



**SUPPORTING PEOPLE
BUILDING RESILIENCE
GROWING TOGETHER**

STRATEGIC DIRECTIONS 2026 - 2030



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Acknowledgment of Country



**Gulbarra Wiradjuri Mayiny, yindyamarra bulgirbanggu
Wiradjuri Mayiny maradhal maranha bu mayinygirra,
yindyamarra nginha-guliya**

Translation:

**We acknowledge the Wiradjuri people and pay respect
to ancestor's past, Wiradjuri people past, present and
future and respect to places, items and people.**

Introduction



Tumut Regional Family Services (TRFS) has been a steadfast presence in the Tumut region since its establishment in 1986. What began as a small group of dedicated volunteers offering refuge and essential support to families in crisis has grown into a respected and trusted organisation serving the broader Snowy Valleys and Gundagai communities. (map showing the region - see page 22)

For nearly 40 years, TRFS has stood beside individuals and families experiencing some of the most challenging moments of their lives, those at risk of or experiencing homelessness, and those impacted by domestic, family and sexual violence. Throughout this time, we have consistently risen to meet emerging needs, adapted to sector change, and strengthened our capacity to ensure our community has access to the right support, expertise and pathways to safety and stability.

Today, TRFS is a well-established and highly capable service provider offering specialist programs across:

- **Specialist Homelessness Services (SHS)**
- **Domestic, Family and Sexual Violence (DFS) Case Management**
- **Cooee Cottage**, an Indigenous safety, wellbeing and cultural support program

Our current funding meets 100% of operating costs, with **44%** invested in Specialist Homelessness Services (SHS) to support people who are homeless or at risk, and **29%** allocated to domestic, family and sexual violence responses. The remaining **27%** is provided by the National Indigenous Australians Agency (NIAA) to deliver programs at Cooee Cottage. Together, this funding structure enables us to provide high-quality, targeted supports that address the complex and evolving needs across our region.

With this strong foundation, we are proud to present our next five-year Strategic Plan. This plan outlines our commitment to building and sustaining the expertise, capacity and resources required to meet the evolving needs of our community. It positions TRFS to continue driving positive change, empowering individuals and families, and contributing to a safer, stronger and more resilient Snowy Valleys and Gundagai region.



Key Achievements in 2020 - 2025



Strategy 1 - Sustainability

Funding

Sustained core funding:

Maintained all SHS funding contracts, ensuring continuity of service delivery and stability for clients and programs.

Strengthened Domestic Violence capacity:

Secured additional domestic, family and sexual violence funding, enabling TRFS to appoint a dedicated Domestic Violence worker and enhance specialised support.

Expanded support for Cooe Cottage:

Achieved increased National Indigenous Australians Agency (NIAA) funding, ensuring ongoing delivery and growth of culturally responsive programs.

Improved technology capability:

Successfully qualified for the Social Sector Transformation Fund (SSTF), providing one-off investment to modernise and uplift organisational technology systems and capacity.

Enhanced service delivery through grants:

Won multiple one-off grant opportunities which directly supported improved and expanded specialist service responses.

Purchased the Wynyard Street Office:

Secured long-term organisational sustainability through the successful purchase of the Wynyard Street office, made possible with the philanthropic support of the Blakeney Millar Foundation. (photo of the property can be seen on page 23)

Management Committee

Maintained strong governance:

Sustained a committed and skilled Management Committee whose members volunteer their time, insights and professional experience to guide TRFS.

Strengthened leadership capacity:

Welcomed new committee members, adding further depth, diversity and capability to the organisation's governance and oversight.

Partnerships and Collaborations

Built strong, trusted community relationships:

Partnerships remained a standout organisational strength. TRFS continued to be recognised across the region as a reliable, respected and well-connected service provider, supported by robust referral pathways and collaborative networks. These relationships enable effective, coordinated responses for individuals with complex needs.

Strategy 2 - Our Community

Quality of Services

Recognised for excellence in support delivery:

TRFS continues to be acknowledged for the high quality, professionalism and impact of its services. Our skilled and compassionate staff ensure individuals and families in need receive timely, effective and expert support. In 2025 TRFS received a Stakeholder Award for recognition of the excellent work they do in partnership with Argyle Housing.

Community Profile and Reputation

Strong, positive organisational reputation:

TRFS is widely known for its consistent, client-centred approach and the dedication of its qualified staff. This has helped maintain a strong, trusted presence within the community and reinforced our reputation as a reliable and professional service provider.

Community Engagement

Active presence in key community events and awareness campaigns: TRFS staff played a meaningful role in significant community initiatives, including NAIDOC Week, Homelessness Week, and the 16 Days of Activism to support domestic and family violence awareness. Our involvement demonstrates our commitment to advocacy, education and strengthening community connections.

Strategy 3 - Our People

Attract, Engage and Retain a Skilled, Client-Focused Workforce

Stable and committed team:

TRFS has maintained a stable workforce, demonstrating strong staff engagement and retention.

Highly regarded staff:

Stakeholder feedback consistently highlights the professionalism, expertise and genuine care of TRFS staff, reflected in the organisation receiving a Stakeholder Award from Argyle Housing.

Maintain Staff Skills and Qualifications for Safe, Professional and Effective Service Delivery

Qualified and experienced personnel:

TRFS continues to employ a team of skilled, accredited professionals with extensive experience in delivering complex client support.

Commitment to ongoing development:

Staff actively utilise DCJ's online training platform and other learning opportunities to continually strengthen their knowledge and capabilities.

Values-driven practice:

The workforce is recognised for its dedication, empathy and client-centred approach.

A Safe, Effective and Productive Workplace

Structured support and supervision:

Regular team meetings ensure client needs are reviewed, workloads are balanced, and cases are matched to staff with the most appropriate skills and competencies.

Flexible and diverse skillset:

The breadth of staff expertise allows TRFS to respond flexibly and effectively to a wide range of client needs.

Wellbeing-focused environment:

Staff have access to an Employee Assistance Program (EAP), and regular supervision promotes consistent, safe and high-quality practice across the organisation.

Strategy 4 - Enterprise Risk / Quality

Professional Standards Accreditation

Achieved ASES Certificate Level (2023):

Successfully attained ASES accreditation, ensuring ongoing compliance with SHS funding requirements and demonstrating strong organisational governance and quality practice.

Consistent funding accountability:

All annual funding acquittals were completed accurately and accepted, reflecting rigorous financial oversight and transparency.

Technology and Resources

Modernised technology systems:

SSTF funding was effectively utilised to upgrade office technology and enhance digital capability, supporting more efficient and contemporary service delivery.

Improved cyber awareness and readiness:

Staff engaged in cyber-security training and utilised resources to strengthen organisational resilience in areas of data security, confidentiality, and protection against scams.

Work Health and Safety (WHS), Human Resources (HR) and Quality

Comprehensive policy framework:

A full suite of WHS, HR and Quality policies and procedures were developed and regularly reviewed to ensure best practice and regulatory compliance.

Strong safety and wellbeing systems:

Ongoing safety audits, evacuation drills and first aid training ensure a safe environment and support the wellbeing of both staff and clients.

Adverse Event Systems

Robust risk management practices:

Risk Management policies and procedures are in place to guide effective prevention, mitigation and response.

Ongoing governance through regular review:

The organisational Risk Register and Business Continuity Plan (BCP) are reviewed quarterly to ensure readiness and responsiveness.

Effective incident oversight:

A maintained incident register, with quarterly reporting, supports strong governance and continuous improvement.

Financial Risk Management

Clear financial policy framework:

Financial Management and Funding Management policies and procedures have been fully developed and implemented, supporting responsible stewardship of resources.

Defined governance through delegations:

A Delegation of Authority framework is in place to ensure clarity, control and accountability in financial decision-making.

Aligned budgeting and oversight:

The Management Committee approves an Annual Budget aligned to operational plans, while monthly Treasurer's reports provide detailed oversight of budget variance, cash flow and Profit & Loss performance, ensuring transparent governance and ongoing organisational viability.



Opportunities Not Fully Realised in the 2020-2025 Strategic Plan

While TRFS achieved considerable progress throughout the 2020–2025 Strategic Plan, several areas did not advance to the level originally anticipated. These gaps now present valuable opportunities for improvement and growth in the next strategic cycle.

Strengthen and Diversify Funding Streams

While we achieved some success in securing additional funding (notably through DFSV and Cooee initiatives), broader goals were not met. Despite sustained and coordinated advocacy from SHS providers and Homelessness NSW, the government has confirmed that new five-year SHS contracts commencing in 2026 will not include funding increases. This shortfall highlights a critical opportunity for the new strategic plan to pursue more resilient, diversified, and innovative funding strategies to safeguard service sustainability and growth.

Strengthening Governance Capability

There is also an opportunity to expand training and education for the Management Committee to further enhance expertise in governance, sector standards and legislative requirements. Developing a formal and comprehensive induction program for new Committee members will support smoother integration, build confidence, and ensure each member is equipped to contribute effectively to the organisation's strategic oversight.



Development of the Strategic Plan 2026 - 2030

TRFS recognises that the Strategic Plan defines the organisation's high-level goals which, when achieved, will ensure we deliver on our mission, purpose and values, and continue to remain a viable and valued service within our community.

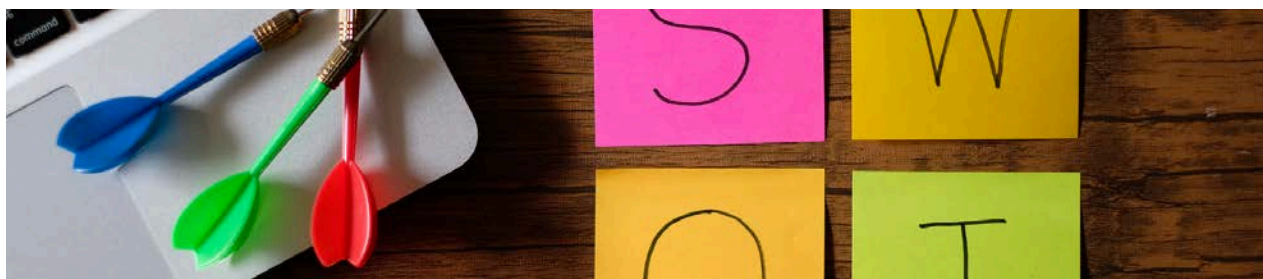
TRFS adopts a five-year strategic planning cycle, with the new plan commencing in January 2026 and concluding in December 2030. Progress against the plan is monitored through annual reviews and more formally supported by the development of an annual financial budget and an Operation Plan. These operational documents outline detailed actions and responsibilities that collectively contribute to the successful implementation of the Strategic Plan.

This Strategic Plan was informed by extensive feedback from internal and external stakeholders and the completion of a SWOT analysis. Together with a thorough review of sector trends and environmental factors, these insights shaped the direction and priorities of the Strategic Goals.

As we embark on this new strategic cycle, TRFS does so with a shared sense of purpose and confidence in what we can achieve together. Our Strategic Plan is more than a roadmap, it is a commitment to continually strengthen our organisation, uphold our values, and expand the impact we have within our community. With clarity of direction, collaboration, and dedication from our staff, partners and stakeholders, we are well-positioned to turn these goals into meaningful results. Together, we will shape a future where TRFS remains strong, responsive and deeply valued by the people we serve.



SWOT Analysis



Strengths:

Skilled, dedicated workforce:

TRFS benefits from a highly committed, compassionate and experienced team whose professionalism directly enhances service quality.

Strong community trust and reputation:

The organisation is well respected across the region, recognised for reliability, integrity and positive client outcomes.

Deep commitment to client safety and wellbeing:

Safety-focused practice underpins all service delivery, contributing to strong outcomes for vulnerable individuals and families.

Diverse and responsive service offering:

TRFS delivers a broad range of programs that address homelessness, domestic, family and sexual violence, and Indigenous wellbeing, allowing comprehensive support for families in need.

Weaknesses:

Resource limitations and funding pressures:

Increasing operational demands continue to place pressure on available resources and long-term funding sustainability.

High workloads and competing priorities:

Staff manage complex client needs alongside administrative and operational responsibilities, creating workload strain at times.

Gaps in technology and systems capability:

Legacy systems and inconsistent digital tools limit efficiency and place constraints on data management and communication.

Some role clarity and responsibility gaps:

Occasional ambiguity in internal roles and workflows can lead to inefficiencies or inconsistent practice.

Opportunities:

Strengthening partnerships and collaboration:

There is strong potential to deepen connections with partner agencies, enabling more coordinated and holistic client support.

Accessing new funding streams:

Additional grants, pilot programs and sector initiatives create opportunities to expand services and increase organisational stability.

Enhancing digital capability:

Improvements to systems, data processes and communication platforms can increase efficiency, accuracy and responsiveness.

Evolving programs to meet community need:

Refining or expanding existing programs based on emerging trends and community feedback can strengthen impact and reach.

Threats:

Funding uncertainties and model changes:

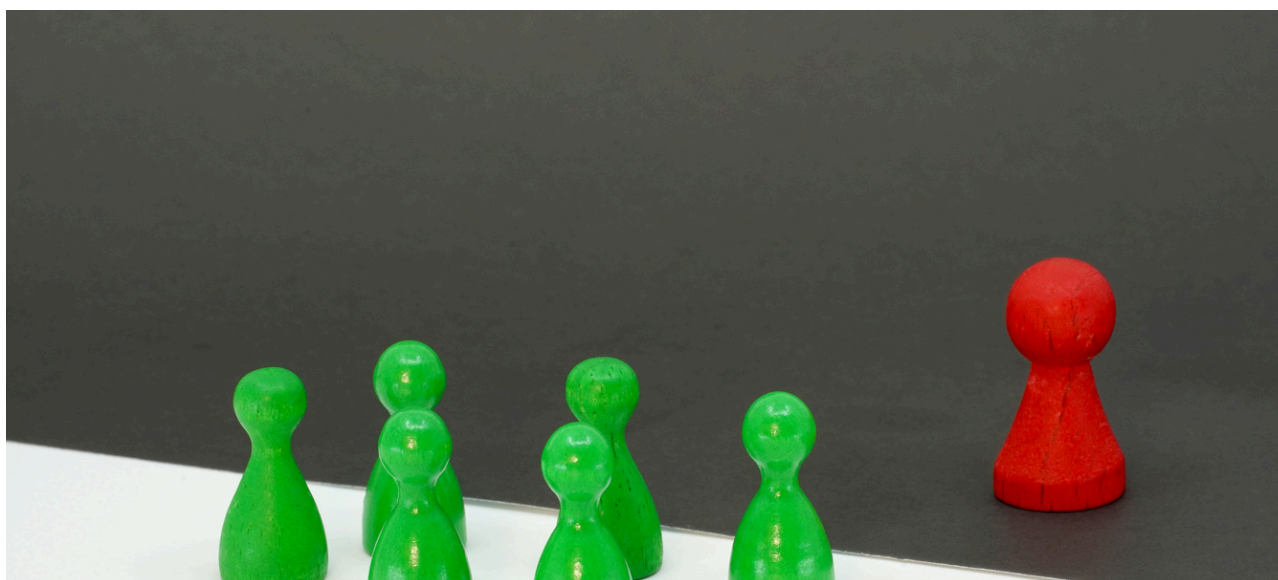
Reductions to government funding or shifts in funding models could affect long-term sustainability and service capacity.

Growing demand and complexity of client needs:

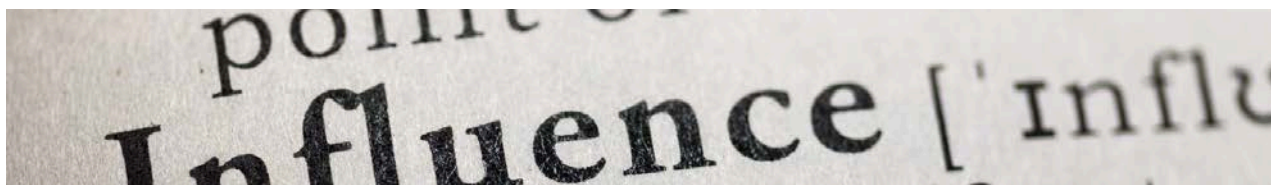
Rising levels of homelessness, domestic, family and sexual violence and broader social pressures place ongoing strain on service delivery.

Increased competition within the sector:

Other providers offering similar services may compete for limited funding, partnerships or client referrals.



Key Sector Issues that Influence our Strategic Planning



Demand Exceeds Capacity:

Sector wide, SHS and DFSV services operate well beyond their funded limits, often with long waiting times for housing and increasingly complex cases.

Lack of Affordable Housing and Available Housing:

Regional housing shortages are a major concern both for homelessness and DFSV; which is particularly relevant in rural/regional areas.

Rising DFSV Rates and Increased Severity:

Rising DFSV rates and increasing case complexity continue to place significant pressure on regional services, which face limited funding, workforce shortages, and restricted access to specialist support such as Police Domestic Violence Liaison Officers (DVLOs). Short-term and insecure funding (currently to June 2026) prevents long-term planning, workforce development, and the capacity to grow the sector through structured mentoring and training of workers.

Increasing Client Complexity:

Clients are presenting with increasingly complex, multi-layered and interconnected needs - including mental health challenges, DFSV, substance use, and social dysfunction; often simultaneously, with a noticeable rise in older women seeking support. Responding effectively requires specialised, trauma-informed and coordinated interventions; however, regional service gaps, limited referral pathways, and shortages in safe housing, mental health services and rehabilitation options mean clients often remain with TRFS for extended periods, requiring intensive case management beyond funded service parameters.

Workforce Pressures and Burnout:

Staff shortages, inability to attract qualified and experienced staff in regional areas, high volume workloads and client caseloads, coupled with financial and funding strain.

Major System Reform and Funding Uncertainty:

NSW's 2026-2031 commissioning cycle and underfunded systems create uncertainty and require strong organisational readiness and adaptability.

Our Vision, Mission, and Values

Feedback indicated that our Vision, Mission and Values should be refreshed to reflect contemporary sector expectations and the realities of the current economic and service environment.

Our Current Vision Statement:

OUR Vision is to strengthen OUR community through quality, flexible family services across the Tumut region.

Our Updated Vision Statement:

Our vision is a thriving Snowy Valleys and Gundagai region where people are supported with inclusive, flexible, and high-quality services that strengthen community connections and build resilience for the future.

Our Current Mission Statement:

TRFS is a Not-for-Profit organisation that provides support and assistance to families, women and children in OUR community.

TRFS is a community organisation that comprises of three separate, yet entwined programs (often supported by short term projects):

- Specialist Homelessness Services (SHS)
- Cooee Cottage – safety and wellbeing program
- Brighter Futures – Targeted Intervention Program

TRFS is committed to:

- Providing a voice for people living with disadvantage and inequality, through advocacy and referral
- Providing individual case management and support for both indigenous and non-indigenous families
- Actively pursuing partnerships with other organisations and government agencies

Our Updated Mission Statement:

Our mission is to strengthen the Snowy Valleys and Gundagai communities by delivering client-centered, wrap-around support and referral services. We work in partnership with other organisations and agencies to ensure the best possible outcomes, fostering safety, connection and opportunities for growth.

Our Current Values:

Confidentiality – DISCRETION

Honesty – INTEGRITY

Listening – ACTIVE COMMUNICATION

Non-Judgmental – OPEN-MINDEDNESS

Professionalism – QUALITY

Respect – ESTEEM

Advocacy – ACTIVE REPRESENTATION

Empathy – UNDERSTANDING

TRFS believes that these values are the key to OUR success.

Our Updated Values:

Confidentiality – Trust and Safety

We protect privacy and create safe spaces where people feel secure

Honesty – Integrity and Transparency

We act with openness, accountability and fairness in all we do

Listening – Active Communication and Collaboration

We listen deeply, communicate clearly, and work together to achieve the best outcomes

Non-Judgmental – Inclusion and Respect

We welcome all people with dignity, compassion and cultural sensitivity

Professionalism – Quality and Excellence

We deliver services with care, skill and a commitment to continuous improvement

Respect – Mutual Respect and Empowerment

We value every voice and empower people to shape their own futures

Advocacy – Voice and Representation

We stand alongside those experiencing disadvantage, amplifying their voices and driving systemic change

Empathy – Compassion and Understanding

We respond with kindness, empathy and genuine commitment to wellbeing

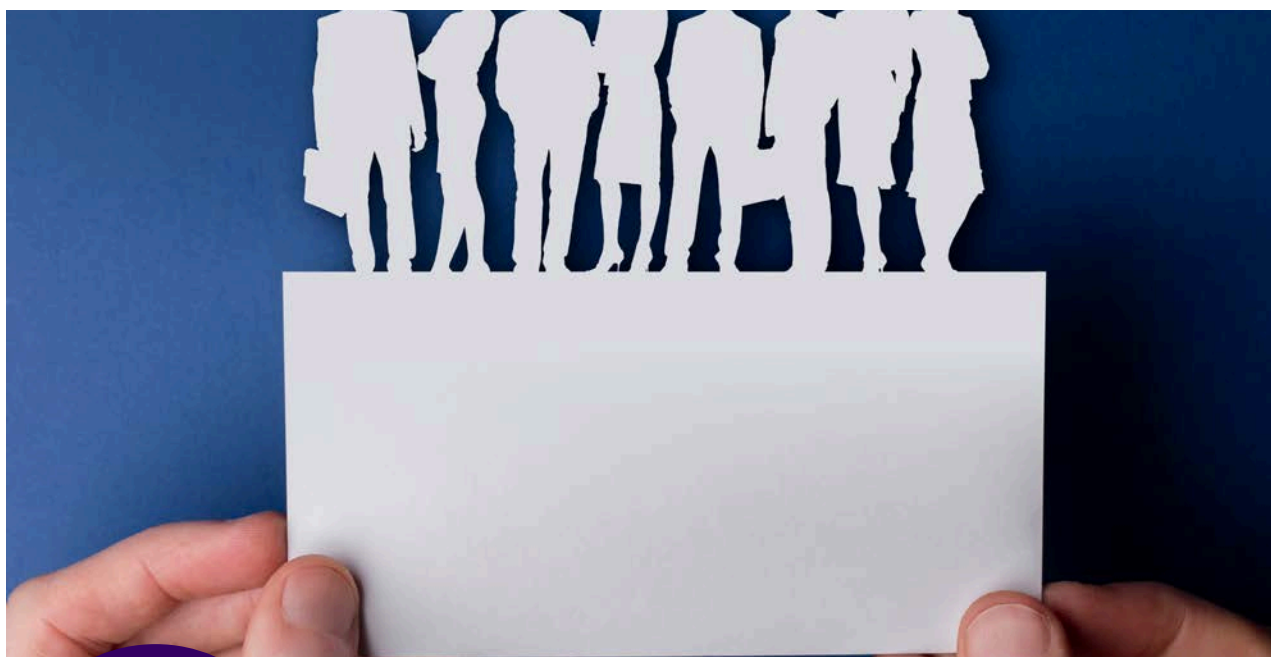
Our Goals for 2026 - 2030



1

Deliver High Quality, Client Centered Services that align with Community Needs and achieve meaningful outcomes

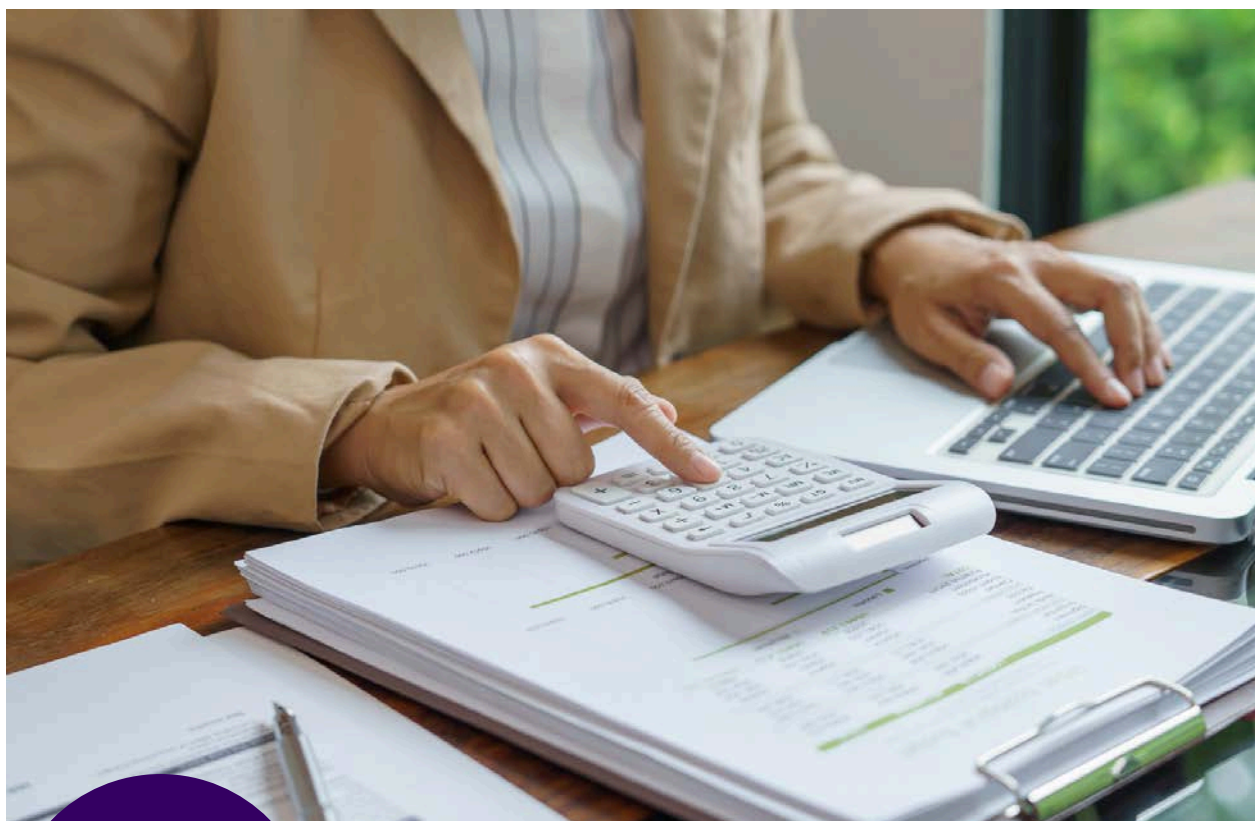
- Strengthen collaboration and partnerships that enhance coordinated responses for clients with complex needs
- Continue to build and sustain strong, effective relationships with housing providers to improve access to safe and suitable housing options
- Improve organisational capability to measure, analyse and report client outcomes to inform service planning and advocacy
- Embed culturally safe, trauma-informed and inclusive practices across all programs and interactions



2

Build and retain a skilled, supported and capable workforce that consistently delivers high quality services

- Strengthen recruitment and retention strategies to ensure a stable, skilled workforce
- Enhance role clarity, structure and workflows to support effective service delivery
- Provide ongoing, relevant training and professional development that builds sector capability and confidence
- Ensure consistent, high-quality Supervision and staff support to promote wellbeing and professional practice
- Strengthen workforce sustainability by acknowledging increasing workloads and funding pressures, and by collaborating with SHS partners to share resources, streamline practices, and maintain high-quality service delivery



3

Ensure long-term financial stability and strong organisational governance

- Maintain strong governance and compliance with all financial, reporting and regulatory requirements
- Build and maintain stable relationships with key funders to support ongoing service continuity
- Diversify revenue streams and actively pursue funding opportunities to grow service capacity
- Prepare proactively for the 2026 commissioning process to position the organisation for long-term sustainability



4

Maintain safe, effective and modern systems that support a healthy workplace and high-quality service delivery

- Ensure a safe, healthy and supportive workplace that prioritises staff wellbeing
- Strengthen governance, risk management and quality systems to ensure continuous improvement
- Enhance technology capability to support efficient operations, communications and service delivery
- Build staff awareness and organisational capability in cyber security to safeguard systems and client information

The office at 182 Wynyard Street, Tumut:

