

The background features a dark blue gradient with several thick, wavy lines in shades of blue and red that sweep across the page from the top right towards the bottom left. The word 'twenty10' is rendered in a white, textured, hand-drawn style font.

twenty10

A PLACE TO BE YOU

STRATEGIC PLAN 2010-2015

BEYOND 2010

TWENTY10 STRATEGIC PLAN 2010-2015

Welcome to the new Strategic Plan of the Twenty10 Association which will help us to shape the future of this organisation and our place in the world into 2010 and beyond.

The brief for the creation of this plan was clear to all of the Twenty10 team and that was to create an honest, innovative and forward thinking document that reflects the passion we have for the work that we do, the commitment we have to our communities and our clients and one that generates excitement in the future places that we want to create for young people to be themselves.

We believe that our plan achieves this. Rather than simply describing our organisation and our work, this plan embodies our rich history and reflects our current culture and place within the world in which we work. It also sets out some strong, ambitious and passionate goals for the future.

During the multitude of conversations we had about this plan and how it will shape our future, we also defined for ourselves what it truly means to support young people “wherever they are”. Whether that be physically, virtually, spiritually or emotionally, Twenty10’s core vision is to partner with young people to create places where they can be themselves and achieve their potential.

It also involved taking a critical look at ourselves and identifying where we have been succeeding, where we had room for improvement and where opportunities in the guise of challenges remained. Young people played a significant role in the asking and the answering of these questions.

As an organisation that has undergone significant expansion and re-organisation over the past few years, we used this process as an opportunity to assess our current strengths without feeling bound to the systems and services of the past. The planning process in itself has fostered a level of communication throughout our organisation that has helped to generate a passion and strength that will carry us a long way in way towards achieving the goals that we have set out for ourselves. We are committed to our core values and will see them, at all levels, woven through our organisation and our work. We seek to work in partnership with those who support the same values.

The strategic plan's five goals offer a framework for determining priorities; for budgeting time, staff and funds; and for setting expectations within the organisation and across the communities that we work within. We hold ourselves accountable for achieving the following goals:

To Be Known as a (physical and virtual) place for clients, community, challenges and solutions
Listening, Learning and Achieving Excellence throughout our organisation
Fostering creativity and innovation leading to sustainability
Leading our community through partnership and sharing
Connecting young people with their world

We invite you all to mark our progress as we implement specific strategies and action place. We look forward to the challenge of realising these ambitions and working with others within our communities and societies to work towards a world which supports our young people whoever and wherever they are.

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A PLACE TO BE YOU

The logo features the word 'twenty10' in a stylized, hand-drawn font. The letters 't', 'w', 'e', 'n', 't', 'y' are blue, while '10' is pink. Below the logo is the tagline 'A PLACE TO BE YOU' in a simple, sans-serif font.

OUR VISION TELLS US ALL WHERE WE ARE GOING!

To be known as a place of excellence in leadership, education and services for young people wherever they are.

By 2015, the Twenty10 Association will be known by all who need our support and assistance as a place where excellence is achieved, where challenges are welcomed and where innovative and practical solutions are a matter of daily practice. This support and assistance will be provided by a team of well-trained professionals who make an ongoing commitment to working in partnership with young people and the community. Our organisation and its resources will be well managed by a Board who have the expertise to guide the organisation to achieve its goals.

OUR VALUES TELL US ALL HOW WE ARE GOING TO DO THIS!

The Twenty10 Association has been working with young people for almost 30 years. In fact, we will celebrate our 30th birthday in 2012 and while our world has changed significantly over the past three decades, the values held by the people associated with the Twenty10 Association have stayed consistent. Those being:

Maintaining a **Passion** for the work that we do;

Recognising the need for the **Sustainability** of the services and support that we provide;

Ensuring **Adaptability** and innovation that will lead us to solutions for today's and tomorrow's challenges;

Striving to **Support** the people that we work with to enable them to live with knowledge, understanding, dignity and acceptance; and

Ensuring the **Integrity** of the work that we do and the way that we conduct ourselves in the world.

OUR EXPERIENCE AND WHAT IT TELLS US

Our experience tells us that while we provide support for young people and their families as problems are beginning to emerge, we also need to take proactive approaches which let us intervene early. This is now widely acknowledged as best practice in working with young people and is a fundamental and underpinning principle of the strength-based approach that we take to our service delivery across the Board.

NSW Health in their most recent Youth Health Policy (2010) highlights the work of Dotterweich who talks about the four key components that young people need for optimal development. Shelter, food and safety must be met before any learning can meaningfully happen. Skills need to be developed for young people to be able to participate in a society that has been constructed by generations before them and they need to be connected to their peer groups, their family units and their communities. Finally, they need to be able to meaningfully participate in decisions that affect their own health and wellbeing and that enable them to make a positive contribution to the world that they are engaging in.

Twenty10 works from this same premise and this theory underpins the package of programs and services that we are able to provide to young people, their families and communities. Just as building the skills of young people by recognising their strengths is our practice, so too is recognising the strengths of the communities in which, and the organisations and individuals with whom we work. Each holds an essential role to play in the successful support and healthy growth of any young person.

OUR GOALS

1 To Be Known as a (physical and virtual) place for clients, community, challenges and solutions

Within Australia, the reputation of Twenty10 as agency that provides high quality and relevant services to young people and their families is well established within key communities and agencies. Our challenge as an organisation is to extend that reach more broadly throughout other communities so that young people and their families who are particularly isolated, know that they too can access the services that are provided by the organisation. This will happen through both the physical and virtual expansion of our services and will provide us with the challenge of ensuring the integrity of our service delivery as this expansion happens. We believe that we can be most successful by creating strong, active and relevant partnerships with both government and non-government agencies who share the same values as us and who recognise that by working together, we can achieve positive outcomes for all young people, wherever and whenever they are.

1.1 Expand our services to support young people, their families & communities wherever they are.

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| 1.1.1 | Identify high needs areas/groups and practical service solutions to support identified needs; with a particular focus on homelessness, gender, mental health and drug and alcohol issues. |
| 1.1.2 | Maintain and enhance our flexible approach to service delivery that is grounded in Better Practice principles |
| 1.1.3 | Increase our capacity to deliver services that will prevent homelessness occurring in young people who are same-sex attracted and/or gender questioning. |
| 1.1.4 | Increase our capacity to deliver both preventative and responsive services which look after young people's health and wellbeing as per the WHO definition of health. ¹ |

1.2 Develop new opportunities and new ways to promote Twenty10 knowledge and expertise

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| 1.2.1 | Develop our capacity to work with social media to support young people to access Twenty10 services; knowledge and support from across New South Wales. |
| 1.2.2 | Develop a Communications Strategy that enables us to consistently and strategically talk about the work that we do. |
| 1.2.3 | Document and disseminate "better practice" knowledge of the agency through social media, practice forums, model promotion, conferences and our website. |

Outcomes we want

The services that we provide for young people, their families and our community are continually strengthened through innovation and in reach; and that Twenty10 is recognised broadly as a place of excellence for the work that it undertakes and the way in which this work is undertaken.

2 Listening, Learning and Achieving Excellence throughout our organisation

Across our organisation, our practice tells us that in order to achieve excellence for young people, their families and communities; we need to be adaptable, accessible and able to respond to needs as they are articulated. By learning from our experience and our daily practice and by sharing this learning with others, we can create evidence-based approaches that work. This provides us with the challenge of being able to critically evaluate and review our programs and services and making the needed adjustments to our policy and program delivery when our learning tells us that we need to. We believe that this can be achieved by effective evaluation that engages young people, staff, volunteers and our community partners in providing us with feedback and suggestions on how we can be doing things better.

2.1 Be aware of, informed about and able to respond to both the latest research and what our practice is telling us.

2.1.1 Develop and maintain ways in which we can improve our knowledge of global practice in the provision of services

2.1.2 Develop practical tools and methods of listening to and working with our clients, staff, partners and communities that feed into the development of program, policy and practice

2.2 Create meaningful ways of incorporating research and evaluation into our daily practice to inform and shape our work.

2.2.1 Review and renew our data collection tools so that the experiences of young people accessing Twenty10 services are better captured and incorporated into our work.

2.2.2 Establish, formalise and strengthen our relationships with researchers and establishments that have a demonstrated understanding of issues impacting on the health and wellbeing of young people, homelessness, gender diversity and sexuality.

2.2.3 Facilitate and support needed research into health and wellbeing of young people, homelessness, gender diversity and sexuality.

2.2.4 Ensure that all of our services, groups and projects include evaluation measures and tools for incorporating continuous improvement.

2.3 Ensure that the organisation acts as a role model to young people and our community on issues of social, environmental and community responsibility.

Outcomes we want

Our understanding of the health and wellbeing of young people is strengthened by our research and creates flexible and innovative solutions for service delivery.

3 Fostering creativity and innovation leading to sustainability

The consistently high standard of the work that has been carried out by the Twenty10 Association over the past 28 years can be directly attributed to the team of staff and volunteers that have given their time, energy, commitment and passion to the work that they do. By actively learning from our experience and our daily practice and by sharing this learning with others, we have created an organisation that is flexible and consistent and that has the capacity to deal with challenges as they arise. The challenge that we face in 2010 as we grow in size, reach and reputation, is to ensure that staff are supported in a way that enables them to do their jobs effectively and efficiently and that enables them to contribute to the ongoing growth and innovation of Twenty10's programs and services. We believe that we can extend the reach of the programs and services that Twenty10 provides through the careful management, nurturing and support of all of our resources. Of all of our resources, our staff and volunteers are the most important.

3.1 Encourage and resource creative approaches to the support of young people

3.1.1 Increase our effectiveness in operational management and service delivery using online technology

3.1.2 Ensure that staff have specialist training and opportunities to learn so that they can create better practice tools with which to support and work with young people

3.2 Provide a work environment that fosters, celebrates and rewards learning, creativity, innovation and excellence.

3.2.1 Continue to develop organisational infrastructure, technology and assets to support effective and efficient work practices.

3.2.2 Acquire and efficiently manage the necessary resources to sustain our current capacity and future growth.

3.2.3 Discover and implement new ways to measure what we do as professionals and document how we do it for the learning and support of others working in this field.

3.3 Provide a workplace where staff are supported to grow as individuals and practitioners.

3.3.1 Manage staff time to include aspects of introspection and professional development.

3.3.2 Build our reputation as a good employer amongst youth, homeless and queer organisations across Australia to ensure that we always have access to the best "skills pool of people" for our organisation and its work.

Outcomes we want

The programs and services provided by the organisation are sustainable and innovative because the team that are delivering them are confident, well-trained, well-resourced and appropriately supported.

4 Leading our Community through Partnership and Sharing

Significant, meaningful and sustainable change within our communities cannot be achieved by any one organisation or individual acting on their own. A variety of different voices is essential but collaboration between these is essential. The Twenty10 Association is committed to strengthening partnerships with both Government and community partners and to creating active and open communication strategies, networks and opportunities for collaboration in communities both physically and virtually.

4.1 Increase our own and the communities understanding of issues for young people who are of diverse genders and/or sexualities.

4.1.1 Educate and work with mainstream services on innovate and practical ways to support a better understanding of working with young people who are of diverse genders and/or sexualities.

4.2 Leverage existing networks to provide specialist assistance to young people that is appropriate and well-informed.

4.2.1 Develop and renew Service Agreements between Twenty10 and our key partners in both Government and the community

4.2.2 Develop and strengthen our relationships with key partners in both Government and the community through the sharing of learning and the exploration of joint opportunities for growth.

4.2.3 Develop, update and maintain a key referral network for use by the organisation enabling young people to be connected and supported in whatever way that they need to be.

4.3 Grow our Youth Advisory Committee to become advocates for the change that they want to see in their communities.

4.3.1 Update programs and services that provide young people of diverse genders and/or sexualities with the opportunity to grow skills and experience as individuals and as peers.

4.3.2 Provide young people of diverse genders and/or sexualities with the tools to become confident in influencing change.

4.4 Work collaboratively with Government and Community to bring an end to Youth Homelessness

4.4.1 Create and strengthen early intervention projects

4.4.2 Develop new initiatives that strategically block the pathways to homelessness for young people of diverse genders and/or sexualities (family breakdown, housing crisis, mental health management, alcohol and other drug use).

Outcomes we want

The organisation seeks to lead the community in achieving the goal of an end to youth homelessness and in providing the informed support, choices and opportunities for young people, wherever they are in life. Twenty10 will develop strong alliances with partners who share similar goals in effectively and appropriately supporting young people of diverse genders and/or sexualities.

5 (re) Connecting Young People with their World

The experience of the Twenty10 Association tells us that young people need to be able to meaningfully participate in decisions that affect their own health and wellbeing and that it is this that enables them to make a positive contribution to the world that they are engaging in. We equally face the challenge to make this involvement meaningful and relevant and we will strive over the course of this plan to incorporate the thoughts and leadership of our young community members into our everyday policy and practice.

5.1 Investigating innovative models of support for young people of diverse gender and/or sexuality to build the social resource that they need to thrive

- 5.1.1 Building our Drop-In program through innovation and partnership to be a place of excellence in learning and leadership for young people of diverse genders and/or sexualities.
- 5.1.2 Create an innovative and practical suite of resources that are relevant to the issues being experienced by young people of diverse genders and/or sexualities, their families and communities.
- 5.1.3 Through appropriate and targeted support, provide young people of diverse genders and/or sexualities the opportunities and skills to become leaders in their communities
- 5.1.4 Increase the knowledge, skills and ability of young people of diverse genders and/or sexualities to inform their decision making.

5.2 Establish a Families Project that supports parents and care-givers to enable young people of diverse genders and/or sexualities to grow and explore their gender and/or sexuality safely and with confidence.

- 5.2.1 Develop a project structure and resources that will work for and with parents and carers of young people who are of diverse genders and/or sexualities.
- 5.2.2 Develop and strengthen our relationships with key partners who work with the families of young people of diverse genders and/or sexualities. (NSW Health, PFLAG)

5.3 Grow Twenty10's presence as a strong and vibrant member of the community who is known as an advocate for/ and an expert in the issues of young people of diverse genders and/or sexualities.

- 5.3.1 Continue to grow strong relationships with the community through the media and community events that let people get to know Twenty10, its people and the work that we do.
- 5.3.2 Working with key partners, continue to provide opportunities for education in schools and other community settings to encourage the broader acceptance of diversity.
- 5.3.3 Create a strong online presence that provides young people with skills and resources to meet the challenges that they are faced with in both their physical and virtual lives.

5.4 Develop and maintain a Communications Strategy that ensures that our media work is consistent and strategic.

Outcomes we want

That Twenty10 is known to be a place of excellence in leadership, education and support for young people wherever they are.