



Strategic Plan

2025–2028



Our Vision

Homelessness should leave no one behind.

Every child, young person, and family is equipped to shape their future.

Our Purpose

We believe in an Australia where anyone experiencing homelessness has a pathway to safety and independence.

We're here to help them find it.

Our Mission

We believe in our work and each other, in listening, innovating, and improving every single day.

We lift each other up. Sharing stories and nurturing partnerships.

We never lose sight of the vision, and we never leave anyone behind.

Our Child Safe Commitment

At Anchor, we are committed to the safety and wellbeing of all children and young people participating in our programs and the welfare of the children in our care will always be our first priority.

Equality Statement

Anchor welcomes all individuals, irrespective of sex, race, ethnicity, culture, language, religion, marital status, disability, sexuality, gender or age.



This artwork is based on family, family feeling safe with their families all gathered together while all the animals are feeling welcomed around them and around the river.

Teghan Voce
Taungurung/Wiradjuri

Anchor recognises the history and impact of colonisation upon all Aboriginal peoples, and we commit to progress reconciliation through our work, our relationships and our people. We acknowledge the traditional custodians of the lands and waterways on which we live and work: the Wurundjeri People, the Bunurong People, the Boon Wurrung People, and the Gunai Kurnai People and commit to providing culturally safe services for all Aboriginal and Torres Strait Islander people through deep listening and respect.

Message from CEO and Chair

Anchor's Pathway

Under Anchor's 2022-24 Strategic Plan, our organisation achieved extraordinary milestones and evolved into a more strategic and impactful organisation than ever before.

Over the course of this journey, we have refined, refocused, and come to better understand the areas of impact we can lead.

The scale and complexity of the homelessness crisis in Australia requires a fundamental mindset shift from one of short-term reactive crisis response to that of prevention.

Anchor is committed to supporting the longer-term work that is required to tackle the core issues that are locking children and young people into lives of disadvantage.

Entering our new strategic period, our focus is squarely on driving preventative solutions that change the trajectory of the lives of children and young people who come into contact with the homelessness and out-of-home-care system.

There are more than **45,000 children in the care system**¹, and more than **28,000 young Australians experiencing homelessness**² on any given night.

54% of young people experience homelessness within four years of leaving care.³

50% of adults in Housing First had their first experience of homelessness as a child.⁴



Heidi Tucker
Chief Executive Officer



¹AIHW (2024). *Child protection Australia 2022-23*

²ABS (2021). *Estimating Homelessness: Census*

³Accommodating transition: improving housing outcomes for young people leaving OHC, AHURI, 2021

⁴BMC Psychiatry

It's time for change

Anchor's strategy is a vital opportunity to change the narrative of youth homelessness in Australia.

We know how powerful and transformative the right support can be for a young person. We see the difference it makes in the lives of the young people who have overcome enormous trauma and disadvantage, when they head out into the world with confidence, hope, and self-belief.

All this is thanks to the dedicated work of our teams, and fuelled by the commitment of those who partner with us to deliver this lifechanging support.

While the homelessness crisis is the worst it has ever been in Australia, if there is one thing we have learned after 50 years existence, it is that strong partnerships, and a dedicated community of people working together to make a difference, are the best tools we have in changing the lives of young people who experience homelessness and disadvantage.

A long-term strategic vision

The 2025–28 Strategic Plan prepares the groundwork to achieve our nine-year "Pathway to 2034" strategic vision, an ambitious yet deeply considered roadmap that builds upon everything we have learnt and achieved together for almost 50 years.

It provides a pathway that is built upon our experience, knowledge, and skills, while emphasising all the things that people have come to expect from our great organisation: Belief, Authenticity, Collaboration, and Empathy.

We are proud to share our 2025–28 strategic plan and look forward to working with all who share our goals and vision.

Sincerely,



Sylvia Hadjiantoniou
Board Chair



Pathway to

To reinforce our commitment to long term transformative solutions, we have established a nine-year strategic roadmap that ensures Anchor's ambitions are grounded in pragmatic, tangible outcomes.

Where we are now 2025

Anchor is a medium-sized not-for-profit, with established programs, established quality and evidence practices, and emerging brand visibility.



Develop & Refine 2025 – 2028

Anchor's Youth Homelessness prevention services are refined and strengthened, positioning the organisation as a leader in early intervention for care-experienced and at-risk young people.



2034

Lead & Influence

2031 – 2034

Anchor's leadership in youth homelessness prevention is widely recognised, with advocacy and data at the core of its impact.



Expand & Strengthen

2028 – 2031

Youth homelessness prevention models to be scaled across Victoria, embedding evidence-based early intervention frameworks.



By 2034, Anchor will be delivering measurable, sector-shaping impact in preventing youth homelessness — particularly for those in the care system. No matter their background or circumstance, our response will be different, inclusive, and purpose-built.

3-Year Strategic Plan 2025-2028



STRATEGIC PILLAR 1

CLIENT-CENTRED IMPACT & EMPOWERMENT

- An organisational culture that privileges the voice of clients shaping decision, services and outcomes at every level.
- Client-centric practice framework and quality systems embedded across all services.
- Lived and living experience meaningfully contributing to organisational governance.
- Services and client impact continuously improved through reflective practice, international best practice research, program evaluations and client voice.

What this creates

Empowered clients whose voices are heard in
decisions that affect their lives.



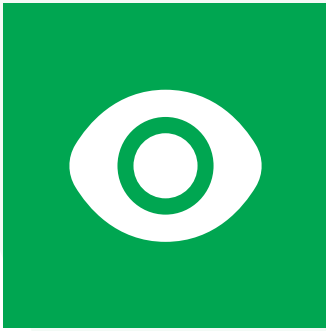
STRATEGIC PILLAR 2

ORGANISATIONAL RESILIENCE & SUSTAINABLE GROWTH

- Long-term financial sustainability and operational efficiency strengthened.
- Balanced and sustainable revenue base achieved through philanthropic, government, and commercial sources.
- Partnerships are leveraged via structured collaborations extending our reach, accelerating growth, and enhancing sustainability through shared resources, infrastructure, and integrated service delivery.
- Evidence informing all management, risk, and compliance decisions to support safe, effective and adaptive operations.

What this creates

A resilient, adaptive organisation — financially secure, responsive, and delivering meaningful impact.



STRATEGIC PILLAR 3

ENGAGEMENT, INFLUENCE & BRAND VISIBILITY

- Visibility and credibility strengthened through compelling storytelling, trusted leadership, and deep community engagement attracting increased support and securing sustainable funding.
- Anchor's advocacy capability developed supporting improved outcomes for young people.
- Cross-sector collaboration expands service access, amplifies impact, and strengthens evidence-informed responses to youth homelessness.
- Our youth-focused programs are recognised and sought after as trusted alternatives that prevent youth homelessness.
- Reconciliation efforts are strengthened through actions that build capacity and deepen impact.

What this creates

Impactful partnerships, supported by a trusted and visible brand, that increases access to services, attracts philanthropy, and contributes to preventing youth homelessness.



STRATEGIC PILLAR 4

OPERATIONAL EXCELLENCE & INNOVATION

- Frameworks and internal processes that encourage experimentation, innovation and new thinking are developed and implemented.
- Digital capabilities enable practice improvement and performance tracking to drive better youth outcomes.
- Maturing risk management practices support innovation and ensure long-term organisational resilience and sustainability.
- Continuous quality improvement, risk maturity, and staff development strengthen organisational resilience and long-term sustainability.
- A strong culture of safety and wellbeing enables the attraction, development, and retention of exceptional talent.

What this creates

Operational performance enabling innovation, agility and efficiency to deliver purpose-driven impact for young people.

ANCHOR

Pathways
from
Homelessness

**Belief in
Heroes
Starts Here.**



www.anchor.org.au