



YOUNG HOUSE
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ALBANY YOUTH SUPPORT ASSOCIATION INC
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Albany Youth Support Association 2009 Strategic Plan (25/11/09)

Mission

To provide a range of support and advocacy services with a focus on early intervention to alleviate and prevent crises in the lives of young people who are at risk of harm

Philosophy

To promote the recognition by our community of young people as an important and vital part of our society and to foster the acceptance of young people's requirements for understanding and support to enable them to reach their full potential. To act where necessary to promote an equitable environment in which all young people can participate without fear of discrimination or harassment.

Core Areas

Agency and Client Services

1. Provide safe and supported crisis and transitional accommodation for young people
2. Collaborate with and support other agencies to provide and improve services to young people
3. Provide comprehensive development opportunities and early intervention for young people

Community Development and Liaison

1. Work with the community to help reduce the need for young people to access crisis services
2. Advocate for the development of appropriate exit points for young people

Management and Administration

1. To manage the services of the Association in a sustainable way

Corporate Governance

1. Provide leadership in youth services in Albany

Agency and Client Services

1. Provide safe and supported crisis and transitional accommodation for young people

Strategies		Action	Timeframe	Responsibility
1.1	Provide safe and supportive crisis accommodation for young people	Maintain current facilities and staffing levels at Young House.	Ongoing	Manager and Refuge Coordinator
		Provide appropriate case management practices.	Ongoing	All staff
		Ensure effective protocols and 'service connections' with referral and exit entities.	Ongoing	Manager and Refuge Coordinator
		Maintain or improve arrangements for the personal safety of clients and staff.	Ongoing	Manager and Refuge Coordinator
		Provide additional staffing during peak/intensive periods for effective control and case management and to ensure that other strategic priorities (as per this plan and other priorities determined by the BoM or Manager) are pursued.	Ongoing	Manager
		Review similar service providers in WA for identifying improvements.	December 2009	Manager and Refuge Coordinator
1.2	Provide transitional accommodation and supportive services for young people	Maintain or increase transitional accommodation facilities.	Ongoing	Manager and SHOT Youth Worker
		Continue to liaise with the Great Southern Community Housing Association and any potential providers.	Ongoing	Manager and SHOT Youth Worker
		Develop protocols for working more effectively with the Great Southern Community Housing Association.	March 2010	Manager and SHOT Youth Worker
		Provide appropriate case management practices.	Ongoing	Manager and SHOT Youth Worker
		Ensure that arrangements (e.g. referral protocols) are strengthened to ensure that the SHOT worker receives appropriate	March 2010	Manager and SHOT Youth Worker

Strategies		Action	Timeframe	Responsibility
		clients and client levels for effective Case Management.		
1.3	Maintain or improve client records, reporting and work practices to ensure that client handover (between staff and programs) is efficient and effective and that required record keeping and reporting practices are adhered to.	Ensure staff are properly inducted and trained in the taking of client records, reporting and associated work practices. Review use of SMART	December 2009 December 2009	Manager and Refuge Coordinator Manager

Agency and Client Services

2. Collaborate with and support other agencies to provide and improve services to young people

Strategies		Action	Timeframe	Responsibility
2.1	Provide efficient and effective responses for service requests from other agencies	Through network feedback from other agencies, ensure that AYSA services are timely and of good quality.	Ongoing	Manager (and all staff)
2.2	Participate in and help develop local service networks in order to improve communication and service provision to youth	Maintain or improve networks and membership of community/agency committees.	Ongoing	Manager and 'Program staff'
2.3	Participate in development initiatives which are complimentary to the services provided by AYSA or which are identified as a gap in service	Provide support (without detrimental effect to other services/AYSA sustainability) to development initiatives relating to early intervention.	Ongoing	Manager and 'Program staff'

Agency and Client Services

3. Provide early intervention and developmental opportunities for young people

Strategies		Action	Timeframe	Responsibility
3.1	Early intervention: Maintain or enhance the AYO Program	Refer section: "Manage the services of the Association in a sustainable way"	August 2010	Manager and AYO Worker
3.2	Early intervention: to engage young people in resolving the issues that are causing them problems	Work with young people in a way that supports their physical, mental and emotional health as well as maximising their social, vocational and educational opportunities.	Ongoing	Manager and Youth Workers
3.3	Maintain or improve the Open Access Art Program	Seek additional funding for the Open Access Coordinator role. Develop an annual program plan. Ensure Artists and Volunteers are appropriately inducted in the Studio's procedures and considerations. Continue to investigate other venue options to allow a broader range of arts activities and to provide an exhibition space.	Ongoing September 2009 Ongoing December 2009	Manager Manager and OA Coordinator Manager and OA Coordinator Manager and OA Coordinator
3.4	Develop and provide a range of physical/outdoor activities and services for AYSA Clients that facilitate personal development	Seek and secure additional funding. Provide training in project management to staff. Provide additional staffing over short periods (where required) to ensure that these activities can be properly planned and staffed. Develop partnerships with other agencies, industry and community groups and link into existing programs.	June 2010 March 2010 Ongoing March 2010	Manager Manager Manager Manager
3.5	Provide appropriate case management practices	Ensure Case Management practices, at a minimum, adhere to required standards and that staff are consistent in their approach.	Ongoing	Manager and Refuge Coordinator

Strategies		Action	Timeframe	Responsibility
		Ensure that Case Management clients to Staff ratios remain at an appropriate level.	Ongoing	Manager
		Provide (or facilitate) specific life skills training to YP as part of support plans.	December 2009	Manager and 'Program staff'
		Facilitate access to other services for YP to deal with more specialised needs/issues.	Ongoing	Staff
		Develop a training and development plan for staff – identify any training needs to support work practices and implement.	March 2010	Manager
3.6	Support AYSA Clients to resolve difficult issues from relationships with family and other significant people	Maintain Family Mediation services	Ongoing	Manager
3.7	Assist young people to gain and maintain successful private tenancies	Identify and attempt to address barriers to YP obtaining private accommodation.	Ongoing	Manager and SHOT Youth Worker
		Provide courses (e.g. Roofs for Youths) to improve YP's ability to gain or maintain tenancies	December 2009	Manager and SHOT Youth Worker
		Investigate and implement other ways to improve access to private accommodation (e.g. a Young House support guarantee).	March 2010	Manager and SHOT Youth Worker

Community Development and Liaison

4. Work with the community to help reduce the need for young people to access crisis services

Strategies		Action	Timeframe	Responsibility
4.1	Participate in community development initiatives which are complimentary to the services provided by AYSA or which are identified as a gap in service	Maintain or improve networks and membership of community committees.	Ongoing	BoM, Manager and 'Program staff'
		Provide support (without detrimental effect to other services/AYSA sustainability) to community development initiatives relating to early intervention.	Ongoing	BoM, Manager and 'Program staff'

Community Development and Liaison

5. Be an advocate for the development of appropriate exit points for young people

Strategies		Action	Timeframe	Responsibility
5.1	Advocate for the expansion of funding and services where appropriate	Maintain or improve networks and membership of community committees.	Ongoing	BoM, Manager and 'Program staff'
		Provide support to 'calls' for more funding and services by other community groups.	Ongoing	BoM, Manager and 'Program staff'
		Lobby politicians.	Ongoing	
		Take advantage of opportunities for media exposure as they arise.	Ongoing	BoM and Manager
				Chair and Manager
5.2	Advocate for increased community housing for young people	As per the actions above and;	Ongoing	BoM, Manager and SHOT Youth Worker
		Liaise with the Great Southern Community Housing Association and the Department of Housing to increase allocations for Youth housing.	Ongoing	BoM, Manager and SHOT Youth Worker
5.3	Advocate for young	As per the actions above and;	Ongoing	BoM, Manager and

Strategies		Action	Timeframe	Responsibility
	people to gain and maintain successful private tenancies	Liaise with local real estate agents and landlords to improve opportunities for young people.	Ongoing	SHOT Youth Worker BoM, Manager and SHOT Youth Worker

Management and Administration

6. To manage the services of the Association in a sustainable way

Strategies		Action	Timeframe	Responsibility
6.1	Ensure adequate funding to maintain or strengthen current services	Ensure that the relationships with current program sponsors is maintained or improved.	Ongoing	Manager and 'Program staff'
		Identify and pursue opportunities for funding that support the Strategic plan.	Ongoing	Manager
		Enhance local and state networks in order to increase the likelihood of continued or additional funding.	Ongoing	Manager
		Develop a marketing/sponsorship plan.	January 2010	Manager
		Implement the marketing/sponsorship plan.	February 2010 and ongoing	Manager
6.2	Ensure appropriate arrangements are in place to ensure effective, safe and efficient management of the Association	Continually review and improve policies and procedures.	Ongoing	Manager
		Annually review and update the strategic plan.	June 2010	BoM and Manager
		Provide appropriate OH&S induction, training and equipment to all staff and volunteers.	Ongoing	Manager
		Ensure client information and work practices are documented and stored correctly (including backup) to maintain 'corporate knowledge' and sustainability.	Ongoing	Manager

Strategies		Action	Timeframe	Responsibility
		Ensure sufficient information (including but not limited to the Financial reports, Budgets and Manager's report) is provided to the BoM to provide assurance that the Association is being run effectively and efficiently.	Ongoing	BoM and Manager
		Maintain an asset register and review it at least annually	May 2010	Manager
6.3	Ensure appropriate Human Resource, work and management practices are established to help recruit and retain good staff	Develop and implement a succession plan and cover (for all positions).	January 2010	Manager
		Investigate what is occurring in relation to the CASH Award. If it is not going to be implemented then develop a suitable agreement for staff conditions.	January 2010	Manager
		Develop a training and development plan – identify any training needs to support work practices and implement.	March 2010	Manager
		Ensure staff maintain an appropriate work and life balance (adequate breaks, leave and work hours)	Ongoing	BoM (for Manager) Manager (all staff) and Refuge Coordinator (for Refuge staff)
		Investigate and develop a range of ways to improve staff morale and retention (at low cost to the organisation).	October 2009	Manager
		Enhance arrangements (not training) for the acquisition and sharing of work knowledge – including peer-to-peer networks, clinical advice, attending conferences etc.	March 2010	Manager and 'Program staff'

Corporate Governance

7. Provide leadership for youth services in Albany

Strategies		Action	Timeframe	Responsibility
7.1	Further strengthen the Board of Management so that it provides greater leadership in youth services in Albany	Recruit BoM members who assist AYSA and improve youth services in Albany.	October 2009 and ongoing	BoM and Manager
		Retain and further develop the skills of existing BoM members (where appropriate in respect of the constitution) – including improved induction and development arrangements.	October 2009 and ongoing	BoM and Manager
		Provide administrative support to BoM members to assist them in promoting AYSA and youth services for Albany.	July 2009 and ongoing	Manager
		Develop an action plan that utilises the BoM to help promote AYSA.	October 2009	Manager
		Begin implementing the above mentioned action plan	November 2009 and ongoing.	Manager
7.2	Expand the membership of AYSA to enhance the services, profile and financial security of AYSA	Develop and implement membership recruitment plan	October 2009	Manager
		Provide greater opportunities for the community to become involved in AYSA	November 2009 and ongoing.	Manager