Vinnies Vans Strategy | July 2024 – June 2028

# Introduction

The Vinnies Van Service (also known in Sydney as Night Patrol) was founded in 1957 by two 19-year-old Sydney University students who wanted to connect with and give dignity to the rough sleepers they walked past after attending class. They served hot tea and coffee, coupled with conversations from the back of their mother's red Toyota Corolla.

Today, that humble service started by two young Vincentians has grown to 13 fully equipped Vinnies Van Services are operating across NSW, from Sydney’s CBD to Orange and from north in Lismore down to Wollongong in the south. These Van Services promote social inclusion and cohesion by providing an opportunity for people to gather, to eat and create a sense of community.

This state-wide Vinnies Vans Strategy builds on The Society’s work over recent years to consolidate and share best practice across the vans in each Region. It focuses on three key areas:

* Growing the impact of Vinnies Vans to better support the people we assist;
* Increasing the reach of Vinnies Van Services, particularly for disadvantaged and hard to reach communities; and
* Ensuring the Vinnies Van Services are sustainably resourced and funded.

# Scope

This Strategy covers all Vinnies Vans Services for the period July 2024 to end June 2025. It will impact all Society employees, members and volunteers that interact with the Vinnies Vans across this period.

|  |  |
| --- | --- |
| Strategy Approved by ELT | 20 November 2024 |
| Strategy Approved by State Council | XXX Date 2024 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **PRIORITY 1: GROW THE IMPACT OF VINNIES VAN SERVICES FOR THE PEOPLE WE ASSIST**  **KPI 1a: 25% growth in number of referrals provided by each Van Service, each year.[[1]](#footnote-2)**  **KPI 1b: 100% of Vans Volunteers and members trained in courses as listed below and ongoing upskilling in place for volunteer turnover by June 2028.**  **KPI 1c: All Vans Services operate at least one daytime hub service by June 2028.** | | | | |
| **Action** | **Lead** | **When** | **Deliverable/s** | **Interdependencies across the Society** |
| Finalisation & roll-out of online data system for Vans Services | Josie Charbel & Lisa Kazzi | Year 1 | Data system effectively recording People we Assist, referrals & all other wrap around services finalised and rolled out across Vans | IT  Member program team |
| Modules developed/selected, and training of staff & existing and new volunteers undertaken in:   1. Use of data capture system 2. Best practice community referral processes 3. Cross-Cultural Awareness training 4. De-escalation challenging behaviour and verbal self-defence training 5. Mental Health and drug and alcohol awareness training 6. Briefing and de briefing 7. Trauma informed practice 8. Compassionate inquiry 9. Code of conduct | Matt Bullen & Catalina  Van Co-ordinators and Van Team | Years 1 & 2, then ongoing | All Vans Coordinators Trained in ‘train the trainer’ model  All Vans existing and new volunteers/associate members trained in best practice referral processes; upskilling awareness training models & increased referrals recorded in data capture system. | IT  Learning & development team  WHS team  Members and volunteer experience team  Finance  Member program team |
| Development & implementation of additional ‘mobile hub’ daytime services, where the people we assist can access conference assistance and other locally relevant wrap-around supports on the stop. This could include working with local councils, NSW Health, the Department of Community & Justice (DCJ), Vinnies Services and other local NGO services to provide additional wrap-around supports such as nurses, GPS, counselling services, laundry options, food, together with Vans stops.  By the end of the Strategy, each Van Service should have at least one mobile hub stop. | RDs and Vans Coordinators for each Van | Ongoing | Year 1 – 5 new mobile hubs (taking number to 6)  Year 2 – 5 new mobile hubs (taking number to 11)  Year 3 – 5 new mobile hubs (taking number to 16)  Year 4 – all vans operate one stop/week as a mobile hub model.  Member & volunteer recruitment campaigns for new stops/services to be undertaken in collaboration with Regions & the Member & Volunteer Experience Team. | Vinnies Services team  Conference members  Member and volunteer experience team  Government relations and policy team |
| Develop a statewide operations manual that can serve as a benchmark and implemented locally.  The manual should take account of operational procedures and processes across Vans Services including in-line with polices, training, operational service guidelines (entry and exit of stops), volunteer job roles, organisational chart, WHS assessments, community engagement interagency referrals and iPad data collection. | Josie Charbel & all Vans Staff | Years 1 & 2 | Consistent best practice procedures and processes, as well as templates for training which can be tailored to each Van Service based on their demographic need and resources. | WHS team  Policy and legal team  IT  Data team  Finance |
| **PRIORITY 2: INCREASE** **THE REACH OF VINNIES VAN SERVICES FOR DISADVANTAGED AND HARD TO REACH COMMUNITIES**  **KPI 2: Adding minimum of 40 new van stops (service sites) in significantly disadvantaged and/or hard-to-reach communities by June 2028.** | | | | |
| **Action** | **Lead** | **When** | **Deliverable/s** | **Independencies** |
| Year 1 (Jul 24 – Jun 25); new services and vans stops to be established in:   * Campbelltown ~4 new stops * Coffs Harbour ~4 new stops * Lismore ~4 new stops * Woy Woy/Hornsby ~5 new stops * Bathurst (Orange Van) ~2 new stops * Cumberland/Ryde ~8 new stops. | Van Support Co-ordinators along with RDs in each Region | Years 1&2 | New stops as listed – at least 40.  Member & volunteer recruitment campaigns for new stops/services to be undertaken in collaboration with Regions & the Member & Volunteer Experience Team.  Collaboration with Councils, community agencies, housing providers, and NGO community groups.  MOU agreements with agencies and services to resource the need effectively.  MOU agreements with volunteer groups (schools/unis) to resource the stops. | Legal team  Vinnies Services  Conferences  Finance |
| Year 2 (25-26):  Review of current areas of van service footprint, Including -  - Adaptable and flexible service delivery models (quality assessment)  - Cost analysis (operational costs actuals and forecasting)  - Benefit analysis (measuring impact)  Develop potential enhancement of Van operational Infrastructure for natural disaster relief (drought and/or floods), extreme heatwave/winter relief.  Newcastle 8 new stops  Needs assessment and demand analysis of areas of need for additional stops/Van Services  1 x NEW VAN Wagga Wagga Service (depending on identification, budget & business case approval) adding 4 new stops.  1 x NEW VAN Shoalhaven Service (depending on identification, budget & business case approval) adding 4 stops new stops.  Adding 15 new stops to existing van services. | Van Co-ordinators along with RDs and Vans state manager in each Region | Year 2 | Review & assessment document templates will be submitted by Vans state manager and review and approval by MVEI ED.  New stops & services established per review – at least 5  Member & volunteer recruitment campaigns for new stops/services to be undertaken in collaboration with Regions & the Member & Volunteer Experience Team | Conference members  Vinnies Services  Member and volunteer experience team  Finance  Government relations and policy  Member program team  Fleet |
| Year 3 (26-27):  Review of current areas of van service footprint, Including -  - Adaptable and flexible service delivery models (quality assessment)  - Cost analysis (operational costs actuals and forecasting)  - Benefit analysis (measuring impact)  Adding 20 new stops to existing van services. | Van Co-ordinators along with RDs and State Vans Manager in each Region | Year 3 | Review & assessment document templates will be submitted by Vans state manager and review and approval by MVEI ED.  New stops & services established per review – at least 10  Member & volunteer recruitment campaigns for new stops/services to be undertaken in collaboration with Regions & the Member & Volunteer Experience Team | Conference members  Vinnies Services  Member and volunteer experience team  Finance |
| Year 4 (27-28):  Review of current areas of van service footprint, Including -  - Adaptable and flexible service delivery models (quality assessment)  - Cost analysis (operational costs actuals and forecasting)  - Benefit analysis (measuring impact)  Adding 20 new stops to existing van services (day and night services) | Van Co-ordinators along with RDs and State Vans Manager in each Region | Year 4 | Review & assessment document templates will be submitted by Vans state manager and review and approval by MVEI ED.  New stops & services established per review – at least 5  Member & volunteer recruitment campaigns for new stops/services to be undertaken in collaboration with Regions & the Member & Volunteer Experience Team | Conference members  Vinnies Services  Member and volunteer experience team  Finance |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **PRIORITY 3: TO DEVELOP AND OPERATE A SUSTAINABLE VINNIES VANS SERVICE MODEL**  **KPI 3: All Vans Services to be sustainably resourced by the end of this Strategy, with operating costs fully covered through established Government, philanthropic partnerships, membership and partnering with specialist expertise as well as income generated activities.** | | | | |
| **Action** | **Lead** | **When** | **Deliverable/s** | **Interdependencies across the Society** |
| Secure establishment funding for 2 x new vans services (Shoalhaven and Wagga Wagga) | South RD & Josie Charbel | Year 2 | 2x new vans purchased, PT staffing covered, and other set-up costs covered, vans in operation by end of FY 25-26. | Corporate partnerships and fundraising team  Local Conference members and volunteers  Finance |
| Secure operations funding for 1 x new vans operation (van already secured) in Newcastle | North East RD Clare Van Doorn & Josie Charbel | Year 2 | PT staffing covered and other set-up costs covered, vans in operation by end of FY 25-26. | Corporate partnerships and fundraising team  Local Conference members and volunteers  Finance |
| Ensure strong management & outcomes for the ‘Vinnies Vans Impact Project’ grant, funded through the Ernst Heine Family Foundation ($1.5 million in funding) | Josie Charbel & Lisa Kazzi | Years 1, 2 & 3 | Strong acquittals and reporting, hitting all project milestones. | Finance  IT  Grants team |
| Fundraising Team to support and ensure the existing Vinnies Vans Services are fully funded through corporate collaborative agreements, donations and grants. | Josie Charbel, Lisa Kazzi, RDs and Fundraising Team | Years 1, 2, 3 & 4 | Funds to cover the costs of all existing vans services | Corporate partnerships team  Finance  Grants team |
| Secure establishment funding for additional new vans services per above for each year of strategy. | Relevant RDs & Josie Charbel | Years 3 & 4 | New vans purchased, staffing covered & vans in operation. | Corporate partnerships & fundraising team  Finance  Local Conference members & volunteers |
| Secure existing and new members to support the Vinnies Vans Services as a wrap-around mobile outreach service, with an ongoing commitment. | Josie Charbel, Lisa Kazzi, RDs and vans Co | Years 1,2,3,4 | Existing and new Member & volunteer recruitment campaigns for new stops/services to be undertaken in collaboration with Regions & the Member & Volunteer Experience Team | Member and volunteer experience team |
| Acquire specialist partnering agencies in the field of health, legal and other support services to help fund the Vinnies Vans Services as a wrap-around mobile outreach service, with an ongoing collaborative agreement. | Josie Charbel & Van Cos | Years  1,2,3,4 | Increase the proportion of partnering agencies/services focused on prevention and early intervention mobile hub delivery model. | Vinnies Services Team  Legal team  WHS team |
| Secure NSW Government funding to support the Vinnies Vans Services as a wrap-around mobile outreach service, with an ongoing partnership. | Joy Kyriacou, Josie Charbel & Veronica Newman | Year 1 & ongoing as needed | Pitch document to NSW Government on potential program supporting people in temporary housing – Year 1  Application to the Housing Innovation Fund (HIF) – Year 1.  Inclusion of Vans as an innovative delivery model in DSS ER tender – Year 1 | Data team  Government relations and policy |
| Implement new offers, initiatives and activities to drive income through Vinnies Vans Services, including:   * Establishing new corporate experiences and volunteering packages (with ROI) collaboratively with Fundraising Team, e.g.: corporate days at West Ryde site, daytime community BBQs, corporate based site volunteering.  1. Execute special Vinnies Vans corporate and community events, such as luncheons, networking events, community sleepouts, to drive donations and fundraising. 2. Increase local fundraising through cause related marketing activities and fundraising drives. 3. Large project initiatives in line with this Strategy that drive larger philanthropic or Government funding, particularly as the EHFF grant comes to a close. | Josie Charbel, Lisa Kazzi, RDs & Regional teams + Fundraising Team | Years 1, 2, 3 & 4 | Corporate fundraising rises over the period of the Strategy to the value of at least 60%[[2]](#footnote-3) of vans operating costs annually.  New fundraising initiatives scoped and delivered across Metro and all Regions that have Vans.  New philanthropic grants scoped and sought. | Brand and Creative team  Communications team  Conference members and volunteers  Fundraising team  Grants team |

1. 2024 will be year one, with the baseline being zero as we do not have recorded data on a system at present. [↑](#footnote-ref-2)
2. This uplift will depend on necessary funding mix, based on other Government and philanthropic Grants sought. Currently corporate partnerships bring in around 50% of operating costs. [↑](#footnote-ref-3)