

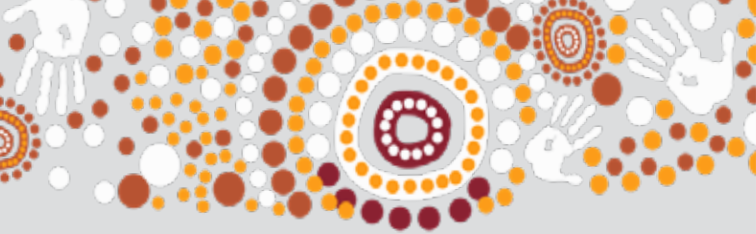


St Vincent de Paul Society  
NSW  
*good works*



# STRENGTHENING COMMUNITIES, TRANSFORMING LIVES

Strategic Plan 2024–2028  
St Vincent de Paul Society NSW



## ACKNOWLEDGEMENT OF COUNTRY

We acknowledge Aboriginal and Torres Strait Islander peoples, as the Traditional Custodians of this land, with deep respect. May Elders, past and present, be blessed and honoured. May we join together and build a future based on compassion, justice, hope, faith and reconciliation.



## OUR MISSION

The St Vincent de Paul Society is a lay Catholic organisation that aspires to live the gospel message by serving Christ in the poor with love, respect, justice, hope and joy, and by working to shape a more just and compassionate society.

## OUR VISION

The St Vincent de Paul Society aspires to be recognised as a caring Catholic charity offering a hand up to people in need. We do this by respecting their dignity, sharing our hope, and encouraging them to take control of their own destiny.

## OUR ASPIRATION

An Australia transformed by compassion and built on justice.



## MESSAGE FROM THE PRESIDENT

The St Vincent de Paul Society NSW has a long history of supporting people in need – we provide support and compassionate care, respecting fundamental human dignity. We support people to take control of their own lives, work through challenges and improve their wellbeing.

Over the period of our last strategy (2020-2023), we have responded to communities impacted by drought, bushfires and floods; managed the impact of the COVID-19 pandemic on individuals; and provided assistance to people experiencing poverty – always responding to the need arising in the communities where we work.

It is our experience of working with people in need that has informed the direction of our new strategy – we have consulted broadly with all our people and those who we assist in its development. One of the Society’s strengths is our ability to renew and adapt to our changing world, always focussed on providing support for those most in need.

Our new strategy commits to service excellence and to service growth in areas of most need. All of our people, our members, volunteers and employees, as well as our partners and supporters in the community, contribute to the transformation of the lives of the people we assist, and to build a more just society. This strategy will enable us all to provide more targeted, impactful support to those most in need.

**Paul Burton**  
State Council President



## MESSAGE FROM THE BOARD CHAIR

At the centre of everything we do are the people who we assist. Through the transformational work of our last strategy, we have built the foundations to expand our service provision and impact; and we are committed to ensuring that all our services support lasting outcomes for the people we assist.

This strategy responds to the significant need that currently exists in communities throughout NSW. The escalation of the housing crisis and the rising cost of living is pushing people closer to the margins. We know that in this environment, many people are experiencing vulnerability or personal crisis for the first time.

Our strategic goals – Excel, Grow and Cultivate – articulate our commitment to anticipate and respond to the need that we see in community. We will do this by delivering service excellence, growing our footprint so we can assist people in their communities and cultivating our capacity and capability to do so effectively.

This strategy will guide the delivery of impactful, transformative and responsive services that reach the most disadvantaged in our community. We look forward to an exciting period of consolidation and growth for the Society as we work to support lasting positive outcomes for people in need.

**Richard Stewart**  
Board Chair



## MESSAGE FROM THE CEO

This strategy is built on our analysis of the environment in which we work, our unique strengths and our capacity to respond to need. We have identified gaps in service delivery, as well as increased community needs and vulnerabilities. We have identified that there is potential for us to increase our social impact and effectiveness, and opportunities to leverage our resources.

Our new strategy focuses on service excellence and growth. We will continue to ensure our work results in increased security, stability and social connectedness for the people we assist – and we will focus on supporting people to sustain these outcomes over time.

We also plan to grow – to extend the reach of our services to new groups of people in the most disadvantaged and hard to reach communities. Growth in service delivery requires growth in income generation – we will invest for growth in our retail, commercial enterprise and fundraising operations so that we can provide more services to people in need in our communities.

With this strategy we aspire to do more and do it better, extending our impact for people in need in communities throughout NSW.

**Yolanda Saiz**  
CEO





## THE CHALLENGES TO WHICH WE RESPOND

**Despite New South Wales having a strong economy and abundant resources, many people across the state continue to experience unacceptable levels of economic disadvantage.**

Our analysis of community needs tells us that:

- the housing crisis is worsening, with housing increasingly unaffordable and an inadequate housing supply
- the rising cost of living has a disproportionate impact on the most marginalised
- many people in NSW have unequal access to work, income and educational opportunity; and lack access to appropriate services
- disadvantage is experienced disproportionately by First Nations communities; people with experience of mental health issues; and in communities such as those in parts of South

Western Sydney, Western NSW, the Central Coast and the NSW North Coast.

We know that there are structural causes to poverty and disadvantage. These structural issues compound individual vulnerabilities including poor mental health; social isolation; harmful alcohol and drug use; inadequate access to information and support; and intergenerational trauma.

The primary challenges that we seek to address through our work are that:

- people experiencing, or at risk of, homelessness and social exclusion or disconnection struggle to access and sustain the support they need
- systems and funding models are designed to respond to crisis rather than complex need or chronic disadvantage.



## THE PEOPLE WE ASSIST

**The Society embraces all individuals with dignity and respect and is committed to providing assistance to the most marginalised people, including those experiencing repeated cycles of disadvantage and encountering barriers to accessing services.**

We know that the people we support have often experienced adverse events that lead to a crisis or put them at risk of entering cycles of entrenched disadvantage.

We support:

- people experiencing poverty and disadvantage requiring direct care and support or support during an emergency
- people affected by the housing crisis; as well as individuals at risk of, or experiencing homelessness
- people experiencing domestic and family violence
- people experiencing harmful alcohol and other drug use
- people who are isolated with limited or no social or family supports.

We build and sustain relationships through compassionate care and respect for the dignity of every person; and build pathways from response to immediate need to supporting long-term security, stability and community inclusion.

## OUR IMPACT IN COMMUNITY

This strategy is focussed on increasing our social impact. We seek to understand and address the most immediate needs of the people we assist, including safe accommodation; trusted relationships to build social connections and support systems; and immediate assistance for financial, material and social needs.

We also work towards supporting longer term solutions that improve stability and resilience, such as access to secure, safe and sustainable housing; a sense of belonging through community connection and participation; and economic stability and independence.

The long-term change we seek to support through our work and our advocacy is that:

- people experiencing, or at risk of, homelessness, social exclusion or disconnection achieve and sustain security, stability and community connection
- systems and policies address and appropriately fund responses to both acute and chronic disadvantage.

We are committed to demonstrating the impact of our services through outcomes measurement and to amplifying our impact through the delivery of this strategy.



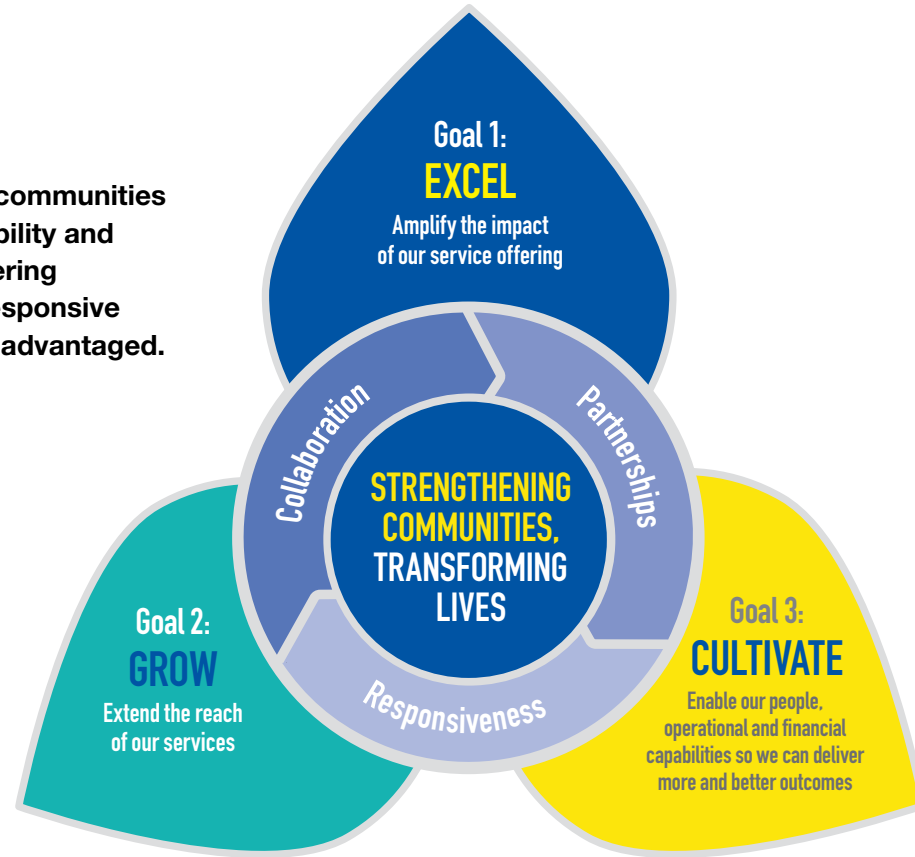


# STRATEGIC VISION

We accompany individuals and communities in their journeys to security, stability and community connection by delivering impactful, transformative and responsive services that reach the most disadvantaged.

Our actions are inspired by our founders and informed by the principles of compassionate care and respect for the dignity of every person.

Our successes are driven by collaboration, partnerships and our capacity to be responsive.



# OUR STRATEGIC GOALS

## 1. EXCEL

Amplify the impact of our service offering to

- improve security, stability and social connection outcomes
- ensure the people we assist sustain outcomes over time
- achieve comparable outcomes for the most disadvantaged communities

## 2. GROW

Extend the reach of our services to

- ensure more people across NSW achieve and sustain housing security
- increase access to impactful services for the most disadvantaged and hard to reach communities

## 3. CULTIVATE

Enable our people, operational and financial capabilities so that we can deliver more and better outcomes through

- a vibrant, skillful and collaborative network of members, volunteers and employees
- change and innovation informed by analytics and research
- increased net revenue to invest in service delivery by excelling in our retail, commercial enterprises and fundraising operations

# SUCCESS DRIVERS

As part of the development of this strategy, we conducted extensive consultations to better understand our aspirations for impact, and to identify the key challenges and opportunities within the Society.

We identified three major success drivers that will allow us to achieve our strategic goals and deliver on our mission.



## COLLABORATION

Successes will be driven by collaboration. We have identified ways in which members, volunteers and employees can work together more effectively, led by our mission and values, to deliver more and better impact.

Likewise, we will increase collaboration between our services, our advocacy and our enabling functions to increase our impact in communities.



## PARTNERSHIPS

Partnerships will be key to our successes – we will partner with the people we assist, to co-design services and evaluate service provision. We will also work with other organisations to provide integrated services to the people we assist.

We will enhance our partnerships with both state and federal government agencies, to support the best outcomes for the people we assist; and we will continue to work with our many corporate partners who generously support our work in community.

We will be more visible in communities throughout NSW through local partnerships, by working with local organisations to provide integrated services, engaging with local First Nations communities and conducting local advocacy.



## RESPONSIVENESS

Our people have expressed a strong aspiration for the Society to continue to adapt to the changing world, and to increase our capacity to understand and respond to the needs of the most disadvantaged.

Our successes will rely on our capacity to be responsive, to improve and to adapt. We will increase our research and evaluation capability to ensure our services are contemporary, leading practice and informed by evidence.

Our service design and implementation will be underpinned by data and evidence. We will conduct ongoing community needs analysis, increase our analytics capability and monitor and evaluate the impact of our services to ensure that our services are responsive to the needs of the people we assist.





# Goal 1: Excel

## Amplify the impact of our service offering

### With a focus on:

- Providing integrated holistic responses to local challenges through cohesive service networks and use of local strengths
- Incorporating supports and approaches that transform people's lives and that prevent crisis and cycles of disadvantage
- Implementing leading practice and co-designing responses with the people we assist to provide appropriate supports

### OUTCOMES

- Improved security, stability and social connection outcomes
- The people we assist sustain outcomes over time
- Comparable outcomes for the most disadvantaged communities

### Driven by:



#### COLLABORATION

- Strengthened internal pathways, networks and collaboration between Conferences, Vinnies Services and shops
- Use of 'hub model' where appropriate
- Increased Conference support and volunteer opportunities in service delivery
- Local advocacy



#### PARTNERSHIP

- Partnering with local services to provide wrap around supports, referrals and networks
- Partnering with government, community organisations and businesses to gain support to amplify our impact



#### RESPONSIVENESS

- Ongoing research, needs analysis, review and evaluation to enable us to keep leading with best practice and community need
- Co-design with people and communities
- Design of a Vinnies' service model that offers holistic wrap around supports



# Goal 2: Grow

## Extend the reach of our services

### With a focus on:

- Supporting people in their communities, going to where they are, listening to their concerns, and continuously improving access points to be approachable and welcoming to the most disadvantaged and vulnerable communities
- Increasing supports across the spectrum of housing insecurity and homelessness throughout NSW
- Implementing collaborative approaches to support communities in the most disadvantaged and hard to reach locations, in order for them to thrive

### OUTCOMES

- More people across NSW achieve and sustain housing security
- Increased access to impactful services for the most disadvantaged and hard to reach communities

### Driven by:



#### COLLABORATION

- Use of our membership footprint and resources to provide flexible supports to keep people in their homes
- Local and systematic advocacy for additional social and affordable housing



#### PARTNERSHIP

- Partnering with government, community organisations and businesses in new locations to coordinate place-based solutions
- Partnering with organisations to provide wrap around supports (i.e. SAHF) and housing



#### RESPONSIVENESS

- Appropriate access points and service design (remote, mobile)
- Research and co-design of services aimed to new targeted cohorts





# Goal 3: Cultivate

## Enable our people, operational and financial capabilities so that we can deliver more and better outcomes

### With a focus on:

- **People, processes and technology** working together to deliver more impact
- **Building a constructive organisational culture** and improving recognition and development of our people
- **Effectively managing risk** and ensuring safety and wellbeing
- **Strengthen our retail, commercial enterprise and fundraising businesses** to increase income-generation to deliver more service to people and communities
- **Building our capacity to be responsive** and to innovate by informing our actions through data analytics, monitoring, evaluation and research
- **Continuously testing and learning** as we implement new initiatives in program design and support functions

### OUTCOMES

- **A vibrant, skilful and collaborative network of members, volunteers and employees**
- **Change and innovation informed by analytics and research**
- **Increased net revenue to invest in service delivery by excelling in our retail, commercial enterprises and fundraising operations**

### Driven by:



#### COLLABORATION

- Improved member and volunteer engagement
- Implementation of new retail strategy and commercial enterprise initiatives
- Local fundraising
- Effective safety management at all levels
- Formation in Vincentian mission
- Community engagement



#### PARTNERSHIP

- Partner with people and communities for service design
- Increased corporate partnerships in procurement and fundraising
- Increased government and institutional partnerships in advocacy, research and funding



#### RESPONSIVENESS

- Technology solutions
- New Conference models
- New volunteer opportunities
- Effective risk management
- Research, policy and advocacy
- Property and facilities management to enable service delivery



## LIVING OUR MISSION

**The St Vincent de Paul Society's heritage shapes and inspires a living and contemporary tradition. It is a heritage of which we are proud – it is faith in action to address poverty and inequality.**

We are inspired by the basic tenets of our mission and vision: to work 'to shape a more just and compassionate society' and to offer a 'hand up' to people experiencing disadvantage. We respect the dignity of the people we assist and encourage them to take control of their own destiny.

We are spiritual and connected. Our spirituality is guided by the ministry of Jesus – radical inclusivity, restoration and accompaniment. We aspire to live values of commitment, compassion, respect, empathy, advocacy and courage each day.

We are committed to those people who live on the margins of our community and are guided by Catholic social principles of dignity of the human person and solidarity.

All of our people contribute to the common purpose of serving the most disadvantaged in our community, providing a 'hand up' and helping them to rebuild their lives.



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