



Crisis Accommodation Centre Inc

Strategic Directions 2025 - 2028



To create a supportive and trauma informed community that
nurtures the well-being and aspirations of all individuals.

We are committed to providing the resources and environment to ensure that
every person feels valued, safe and empowered to pursue their dreams.

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Introduction



Young Crisis Accommodation Centre (YCAC) was established in Young in 1989; originally set up to provide safe and secure accommodation for women and children fleeing domestic violence and homelessness.

Today we offer trauma-informed case management support to a diverse range of individuals and families who are homeless or at risk and domestic and family violence. Our support is designed to be sensitive to the unique experiences and needs of each person.

YCAC also continue to utilise Margaret House Committee's refuge for women and children in crisis. This refuge offers three separate living spaces to ensure privacy and safety for those seeking refuge.

At the Young Crisis Accommodation Centre, we embrace a "no wrong door" policy, meaning that anyone who seeks help is welcome and will be supported, regardless of their background or circumstances. We are committed to being non-discriminatory and inclusive, ensuring that every individual is treated with respect and dignity and has the opportunity to connect to culture and community.

YCAC provides specialist homelessness services and specialist domestic and family violence services to Boorowa, Cootamundra, Harden, Temora and Young; and works in conjunction with other regional services including Sisters Housing Enterprise, Tumut Regional Family Support, Edel Quinn, Mission Australia, DCJ HOMES, Argyle Housing, Hilltops Community Hub, Temora Community Centre for Targeted Early Intervention, and Community Corrections for the Men's Behaviour Change programs.

YCAC is currently funded through Department of Communities and Justice (DCJ) via a subcontractor's agreement through St Vincent De Paul. We provide Case Management, domestic and family violence support, housing assistance, family and youth support, refuge accommodation for women and children in crisis, as well as resource and referral services.

As at the 2023-24 financial year, YCAC was funded at 61% of total operating costs, leaving a shortfall of 39% requiring funding through a combination of fundraising efforts and additional grants.



Key Achievements in 2022 - 2025

The following achievements showcase that work towards the Strategic Goals has been consistent throughout the reporting period of 2022-2025.

From 2022 to 2025, the Young Crisis Accommodation Centre (YCAC) achieved significant progress in enhancing support for the local community, particularly those affected by homelessness and domestic violence. Some of the key accomplishments we achieved include:

Additional Funding Achievements:

- YCAC secured additional funding through St Vincent de Paul, via the Specialist Worker for Children and Young People Program (SWCYP). Additionally, funding was obtained from the Department of Communities and Justice (DCJ) to employ a Domestic and Family Violence and Sexual Assault Caseworker.
- YCAC also successfully secured funding through grant applications from the Commonwealth Bank, Minister for Women, Stronger Communities Programme, Mostyn Foundation, Nutrien Ag, Hilltops Council, Young Services Club, and Community Benefits Grants, as well as a Flood Recovery Grant.

Strong Community Presence:

- Actively participated in various community meetings such as the Hilltops Wellbeing Action Committee (HWAC), Margaret House committee meetings, Young Homelessness Action Party, Cootamundra and Temora Interagency Meetings, District Homelessness Improvement Group (DHIG) meetings, Quarterly partnership meetings with Vinnies, and Safety Action meetings weekly.
- Chaired the Young Domestic and Family Violence Reference Group and represented as a member at the Food Hall Young, Eastern Murrumbidgee Alliance, and Homelessness NSW meetings.
- Maintained membership in Domestic Violence NSW and Homelessness NSW for the most relevant and up to date sector information.

Youth and Education Initiatives:

- Delivered the Lovebites program to schools across the Hilltops region, promoting awareness and education on healthy relationships and domestic violence.
- Worked in close conjunction with the Young PCYC Youth Command and Hilltops Community Hub for targeted Early Intervention Programs.

Expansion of Services:

- Added more caseworkers to meet the growing demand for support related to homelessness and domestic and family violence.
- Partnered with Margaret House and Young Baptist Church to increase accommodation options for families, utilising transitional properties.

Awareness and Fundraising:

- Successfully organised awareness days focused on homelessness and domestic violence.
- Held successful fundraising events, including a Mother's Day Luncheon, second-hand clothing pop-up store, movie event, trivia nights, and other community-driven fundraising events.
- YCAC collaborated with Young High School and Young North Public School to promote services and students donated items for our service.

Accreditations and System Improvements:

- Achieved ASES accreditation, updated all policies and procedures, and introduced a user-friendly register and an accessibility action plan.
- Implemented a recognition statement, improved work, health and safety procedures and improved compliance requirements.

Enhanced Client Services:

- Increased the number of presentations for service, improving the feedback systems for clients.
- Adopted the Personal Wellbeing Index (PWI) and Client Outcome Survey (COS) to measure and improve performance in service delivery.

These achievements reflect YCAC's commitment to improving support systems for individuals and families in need, ensuring a more effective response to homelessness and domestic violence while maintaining strong community engagement.

Issues identified in the 2022-2025 Strategic Plan which were not successfully achieved

A final review of the operating plans for 2024-2025 indicates that there were areas where we did not achieve our anticipated outcomes. These are summarised below, along with a notation of whether they will be carried forward into the new Strategic Plan; or if they are no longer considered strategic options.

Finding a Suitable Location for the Office:

- YCAC did not find a suitable location for its office. As the organisation has outgrown its current space, this challenge will carry over into the next strategic planning period.

Expansion of additional Crisis Accommodation Options:

- While YCAC partnered with Margaret House to increase accommodation options for families through transitional properties, there are plans to establish additional crisis accommodation facilities to meet the high demand.



Development of the Strategic Plan 2025 - 2028

YCAC identifies that the Strategic Plan is the articulation of high-level organisational goals which, if achieved, will ensure that our mission, purpose and values are met, and that our organisation remains viable and valuable to the community that we serve.

YCAC has a strategic framework [Annexure 1] and policies [Annexure 2] which we follow to ensure that a rolling strategic plan is developed in a timely manner, and allows for ongoing budget implementation, operational plans, workplans and risk assessment to be completed and communicated in a cohesive way.

YCAC has a 3-year Strategic Plan with the new plan commencing on 1 July 2025 and ending on 30 June 2028.

The organisation prepares a one-year operation plan each financial year, which supports the achievement of the Strategic Plan. The operational plan aims to ensure industry standards, legislative requirements and best practice are represented, and that all actions work towards the ongoing financial viability of the organisation along with appropriate levels of resources to support excellent service delivery to the community.

In developing the Strategic Plan, the following planning events were held:

- Staff planning meeting on 20th February 2025, incorporating a SWOT analysis, client and stakeholder feedback, and a review of the mission and purpose statements.
- Management Committee Planning meeting on 25 February 2025, where demographic and statistical data were provided to give context for the service demands and capacity, a SWOT analysis was conducted, a review of the mission and purpose statements were conducted, and the team identified what the most important issues facing the service were right now and into the future.

SWOT Analysis



Strengths:

- Flexibility
- Networking/Connection to other agencies
- YCAC well known in the community
- Awareness [of service and services] through events
- Service Delivery
- Staff knowledge and experience
- Committed staff
- Fundraising Committee
- Fundraising capacity via network connections
- LoveBites program delivery – early intervention for domestic and family violence

Weaknesses:

- Number of clients to staff ratio
- Number of staff resources to meet client/service needs
- Funding
- Staff shortages
- Office space and privacy
- Doing more than we are funded for
- Access to other services
- Lack of public transport
- Fundraising is not a reliable source of income
- Website/social media is time consuming
- Limited referrals
- Supporting both perpetrators and victims

Opportunities:

- Building networks
- Promotion of the service via fundraising e.g. Purple Heart Day and Mother's Day Luncheon
- Trauma Informed Care practice model
- Sourcing more/additional funding
- Grant applications
- Employ an admin staff member to assist the team
- Fundraising strategy
- Early intervention education and partnerships
- Increase cultural awareness to increase being culturally inclusive
- More diversity in fundraising – inclusive for men, cars/motorbikes, poker run
- Availability of grants
- Relationship with Argyle (Community Housing) could be improved/increased

Threats:

- Security for staff and clients
- Funding ends June 2026 and not guaranteed to be ongoing or to maintain the amount
- Cyber/IT threats
- Clients fall through the cracks due to shortage of staff and staff capacity
- Staff burnout
- Inability to get positive outcomes due to staff shortages/capacity
- Governance (Management Committee) due to changes in personnel
- Staff attrition
- Career progression opportunities (small service, rural service)

Our identified biggest issues now and into the future



- Financial viability through ongoing funding, fundraising and successful grant applications to meet the operating costs of the service delivery
- Funding is not guaranteed nor is the amount of funding
- Capacity of current staff to meet and service client numbers and needs
- Office facilities lack privacy and confidentiality for staff and clients
- A lack of available affordable housing options coupled with an increase in the regional population
- Cultural diversity of our region
- Cyber security

Our Mission, Purpose, Objectives and Values

It was agreed that our current Mission statement required review and update to better articulate what we do and to be more inclusive of all people who may seek our services. It was also agreed to add a purpose statement to allow for further clarification to the mission statement and ensure those reading from the website feel included and empowered by our statements.



Our Mission:

To empower individuals and families affected by domestic and family violence as well as those facing homelessness by fostering a safe, inclusive and culturally appropriate environment, where everyone has the opportunity to heal from trauma, thrive and achieve their chosen goals.



Our Purpose:

To create a supportive and trauma informed community that nurtures the well-being and aspirations of all individuals. We are committed to providing the resources and environment to ensure that every person feels valued, safe and empowered to pursue their dreams.



Our Objectives:

- Work collaboratively with clients to achieve long term sustainable outcomes through case management.
- Provide specialist services to people experiencing homelessness, domestic violence, and people at risk.
- Effectively collaborate with other service providers to achieve maximum efficiency.
- Build alliances with housing providers and other organisations that support homeless individuals and families.
- Advocate for the needs of vulnerable people living in the contracted area.
- Prevention and early intervention in supporting tenancies at risk.
- Education and awareness of domestic and family violence.



Our Values:

To treat all people with dignity and respect following a trauma informed practice, always with the understanding that we are part of one community. We are committed to innovation and best practice in our programs.

Respect

Integrity

Opportunity

Connection

Our Goals for 2025 - 2028



1

Increase capacity to service demand

Human Resources:

- Grant applications to expand staff numbers and capacity
- Training opportunities for staff to increase skills and delivery
- Job clarity to streamline roles and delivery of services
- Increase capacity of client facing staff by employing an administrative staff member
- Increase capacity to reduce burnout of current staff
- CALD training to address the growing cultural diversity needs within our community/region

Service Delivery:

- Review and implement efficient processes to maximise the capacity of available resources
- Explore partnerships to share resources
- Continuation of client feedback to ensure services meet the growing and changing demands and make positive impact
- Expand our networks and partnerships to increase regional capacity
- Increase staff capacity to reduce risk

Build networks and partnerships to ensure available housing options and opportunities to service growing client needs:

- Enhance current partnerships
- Expand and develop new partnerships



2

Financial Viability

Government funding:

- Current contract with DCJ ends June 2026 with no guarantee of continuation or amount
- Staying Home Leaving Violence funding opportunities

Grant Opportunities:

- Better utilisation of grant opportunities to fund staff increases, training, premises and infrastructure upgrades

Fundraising Strategies:

- Develop a fundraising strategy that allows multiple channels to increase capacity for fundraising
- Fundraising to meet the gap in funding and service costs



3

Evaluate and optimize office location to enhance service delivery and ensure client privacy

Conduct a needs assessment:

- To identify optimum location, space and layout to meet client and staff needs
- Design office space to cater for client needs, privacy and the ability to securely and safely separate perpetrator and victim clients



4

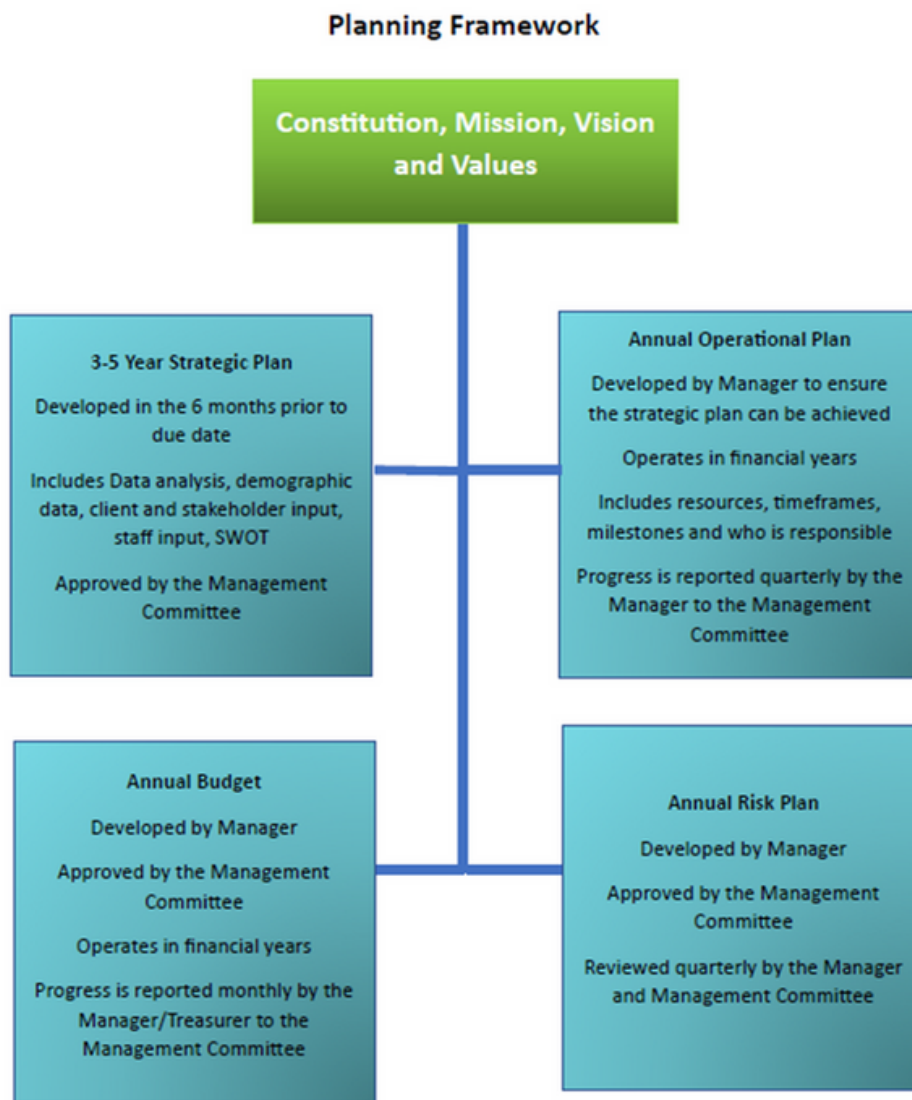
Branding

Develop a consistent branding image:

- Style guide for the use of logo, colour palette and typeface font
- Increase brand awareness to enhance fundraising and grant opportunities
- Utilise branding, social media and website to increase communication and messaging about our services
- Increase our digital presence
- Review, upgrade and ongoing monitoring of our website to ensure current and relevant information is provided

Annexure 1

Planning Framework



Annexure 2

Our Strategic Planning Policies

- Budget Development and Management Policy
- Budget Management and Monitoring Policy
- Business Continuity Planning Policy
- Governance Policy
- Legislative Compliance Policy
- Operational Planning Policy
- Organisational Risk Management Policy
- Policy Development and Approval Policy
- Strategic Planning Policy