LAUNCHPAD YOUTH COMMUNITY STRATEGIC PLAN 2026 to 2031

ACKNOWLEDGEMENT O)F COUNTRY

Launchpad Youth Community acknowledges the Gadigal people of the Eora Nation, whose land on which we operate. We pay respects to Elders past, present and emerging and give thanks for the thousands of years of protection of these lands.

We endeavour in all our work to uphold the human rights of Aboriginal and Torres Strait Islander people. We wish to acknowledge that sovereignty was never ceded. Always was, always will be, Aboriginal land.

THIS DOCUMENT HAS BEEN DEVELOPED IN CONSULTATION WITH THE BOARD OF MANAGEMENT, STAFF,YOUTH ADVISORY BOARD AND STAKEHOLDERS OF LAUNCHPAD YOUTH COMMUNITY – MAY 2026

WHO WE SERVE AND OUR APPROACH

OUR COMMUNITY AND COMMITMENT

Launchpad provides services to young people (16-24years) who are currently homeless or at risk of homelessness in the City of Sydney and Sydney Local Government Area , on the lands of the Gadigal people of the Eora Nation.

WHAT WE DO

Launchpad is a Specialist Homelessness Service (SHS) supporting young people and families experiencing or at risk of homelessness. Launchpad, supported by the City of Sydney and the Department of Community and Justice, offers housing, case management, assertive outreach, and initiatives such as the Sydney Youth Homelessness Hub and the Young Parents Program. The Brokerage Program also supports 21 youth specialist housing and health services in the city and throughout the Sydney local government area.The focus of the service is to ensure that homelessness is [i]"Rare, Brief and Unrepeated."

OUR VISION

A leading organisation focused on breaking the cycle of homelessness and empowering young people to live safely and independently in community

OUR MISSION

We provide equitable, culturally safe services to enhance young people's capacity to have a safe and stable home

OUR GUIDING CULTURAL FRAMEWORK

[ii]**Yindymarra (Respect):** Thoughtful, intentional action.

Yawarra (Deep Care): Holistic connection and trauma-informed support

[iii]Table 1

2. STRATEGIC LENS (SOAR ANALYSIS)

STRENGTHS

- Leadership and shared vision across the organisation
- Reputation within the sector and community
- Financial stability
- Person-centred approach
- Youth “voice” in all that we do
- Provide a culture of safety and acceptance

OPPORTUNITIES

- Technology Reform
- Build a service “Model of Excellence” for supporting homeless young people
- Seek purpose-built facilities
- Sustainable organisational practices
- Expanding partnerships and integration of services

ASPIRATIONS

- Become a “recognised centre of excellence” in youth homelessness
- A service that leads in advocating for young people and their families who identify as aboriginal, LGBTIQ, CALD to secure stable accommodation
- A digitally integrated service delivering efficient and effective services
- To contribute to innovative and sustainable future by becoming a “paper-free” organisation
- Build consistent communication through a variety of communication channels and a leadership culture
- Foster a leadership culture across the organisation that to develops staff and expands board expertise based on skills matrix

RESULTS

- Improved partnerships
- Improved housing transitions
- Reduced administrative burden
- Improve staff wellbeing
- Maintain 100% contract compliance by July 1 deadline, each Financial year
- Sustain financial stability
- Grow services in line with available funding
- Improve systems of work and facilities
- Reduce environmental impact of service delivery
- Embracing technology work solutions
- Build community awareness of Launchpad youth services

3. STRATEGIC PRIORITIES & KEY RESULT AREAS

[iv]Table 2

PRIORITY 1. LEADERSHIP

Key Result Areas:

- Build Leadership Culture
- Leadership Development
- Create “A Workplace of Choice”
- Build Cultural Competence and Responsiveness

PRIORITY 2. PERSON CENTERED

Key Result Areas:

- Centre of Excellence
- Evidence informed services responsive to individual needs
- Increase networks and communication in the sector
- Document a model of care that sets out best-practice approaches to supporting young people who are at risk of, or experiencing, homelessness

PRIORITY 3. INNOVATION

Key Result Areas:

- Evaluate programs for efficacy
- Establish benchmarks and build evidence
- Establish a stand-a-lone centre
- Technological advancement

PRIORITY 4. ADVOCACY

Key Result Areas:

- Build strategic networks
- Influence development of state and federal policy
- Create systemic change within the sector

PRIORITY 5. SUSTAINABILITY

Key Result Areas:

- Reduce Carbon Footprint
- Increase Financial Viability

4. STRATEGIC PLAN

PRIORITY	KEY RESULT AREA	OBJECTIVES
LEADERSHIP	Build a Leadership Culture	• Define Leadership culture within the organisation • Develop strategies for Board of Management, Staff and Youth Advisory Board • Develop leadership opportunities • Initiate Research
	Create “A Workplace of Choice”	• Build a resilient, high-capacity team ensuring psychological safety • Identify opportunities to enhance employee benefits • Engage students in “workplace experience”
	Build Cultural Competence and Responsiveness	• Integrate Aboriginal Competency into practice • Identify multicultural strategies which improve access to services • Partner with Aboriginal and Multicultural services to address identified needs
PERSON CENTERED	Centre of Excellence	• Engage with tertiary sector • Define the Model of Care for supporting homeless young people • Set a benchmark for the Quality of Specialist Homeless Services to young people
	Evidence informed services responsive to individual needs	• Integrate feedback data • Maintain accreditation
	Increase networks and communication in the sector	• Build sector partnerships to support integrated Model of Care

PRIORITY	KEY RESULT AREA	OBJECTIVES
	Enhance Youth Voice in planning and delivery of services	• Review role of Youth Advisory Board (YAB) • Expand mechanisms for follow up and feedback from young people engaging with the service
INNOVATION	Technological Advancement	• Update technology and infrastructure to reduce "red tape" and environmental footprint. • Establish an AI Policy and integrated practices by 2027
	Establish a Stand-a-lone Centre	• Move to a “fit to purpose” facility by 2031
ADVOCACY	Build strategic networks	• Leverage from consortia partners to support advocacy strategies
	Influence development of state and federal policy	• Instigate strategy to engage with state and federal political stakeholders • Create media campaign to raise awareness of the needs of vulnerable young people
	Create systemic change within the sector	• Engage with sector partners and stakeholders to build system responses
SUSTAINABILITY	Reduce Carbon Footprint	• Transition from paper-based to 100% digital case management by 2028 • Transfer to a full Electric Vehicle Fleet by 2031
	Financial Viability	• Diversify funding and safeguard ongoing funding sources • Build Philanthropic, Fundraising and Donor options

[i] NSW Homelessness Strategy 2025–2035
[ii] Wiradjuri language advised from Cultural adviser to Board
[iii] Infographic designed by Tonina Harvey, Harvey Consulting Group
[iv] Infographic designed by Tonina Harvey, Harvey Consulting Group