introduction of modifications in 2018. The introduction of the *Family Assistance Legislation Amendment (Jobs for Families Child Care Package) Act 2017 (Commonwealth)* saw the organisation suffer from a reduced governance structure during 2018/19. In particular, the additional compliance regime required for all Committee members effectively dislodged the majority of the organisations Committee (Board) who subsequently occupied temporary transitional committee positions.

For the majority of 2019/20 the governance structure was the subject of necessary improvement and required further evolution. Despite immediate deficiencies, this restructure coincided with organisational expansion across varying communities that presented an opportunity. This resulted in the following format being implemented.



By June 2020 this format still harbours several inefficiencies relative to specific offices and remains a priority for further improvement. The restructure however has enabled a compartmentalised approach and platform relative to each geographical region.

Leadership.

The Bridgewater PCYC, being a small pseudo independent community organisation first experimented with the adoption of a hybridised leadership system during 2018. By 2019 the system was fully implemented and formed an element within both strategic planning and internalised staffing improvement under the ODP-18 and 19.

Specifically, this platform sought to 'flatten' the organisations leadership structure in contrast to an overwhelmingly vertical hierarchical structure formerly adopted. The flattened model was formalised in 2019 and consisted of two structural elements;

1. *Flat Two Tier Model:* Initially implemented, personnel consisted of management positions (3) and the remainder of staff including auxiliaries ranging from 30 to 55.
This initial shift in hierarchical structure presented a diametrically opposite alternative to the model previously adopted, taking approximately 18 months to implement. The opportunities to accelerate this model and the accompanying shift in organisational culture arrived through the acquisition of new personnel, frequent facilitation of university, school and work placements and increased information, consultation and participation in organisational leadership by existing personnel.
2. *Flat Three Tier Model:* Formally introduced at the commencement of the 2019/20 period. This presented only a slight modification of the two tier model by appointing 5 senior members as supervisors correlating to the regions of New Norfolk, Brighton, Claremont and two at Bridgewater.
Taking a relatively short 3 months to successfully implement this marked the completion of a 2-year process to rebuild a supervisory structure still flat in nature yet sufficiently well developed and distributed to improve daily organisational management.

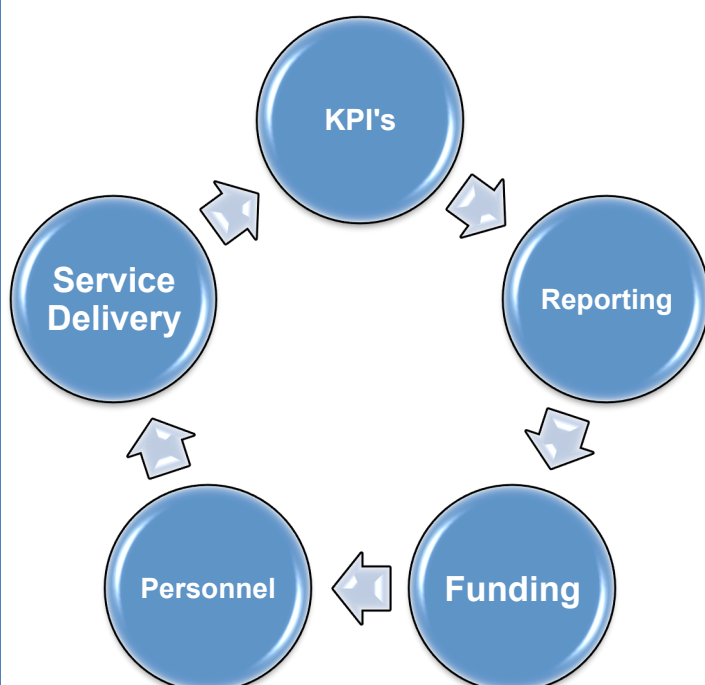
While difficult, this opportunity supported improvements consistent with personnel and governance developments that specifically enhanced;

- Supervision: With each region/cluster operating partially autonomously and sufficiently capable of managing supporting auxiliary personnel, and,
- Culturally: Where personnel are actively consulted and involved in the organisations leadership.

This leadership system, while difficult to implement has in many regards revitalised the organisation, and forms a central component of the expanded community support the Bridgewater PCYC has enjoyed at an increasing rate during the previous 3-years.

7. BUSINESS MODEL OVERVIEW

The business model follows a cyclical philosophy that prioritises KPI's that are directly related to service delivery. This relationship acknowledges that KPI's, business needs, service delivery personnel and funding are inextricably linked.



Each component of this cycle represented is equally essential. The success of the business model is broadly relative to the ability of the organisation to satisfactorily meet all five of these needs. Failure in any one field will ultimately diminish the capabilities of the remaining four areas. From a linear perspective, services in general are initiated through funding opportunities. These enable personnel to deliver services that

target KPI's, which are in turn reported. This represents a traditional sector wide funding approach. Recent years have seen the Bridgewater PCYC employ novel and adaptive means that profoundly influenced this cycle.

The growth and development the organisation experienced was epitomised by the substantially expanded services delivered in 2019. Crucial to successfully delivering these services, and formally incorporated into the operational models was *Business Agility*. This ability to rapidly receive information and determine emerging community needs when combined with a flexible and dynamic staffing system proved extremely successful in particular when the Covid-19 period commenced.

Early 2020 subsequently witnessed the organisation initialising models not necessarily from a funding perspective but instead from redirecting resources to meet needs. On multiple occasions this entailed personnel modifying services that enabled data collection, which was later, formatted into KPI outcomes and presented to secure ongoing funding.

Despite these successes, the 2019/20 period's increased operations have highlighted organisational deficiencies. This specifically related to administrative capabilities. Despite some improvements already initiated, earlier in 2019, the ability to adequately support increasingly demanding reporting requirements was only satisfactorily accomplished in 2020. This remains one of the organisations key priorities for the coming 12 months that has resulted in positional adjustments, dual reporting systems, shared responsibilities and features as an OPD-19 improvement priority.

8. ORGANSIATIONAL COLLABORATION: Community and Agency.

The importance to the Bridgewater PCYC's entire purpose of successful collaboration cannot be over stated. The organisation has only achieved successful outcomes through genuinely engaging the local community.

'The Bridgewater PCYC is no longer simply a service that provides activity and support to community members. It is a part of that Community '

Community involvement and support is a fundamental necessity for any community service organisation. Without this, very few service providers are able to adequately identify needs and develop the means to deliver effective services. This remains the most essential 'commodity' the organisation 'trades' in. The benefits from an organisational perspective have resulted in services that are well received being delivered by professionals that are highly regarded. Consistent with the organisations integrated approach, community engagement has been encouraged and supported diligently fostering an inclusive platform that is readily accessible to local community members. In real terms, this has additionally benefited the organisation as demonstrated by the increased volume of auxiliary personnel. These members, if measured by their approximate worth and viewed collectively in terms of their equivalent staffing costs would represent a substantial resource.

- The calendar 2019 calendar year saw an average of 21 auxiliaries attached to the organisation each month.
- Auxiliary commitments ranged from 6 to 40 hours per week with an average of 17 hours.
- Their estimated worth (on costed approximate wages): \$425,000.00

2019 eventuated in a record year and 2020 circumstances negated these opportunities. Principally, the organisation did achieve the goal of providing a platform where the local community was able to contribute significantly towards addressing their own local issues.

To facilitate improved community and organisational outcomes, the preference of operating collaboratively has been a well-established practice. Taken from a 2013 extract, the organisation was operating in conjunction with 19 other agencies, organisations and funding partners.

The late 2019 period signifies the developments achieved throughout preceding years in fostering and encouraging partnerships in both service delivery and funding. The volume for this period reflects this development with 68 functioning jointly operated arrangements.

These are comprised of the following partnering arrangements;

*Tasmania Police,
Derwent Valley Council,
Glenorchy Council,
Education and Care Unit (State),
E-Learning (State),
East Derwent Primary School,*

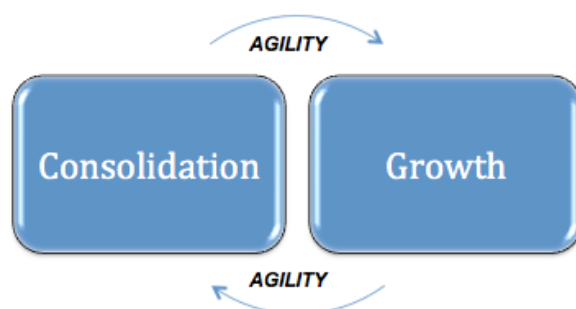
*Brighton Council,
Indigenous Australians Agency,
Department of Education (Federal),
Learning Services South (State),
Gagebrook Primary School,
JRLF Senior School,*

Trade Training Centre,
 Herdsman's Cove Primary School,
 Montrose Bay High School,
 Fairview Primary School,
 Windermere Primary School,
 Westerway Primary School,
 Risdon Vale Primary School,
 Telstra,
 Salvation Army,
 Tagari Lia,
 Avidity Training,
 University of Tasmania,
 Anglicare,
 Max Employment,
 Department of Social Services,
 Department of Home Affairs (Federal),
 Communities (Child Protection – State),
 Uniting Care,
 Woolworths Bridgewater,
 M.A.I.B.,
 Tas Water,
 Sisters of Charity,
 Edmund Rice,
 Department of Premier and Cabinet,
 The Smith Family,
 Jordan River Service,
 Communities for Children,
 Brighton Bake House,

Brighton Primary School,
 Bagdad Primary School,
 Claremont College,
 New Norfolk High School,
 Glenora District School,
 Duke of Edinburgh Awards,
 Corumbene Aged Care,
 R.A.C.T.
 Red Cross,
 Bridgewater Library,
 NDA Training,
 Jenard Training,
 Work Skills,
 Your Town,
 Department of Business (Federal),
 Youth Justice (State),
 My State Financial,
 Food Bank,
 Price Line Bridgewater,
 Centre Care,
 Rec Link,
 M.A.S. National,
 Tasmanian Community Fund,
 AFL Tasmania,
 Sunshine Foundation,
 Sign Nation,
 Young Change Agents,
 New Norfolk Community Centre,

9. 2020/2021 DIRECTION.

The magnitude of societal upheaval that accompanied 2020 has substantially altered the organisations immediate objectives. These disruptions invariably extend into, and potentially beyond the 2020/21 financial year. Despite the obvious appearances in modified service delivery, organisational direction and strategic objectives remain remarkably consistent with previous years.



From late 2017, expansion and development has largely occurred whilst the organisation was committed to consolidating rather than direct growth. This pattern of commencing each financial year with consolidation is similarly forecast for the coming 12-months. It has however, been accompanied by the need to maintain agility,

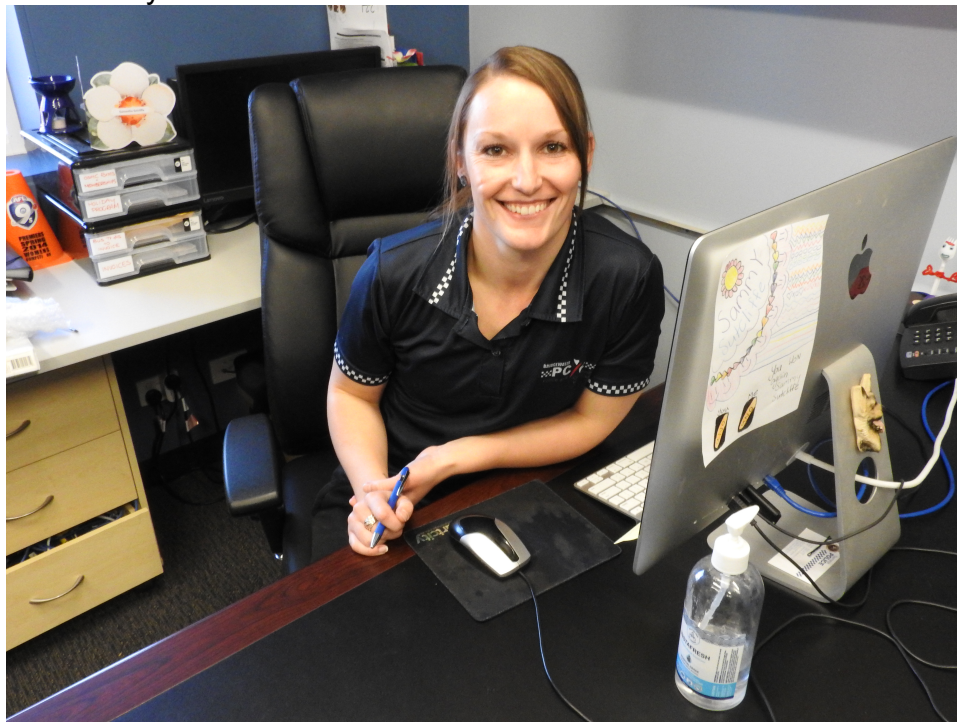
which, under the current circumstances is increasing priority. While the ensuing 12-months does entail a degree of uncertainty, there remain distinct priorities for this period.

The remaining 6-months of 2020 have been identified as critical for the organisation to demonstrate the degree of professionalism that has been developed in recent years. This is accompanied by the necessity to ensure organisational capabilities are preserved and combined with the responsiveness and flexibility necessary to accurately identify and address emerging community needs. These represent reactionary measures to deliver services in immediate need.

Accompanying reactionary delivery models is the prioritisation of consistency and consolidation. The 2020 inability for the organisation to secure Federal Early Intervention funding highlights the potentially severe risks present when relying upon pre-existing relationships that fail to represent the organisations independence and vision.

Similar consolidation is sought for the entire 2021 calendar year. This year will present the opportunity to formalise the alignment of annual planning, needs evaluation, budgeting and resource allocation. Recent years have seen these features increasingly undertaken to correlate to calendar years in preference to financial years. This pattern has emerged as a necessary improvement, particularly when engaging and supporting youths and operating alongside schools.

Coordinating these undertakings in conjunction with refining evidence based needs and collaborative prospects are the priority for the duration of 2021. While there remain no current aspirations for geographical expansion, the prospect of improving services within regions currently supported is desirable. This seeks to improve the quality of services to those regions already supported and enhance availability for increasingly vulnerable sectors of the community.



Assistant Manager Samantha Sutcliffe a current 2020 finalist in Tasmanian's Young Achiever Awards.