

The Bridge Youth Service Strategic Objectives 2014-17 at a glance...



Our Service Users	Our Teams	Our Agency	Our Community
<p><i>The Bridge Youth Service delivers high quality services that are dynamic, flexible and easily accessible to the young people we service.</i></p> <ul style="list-style-type: none"> • Use available data to strengthen and innovate on existing services. • Increase service accessibility and responsiveness, ensuring The Bridge Youth Service meets the needs of young people and their families regardless of culture or diversity. • Ensure the opportunity for young people (our clients) to comment on service delivery effectiveness. 	<p><i>The Bridge Youth Service values and nurtures staff, volunteers and Board members by providing an environment of development, mutual respect and connectedness.</i></p> <ul style="list-style-type: none"> • Recruitment of qualified, skilled and committed staff and volunteers. • Regular and effective supervision, support and performance management systems are provided in a respectful, collegiate environment. • A vibrant, efficient, effective and sustainable Board of Management is maintained. • Ensure organisational infrastructure meets staff and service delivery management needs. 	<p>The Bridge Youth Service will have the system design, right partnerships and adequate resources to ensure existing achievements are maintained and improved upon.</p> <ul style="list-style-type: none"> • Utilise the Future Development Fund in a manner that benefits young people. • Ensure the vibrancy of Revamp as a core fundraising and social service opportunity for The Bridge Youth Service. • Further develop service pathways for young people by strengthening partnerships in the service sector. • Maintain and where necessary further develop systems to monitor and review organisation performance. 	<p>The Bridge Youth Service maintains the profile of our organisation in our community and increased awareness and understanding of The Bridge Youth Service with local organisations and peak bodies.</p> <ul style="list-style-type: none"> • Maintain the positive profile of The Bridge Youth Service in our community. • Actively pursue outreach intake opportunities with key referral partners. • Demonstrate a willingness to collaborate with local, state and national organisations where opportunities for partnerships present. • Be a voice for young people in the community and service sector, advocating for young people at all levels.

We will achieve...

6 Months
 Client feedback, Future Development Fund, Intake Outreach, Supervision, Performance and Development

18 Months
 Service Accessibility, Service Pathways, Use of Data, Revamp, Accreditation

36 Months
 Infrastructure, Community Collaboration, Youth Voice, Positive Youth Profile and Promotion

The Bridge Youth Service:

The Bridge Youth Service is a key agency in the Goulburn Valley working with and advocating for young people. The Bridge works with and supports young people and their families with a particular focus on those from marginalised and/or disadvantaged backgrounds, however our philosophy includes the provision of services to all young people. The Bridge offers a range of programs funded by government, private foundations and the local community. Programs focus on a diversity of issues and services include placement prevention, family reconciliation, family mediation, healthcare, creative arts and school support. For more information visit our website: www.thebridge.org.au

The Bridge Youth Service aims to support the empowerment of young people, families and the community, through the provision of quality programs and services, flexibly delivered according to individual and community need.

Our Vision:

is a community where all young people have the opportunity to reach their full potential, where all young people are valued, and where families live in harmony.

Our Mission:

is to stand for opportunity and empowerment for all young people in the context of their families and communities.

Our Guiding Principles:

- We work in a way that will increase the sense of belonging and connectedness to community.
- We value and respect the people we work with.
- We are flexible in our response to people's needs.
- We believe that people have the power to change their situations.
- We respect people's differences.
- We view people in the context of their situation, their environment and their communities.
- We believe that people have both rights and responsibilities.
- We do not accept responsibility for other people's lives, situations or their ability to change.
- We believe that the responsibility for a person's wellbeing should be shared by the individual and the community.
- When providing services we will:
 - i. Focus on strengths
 - ii. Provide an environment for change
 - iii. Provide an opportunity for choice

The Current Environment

At present the organisation has a number of strengths in relation to:



Our Agency

- High standards in governance and financial management; effective systems.
- Offices in both Shepparton and Seymour which allow for increased service delivery and staffing.
- High standard of office equipment, adequate I.T. and an up to date vehicle fleet.
- Systems to review all policy and procedures systematically every two years.

Our Community

- Valued as a key stakeholder (locally) in the youth and family services sector.
- Evidence that The Bridge Youth Service is a preferred partner on a local and statewide level.
- Holds a positive profile across the community demographic.
- The Bridge Youth Service is seen as an important voice on relevant social issues and government policy in the youth sector.

Our Teams

- High quality service delivery. Stable, progressive work force. Well balanced leadership structure.
- Continuous Quality Improvement processes and systems imbedded into the organisation.
- High standards in promotional material including web site, signage, brochures, audio visuals.
- Revamp has strategies implemented to promote sustainability in the volunteer team.

Our Service Users

- The Bridge Youth Service has a sufficiently high profile among service users to maintain the current level of self referral/direct contact against referrals received from agencies.
- Young people see The Bridge Youth Service as friendly and welcoming.
- The Bridge has a highly developed model of responsive and timely intake and service delivery. The Bridge has excelled in the development of cutting edge services to young people who are pregnant and parenting, and in the promotion of genuinely strength based practice.
- www.thebridge.org.au has been recognised as a **youth and family friendly** website and has a high usage rate.
- The Bridge Youth Service has kept at the cutting edge of technology based means of interacting and communicating with young people (including text messaging and social networking sites such as Facebook).

OUR OBJECTIVES 2014-17



OUR SERVICE USERS

The Bridge Youth Service delivers high quality services that are dynamic, flexible and easily accessible to the young people and families we service.

Our Strategies are:

Use available data to strengthen and innovate on existing services.

Increase service accessibility and responsiveness, ensuring The Bridge Youth Service meets the needs of young people and their families regardless of culture or diversity.

Ensure the opportunity for young people (our clients) to comment on service delivery effectiveness.

The results we want are:

- Improved evidence base which identifies trends and gaps in the service delivery.
- Manageable development in funded programs and services.
- Service user profile data adequately reflects the community's demographic profile.
- Services to young people and families will be delivered with sensitivity and respect regardless of the young person's cultural, ethnic or religious background.
- An Intake System that continues to respond in a timely and professional way whilst ensuring organisational efficiency.
- Appropriate systems are in place for collecting, analysing, acting on and reviewing feedback, comments and complaints.
- Feedback opportunities embedded in service delivery processes.

OUR TEAMS

The Bridge Youth Service values and nurtures staff, volunteers and Board members by providing an environment of development, mutual respect and connectedness.

Our Strategies are:

Recruitment of qualified, skilled and committed staff and volunteers.

Regular and effective supervision, support and performance management systems are provided in a respectful, collegiate environment.

A vibrant, efficient, effective and sustainable Board of Management is maintained.

Ensure organisational infrastructure meets staff and service delivery management needs

The results we want are:

- A well-qualified, experienced and respected team of practitioners evidenced by a full staff skills audit and stakeholder feedback.
- Evidence of a strong focus on high quality learning and development systems where talent is nurtured.
- High retention rate of volunteers and staff.
- Reinvigorated Performance Management processes clearly documented and implemented.
- Orientation and induction processes understood as evidenced by staff survey and supervision notes.
- Supervision processes in place and understood by staff.
- High level of Board Member participation.
- Executive positions filled and succession planning in place.
- Efficient and timely decision making at Board level.
- Board participation in The Bridge Youth Service community development and promotional activities.
- Appropriate levels of infrastructure to conduct business.
- Document management system in place.
- A redeveloped risk monitoring and review system.
- Developed compliance framework.
- All accreditation standards are met or exceeded.

OUR OBJECTIVES 2014-17 continued...



OUR AGENCY

The Bridge Youth Service will have the system design, right partnerships and adequate resources to ensure existing achievements are maintained and improved upon.

Our Strategies are:

Utilise the Future Development Fund in a manner that benefits young people.

Further develop service pathways for young people by strengthening partnerships in the service sector.

Maintain and where necessary further develop systems to monitor and review organisation performance.

Ensure the vibrancy of Revamp as a core fundraising and social service opportunity for The Bridge Youth Service.

The results we want are:

- A comprehensive set of options that are both cyclic and opportunistic in nature is developed for utilisation of the Future Development Fund inclusive of community, team and service user needs.
- Opportunities to include staff, volunteers and young people in resource allocation decision making.
- A suit of visiting services available to young people.
- The Bridge Youth Service is seen as a partner of choice.
- Collaborative memberships where membership will enhance service delivery opportunities.
- Feedback is collected through interactive technology, clients, referral partners, community stakeholders, Government.
- Continuous Quality Improvement membership and meeting cycle in place.
- Enhanced budgeting and financial management systems that meet internal monitoring and reporting requirements.
- Ensure we continue to be financially secure and maintain financial liquidity.
- Revamp Business Plan including volunteer recruitment community engagement and promotion strategy developed.

OUR OBJECTIVES 2014-17 continued...



OUR COMMUNITY

The Bridge Youth Service maintains the profile of our organisation in our community and increased awareness and understanding of The Bridge Youth Service with local organisations and peak bodies.

Our Strategies are:

Maintain the positive profile of The Bridge Youth Service in our community.

Actively pursue outreach intake opportunities with key referral partners.

Demonstrate a willingness to collaborate with local, state and national organisations where opportunities for partnerships present.

Be a voice for young people and families in the community and service sector, advocating for young people at all levels.

The results we want are:

- Community Development Plan is developed.
- Higher level of engagement on referral to The Bridge Youth Service.
- Community perception of The Bridge Youth Service remains positive.
- Increase in the number of young people from CALD backgrounds who access our services.
- The Bridge Youth Service Youth Workers outreaching to key referrers.
- The Bridge Youth Service is seen as a preferred partner.
- Emerging partnerships between The Bridge Youth Service and local business.
- Evidence of collaborative practice between The Bridge Youth Service and local practitioners and organisations.
- The Bridge Youth Service holds a statewide profile with relevant peak bodies.
- The Bridge Youth Service suite of youth programs, systems and policies accommodate the particular vulnerabilities and challenges of being a young person.
- Utilising media opportunities to challenge bias and stigma directed toward young people, instead promoting the value of young people.

