

The Salvation Army Youth Outreach Service Strategic Plan 2014 to 2019

**Relevant and
effective programs**

*that make a real
difference*

Strong partnerships

*to increase our reach
and capacity*

Sound organisation

*positioned for
outcomes and growth*

Great workplace

*that attracts and
builds great teams*

Preamble

The Salvation Army Youth Outreach Service is a faith-based service of The Salvation Army. The Youth Outreach Service follows The Salvation Army mission.

ONE ARMY: We see a God-raised, Spirit-filled Army for the 21st century – convinced of our calling, moving forward together

We will...

- deepen our spiritual life
- unite in prayer
- identify and develop leaders
- increase self-support and self-denial.

ONE MISSION: Into the world of the hurting, broken, lonely, dispossessed and lost, reaching them in love by all means

We will...

- emphasise our integrated ministry
- reach and involve youth and children
- stand for and serve the marginalised
- encourage innovative mission.

ONE MESSAGE: With the transforming message of Jesus, bringing freedom, hope and life

WE will...

- communicate Christ unashamedly
- reaffirm our belief in transformation
- evangelise and disciple effectively
- provide quality teaching resources.

The Youth Outreach Service purpose and vision statement are based upon a unique expression of The Salvation Army mission and understanding of the Gospel of Jesus Christ when working with young people.

Youth Outreach Service Vision

Young people overcoming adversity &
building independence

Youth Outreach Service Purpose

Towards hope and independence,
whatever it takes

The Youth Outreach Service is about:

- helping young people overcome adversity and move forward in a positive way toward independence
- supporting young people to meet their different needs
- serving young people and their families with love, compassion and unswerving commitment
- youth development: inspiring and assisting young people to transition to adulthood
- connecting with young people and connecting young people into their community.

Where do we want to be within two years?

1. Operating a Non-state Independent school
2. Offering effective programs for disengaged youth in schools and families
3. Raising community awareness of, and involvement in, youth issues
4. Creating or supporting youth specific hubs.
5. Expanding youth supportive housing services: including a Youth Foyer service

What needs to change or be done differently for the Youth Outreach Service to be sustainable?

1. Strengthen the revenue base by:
 - a. securing ownership of the East Brisbane flats
 - b. finding revenue for brokerage budgets
 - c. attracting sponsorship for school programs and apprenticeships.
2. Investigate raising revenue through renting website space, a social enterprise and adopting an independent school model.
3. Establish fee-for-service options for some aspects of service provision.
4. Investigate becoming an RTO or partnering with others.
5. Link in with Employment Plus and other JSA's to develop programs and revenue.
6. Improve communication about what we are achieving to stakeholders, especially donors
7. Improve data management, IT and communication systems

Youth Outreach Service Strategic Plan for 2014 and 2015

Our vision	Young people overcoming adversity, building independence			
Our purpose	Youth Outreach Service: Towards hope and independence - whatever it takes			
Our goals	Relevant and effective programs that make a real difference	Strong partnerships to increase our reach and capacity	Sound organisation positioned for outcomes and growth	Great workplace that attracts and builds great teams
Our strategies	<p>Invest in new or expanded service types:</p> <ol style="list-style-type: none"> 1. Service hubs, including the remodelled Fortitude Valley drop-in ● 2. An outreach strategy funded for success ● 3. School programs for students at risk of disengaging ● 4. Youth foyer model and supportive housing accommodation programs <p>Improve YOS practice by:</p> <ol style="list-style-type: none"> 1. using the Outcome Star on intake to set transition goals with each client, with regular review and reassessments ● 2. incorporating collaborative, outcome-focused stakeholder meetings for clients ● 3. developing a consistent YOS education program curriculum model to reflect transition aims. (with links to business, industry & further education) □ 4. increasing ease of access to services through use of non-YOS premises □ <p>Develop an asset management strategy to progressively achieve more youth-friendly settings/venues and resources for service delivery □</p>	<p>Base YOS services on a greater understanding of needs by consulting with and seeking advice from JSAs, CPIU, Courts, Schools, Government ●</p> <hr/> <p>Sharpen YOS' partnership work by developing a practice approach that supports clarity of purpose, shared aims, expectations and responsibilities, including partnerships●:</p> <ol style="list-style-type: none"> 1. with young people so their views have more influence ● 2. for Indigenous and Pacific Island cultural connections ◆ 3. within our Salvation Army network ◆ 4. with corporates for school and apprentice sponsorships □ 5. to investigate a social enterprise start up with Queensland Youth Industry Links □ 	<p>Build recognition and support by ensuring staff, students, volunteers and the Salvation Army understand the YOS vision (& young people?) □</p> <hr/> <p>Improve YOS communication assets by establishing reliable, integrated communications channels including phones, web site, social media, and a common drive across all sites ●</p> <p>Focus research and development on diversifying revenue / cutting costs:</p> <ol style="list-style-type: none"> 1. a fee-for-service arrangement in place for school & JSA students ● 2. ways to cut/share costs, or grow income using the YOS vehicle pool ● 3. a link with Employment Plus in terms of funds and RTO arrangements ● 4. feasibility study on becoming an RTO offering fee-for-service training □ 5. feasibility study into operating a consultancy around YOS' best practice education work □ 6. investigation of Independent and Special Assistance Schools models and the 'fit' with YOS □ 7. cost effectiveness of hiring out YOS premises & website advertising □ 8. Resolve ownership of East Bris flats ◆ <hr/> <p>Invest in the brokerage service capacity with additional revenue fundraised by each site up to an agreed target □</p>	<p>Improve communication within YOS and with the wider Salvation Army. ●</p> <hr/> <p>Strengthen YOS human resource management practices:</p> <ol style="list-style-type: none"> 1. Develop our values and build a YOS culture that expresses them □ 2. Review, update and clarify YOS role descriptions and KPIs, YOS handbook and manual ● 3. Improve the performance review process and IT with outcomes linked to strategic plan and KPIs □ 4. Monitor staff well-being - take action if/when necessary ● 5. Identify reasons for staff turnover and respond to increase stability ● <hr/> <p>Achieve an effective administration - service delivery balance by:</p> <ol style="list-style-type: none"> 1. Ensuring staff undertake admin training to increase efficiency and reduce demand on the admin team ◆ 2. Invest in more admin capacity ●

● Best starting point strategies □ Highest impact strategies ◆ Easiest implementation strategies

Key Performance Indicators linked to each strategic goal

Goal 1	Relevant and effective programs <i>that make a real difference</i>
Goal one KPI	<ul style="list-style-type: none"> • 2014 - 60% of clients have a second outcomes star completed two months from their first • 2015 - 75% of clients have a second outcomes star completed two months from their first
Goal 2	Strong partnerships <i>to increase our reach and capacity</i>
Goal two KPIs	<ul style="list-style-type: none"> • 2014 - A two year action plan to encourage client participation is in place and implemented, with results of client input shared YOS-wide • 2014 - Three partnerships in place for school/apprenticeship sponsorships • 2015 - Eight partnerships in place for school/apprenticeship sponsorships
Goal 3	Sound organisation <i>positioned for outcomes and growth</i>
Goal three KPI	<ul style="list-style-type: none"> • Growth in earned (<i>non-grant</i>) income to reach at least \$10,000 by end of 2014 financial year and \$15,000 by end of 2015
Goal 4	Great workplace <i>that attracts and builds great teams</i>
Goal four KPIs	<ul style="list-style-type: none"> • By August 2014 100% of staff report they are clear about their role and the KPIs for their own performance (and check annually) • Staff well-being survey results show improvement on the early 2014 baseline results • Staff turnover rate is better than industry standard