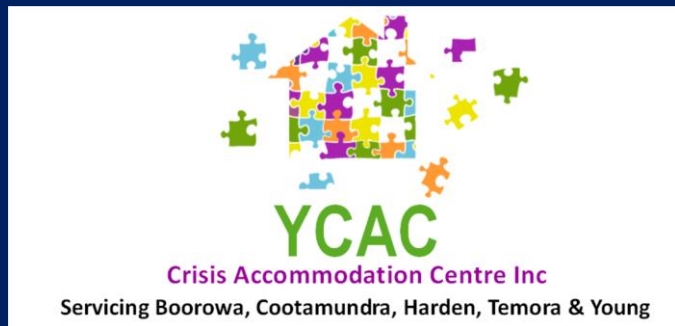


# YCAC STRATEGIC PRIORITIES: 2022 - 2025



## SERVICE PROFILE

Young Crisis Accommodation Centre (YCAC) provides specialist homelessness support services to women, men, youth and families who are homeless or at risk of homelessness, and / or experiencing domestic and family violence. YCAC's service delivery framework is based on the Specialist Homelessness Services (SHS) four core responses: *Prevention and Early Intervention, Better Access to Support and Services, An Integrated Person-Centred System.*

YCAC is funded through a contract with St Vincent De Paul Society as lead agency managing the SHS contract. YCAC service delivery includes the following geographic locations: Young, Temora, Cootamundra, Harden and Boorowa.

## MISSION STATEMENT

Women, men, young people and families are safe, secure and connected and have the opportunity and environment to thrive and achieve their chosen goals.

## OBJECTIVES

The objectives of YCAC are:

- To work collaboratively with clients to achieve long term sustainable outcomes through case management.
- To provide specialist services to people experiencing homelessness, domestic violence, and persons at risk.
- To effectively collaborate with other service providers to achieve maximum efficiency.
- To build alliances with housing providers and other organisations that support homeless individuals and families.
- To advocate for the needs of vulnerable people living in the North Eastern Murrumbidgee area.

## PRACTICE PRINCIPLES

YCAC operates within a strong transparent and accountable governance framework consistent with its Constitution, Mission Statement, Code of Conduct, Policies and Procedures and Service Agreements. The staff and Board are committed to upholding and promoting the principles outlined below. These principles are embedded in our practice and our interactions with clients and the broader community.

- **Respect:** is at the core of all our relationships with clients, colleagues, partners and the community.
- **Integrity:** We are open, honest, accountable and transparent in all we do.
- **Opportunity:** We create and nurture opportunities for growth and development with clients, colleagues and our organisation.
- **Connection:** We build connections with self, with one another and with the community to build a supportive and engaged community.

## STRATEGIC PRIORITIES 2022 – 2025



Light blue line items highlight the tasks that are due for completion in the first 18 months of the plan



Light green line items highlight the tasks that are ongoing

### 1 Seek opportunities for sustainable growth that will enhance outcomes for program delivery

- 1.1 Explore additional local, state and federal funding streams to support program development
- 1.2 Explore philanthropic and corporate sector sponsorship or donations
- 1.3 Management Board to lobby government for more financial / administrative support of our service
- 1.4 Explore opportunities for YCAC to extend additional properties with stakeholders
- 1.5 Collaborate with the broader service system to deliver integrated responses for young people at risk
- 1.6 Create new space at YCAC offices for growth in YCAC clients
- 1.7 Awareness and crisis accommodation in Boorowa, Cootamundra, Harden and Temora

## **2 Increase organisational capacity through public relations and partnership development**

- 2.1 Research potential partner organisations to support the development of future alliances / agreements
- 2.2 Continue strong sector engagement and take a lead role in policy and advocacy within the specialist service system
- 2.3 Explore rebranding the service name to accurately reflect the range of YCAC services

## **3 Position YCAC as a leader of good practice in the SHS service systems (Rural)**

- 3.1 Develop a strategy to collect evidence of success to position YCAC for nomination in the SHS Good Practice Sector Awards 2022
- 3.2 Continue to promote the organisations profile to a broad range of stakeholders

## **4 Program facilitation**

- 4.1 Develop a model to work with at risk families
- 4.2 Facilitate programs at Margaret House to address the social and emotional wellbeing of children affected by the experience of DFV

## **5 Monitor administrative systems and potential risks**

- 5.1 Ensure administrative systems are effective for resourcing YCAC and its operational requirements
- 5.2 Monitor Work Health & Safety practice standards in accordance with the WHS Act 2011

## **6 Strengthen YCAC Governance and Human Resource Management Systems**

- 6.1 Seek annual training opportunities for Board members
- 6.2 Link in with community training Webinars to provide biannual training opportunities for volunteers.
- 6.3 Establish a funding sub-committee
- 6.4 Continue YCAC Management Board supervision to the staff team
- 6.5 Explore opportunity for an Administration Worker

**1 SEEK OPPORTUNITIES FOR SUSTAINABLE GROWTH THAT WILL ENHANCE OUTCOMES FOR PROGRAM DELIVERY**

PROJECT AREA	ACTIONS	RESPONSIBILITY	TIMEFRAME	OUTCOME
1.1 Explore additional local, state and federal funding streams to support program development.	Investigate additional funding sources to augment existing funding.	YCAC Manager\ Committee	ongoing	
	Organise a special meeting to detail opportunities and time frame to apply. Develop an outline with YCAC details to be included in grant submissions for ease of application. Nominate a committee member to apply for these grants	President/ committee	February 2022	
1.2 Explore philanthropic and corporate sector sponsorship to for specialist programs.	Develop a list of potential sponsors both in philanthropic and corporate sectors.	Manager and staff	February 2022	
	Organise a special meeting to detail opportunities and time frame to apply. Develop an outline with YCAC details to be included in grant submissions for ease of application. Nominate a committee to apply for these grants	President/ management committee	February 2022	
	Register YCAC with Philanthropy Australia for potential financial and administrative sponsorship of projects. Contact them to see what they can do for us.	Kerrie Coulter	February 2022	
	Invite potential sponsors to the AGM and fund raising events.	Manager/ Fundraising committee	Sept 2022	

	Develop a collaboration strategy to initiate potential sponsorship for specialist programs.	Manager and Board	June 2022	
1.3 Management Board to lobby government for more financial / administrative support of our service	Lobby government for more financial / administrative support of our service	Management board	March 2022	
1.4 Explore opportunities for YCAC to extend additional properties with stakeholders	Establish and continue relationships with external groups who can purchase and manage a variety of accommodation (crisis and temporary)	Manager and Board	Ongoing	
1.5 Collaborate with the broader service system to deliver integrated responses for young people at risk	Continue the positive relationships and referral pathways for clients requiring assistance beyond the scope of YCAC service delivery.	Case workers	On-going	
	Initiate community capacity building partnerships / projects which encourage collaboration, social inclusiveness and connectedness.	Case Workers/Manager	Jan 2022 and ongoing	
	Further develop community networking strategies that link client to the broader service system.	Case Workers/Manager	Jan 2022 and ongoing	
1.6 Create new space at YCAC offices for growth in YCAC clients	Turn reception area into staff space to free up office space for interviews. Create another desk space in the main office, have a laptop at the front that can work as an additional station when working with clients.	Case workers	Dec 2022	

1.7 Awareness and crisis accommodation in Boorowa, Cootamundra, Harden and Temora	Committee to brainstorm and act upon ideas to raise awareness in other towns.	Management board	2022	
	Continue to talk at requested events in other towns.	Staff	ongoing	
	Create a space in each of the other towns for staff to meet with clients there.	Staff	2022	
<b>2 INCREASE ORGANISATIONAL CAPACITY THROUGH PUBLIC RELATIONS AND PARTNERSHIP DEVELOPMENT</b>				
PROJECT AREA	ACTIONS	RESPONSIBILITY	TIMEFRAME	
2.1 Research potential partner organisations to support the development of future alliances / agreements	Explore potential alliances with Argyle Housing and other specialist services in the North Eastern Murrumbidgee location.	YCAC Manager	ongoing	
	Partner with volunteer organisations like Food Hall, Men's Shed and others that could provide support and assistance beyond the scope of Housing	Staff and Management board	2022	
	Maintain collaboration with existing partners and explore possible joint working agreements to trial efficacy of future alliances.	YCAC Manager	ongoing	
	Develop MOU's or service agreements as appropriate	YCAC Manager	ongoing	

2.2 Continue strong sector engagement and take a lead role in policy and advocacy within the specialist service system	Attend and represent core client groups in sector meetings, reference groups and collaborate with the wider service system.		ongoing	
	Present examples of good practice at conferences relevant to target groups.	Manager and staff team	ongoing	
	Document client outcomes and provide case studies for future sector development – universities, TAFE, research programs.	Manager	ongoing	
	Participate in sector research.	Manager	ongoing	
	Identify sector gaps in service delivery for specialist groups.	Manager and staff team	ongoing	
	Explore potential membership DVNSW and Y Foundations.	Manager	ongoing	
2.3 Explore rebranding the service name to accurately reflect the range of YCAC services (Young means only Young or young people).	Hold an extraordinary meeting to rediscuss in early 2022 to be finalised before AGM 2022	Manager/ Management Board	2022	
	Analyse existing programs and future capabilities regarding location and delivery of services.	Student / Manager (supervision)	Sep – Dec 2022	



	Develop a list of service delivery locations.	Student / Manager (supervision)	Sep – Dec 2022	
	Develop a list of program outcomes and identified geographic footprints.	Student / Manager (supervision)	Sep – Dec 2022	
	Develop a survey to explore a potential service name – consult with internal and external stakeholders.	Student / Manager (supervision)	Sep – Dec 2022	
	Decide on name change and commence the registration process with NSW Office of Fair Trading.	Student / Manager (supervision)	Sep – Dec 2018	
<b>3 POSITION YCAC AS A LEADER OF GOOD PRACTICE IN THE SHS SERVICE SYSTEMS (RURAL)</b>				
<b>PROJECT AREA</b>	<b>ACTIONS</b>	<b>RESPONSIBILITY</b>	<b>TIMEFRAME</b>	<b>OUTCOME</b>
3.1 Develop a strategy to collect evidence of success to position YCAC for nomination in the SHS Good Practice Sector Awards 2022	Explore options for how to best gather information on good practice outcomes.	Manager and Board	2022	
	Nominate YCAC for a SHS Good Practice Award	Manager	Mar 2022	

3.2 Continue to promote the organisations profile to a broad range of stakeholders	Maintain and/ or establish relationships and referral pathways for clients requiring assistance beyond the scope of YCAC service delivery.	Manager and staff team	Ongoing	
	Initiate community capacity building partnerships / projects which encourage collaboration, social inclusiveness.	Manager and staff team	Jul 2022	
	Further develop community networking strategies that link clients to providers in the broader service system.	Manager and staff team	Jul 2022	
<b>4 PROGRAM FACILITATION</b>				
<b>PROJECT AREA</b>	<b>ACTIONS</b>	<b>RESPONSIBILITY</b>	<b>TIMEFRAME</b>	<b>OUTCOME</b>
4.1 Develop a model to work with at risk families	Training day to brainstorm project ideas such as cooking, financial counselling, budgeting. This could mean outsourcing to Mission Australia, Rose Thompson, The Hub, etc with confidentiality in mind.	Staff, Management Board	May 2022	
4.2 Facilitate programs at Margaret House to address the social and emotional wellbeing of children affected by the experience of DFV	<ul style="list-style-type: none"> <li>• Develop an appropriate Child Wellbeing program framework for children affected by DFV, including a proposed service delivery and staffing model.</li> <li>• Develop appropriate assessment tools to identify children requiring support</li> <li>• Develop an age-appropriate support program for children exposed to DFV - up to 12 years old.</li> <li>• Develop a suite of indicators that will record and measure the direct outcomes for clients under the recommended Child Wellbeing model</li> <li>• Develop a program evaluation strategy and</li> </ul>	Manager and consultant	June – Dec 2022	

	identify appropriate outcome measures			
<b>5 MONITOR ADMINISTRATIVE SYSTEMS AND POTENTIAL RISKS</b>				
<b>PROJECT AREA</b>	<b>ACTIONS</b>	<b>RESPONSIBILITY</b>	<b>TIMEFRAME</b>	<b>OUTCOME</b>
5.1 Ensure administrative systems are effective for resourcing YCAC and its operational requirements	Check that Policies and Procedures are up to date with law and implement any changes needed. Committee review regularly.	Manager and Board	Annually 2022-2025	
	Ensure ASES actions are updated: <ul style="list-style-type: none"> <li>1. Update P &amp; P and check portal to ensure nothing is missing</li> <li>2. Upload all to the BNG portal</li> <li>3. Choose assessor and call in for audit</li> <li>4. Fix all issues from audit</li> <li>5. Apply for certificate by June 2024</li> </ul>	Staff	Ongoing	
	Learn more detail about the BNG portal for effective use. Zoom sessions with BNG.	Staff and BNG staff	March 2022	
	Consider moving away from MYOB and getting Xerox for accounting. This could prove beneficial to YCAC in regard to tax invoices, staff sign on and more. Act accordingly after consideration	Staff	2022	

5.2 Monitor Work Health & Safety practice standards in accordance with the WHS Act 2011	Undertake an annual WHS systems risk assessment audit to ensure compliance with legislation.	Manager and Board	Annually 2022-2025	
	Continue to identify and record any potential hazards at staff meetings and report at Board meetings.	Manager and staff team.	Ongoing 2022-2025	
	Manage any potential hazards as soon as reasonably practicable.	Manager and staff team.	Ongoing 2022-2025	

## 6 STRENGTHEN YCAC GOVERNANCE AND HUMAN RESOURCE MANAGEMENT SYSTEMS

PROJECT AREA	ACTIONS	RESPONSIBILITY	TIMEFRAME	OUTCOME
6.1 Seek annual training opportunities for Board members	Continue twice yearly governance meetings with staff and board.	Manager and Management board	Biannually	
	Seek an annual skills audit of the Management Board as it changes to identify training needs.	Manager	January 2022	
	Develop a table of recommendations for future training to address gaps.	Manager and Board	Feb 2022	
6.2 Link in with community training Webinars to provide	Conduct research into what webinars exist to support training opportunities for Volunteers.	Manager	Jan – Mar 2022	

regular updated training opportunities.				
	Contact training hosts to discuss access options and costs.	Management Board	Jan – Mar 2022	
	Develop a proposal outlining the cost, training areas and outcomes.	Management Board	April 2022	
	Present the proposal to Manager / Board for approval.	Manager	May 2022	
	Develop a training calendar and update regularly. Ensure calendar is accessible to all Board members	Manager	June 2022	
6.3 Establish a funding sub-committee	Nominate an existing Board member to Chair the funding sub-committee	Manager and Board	October meeting each year	
	Recruit new Board members specific to forming a sub-committee – seek Expressions of Interest at AGM.	Manager and Board	Sep each year	
	Chair of funding sub-committee regularly reports to the YCAC Board	Sub-Committee Chair	ongoing	
6.4 Continue YCAC Management Board supervision to the staff team	Explore best options for providing supervision: <ul style="list-style-type: none"> <li>▪ Face – face internal with YCAC Manager</li> <li>▪ External supervisor to work with staff team.</li> </ul>	Manager and Board	ongoing	
	Assess both options in terms of financial cost and staff development.	Manager and Board	ongoing	
	Decide on the best options for YCAC staff and the organisations capacity to sustain the option financially.	Manager and Board	ongoing	
	Deliver supervision according to the nominated strategy.	Manager and Board	ongoing	

6.5 Explore opportunity for an Administration Worker (AW) position	Assess what tasks the YCAC Manager is currently doing that could be completed by an AW.	Manager	Jan – Jun 2022	
	Determine how the transfer of these tasks will maximise the Managers time in other service operations.	Manager	Jan – Jun 2022	
	Determine the validity of the role and long term sustainability costs.	Manager and Board	Jan – Jun 2022	
	Explore how the AW role could be funded.	Manager and Board	Jan – Jun 2022	
	Develop an AW Job Description	Manager and Board	Jan – Jun 2022	