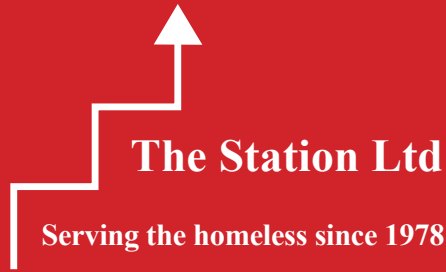




2015-2018 Strategic Plan

The Station.Ltd
82 Erskine Street
Sydney NSW 2000



The Station Ltd

Serving the homeless since 1978

THE STATION LTD'S

STRATEGIC PLAN 2015-2018

THE STATION

STRATEGIC PLAN 2015-2018

OUR MISSION

To provide a range of services for people who are having difficulty attaining and sustaining adequate and secure accommodation, health status, personal autonomy and dignity.

OUR PHILOSOPHY

The Station Ltd believes in:

- The right of people to make choices in their own lives
- The right of people to dignity, respect, privacy and confidentiality
- The right of people to be valued as individuals
- The right of people to access services on a non-discriminatory basis
- The right of the community to accountable and responsive services
- Minimising the harm and social problems to the individual and to the community resulting from the use of drugs, homelessness, mental illness, etc.

THE STATION STRATEGIC PLAN 2015-2018

OUR CLIENTS

Strategic Objective 1: Provide high quality day services to our homeless clients. Ensure they have reasonable choices about their health, housing and connections with society and support them to achieve their choices.

GOALS	STRATEGIES	KPI
<ul style="list-style-type: none"> Provide a safe and secure drop-in centre for homeless people. 	<ul style="list-style-type: none"> Homeless people use The Station and it is safe and the services offered are valuable. 	<ul style="list-style-type: none"> Number of people using the drop-in centre and their responses to independent sample surveys.
<ul style="list-style-type: none"> Successful client-directed case management support for homeless people so they have a safe and secure drop-in centre to assist them to achieve realistic goals for their health and housing security 	<ul style="list-style-type: none"> Develop case management and client support services – including mental health, drugs and alcohol. 	<ul style="list-style-type: none"> Achieve outcomes agreed with the relevant funding agencies.
<ul style="list-style-type: none"> Ensure homeless people have choice in determining the support provided by The Station. 	<ul style="list-style-type: none"> A client directed approach to supporting our clients. Provide all clients with choice. 	<ul style="list-style-type: none"> External and internal audit reports that identify the level and effectiveness of the case management based on client choice.
<ul style="list-style-type: none"> Provide high quality support for early intervention for people in danger of becoming homeless. 	<ul style="list-style-type: none"> Identify people in the community who have rent or other issues and are in insecure accommodation. 	<ul style="list-style-type: none"> Number of successful early intervention cases as a proportion of total early intervention clients.
<ul style="list-style-type: none"> Be a recognised best practice homelessness service and develop a research and evidence-based approach to the provision of services. 	<ul style="list-style-type: none"> Research project on profile and needs of homeless in Sydney CBD and The Station's response. Continue with a client-directed approach to supporting clients. Ensure appropriate data is collected that meets the funding Departments' requirements. Optimise the use of the premises. 	<ul style="list-style-type: none"> A research project is undertaken and completed. Data provided by The Station meets funding Department requirements.
<ul style="list-style-type: none"> Increase The Station's stock of Transition Housing and access to housing for homeless people. 	<ul style="list-style-type: none"> Work with NGOs and other organisations to increase The Station's transition housing. 	<ul style="list-style-type: none"> Increased number of transition houses.
<ul style="list-style-type: none"> Maintain effective partnerships with medical, mental health and other providers of support for the Homeless. 	<ul style="list-style-type: none"> Establish and maintain effective MoUs with partner organisations. 	<ul style="list-style-type: none"> Sufficient services provided to The Station's clients.

THE STATION STRATEGIC PLAN 2015-2018

OUR GOVERNANCE AND RISK MANAGEMENT

Strategic Objective 2: Be a best practice governance and risk management community-based organisation.

GOALS	STRATEGIES	KPI
<ul style="list-style-type: none"> Review and develop The Station’s Mission and Philosophy. 	<ul style="list-style-type: none"> Board and Staff to be involved in a process to review the Mission and Philosophy. 	<ul style="list-style-type: none"> New Mission and Philosophy statements.
<ul style="list-style-type: none"> Effective governance at all levels of the organisation. 	<ul style="list-style-type: none"> Policies and processes are in place to support strategic and compliance focused governance. A yearly Board review completed. Provide regular Board member training and ongoing support. Have and follow a succession plan. 	<ul style="list-style-type: none"> A successful outcome of the yearly Board review. External audits confirm appropriate Policies and Procedures are in place. Succession discussion are held regularly.
<ul style="list-style-type: none"> The Station demonstrably meets its legal and contractual employment requirements, especially WHS. 	<ul style="list-style-type: none"> The Board receives a compliance report monthly. There is a yearly internal WHS audit and a WHS Risk Management Plan that is followed. 	<ul style="list-style-type: none"> Yearly external audit reports. The Station meets all its compliance obligations.
<ul style="list-style-type: none"> Ensure an effective risk management plan is in place. 	<ul style="list-style-type: none"> Have risk management as a standing item on the Board agenda. 	<ul style="list-style-type: none"> A risk management plan in place and the Board receives regular reports
<ul style="list-style-type: none"> Maintain a documented Quality Assurance Management System. 	<ul style="list-style-type: none"> Internal Audits. Continue to develop Best Practice operations. Maintain a Continuous Improvement System. 	<ul style="list-style-type: none"> Meet the appropriate QA standards.

THE STATION STRATEGIC PLAN 2015-2018

OUR FINANCIAL RESOURCES

Strategic Objective 3: Ensure there are sufficient financial resources with appropriate accountability to enable The Station to achieve its objectives.

GOALS	STRATEGIES	KPI
<ul style="list-style-type: none"> Financial compliance and viability. 	<ul style="list-style-type: none"> Meet accounting standards, a realistic budget and have an appropriate external audit each year. 	<ul style="list-style-type: none"> Monthly and annual budget results within an acceptable range of the planned budget.
<ul style="list-style-type: none"> Increase sources of secure income. 	<ul style="list-style-type: none"> Apply for appropriate philanthropic grants. Seek further Government grants. Retain existing grants. 	<ul style="list-style-type: none"> The Station increases its sources of income with new income streams.
<ul style="list-style-type: none"> Strong partnerships and alliances that add value to The Station 	<ul style="list-style-type: none"> Use networking and other methods to connect with the community sector and private organisations who can complement The Station and bring mutual benefit to all stakeholders. 	<ul style="list-style-type: none"> Increased services and income received from alliances and partnerships.
<ul style="list-style-type: none"> A highly recognised and supported name – The Station. 	<ul style="list-style-type: none"> Develop and implement a relationship campaign. Create lists of prospective business partners and determine how best to address them. Create opportunities for ongoing sponsorships/pro bono work. Explore fundraising opportunities. 	<ul style="list-style-type: none"> The Station has a high level of support from businesses and other organisations in the CBD.

THE STATION STRATEGIC PLAN 2015-2018

OUR CAPACITY

Strategic Objective 4: Ensure Board members, staff and volunteers have the required commitment, skills and resources to meet the needs of homeless people.

GOALS	STRATEGIES	KPIS
<ul style="list-style-type: none"> The Board has the required skill mix 	<ul style="list-style-type: none"> A succession plan in place for any Board member who leaves. 	<ul style="list-style-type: none"> The required skill mix of the Board is maintained.
<ul style="list-style-type: none"> The Station has a stable and well-trained workforce. 	<ul style="list-style-type: none"> Ensure staff are appropriate to the needs of the service, flexible and well trained. 	<ul style="list-style-type: none"> Staff numbers and skills meet targets set in each year's business plan.
<ul style="list-style-type: none"> The Station has a stable and well-trained volunteer group. 	<ul style="list-style-type: none"> Ensure volunteers are appropriate to the needs of the service, flexible and well trained. 	<ul style="list-style-type: none"> Volunteer numbers and skills meet targets set in each year's business plan.
<ul style="list-style-type: none"> Support and resources for the staff and Manager to achieve the best possible outcomes for clients. 	<ul style="list-style-type: none"> Staff are supported: heard; trained; safety and wellbeing maintained; consultatively included; meaningfully engaged; recognised and acknowledged; rewarded and remunerated. Provide appropriate professional development and opportunities for staff. Ensure The Station is an employer of choice. Strengthen Quality Assurance and improvement strategies. 	<ul style="list-style-type: none"> A very positive response from the yearly staff survey.
<ul style="list-style-type: none"> Staff physical conditions and IT support are best practice. 	<ul style="list-style-type: none"> Review IT needs. Monitor the office and other facilities to best practice WHS standards. 	<ul style="list-style-type: none"> Yearly WHS audit has a satisfactory result.

