



Strategic Plan 2009-2012

The Station Ltd.

The Station provides a Drop-in Centre offering meals, facilities and, most importantly, security and a sense of place for the homeless and mainly unemployed street people of the CBD. The Station staff endeavours to secure short and longer term accommodation for these clients.

The Station also provides facilities on site for homeless people to access a range of critical services which they would otherwise find difficult.

- A GP
- A nurse
- Legal advice
- Mental health
- Centrelink

Drug and alcohol advice.

The Station is located in the heart of the CBD in a heritage building which needs maintenance and creates some space challenges but is otherwise an ideal location.

The Station has regularly achieved favourable reports from its Quality Assurance auditors and while in common with all community services it would benefit from additional funding, it has always been sustainable and financial.

Strategic Themes

Over the next three years, the Station will focus on the following strategies which are based on the strong feeling it must continue to provide a unique and special service to some of the most difficult homeless and unemployed people in Sydney.

- Continue and strengthen the services currently provided to the homeless and marginalised people of Sydney.
- Ensure staff are well trained and remain strongly connected to the Mission.
- Focus on strengthening networking and partnerships with the Department of Housing and with other community services to ensure accommodation for Station clients.
- Increase the ability of the Station to support clients in accommodation through enhanced in-home outreach services.
- Explore the possibility of obtaining a number of facilities that will be used as “transition” accommodation to prepare homeless people to move to their own accommodation.
- Develop the possibility of assisting other community services in partnership as advisors or in some other way to create drop-in centres using the Station model in locations such as Manly, Parramatta or other parts of NSW.
- Increase the support from the community and especially business while maintaining a relatively subdued profile.

- *GOALS*

- Provide weekend access for homeless and unemployed people to the Drop-In Centre
- Improve outreach support to ensure that clients who have secured accommodation retain it and continue to improve their lifestyle
- Improve the access to accommodation for the Station's clients.
- Increase the professional knowledge and capabilities of the Station staff.
- Strengthen the financial independence of the Station.
- Undertake a major renovation of the Station building.
- Provide the Station's owned/leased transition accommodation for clients.
- Assist the development of the Station model in other areas .
- Achieve Continuous Improvement in OHS and Quality Assurance in all programs and for the Station as a whole.

GOALS	STRATEGIC APPROACH	ACTIONS
Provide weekend access for homeless and unemployed people to the Drop-In Centre	Work toward opening the Drop-In Centre on Saturday and Sundays	Apply for government Department and Philanthropic Trusts funding. Seek alternative sources of funding.
Improve outreach support to ensure that clients who have secured accommodation retain it and continue to improve their lifestyle	Establish a Home Support Team	Prepare a submission for Government or other long-term funding or a pilot project for one year.
Improve the access to accommodation for the Station's clients	Strengthen alliances with community housing associations, the Department of Housing and other relevant organisations to ensure accommodation continues to be available for clients.	Develop an alliance plan and approach possible allies or partners
Increase the professional knowledge and capabilities of the Station staff	Develop and follow a Professional Development plan for every member of staff and the team as a whole	Develop the Professional Development Plan for staff, including mentoring, coaching, etc.
Strengthen the financial independence of the Station	Maintain and if possible increase the proportion of private funding and support	Develop and follow a marketing plan

GOALS (continued)	STRATEGIC APPROACH	ACTIONS
Undertake a major renovation of the Station building	Seek heritage and other funding each year to progressively raise funds for the improvement of the building	1. Complete minor alterations 2. Develop a feasibility study including fundraising suggestions for consideration by the Board
Provide the Station's owned/leased transition accommodation for clients	<i>Establish a transition house for use as clients progress to their own home.</i> <i>Use the transition house to assist clients to adjust their lifestyle.</i>	Establish a working party/advisory group to determine the options - such as a submission to the Department of Housing, Housing Commission, etc
Assist the development of the Station model in other areas	<i>Through partnerships, alliances or other appropriate methods plan to replicate The Station Drop-in Centre in one or two other locations such as Manly and Parramatta.</i>	Seek out expressions of interest from other community services to form an alliance or partnership to consider developing new Drop-in Centres.
Achieve Continuous Improvement in OHS and Quality Assurance in all programs and for the Station as a whole	Progressively review and improve all aspects of the operation	An operational responsibility