2025 BEWA Conference Parkerville Children and Youth Care Governance, Leadership and Strategy

Kim Brooklyn, CEO

29 August 2025

Acknowledgement of **Country**

Ngala kaaditj Whadjuk Noongar moort keyen kaadak nidja boodja

Parkerville Children and Youth Care respectfully acknowledge the Whadjuk people of the Noongar Nation as the Traditional Owners and Custodians of their culture, land and waters on which we work, live, and meet.

We pay our respect to all Elders past and present, for they hold the memories, traditions, and cultural knowledge of Aboriginal Australia.

Meeting Place

Yarning circle
Culturally safe place to meet.

Circular Holistic Approach

Each child is supported, each family is supported from beginning to end to provide a circular connected approach.

Walking Together

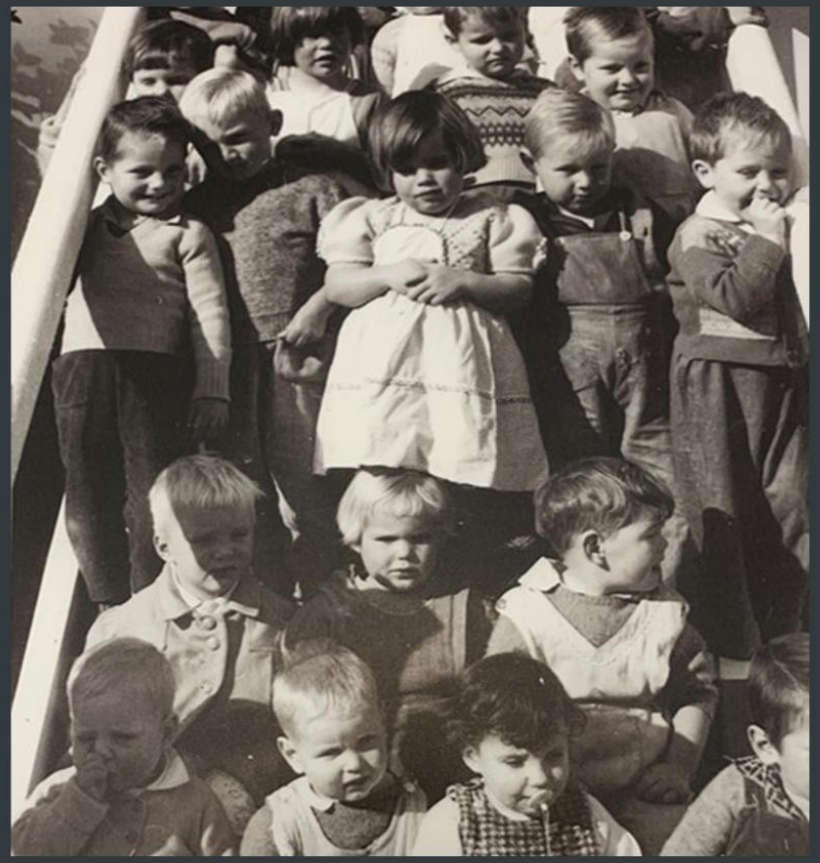
Joined paths represent walking this journey together and supporting the many different pathways for each child.

Healing

Leaves and flowers represent the healing and growth that can happen through love and support.

U Shapes

Represent all clients, participants, staff, parents, children and community.



OUR BEGINNINGS

THE ORIGINAL ORPHANAGE WAS ESTABLISHED IN PARKERVILLE IN 1903 BY SISTER KATE TO PROVIDE CARE TO ABANDONED CHILDREN.

Parkerville Children and Youth Care

Parkerville is dedicated to supporting the well-being of children, young people, and families across Western Australia. We provide inclusive, trauma-informed, and radically personalised care to those who have experienced significant childhood trauma such as sexual abuse, physical abuse, neglect, and homelessness. We recognise and value the diverse backgrounds, identities, and experiences of those we support, creating safe and inclusive environments where children and young people feel seen, heard, and empowered on their healing journey.

Our Child, Youth and Family Centres in Midland, Armadale, and Rockingham operate as integrated service hubs. These family-friendly spaces bring together multidisciplinary teams to offer holistic, accessible support - all under one roof. Through these centres, we aim to ensure every individual receives the care and connection they need, working in partnership to build stronger communities and brighter futures for all.

Our Values

As a strong, values-based organisation, we are dedicated to an ongoing journey of self-awareness, learning and improvement in everything we do because the children and young people with whom we work deserve nothing less.

Bold and courageous
We stand up for what Is right and amplify the voices of the children, young people, families, and communities we support.

Curious and humble
We search out Information and data that will help us remain at the forefront of all that we do.

Caring and respectful
We acknowledge and embrace the diversity and individuality of everyone we meet and those we serve.

Hopeful
We believe in the power of positivity and are optimistic about change, having faith that together we can overcome any challenge we may face.

Truthful and accountable
We are committed to being open, honest, and taking responsibility for our actions.

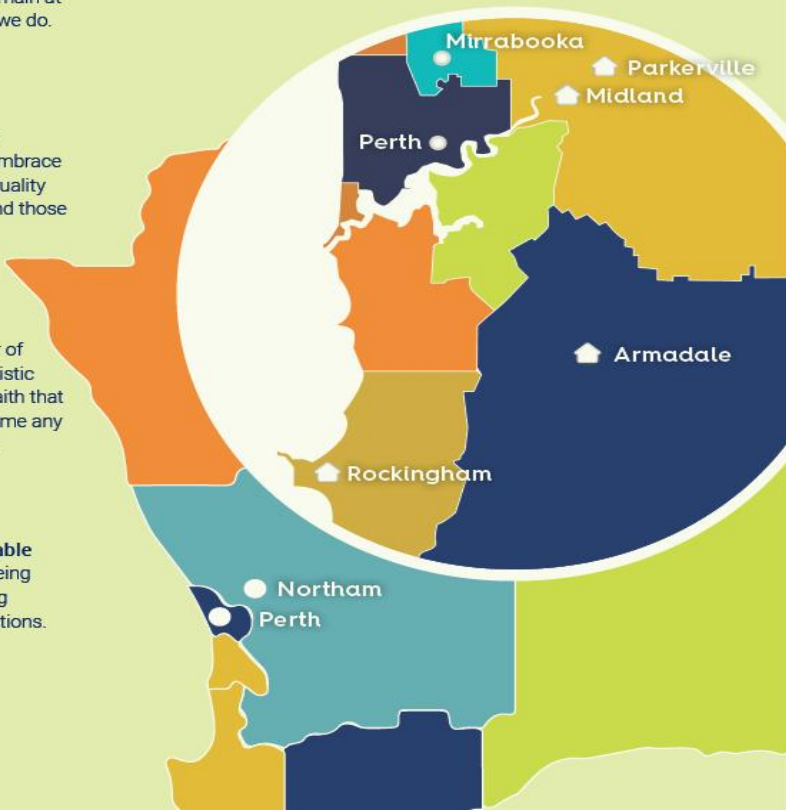
Our Purpose

Our purpose as an organisation is to support children, young people, and their families to build skills and capacity, address the impacts of trauma and adverse childhood experiences, and develop capabilities that will enable them to be the best versions of themselves.

Our Vision

We see a future where Western Australia is the safest place in the world and all children, young people, and their families feel safe to dream, to thrive, and to reach their fullest potential.

Our Locations



Service Constellations to meet children, young people and family needs

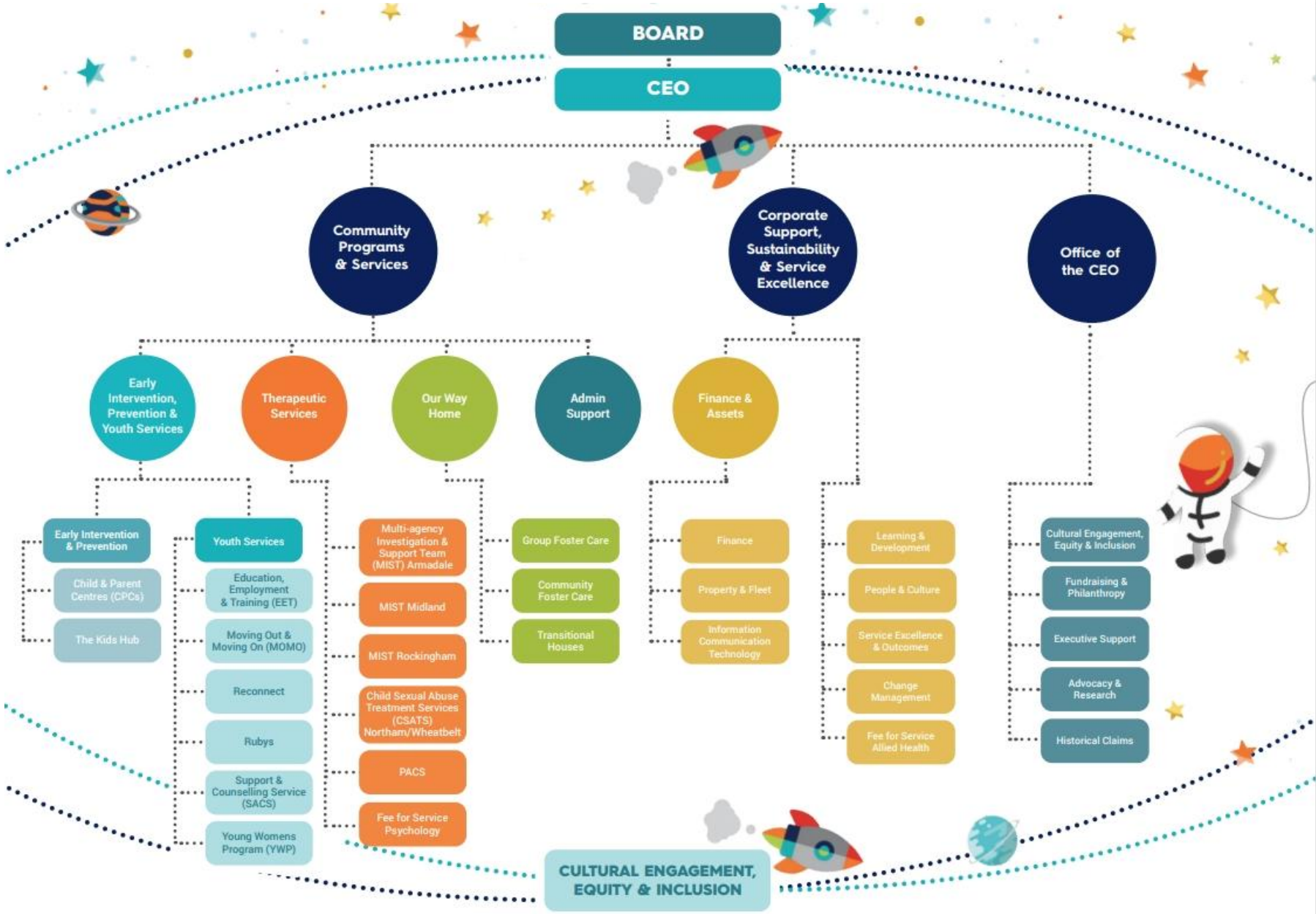
Our 'Core Business'

- Annually support 12,000+ children, young people, and families
- Focus on addressing trauma and adverse childhood experiences
- Deliver a constellation of services:
  - Out-of-home care
  - Child advocacy
  - Therapeutic support & clinical psychology
  - Early intervention & prevention (early years)
  - Targeted educational support for at-risk youth
  - Youth homelessness services

Our Approach & Impact

- Co-design innovative, culturally safe services with:
  - Government
  - For-purpose organisations
  - Aboriginal Community Controlled Organisations (ACCOs)
- First Child Safe-accredited organisation in WA
- Renowned for:
  - Compassionate, child- and family-focused care
  - Evidence-based innovation

Parkerville's Structure



Addressing the elephant in the room: Drivers for change

Historical issues, outdated governance, financial constraints....

Why Governance Transformation?

- Rapid growth and increasing complexity of services
- Need for agile, trauma-informed decision-making
- Desire to align governance with evolving service models
- Strategic imperative to future-proof the organisation
- Opportunity to innovate through a hybrid governance model: Incorporated association & company limited-by-guarantee
- Enable proactive response to changing community needs

Inherited challenge demanded bold reform

Parkerville's current leadership inherited a significant financial and moral predicament. Emergence of National Redress obligations and ARC (Award Review and Compliance) liabilities - driven by the need to align staff operations with the SCHADS Award - placed mounting pressure on BAU. This convergence became the catalyst for governance transformation.

Challenges with Previous Governance Model

Asset Vulnerability	• Single-entity structure offered insufficient legal protection for critical assets (e.g., out-of-home care residences, heritage-listed Campus, flagship Child, Youth and Family Centre)
Governance Inflexibility	• Traditional board structure lacked agility and did not meet WA Education Department standards for CARE School integration
Operational Disconnect	• Limited integration between governance and service delivery leadership
Financial Constraints	• Restrictions on trading and interstate operations hindered income diversification and long-term sustainability
Innovation Barriers	• Outdated structure impeded bold service innovations, such as establishing a trauma-informed school

Futures focused realignment

July 2024

Board approves Entities

New organisational model developed and presented to the Board for approval

August 2024

Board endorses structural realignment

Aligning organisational functions to meet entity and growth requirements.

October 2024

Phase 1 of Structural Realignment

New roles filled via internal processes, or for the new EM external advertisement. Phase 2 consultations and Phase 3 transitions to be completed by March 2025

March 2025

Governance Actions Completed

Special AGM adopts new association and Pty Ltd rules.

July 2025

Implementation of New Businesses

Entities become operational.

Strategy and Governance

Business planning, modernised governance, organisational structure, focused leadership, succession planning and future focusing Pakerville.

From Catalyst to Clarity: Strategy as the Pathway to Change

The catalyst for governance transformation was clear, but meaningful change required more than urgency; it demanded a deliberate, strategic direction. Parkerville's Strategic Plan has been the guide and anchor for our transformation journey.

Our key strategic pillars/aims 2023-2026

The five key strategic aims are provided below with some examples of the activities that will be undertaken to enable us to successfully achieve our intended outcomes.

1. Integrated and radically person-centred service excellence

a. We will expand our service specialisation in the delivery of integrated trauma informed services to children, young people, families, and communities, impacted by adverse childhood experiences.
b. Children, young people, families, and communities will be offered services and supports that are radically person centred/always driven by their personal needs and preferences.
c. We use, and/or create, evidence based, and outcomes focussed service models that are continually improved as a result of feedback and advice from those that we serve, academic research, and/or our outcomes data.
d. We will design and implement a place-based concierge model of service that will result in all people presenting at our Child, Youth and Family Advocacy Centres being assisted to access the services they need.
e. We have expanded our external formal service network partnerships in order to deliver wrap around services to children, young people, and their families.

2. Being a supportive employer of choice

a. Our team will feel valued and supported to balance their personal and professional lives in order to experience whole of life positive impacts and/or outcomes.
b. How we remunerate our team is transparent, fair, appropriate, and affordable so that we are able to attract and retain highly competent, engaged, and values driven team members.
c. We will continuously improve how we support our people through the intentional development and ongoing expansion of a Learning Organisation culture.
d. Our workforce planning and recruitment is designed to attract a diverse population of people to the organisation.
e. Our team will be provided with the right tools to ensure that all aspects of their role can be completed easily, effectively, and efficiently so they can spend more time doing the work that they love.

3. Partnering with first nations people and organisations

a. We will collaborate with Elders and our partners to continue to build our cultural competence and confidence so that we are leading reconciliation action, and strengthening our capacity to be good partners, great neighbours, and strong allies of our First Nations peoples.
b. We will actively build strong and sustainable relationships with First Nations organisations to co-create service options that meet community need.
c. We will build and maintain local place-based relationships with First Nations communities, developing local reference and advisory groups and co-developing locally responsive service options.

4. Enabling organisational growth

a. Our service reach expands to meet the needs of children, young people, and families where family violence, mental health, poor educational outcomes and/or systemic family issues are evident.
b. We will enhance our current place-based approach to service delivery and expand into new metropolitan locations.
c. We will explore licensing existing products and developing training, coaching, and mentoring fee for service options that capitalise on our specialist expertise.
d. We will diversify our funding streams by increasing our philanthropic, donor, sponsor, and government grants and tender income streams.
e. We will explore social enterprise and profitable business options to assist us to self-fund specific high-impact projects and/or roles.
f. We will strengthen our advocacy platforms to educate, inform, and influence social policy.

5. Building our capacity

a. We invest in the right technology and tools so that our organisation and people are performing at their best as they are equipped to deliver service excellence.
b. We are future focussed and will ensure the organisation is 'fit for purpose' so that our assets are managed responsibly, our former residents are respectfully supported, and our current and future clients, team and supporters are provided for.
c. Our Brand is reflective of our mission, values aligned, future focussed, well known and attracts positive regard from the people we serve, our people, prospective partners, and external stakeholders.
d. Our Child Advocacy Centres are rebranded to (entity name) Child, Youth and Family Advocacy Centres as this will reflect the true nature of our work in supporting children, young people, families, and communities.
e. Our outcomes measurement, storytelling skills and research assets and capabilities will be expanded and optimised so that we are able to demonstrate the individual and collective impact of the services and supports we provide to the Western Australian community.

Building on our past, and on our current strengths to reset, realign, rejuvenate, innovate, and create a future full of possibilities for the children, young people, families, and community we serve.

Governance and Structuring for the Future

- Modernised Governance Model
  - 4-tiered, Carver, high levels clarity in role responsibilities, accountabilities and purpose.
  - Subcommittee oversight on key risk areas
  - New Pty Ltd to house PTES/School activities – also a protective mechanism for PCYC functions and focus.
- Structured for future success and to protect PCYC – company Ltd for PTES
- Internal restructure with PCYC to ensure strong focused leadership is on delivering best outcomes, appropriate allocation of resources to build, strengthen, and improve BAU while also enabling resources to support the successful implementation of PTES/Care School #1 to be successful.

Benefits of the Hybrid Governance Model

- Enables proactive response to evolving community needs

Strategic Agility

- Safeguards critical infrastructure (e.g., Campus, care residences, flagship centres)

Enhanced Asset Protection

- Unlocks new income streams
- Supports non-WA operations
- Reduces reliance on short-term government grants

Financial Diversification

- Facilitates establishment of trauma-informed CARE School
- Meets WA Education Department governance standards

Service Innovation Enablement

- Supports expansion and sustainability of fundraising efforts

Professionalised Fundraising

- Embeds compassionate, child- and family-focused ethos in governance

Values-Driven Culture

- Respects and preserves Parkerville's 121-year history while modernising its structure

Legacy Stewardship

Implementing the New Model

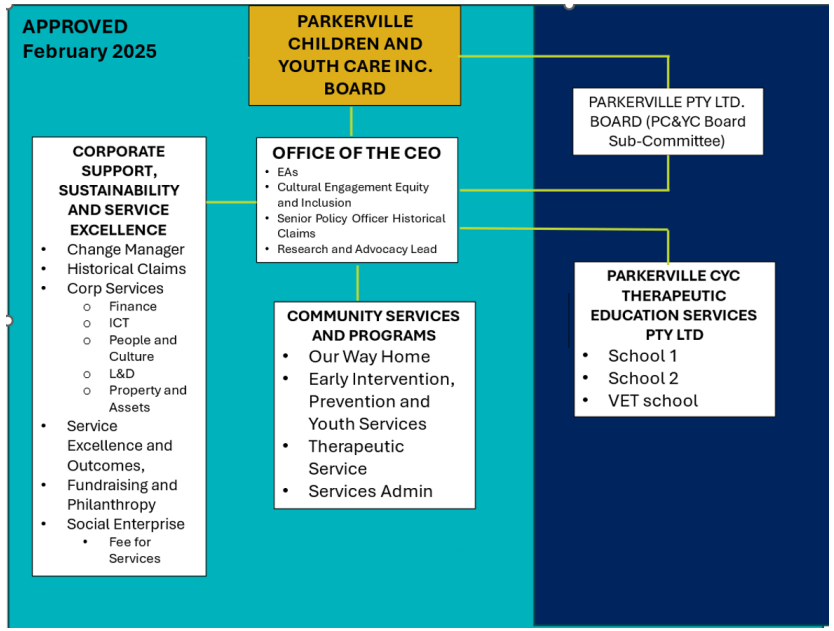
Four-Tier Governance Structure: Designed to balance strategic oversight with operational agility; Embeds a protective function for PCYC, safeguarding legacy assets and values

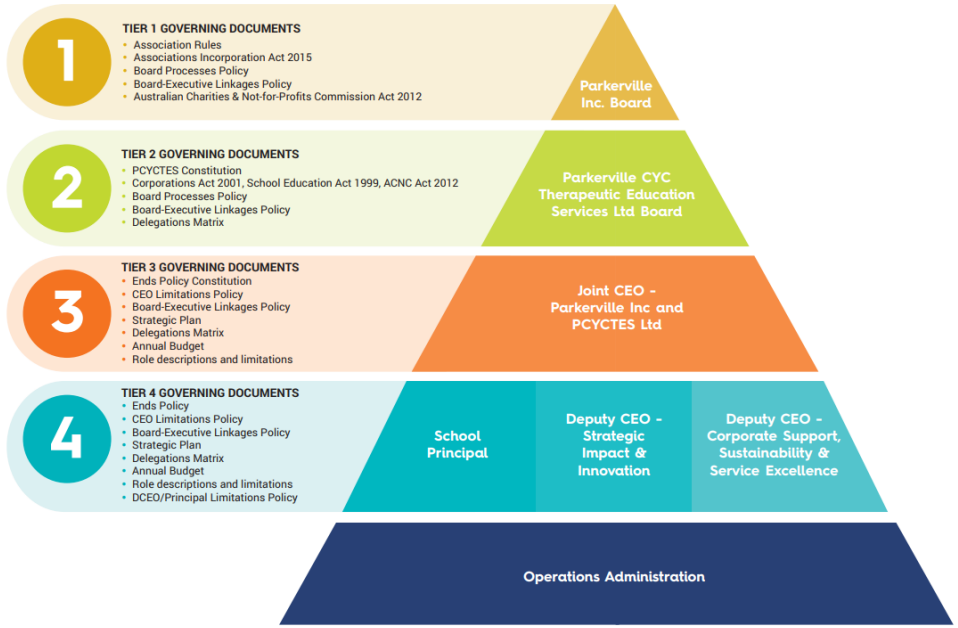
Carver-Inspired Approach: Clarifies roles and responsibilities across governance layers; Strengthens accountability and decision-making pathways

Leadership Enablement: Empowers executive leadership to focus on delivering best outcomes for children and families; Supports trauma-informed, radically personalised service innovation

BAU Enhancement: Improves day-to-day governance responsiveness; Facilitates successful implementation of Parkerville Therapeutic Education School (PTES)

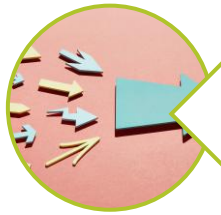
Co-Design & Continuous Improvement: Developed collaboratively with board and executive leadership; Includes clear role definitions, shared accountability, and ongoing evaluation





Key Takeaways

Strong partnerships between Board and Executive are essential



Strategic direction in alignment with organisational Purpose

Governance must evolve with organisational complexity

Hybrid models can support both strategy and agility

2026-2029 Strategic and Operational Planning

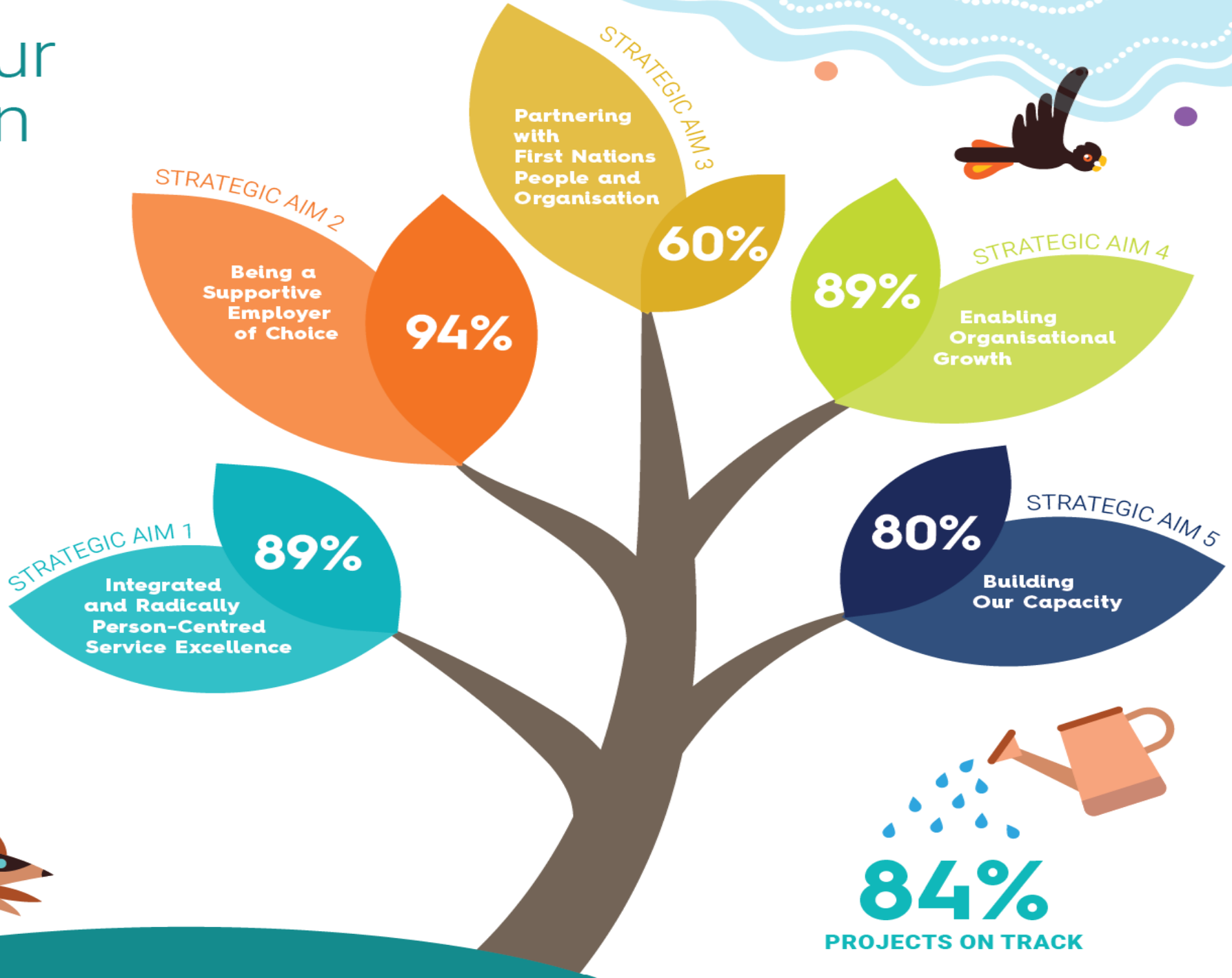
If nothing ever changed there would be no butterflies (Anon)

Advancing Our Strategic Plan

Progress against the 2023–2026 Strategic Plan:

This year, we continued to make strong and deliberate progress towards the goals set out in our 2023–2026 Strategic Plan. Across the five key pillars, 84% of strategic objectives have either been successfully delivered or are currently in progress, with the remaining projects scheduled to be completed in 2026.

These achievements reflect the dedication of our people and partners as we work to create a future where children, young people and families feel safe, supported, and empowered.



84%

PROJECTS ON TRACK

Parky Current State vs. Future State

Building on our past towards an expansive and sustainable future as experts in our field

2019-2024
Identifying
Analysing
Developing
Renovating
Viability and solvency
Our Way Home Expansion.

2024- 2025
Building foundations and Solid Ground
Expansion of TS/MIST/EIPYS
50M Capital plus campaign, OWH 12 months into new contract

2025-2027.
Growth – tenders and intentional YS, TS (CSATS, Allied Health FFS), First PCYCTES CARE School; OWH Leaving Care services

2027 - 2030.
MIST Regional WAPOL Centre of Excellence

2030-2034 – check in later…

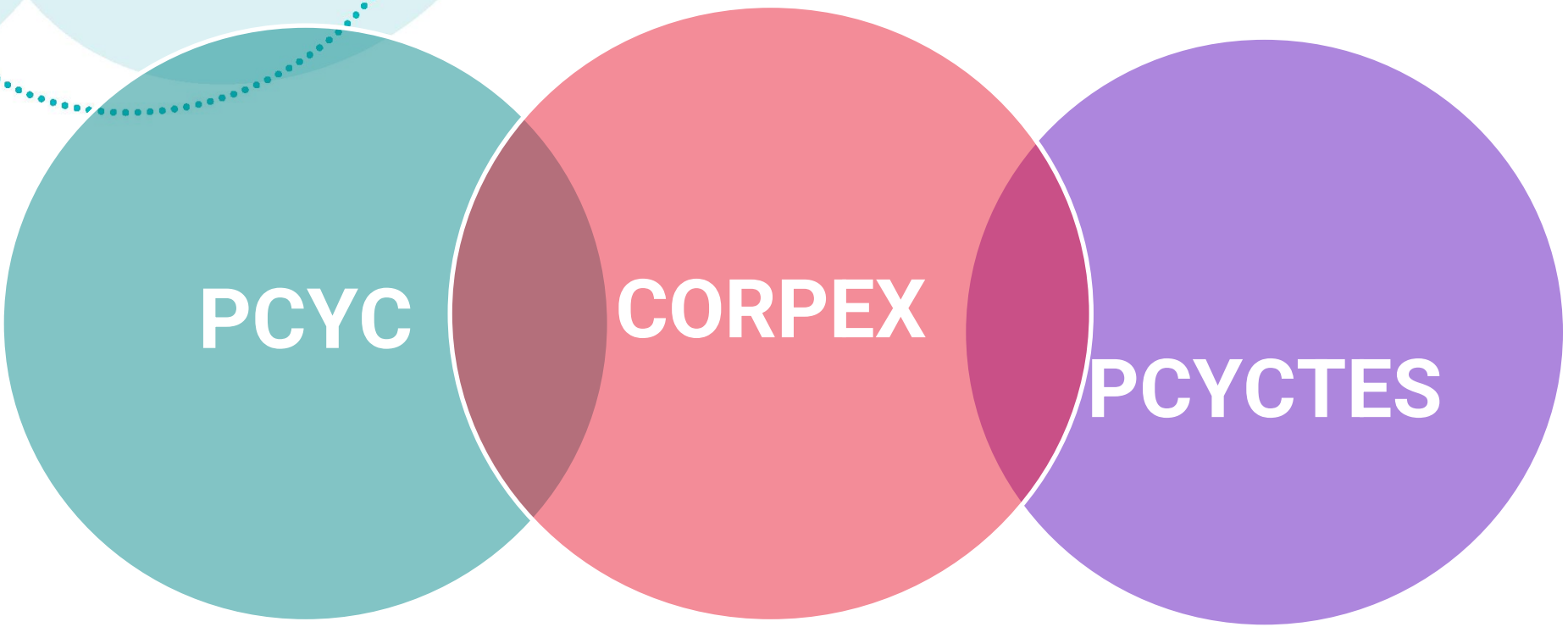
Acronyms

- EIPYS – Early Intervention, Prevention and Youth Services – CPCs, Kids Hub, , MOMO, Reconnect, SACS, Rubys, Young Womens
- FFS – Fee for Service (*allied health)
- OWH – Our Way Home/Out of Home Care
- PCYCTES- Parkerville CYC Therapeutic Education Services CARE School 1
- TS – therapeutic Services – MIST, CSATS, FFS, H2H kids

CORE LEADERSHIP DOCS/APPROACHES

WHAT THE OVERALL MANAGEMENT LOOKS LIKE

2 BOARDS – Parkerville Children and Youth Care (PCYC) and PCYC Therapeutic Education Services (PCYCTES). Schools sit under PTES in the same way community services sit under PCYC



Our PCYC and PCYC Therapeutic Education Services (PCYCPTES**Leadership Team Structure**

	PCYC Senior Leadership Group: EM Led	PCYC Integrated Leadership Team	PCYC Leadership Development	1. Corporate Executive Team (CorpEx)	PCYC Therapeutic Education Services (PCYCPTES) Management
Members	EM led meeting with rotating chair through 4 x EM roles, CorpEx attends, plus General Managers	EMs to lead: CorpEx, SLG, Managers	Led by L&D, with EM input. Participants, EMs, GMs, Managers and Team Leaders	CEO, Deputy CEO.s, CARE School Principal and invited core reporting areas on a rotating basis EMs also invited as needed – advisory capacity.	CORPEX, PRINCIPAL, PTES Board, invited advisors and consultants.
Purpose	PCYC focus only Work within decision making parameters, Cocreate Ops plans once key items are identified, presentations of key risks or highlighted areas for continuous improvement; setting the ILT agenda, recommendations to CorpEx on operational plan activities and direction	Learning and consultative function, cascading communication, cocreation where needed, policy development – most of the culture setting activity will happen in here	Pure leadership and management skill development.	Set and monitor the overall operational direction of the organisation – set annual strategic objectives; review and approve opportunity assessments; shape whole of organisation culture, monitor performance, manage risks, ensure governance standards and expectations are met	PTES focus only Full oversight – with PCYCTES Board approving major actions. Start Up management Entity registration School registration Curriculum , Purpose and Values Strategic Direction with PCYC Board approval. Construction oversight, branding and sector positioning.
Meeting Cadence	Fortnightly, 3 hours EMs only Annual 1 day with CorpEx– operational plan finalisation	Bimonthly 2 hours –	Bimonthly 2 Hours. Learning and Development focused	• Weekly – 1.5hr check in/progress/review mtg • Quarterly half day Ops plan or budget review • Annual 2-day retreat with EMs joining for second day	Weekly for project teams, fortnightly for Board during start up phases.

Corporate Executive Team Agreements November 2024

CORPORATE EXECUTIVE TEAM:

People and Roles (RCLAB)

- CEO
- Deputy CEO Corporate Services, Sustainability, and Service Excellence
- Deputy CEO Community Programs and Services
- CARE School Principal

KEY STRATEGIC PRIORITIES

- Care School/Campus Restoration
- Establish entities
- Sustainability and growth of Parkerville
- Become an employer of choice
- Prepare early intervention and youth strategies
- Increase profile and brand awareness
- Demonstrating organisational value and impact
- Deliver Cultural Engagement Framework
- DGB transformation fundraising campaign

ELT VALUES

We value being:

- Solution focused
- Honest, upfront and responsive
- Action oriented to achieve our agreed goals
- Diverse in our thoughts
- Serious about our work not about ourselves
- Quick to resolve issues and gain clarity when something is unclear
- Person centred orientated

WE EXIST TO....

provide strategic leadership, make high-level decisions, allocate resources, monitor performance, manage risks, ensure governance, and communicate with stakeholders

TEAM SUPPORTS

EA to CEO
Meeting schedules, minutes, bookings, catering and invitations

EA to DCEO/EM
Meeting schedules, bookings

ANNUAL GOALS

- Develop growth plan for Youth Services
- Expand MIST to Joondalup
- Deliver measurable and reported outputs and outcomes for all services
- Design and implement user friendly systems and processes as per the Op Plan
- Care School registration completed
- Implement and measure RAP and L&D outputs and outcomes
- Submission of tenders for CPCs, EET, Youth Services, Leaving Care and HomeStretch
- Go live with new entities

WE ACHIEVE OUR PURPOSE BY

- Planning and monitoring operational and work plans
- Holding teams and self to account
- Celebrating achievements
- Evidenced based resource allocation
- Improving skills
- Being brave to innovate and learn from failure
- Having role clarity, accountability and boundaries
- Working as a team prioritising whole of organisational outcomes
- Living our organisational values and healthy work/life balance

Ways Of Working (WOW) AGREEMENTS

- We are measured and thoughtful with our actions and responses
- We use the contingency based decision-making model
- The best interest of the organisation is at the forefront of what we do
- We act to identify and resolve issues and risks before they escalate
- We are congruent with what we say and do
- We support each other to be the best version of ourselves
- Our priority is working together to lead the organisation
- We show up on time, prepared, ready to engage in discussion and respect each other's commitments
- We are united in the direction and decisions of the team for the organisation

TERMS OF REFERENCE

The members of the Senior ELT, individually and as a committee, support the CEO to lead, direct, coordinate and control the operations and performance of Parkerville CYC.

In fulfilling its role, the Senior ELT will provide guidance in four major areas (with non-exhaustive examples given below each heading):

1. Strategic thinking and planning

2. Direction - Endorse and recommend:

- Key Strategic Activities outlined in the WOO Operational Plan
- Organisational Budgets and Key Capital plans
- Annual risk and audit plans
- Organisational Risk profile
- Annual Service Improvement Plans

3. Development:

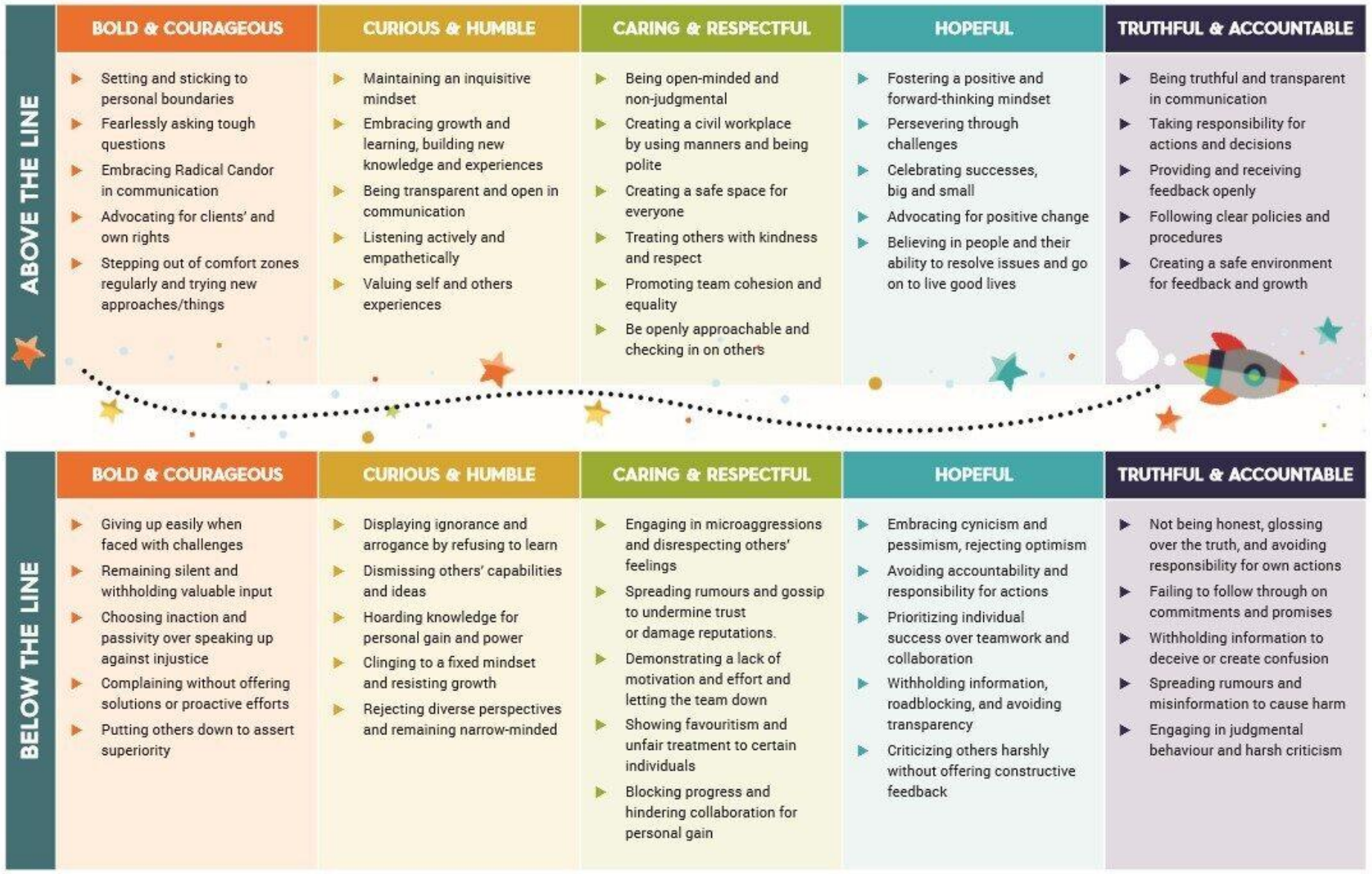
- Provide recommendations to the CEO regarding the development of Parkerville's capabilities, people, and infrastructure.
- Ensure Parkerville maintains its reputation for service excellence, innovation, and capacity to respond to community needs.
- Aim to attract, develop, and retain the best talent.

4. Assurance:

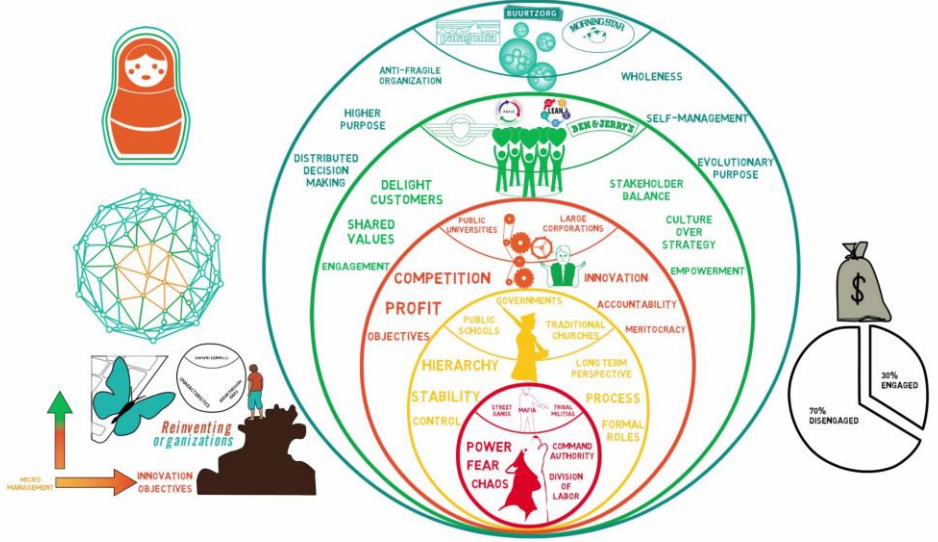
- Offer recommendations to the CEO regarding Parkerville's governance and assurance arrangements.
- Establish a framework for compliance with laws, government policies, and organisational standards.
- Ensure integrity in internal controls, financial practices, reporting systems, and risk management.
- Implement recommendations from advisory, evaluation, and assurance mechanisms to enhance Parkerville CYC's operations.

5. Performance - Monitor and govern:

- Organisational culture to ensure overall engagement and wellbeing of our people and organisation
- Parkerville's overall performance, including strategy and corporate plan execution, key performance indicators, and service delivery improvements.
- Compliance with contracted outputs/outcomes.
- Develop outcome measurement and research capacity.
- Assess financial position and performance.



Above and Below the Line Behaviors

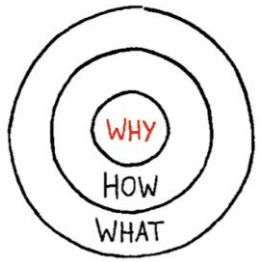


The Golden Circle

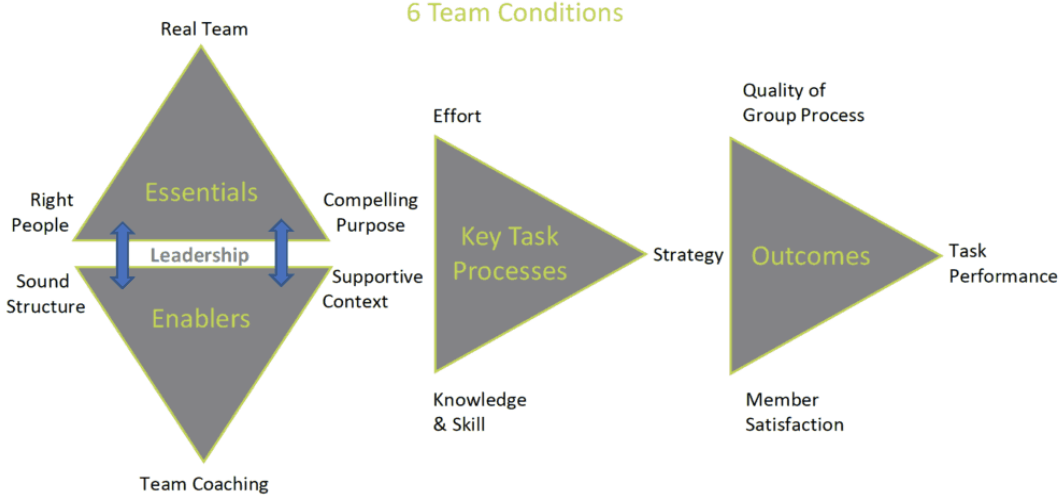
WHAT
Every organization on the planet knows WHAT they do. These are products they sell or the services

HOW
Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

WHY
Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. WHY is a purpose, cause or belief. It's the very reason your organization exists.



6 Team Conditions

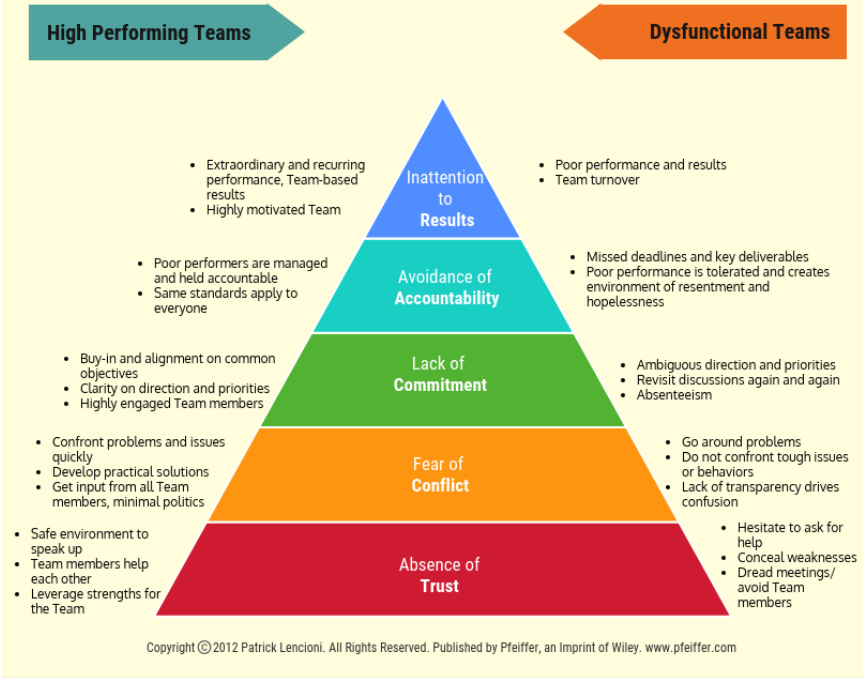


DISTRIBUTED LEADERSHIP

A Continuum of Distributed Leadership

Traditional delegation	Progressive delegation	Guided distribution	Emergent distribution	Assertive distribution
• Hand over some power • Appoint good deputies, and seek and rely on their counsel • Respect their autonomy • Make sure they report to you Regularly • Don't do everything yourself	• Extend and amend your structures, teams and committees • Create new roles • Focus people's role and responsibilities on learning and improvement • Use the new structures to restrict the veto of the old ones • Develop proper planning • Consult with your teams and committees • Audit the results	• Rely on more than your structures • Develop better relationships • Bring people together • Show interest in your staff members as people • Improve the quality of professional conversations • Concentrate on core purposes . • Model the attentive behavior you expect in others • Be visible and vigilant, always steering conversations and relationships in a more productive and attentive direction	• Remain clear about purposes and values • Ensure that they are genuinely shared • Maintain a premium on relationships • Encourage staff to innovate • Develop a culture of professional entrepreneurship • Demonstrate trust • Step back from watching over all interactions and relationships • Learn to let go • Don't pour cold water on proposals when they are brought forward • Praise initiative • Celebrate good results	• Be even more steadfast and passionate about shared purposes and values • Stimulate wide ranging debate about important proposals • Involve resisters early • Include and listen to minorities • Use prepared for criticism but insist on respectful dialogue • Keep your sense of humor • Ensure that the vigorous professional culture always moves you forward • Never abrogate responsibility • Always reaffirm your goals

The Five Dysfunctions of a Team



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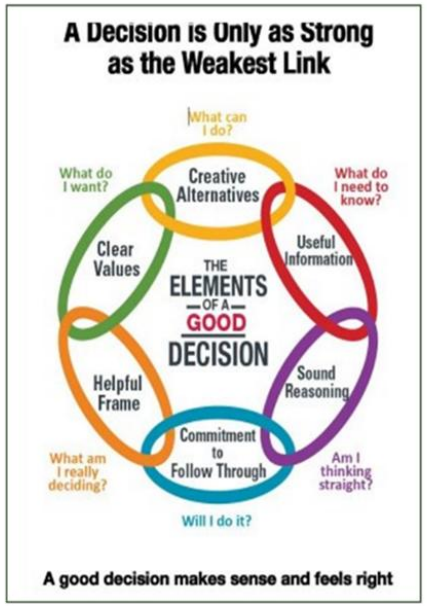
"Question Zero" - "the question that must be asked and answered before anything else"
(Herman Leonard, Harvard Business School)

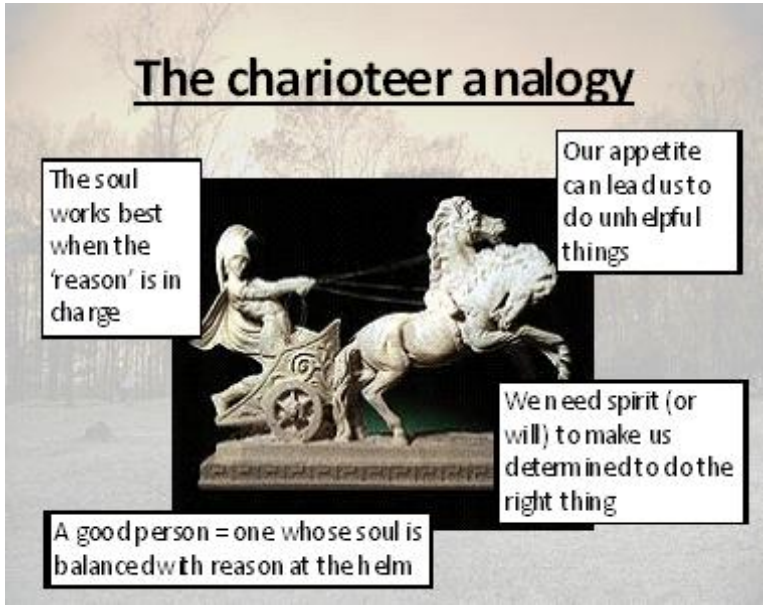
Decision Making at Parky

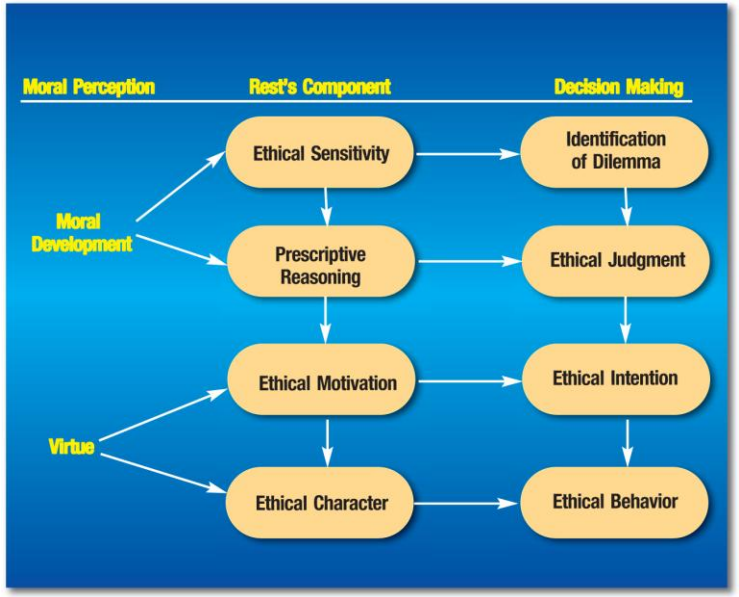
- *Whole of Organisation*
  - CEO holds accountability and responsibility
  - No ELT member can make that decision alone, except for the CEO under her delegations
- *Service/Business Area Specific*
  - In consultation and agreement with the CEO (Annual Plan and/or consultation)
  - ELT has advisory function if required
- *Before you Act: Core Questions to ask yourself*
  - Does this meet our Child Safe standards? Yes/No, If No DO NOT PROCEED
  - Will this have wide-reaching implications Yes/No? If **Yes,** consult with the CEO about ELT input
  - Is this one of our core priorities? Yes/No? If **No,** consult with the CEO
  - Am I wading into someone else's decision-making area – Yes/No? If **Yes,** DO NOT PROCEED
  - Will this impact on another service/business area – Yes/No? If **Yes**, DO NOT PROCEED – you must consult and gain agreement
  - Does this compromise our values or core mission statement – Yes/No? If **Yes,** DO NOT PROCEED
  - Will this action result in better outcomes for the people we serve? Yes/No? If **No**, DO NOT PROCEED
  - Is this in budget – Yes/No? If **No,** DO NOT PROCEED
  - Do you have the Delegations – Yes/No? If **No,** DO NOT PROCEED



Three Ethical Theories

Utilitarian	Kant	Aristotle
•Greatest good for all •Each person's worth or happiness is equal •Morality = aggregate happiness •Questions re: •Individual rights •One measure of "good"	•Rights/duties of persons •Treat all persons as ends, not means •Morality can be vs. happiness •Questions re: •Categorical Imp •Self-possession vs. duties to self, others	•Purpose of life, action •Objective concept of self-actualization •Morality = virtue = fulfill rational nature •Questions re: •Equality vs. merit •Objective concept of fulfillment?





24/25: CEO KPIs – High intensity, long term intense workload, high risk, and multiple touch points.

1. Specifically deliver the completion of the school registration process to ensure the school opens no later than the 2027 school year.
2. Develop the entity process to assist in the establishment of existing Boards and oversee all necessary legal amendments to the Constitution to ensure strong governance processes are in place.
3. Successfully transition the new internal organisational structure into the new entities
4. Continue to develop the MIST services in Rockingham and explore options for expansion into Joondalup with support of the State Government.
5. Complete the REM review for staff wages and implement outcomes.
6. Meet all BAU community service compliance and output requirements

2024/25 CEO KPIs – Low intensity time, or short term intense with longer term tail, and/or nearly completed

1. Implement the new Learning and Development Strategy, proving measures of staff outcomes to the Board.
2. Launch and implement the new RAP, providing measures of success to the Board every month
3. Deliver a balanced annual operational budget and manage income to manage historical claims as effectively as possible.
4. Manage the transition of the Corporate Services into new premises to accommodate the Head to Health initiative.
5. Deliver on the new Head to Health offices at SJPCYFC and open the service according to Mental Health Commission deadlines.
6. Design and deliver a fundraising and philanthropy strategy that compliments the CARE school campaign

Phone: 08 9235 7000
Email: adminteam@parkerville.org.au

www.parkerville.org.au