

THE STATION

STRATEGIC DIRECTIONS

2022-2025

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Objectives and Goals 2022-2025

GOALS

Objective 1: Service Delivery

Provide high quality day services to homeless adults. Ensure they have reasonable choices about their health, housing and connections with society and support to achieve them.

Goals	Actions	Key Performance Indicators
Goal 1: Ensure appropriate planning, quality operational systems and ongoing outcomes for our service users to ensure ongoing funding by current government funding agencies.	Maintain ASES registration. Establish effective CEO Board reports that identify the ongoing efficiency and effectiveness of The Station.	ASES and internal audits evidence a high quality of governance and operational effectiveness and efficiency.
Goal 2: Aim to provide an evening meal service.	Research the need for evening meal services and determine the cost benefit. Seek grants or sponsorship.	Evening meal service established or deemed not feasible.
Goal 3: Increase the staffing and support for the current weekend services.	Research the need for additional staff or other resources support for the homeless at the weekends. Seek grants or sponsorship.	The weekend support and resources increased or deemed not to be feasible.
Goal 4: Assess the opportunities to provide relevant NDIS Disability Services for our eligible service users.	Review current and possible future services that meet the NDIS funded criteria. Become a non-registered NDIS provider.	The Station is a NDIS provider for the relevant services for their service users or it is deemed inappropriate.

<p>Goal 5: Assess the opportunity to obtain funding/fees for the provision of support to service users eligible for aged care support.</p>	<p>Review current and possible future services that meet the Aged Care funded criteria. Become a non-registered NDIS provider.</p>	<p>The Station is an Aged Care provider for the relevant services for their service users or it is deemed inappropriate.</p>
<p>Goal 6: Seek long-term funding to increase the case management, counselling, and other services to support our service users.</p>	<p>Identify possible sources of additional government funding.</p>	<p>Additional funding obtained.</p>
<p>Goal 7: To continue to advocate for the rights and social justice of clients.</p>	<p>Continue to advocate for individual rights of service users.</p>	<p>Regular reports to the Board and funding agencies that advocacy have taken place.</p>
<p>Goal 8: Evaluate the possibility of obtaining ownership with a long-term lease or a partnership for a unit(s) that can be used for a short-term stay for homeless adults undergoing a planned support program to be able to obtain and retain longer term housing.</p>	<p>Discuss housing partnership and/or other methods of obtaining a unit(s) for The Station service users.</p>	<p>Housing unit available for Station service users or this service is deemed not feasible.</p>

Objective 2: Governance

Be a best practice governance and risk management community-based organisation and promote policies and make decisions that support The Station’s Mission and Values.

Goals	Actions	Key Performance Indicators
Goal 9: Ensure an informed, skilled, and experienced Station Board.	The Board review/renew its membership on a three yearly basis. The Board recruitment process to be structured and thorough. Board roles and accountabilities to be clearly defined.	The Board has members who are appropriately experienced and support The Station’s Mission.
Goal 10: Ensure the Board works cooperatively and effectively with the CEO.	The CEO to have a Position Description and yearly review. The requirements of the Board for information from the CEO to be reasonable. The accountabilities of the CEO to the Board to be clear and evaluated.	The CEO to state at the yearly review that working with the Board has been effective and the Board review of the CEO to be satisfactory.
Goal 11: The Board oversees effective policies to ensure The Station meets its legal, contractual, operational, and service obligations.	The Station has Policies, Procedures, and other management systems in place to ensure it is compliant in every aspect of its operations and Internal and external audits.	Yearly compliance reports. The ASES Quality Management Standard registration is maintained.
Goal 12: The Station is a diverse, environmentally friendly, and well managed organisation.	The Board and staff have relevant cultural awareness training. There are relevant policies to ensure equity and nil opportunity for discrimination. There is an implemented environment protection policy. The Station has whistle blower and complaints processes.	The goals for the Homeless, Staff and other stakeholders are achieved. The Station meets all its contractual obligations to government funders and other organisations and individuals.

<p>Goal 13: The Station to communicate and consult with its stakeholders.</p>	<p>Regular discussion and interviews with the homeless people who use the services provided by The Station.</p> <p>Regular surveys of staff.</p> <p>Feedback from service users and from the network of organisations that provide services to the Station.</p>	<p>The Service users, staff and other surveys and feedback identify that the Station is providing an effective service.</p> <p>Evidence that The Station has responded to the feedback from Stakeholders.</p>
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Objective 3: Finance, Marketing and Development

Ensure sufficient financial strength, resources, marketing, and development to enable The Station to achieve its objectives.

Goals	Actions	Key Performance Indicators
Goal 14: The Station is to be financially sustainable and ensure an agreed annual budget that will maintain an appropriate level of financial reserves.	Annual budgets and monthly budgets. reviews	The Station maintains a reasonable service each year and reserves of 15 per cent of annual expenditure.
Goal 15: The Station to develop and implement Risk Management and Business Continuity Plans.	Develop and implement Risk Management and Business Continuity plans.	Risk Management Plan in place. Business Continuity plan in place.
Goal 16: Identify and apply for appropriate Federal, State and Sydney Council grants.	Identify and apply for relevant grants and related funding.	A minimum of five grant applications a year with at least one successful.
Goal 17: Identify and apply for appropriate non-government grant funding.	Identify and apply for relevant grants and other funding by Trust and other private sector organisations.	A minimum of five grant applications a year with at least one successful.
Goal 18: Identify University and other research partners for research projects and funds.	Approach NSW Social Impact or other relevant University Departments for possible partnerships.	At least two Universities contacted for a possible partnership.
Goal 19: Develop and implement a community relations and marketing plan to increase income through sponsorships and in-kind donations of goods and services.	Develop and maintain a marketing plan.	The goals of the marketing plan are achieved.

Objective 4: Capacity and Capability – Staff and Operations

Have staff and volunteers with the commitment, skills, and resources to meet the needs of individuals and the community we support and who regard The Station as a great place to work.

Have a Best Practice Management System that meets relevant Quality Standards and provides the tools for effective and efficient day-to-day operations.

Goals	Actions	Key Performance Indicators
Goal 20: The Station must maintain its ASES Quality Certificate registration.	Ensure policies and procedures that meet the ASES standards. Regular internal audits.	ASES accreditation maintained.
Goal 21: Review the software and hardware technology used and required by The Station.	Six monthly ITC assessment and report on the current cyber security and ITC relevance.	ITC availability and use by staff identified as effective in a yearly review report.
Goal 22: The Station to have a stable and well-trained workforce.	Implement a yearly training plan. Regular performance reviews of staff. Ensure a staff well-being program.	Low staff turnover and positive response to an annual staff survey/feedback process.
Goal 23: Maintain and strengthen the involvement of volunteers in the activities of The Station.	Develop and implement a corporate and individual community members volunteer plan.	The Station has a high level of volunteers that provide positive feedback in a yearly survey.
Goal 24: The Station is a workplace that is physically and psychosocially safe.	Maintain a documented WHS system and have regular WHS meetings.	A very low level of WHS incidents.