

* **FUSION AUSTRALIA**

STRATEGIC FRAMEWORK 2025 - 2027

* "Fusion taught me that even though I'm scared to talk to new people, it's okay, but to still try anyway!"
-B



fusion
AUSTRALIA

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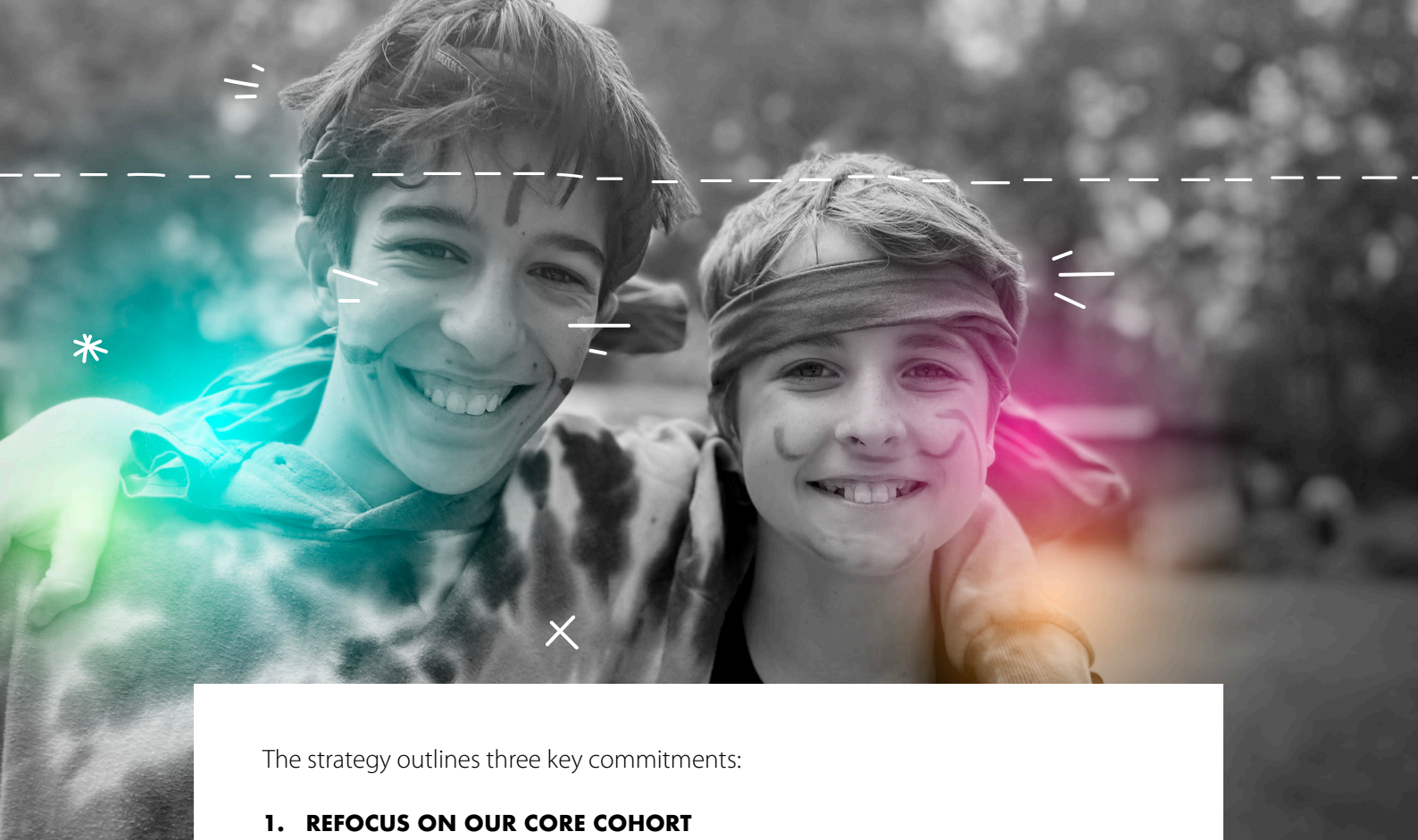
* FROM THE CHAIR AND CHIEF EXECUTIVE OFFICER[≡]

Fusion Australia began with a clear conviction: that every young person matters. That belief remains unchanged - but the world around young people has changed dramatically.

Young people across Australia today face significant challenges. At the same time, the community sector is under increasing pressure to do more with less. The need for clear priorities, focused service delivery, and measurable impact has never been greater.

This Strategic Framework sets out our response.

It is a practical, future-focused plan to ensure Fusion Australia can serve young people more effectively - across diverse communities, and with increased accountability. It names the kind of organisation we need to be: **professional, sustainable, and outcomes-focused.**



The strategy outlines three key commitments:

1. REFOCUS ON OUR CORE COHORT

- strengthening services to meet the real needs of young people who are vulnerable.

2. STRENGTHEN OUR ORGANISATIONAL CAPACITY

- investing in workforce, systems, and service quality so we can deliver safely and consistently.

3. BUILD A SUSTAINABLE FUTURE

- increasing funding diversity, flexibility and resilience around a portfolio of services.

This framework is the result of consultation and collaboration across the Fusion network. It builds on the lessons of the past, while looking squarely to the future. The young people we serve deserve nothing less.

Our goal is not simply to maintain programs - it is to grow our impact through a strengthened model of care, building on what we do well whilst working alongside funders, community services and education providers. Together we can ensure every young person we walk alongside has access to the support, community and care they need to take their next step forward.

Paul Ryan
BOARD CHAIR

Patrick Witcombe
CHIEF EXECUTIVE OFFICER



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WHO WE ARE

Fusion Australia is a Christian, for-purpose youth-services organisation. We are a registered charitable not-for-profit and a verified provider of National Community Housing. We receive a variety of local, state and federal government funding and social enterprise income to deliver a range of early intervention and focused youth services.



[™] OUR VISION

Young people in Australia have purpose and connection, in a community that cares for them.

OUR MISSION

Mentoring and equipping young people who are vulnerable to build a strong foundation for their future.

HOW WE WORK

Fusion Australia recognises that many young people in Australia face barriers at crucial times in their lives—unstable housing, childhood trauma, mental distress, isolation, and poverty.

That's why Fusion Australia works to build strong foundations for young lives: a safe place to stay, a trusted mentor, and a community that believes in them. **Our services are evidence-informed, professionally delivered, outcomes-focused and trauma-informed** to build young people up so they can find their way, develop with confidence, and step into their future. Because no one rises alone.

OUR VALUES

* JUSTICE

Fusion Australia prioritises young people aged 12–25 and focuses on programs that address inequality and unmet needs, reflecting a commitment to fairness and opportunity.

COMPASSION °°


By centring relationships, mentoring, and trauma-informed care, Fusion Australia ensures our services respond with empathy to the real experiences of young people and communities.

≡ MERCY

Mercy is seen in our commitment to walk alongside people without judgment through relationship based mentoring. Fusion Australia seeks to strengthen this work, creating belonging and healing.

RESPECT *

Fusion Australia is building programs that listen and respond—through co-design, local leadership, and stakeholder engagement - upholding the dignity of all involved.



☀️
"Fusion has given me opportunities
to be able to be myself and
also find out who 'myself' is.
I don't think I would've gotten to
this point if it weren't for Fusion!" ✕
A

* FUSION AUSTRALIA[™]

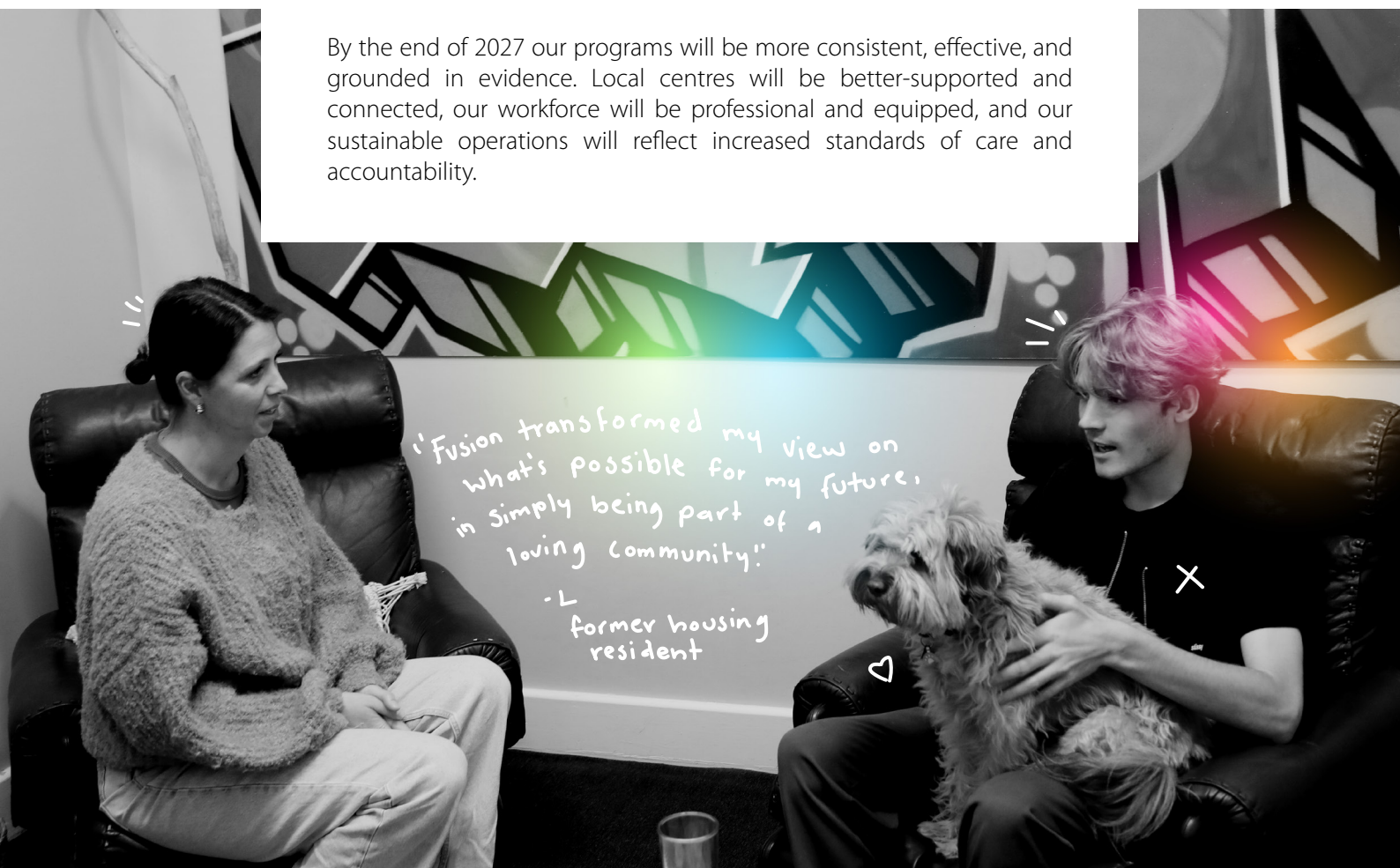
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WHAT WILL THIS STRATEGY ACHIEVE?

By the end of 2027, Fusion Australia will have a sustainable and targeted service portfolio delivering measurable impact for young people aged 12 to 25.

This strategy is a focused, values-driven plan that builds on our strengths, addresses what needs to change, and positions us to better serve young people.

By the end of 2027 our programs will be more consistent, effective, and grounded in evidence. Local centres will be better-supported and connected, our workforce will be professional and equipped, and our sustainable operations will reflect increased standards of care and accountability.



OBJECTIVES

ORGANISATIONAL OBJECTIVES

OBJECTIVE (A)

A. Effective, evidence-based services that we can deliver.

KEY STRATEGIES:

1. Develop a measurable model of care which sets clear Goals and Success Criteria.
2. Develop and integrate an evidence-based practice framework through research, review and analysis.
3. Roll out new service delivery models with support through training, practise manuals and guides.

OBJECTIVE (B)

B. A service portfolio which maximises impact and sustainability.

KEY STRATEGIES:

1. Strengthen and grow services that: - deliver the model of care and service delivery model (Obj A), and/or - generates resources to support the program portfolio
2. Reposition services able to adapt to model of care and service delivery model.
3. Reduce services that are not sustainable, impactful and/or cannot align with model of care and service delivery model.

ENABLING OBJECTIVES

OBJECTIVE (C)

C. Equipped and engaged professional workforce.

KEY STRATEGIES:

1. Attract, develop and retain a capable and professional workforce.
2. Build workforce engagement and values aligned culture.

OBJECTIVE (D)

D. Fit for purpose systems and processes.

KEY STRATEGIES:

1. Revise and/or develop critical processes.
2. Implement critical new systems.
3. Embed and realise the potential of existing systems.

OBJECTIVE (E)

E. A balanced income model demonstrating pathways to sustainability.

KEY STRATEGIES:

1. Build a sustainable and balanced income model aligned with our service delivery model.
2. Increase Government income.
3. Increase the diversity and flexibility of non-government income.

SEQUENCING

The objectives and strategies are largely inter-related and will be worked on simultaneously.

The enabling objectives will strengthen Fusion Australia's business model, capacity and operations, enabling the organisational objectives

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"Fusion isn't just built by one person.
It's built through love.
It's built through connection.
It's built through community."
- L

KEY TERMS

MODEL OF CARE

Refers to the philosophical and structural framework that guides how care, support, and interventions are provided to young people within youth-focused programs or services. It defines the principles, values, and outcomes underpinning how youth work is delivered, and how young people are engaged in a supportive, developmental relationship.

KEY COMPONENTS

- Principles and Values
- Care Framework
- Outcome Orientation
- Environment of Care

EVIDENCE-BASED PRACTICE FRAMEWORK

Framework of theoretical practice principles, processes and research-informed benchmarks for evaluating and making informed decisions about the design and delivery of services.

KEY COMPONENTS

- Research informed practice principles
- Research informed evaluation processes
- Research informed evaluation benchmarks

KEY TERMS

SERVICE DELIVERY MODEL



Outlines the operational structure and methods through which youth work is implemented in practice. It focuses on how services are organised, coordinated, and delivered to young people within the broader care framework.

KEY COMPONENTS:

- Service Design and Geographic location
- Workforce and Roles
- Service Streams and Interventions
- Integration and Partnerships
- Monitoring and Evaluation

INCOME MODEL

The structure through which Fusion Australia generates and balances funding to support its operations and programs. This includes government funding, philanthropic contributions, donations, social enterprise income, and other sources of revenue. A strong income model ensures financial sustainability, identifies priority funding areas, reduces risk of volatility and aligns with the organisation's purpose and services.

SERVICE PORTFOLIO

The full range of programs and services offered by Fusion Australia to support young people aged 12–25 and/or bring in revenue. The service portfolio reflects both current community needs and the organisation's mission, and is regularly reviewed to ensure programs are effective, sustainable, and aligned with strategic priorities.



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ACKNOWLEDGMENTS

Fusion Australia is committed to developing networks and working in partnership with other organisations, churches, businesses and others of good will for the benefit of our local, national and global communities. It is said that "it takes a village to raise a child". In the same way, it takes more than just one person or organisation, to build a strong community that will better care for its young people. It needs a coming together of a whole community with an investment beyond the needs of the current generation.

Fusion Australia Ltd. is supported in a variety of projects through funding or donations from the following bodies



Australian Government





**FUSION AUSTRALIA LTD
IS VERIFIED AS A**

National Community Housing Provider
NDIS Registered Provider
Registered Charity (ACNC)

**FUSION AUSTRALIA LTD
IS COMPLIANT WITH THE**

NSW Disability Quality Framework (QIP).
National Mental Health Standards
Human Services Standards VIC
Aged Care Quality Standards 2019
NSW Community Services Practice Framework
and NSW Human Services Outcomes Framework



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