



ORGANISATIONAL STRATEGY 2026

STOP YOUTH HOMELESSNESS
BEFORE IT STARTS

WELCOME



Every night, Kids Under Cover provides safe, supported accommodation to more than 1,000 young people at risk of leaving home prematurely and entering cycles of homelessness, out-of-home care and youth justice.

More than 45,800 Australian children and young people aged 0–24 are homeless, including over 11,700 in Victoria.

The risk is especially high for young people leaving statutory care, with more than one in three experiencing homelessness. Aboriginal and Torres Strait Islander young people are significantly over-represented. The system too often responds after the crisis of homelessness has occurred.

Kids Under Cover exists to prevent and end youth homelessness.

Our studios change lives, creating stability, strengthening families and giving young people the chance to remain connected to education, community and opportunity.

Yet the need far outweighs our current reach.

Today, we can meet only around 5% of demand. Behind that statistic are families in crisis, and young people facing the real risk of homelessness and associated on-going crisis and trauma. It is confronting to read their stories – and deeply frustrating to see limited government investment in a proven model that prevents homelessness before it takes hold and reduces demand in high-cost systems like out-of-home care.

This strategy sets out how we will deliver on that conviction. Guided by our vision to stop youth homelessness before it starts. There are many pathways into youth homelessness that we will seek to disrupt – helping individuals and changing systems.

We will innovate for impact, centre youth voice through co-design, provide strong thought leadership and advocacy, and pursue focused, sustainable growth.

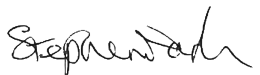
We act authentically, remain accountable, think boldly and work collaboratively. By unlocking diverse and sustainable funding, we can scale what works to give more young people the space and support they need to thrive.

The evidence is clear and the solutions are proven. We invite governments, partners and supporters to act with us to stop youth homelessness before it starts.




Clare Gleghorn
Chair
Kids Under Cover




Stephen Nash
Chief Executive Officer
Kids Under Cover

ACKNOWLEDGMENT OF COUNTRY

Kids Under Cover acknowledges the Traditional Custodians of the lands and waters on which we work and operate. We pay our respects to Elders past and present, and we honour the enduring cultures, storytelling, and knowledge systems of all Aboriginal and Torres Strait Islander peoples.



Artist: Mandy Braddick

STRATEGY ON A PAGE

VISION

To stop youth homelessness before it starts.

MISSION

We prevent and end youth homelessness by providing vulnerable young people the space and support to thrive.

WHAT WE WILL BE KNOWN FOR

Leading with prevention and early intervention

Providing more than housing-creating space to thrive

Partnering to change systems, not just outcomes

STRATEGIC PRIORITIES

Innovate for Impact


Co-design & Youth Voice


Thought Leadership & Advocacy

Focused Sustainable Growth

ENABLERS

People & Capability 

Working Together for Change 

Governance & Financial Discipline 

Diversified & Innovative Funding 

VALUES

 AUTHENTIC

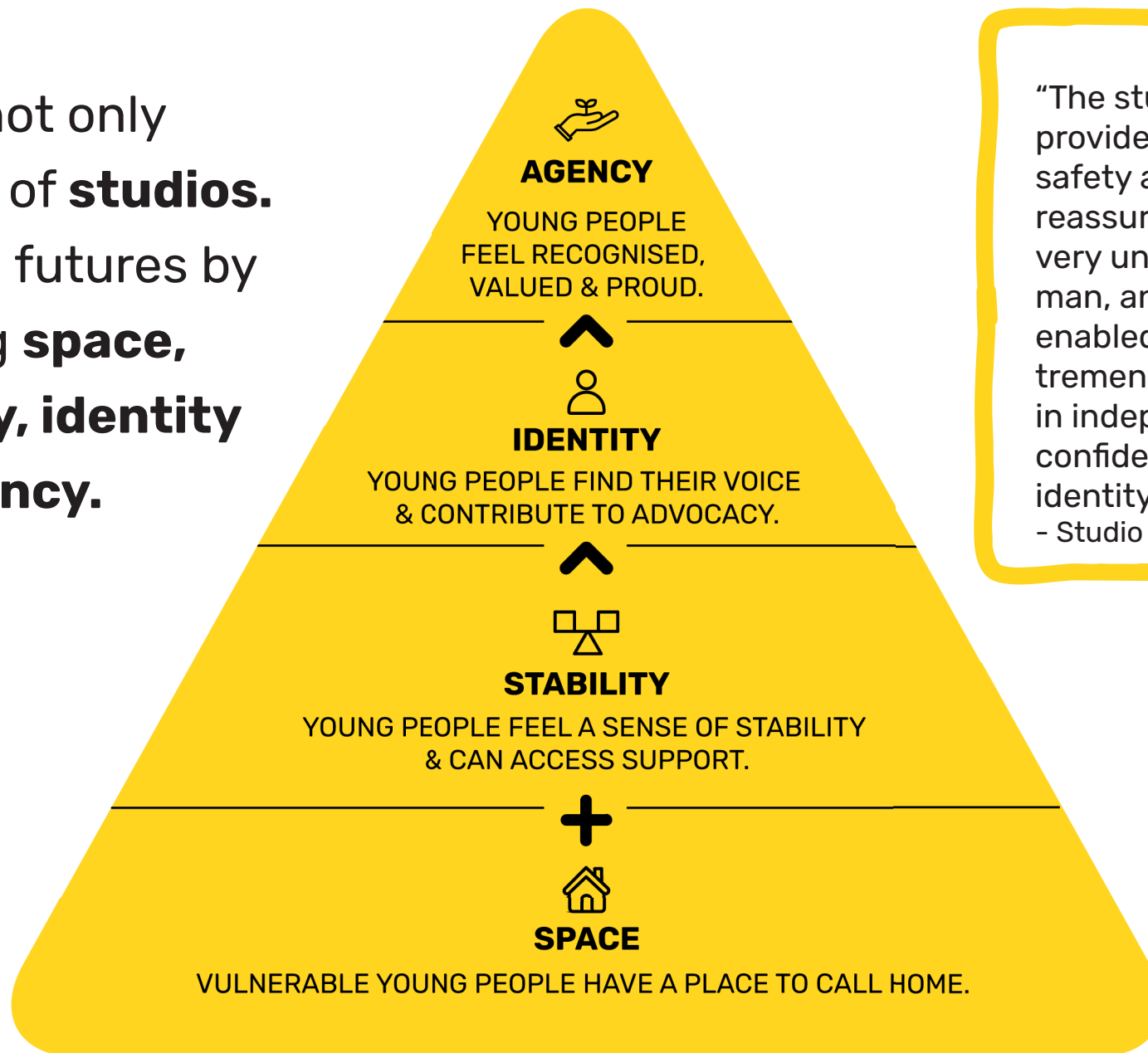
 ACCOUNTABLE

 BOLD

 COLLABORATIVE

PATHWAYS TO INDEPENDENCE

We are not only
builders of **studios**.
We build futures by
enabling **space,**
stability, identity
and **agency**.



“The studio has provided stability, safety and reassurance for a very unstable young man, and has enabled tremendous growth in independence, confidence and identity.”
- Studio recipient carer

STRATEGIC PRIORITIES 2026

INNOVATE FOR IMPACT

CO-DESIGN & YOUTH VOICE

THOUGHT LEADERSHIP & ADVOCACY

FOCUSED SUSTAINABLE GROWTH

KIDS UNDER COVER

STRATEGIC PRIORITY 1

INNOVATE FOR IMPACT

Focus: Deliver and scale innovative housing solutions and programs that create lasting change for young people at risk of or experiencing homelessness.

Commitments:

- Leverage relocatable accommodation to unlock new pathways of support for vulnerable young people.
- Strengthen how we measure evidence and communicate outcomes and impact.
- Expand our role in connecting young people to education, training and employment.
- Scale and sustain our diverse portfolio of proven accommodation solutions.
- Mobilise strategic partnerships to drive impact.
- Co-design diverse housing solutions with communities, including better supporting First Nations and LGBTQIA+ young people and other vulnerable cohorts.





STRATEGIC PRIORITY 2

CO-DESIGN & YOUTH VOICE

Focus: Ensure young people actively shape the Kids Under Cover programs, services and decisions that affect them.

Commitments:

- Create clear and accessible pathways for young people to participate in decision-making.
- Co-design programs and solutions with young people, alongside community and sector partners.
- Embed continuous feedback loops to listen, learn and adapt.
- Scale approaches proven to work, guided by lived experience and evidence.
- Use data and insight to respond to identified needs.



STRATEGIC PRIORITY 3

THOUGHT LEADERSHIP & ADVOCACY

Focus: Lead and influence the sector through prevention-focused, early-intervention and evidence-informed advocacy.

Commitments:

- Champion systems change that embeds prevention and early intervention as central to ending youth homelessness.
- Position Kids Under Cover as a trusted leader in innovative, prevention-focused solutions.
- Generate, curate and share evidence to inform policy, practice and innovation.
- Demonstrate the economic and social value of our work, including avoided costs and social return on investment.



STRATEGIC PRIORITY 4

FOCUSED SUSTAINABLE GROWTH

Focus: Grow with purpose to maximise impact while strengthening long-term financial and organisational sustainability.

Commitments:

- Align growth with sustainable funding models, delivery capacity and workforce capability.
- Ensure all growth is risk-assessed, financially viable and impact-driven.
- Build organisational adaptability to respond to changing need, policy and funding environments.
- Pursue selective expansion where demand, partnerships and capability align with our model and expertise.



ENABLERS

WHAT STRENGTHENS OUR IMPACT



PEOPLE & CAPABILITY

Building workforce capability, capacity and connection.



GOVERNANCE & FINANCIAL DISCIPLINE

Strong oversight, risk management and responsible financial stewardship.



WORKING TOGETHER FOR CHANGE

Partnerships, shared projects and lived experience driving better outcomes.



DIVERSIFIED & INNOVATIVE FUNDING

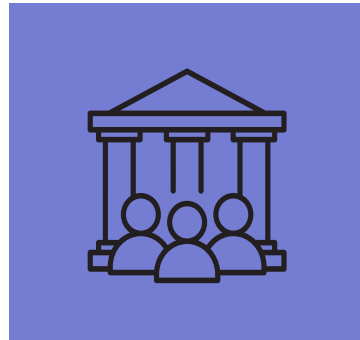
Building a balanced mix of government, philanthropic, corporate, community and innovative funding, reducing volatility and enabling sustainable impact at scale.

VALUES



AUTHENTIC

We act with honesty, integrity, empathy and respect.



ACCOUNTABLE

We take responsibility for our actions, act on feedback, and ensure our impact is meaningful.



BOLD

We embrace change and drive transformation by being curious, innovative and creative.



COLLABORATIVE

We work as a team, in partnership with our stakeholders, to create lasting impact for people.

ABOUT US

Kids Under Cover was founded in 1989 by businessman and philanthropist, Ken Morgan AO in response to the public awareness raised by the Burdekin Inquiry into Youth Homelessness. Ken was driven by the simple notion that by creating stability and opportunity we could enable young people to achieve their hopes and dreams.

Now, more than 35 years later, we remain committed to building brighter futures for young people through our programs and partnerships, driven by the core belief that no young person in our community should be homeless.

We are a registered charitable organisation in Australia supporting vulnerable young people between the ages of 12 and 25 years who are either already homeless or are at risk of homelessness. We currently house over 1000 young people each night.



TOGETHER WE CAN STOP YOUTH HOMELESSNESS BEFORE IT STARTS

GET INVOLVED:



**MAKE A ONE-OFF OR
REGULAR DONATION**



**LEAVE A GIFT IN
YOUR WILL**



**DONATE
YOUR CAR**



**PARTNER
WITH US**



  
KUC.ORG.AU

