



Weave Youth & Community Services

**Strategic Plan 2026 - 2028**

Building on five decades of place-based,  
community-led work.



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# A message from our CEO

## Building on five decades of place-based, community-led work.



As we approach Weave's 50th anniversary, I am proud to introduce our new 3-Year Strategic Plan FY26 - FY28 - a document that guides and builds on our five decades of place-based, community-led work and reflects our ongoing commitment to creating meaningful, positive impact with the communities we walk alongside.

Over the past 6 months, we have engaged in conversations with our key stakeholders including community members, staff, Board members, volunteers, funders and partners to inform this plan. These conversations helped us to better understand what our communities need from us in the face of ever-evolving circumstances, challenges, gaps and opportunities, as well as what Weave is doing well and should continue to build on and prioritise.

What emerged from these conversations has helped us to clarify the focus and vision for this current plan.

This strategic plan is more than a set of goals, it is a reflection of our values in action: respect, integrity, humility, justice & equity, empathy, creativity & perseverance. It outlines clear strategic focus areas for our work with individuals and communities as well as key priorities for building on the organisational foundations that support this work, while remaining deeply aligned with our community-led origins.

Our vision for "a strong, connected community with opportunities, justice and equity for all" remains at the heart of both our work and our advocacy alongside our clients and communities to affect systemic change.

Over the next three years we know there will be challenges and opportunities. This plan, alongside our Aboriginal Healing Framework and our purpose "to support individual and collective wellbeing and healing in the communities we walk alongside" will allow us to navigate the path ahead with clarity and courage, while always keeping clients and community at the centre of everything we do.

Thank you for your ongoing support and collaboration.



Siobhan Bryson  
CEO



# About Weave

Weave Youth & Community Services is a place-based, community-led organisation located on unceded Gadigal and Bidjigal Lands in Sydney, with a deep and long-standing commitment to the communities we walk alongside. Our purpose is to support individual and collective wellbeing and healing in the communities we walk alongside.

Weave began in 1976, when a group of local Aboriginal women in Redfern/Waterloo advocated for support and services for local young people. We are grateful to those strong, determined women. Their vision for better opportunities for young people remains at the heart of our work today. We have continued to design services with and for the communities we support, ensuring that our impact is meaningful, and transformative.

Our diverse and holistic range of programs and services support children, young people, women and families, many of whom have been impacted by systemic disadvantage and intergenerational trauma. We provide consistent, trusted support and genuine care to our communities, including:

- Wrap-around support for children, young people and families who face challenges including poverty, lack of access to opportunities, homelessness, racism and discrimination.
- Intensive, specialist support for women and children impacted by domestic and family violence and abuse.
- Holistic support for young people impacted by mental health and drug and alcohol issues.
- Tailored support for people leaving prison or otherwise involved in the criminal justice system, to give them the best chance of a successful life away from the criminal justice system.
- Support to obtain a driver's licence; and free tutoring support for children and young people who otherwise couldn't afford it.
- Events and creative projects, designed with our communities, that bring people together and celebrate the strength and stories of the people and communities we walk alongside.

Weave is committed to advocating for changes to systems that continue to oppress, marginalise and exclude people.

We strive to build strong, connected communities with opportunities, equity and justice for all, and our holistic, community-led work creates meaningful, lasting change.



## Our Vision

A strong connected community with opportunities, equity and justice for all.

## Our Purpose

To support individual and collective wellbeing and healing in the communities we walk alongside.



# Our Values

## Respect

We respect the lands Weave is located on, Gadigal and Bidjigal lands. We respect the traditional custodians and value their unique wisdom and knowledge. We recognise that sovereignty was never ceded and that this always was and always will be Aboriginal land.

We respect and value our clients and communities and their stories, wisdom and experiences and we respect our partners, Board members, volunteers and colleagues.

## Integrity

We act with honesty, fairness and transparency in everything we do. We take responsibility for our actions and hold ourselves accountable to the people and communities we work with. We honour the legacy of those who have come before us and stay true to our community-led origins. We speak up when something isn't right, and always aim to do what is just, even when it's hard.

## Humility

We approach our work with openness, curiosity and a genuine willingness to listen and learn. We believe people are the experts in their own lives and that true understanding comes from genuine collaboration and being guided by the experiences and knowledge of the people and communities we walk alongside. We are committed to remaining grounded, reflective and accountable in all that we do.

## Justice & Equity

We believe everyone deserves to be treated with dignity and fairness. We recognise that not everyone starts from the same place and we tailor our support to meet people where they are at, ensuring access, opportunity and respect for everyone.

We actively challenge injustice and work to change the systems, structures and attitudes that create and sustain inequality. We advocate for a more just and equitable society.

## Empathy

We listen with compassion and seek to understand the experiences, feelings and perspectives of others without judgment. We believe that this creates the foundation for meaningful connection.

We meet people where they are, recognising the strength it takes to ask for support, and we respond with kindness, respect and genuine care. Empathy guides how we build trust, form relationships and walk alongside our clients and community.

## Creativity & Perseverance

We understand the complexity of social issues and we find creative and flexible ways to achieve outcomes despite obstacles. We are persistent and we don't give up on people or communities when things get tough. We are in for the long haul and willing to do the hard yards. We focus on strengths and capabilities and build on these to create meaningful, lasting change.



## Our Vision

A strong connected community with opportunities, equity and justice for all.

## Our Purpose

To support individual and collective wellbeing and healing in the communities we walk alongside.

## Key Strategic Focus Areas

- 1. Support children, young people, women and families to thrive
- 2. Strengthen communities by supporting wellbeing and healing
- 3. Build on Weave's cultural capability & culturally responsive practice
- 4. Fight alongside our clients and communities to affect systemic change

## Foundations of Our Work

- Quality service delivery that is informed by client and community voices
- Responsive and welcoming spaces for our clients and our work
- Strong & supportive workplace culture
- Trusted reputation & values aligned partnerships
- Strong governance & secure operational environment

## Our Values

Respect

Integrity

Humility

Justice & Equity

Empathy

Creativity & Perseverance

# Key Strategic Focus Areas

## 1. Support children, young people, women and families to thrive

Our range of holistic programs and services are designed to provide tailored support to children, young people, women and families that meet their practical needs and support emotional and social wellbeing.

Our services create space for people to build confidence, connect with their community and culture and engage in creative and advocacy focused projects that provide opportunities to increase skills and contribute as leaders in their communities.

## 2. Strengthen communities by supporting wellbeing and healing

Healing, culture, connection and wellbeing are at the centre of everything we do. Our work is grounded in place-based and trauma-informed practice, guided by the voices and expertise of our clients and communities. We provide counselling, practical support, therapeutic groups, creative projects and community-led events that promote healing and enhance wellbeing for individuals and communities.

## 3. Build on Weave's cultural capability & culturally responsive practice

Over the 50 years that Weave has been working alongside communities, we have continued to develop an understanding of what it means to be a culturally responsive organisation, both internally with our team and externally in our work.

Embedding the Aboriginal Healing Framework as a foundational, guiding document in our organisation represents a vital step in building Weave's cultural capability, cultural responsiveness and accountability to our Aboriginal staff, clients and communities.

At the heart of this work is a commitment to genuine and sustainable healing outcomes for Aboriginal and Torres Strait Islander people and their families. By embedding culturally responsiveness, humility and holistic, trauma-informed practices, we aim to honour community wisdom, deepen trust and support long-term wellbeing across the communities we walk alongside.

## 4. Fight alongside our clients and communities to affect systemic change

Weave operates within communities that have been fighting for justice and survival since colonisation. We are committed to walking alongside our Aboriginal clients and communities in their ongoing resistance to systemic injustice. We recognise and celebrate Aboriginal and Torres Strait Islander people's self-determination, knowledge, innovation and continuous custodianship of culture, language, Country and community.

We listen to and work with local communities to identify the systems, attitudes and issues that negatively impact their lives. In challenging these structures and policies, we are informed by the wisdom of our communities and together, advocate for change, seeking a fairer, more just and equitable society.

We embed reflective practice, training and processes that allow us to critically evaluate our work and remain accountable for striving to not be complicit in the injustices we aim to dismantle.

# Foundations of Our Work

## Quality service delivery that is informed by client and community voices

We are dedicated to providing high-quality services that are responsive, effective and grounded in the voices of our clients and communities.

By actively listening, learning and integrating feedback, we ensure our work reflects the real needs, strengths and aspirations of the people we support. This commitment drives continuous improvement and keeps clients and community at the heart of everything we do.

## Responsive and welcoming spaces for our clients and our work

We design spaces that celebrate creativity, culture and connection. Our sites aim to be welcoming, grounding and supportive of wellbeing and healing – places where people feel valued, seen and experience a sense of belonging.

## Strong & supportive workplace culture

We know the importance of cultivating a positive and empowering workplace culture, where diverse voices and perspectives are valued and elevated. We invest in our passionate, skilled team of staff and volunteers, ensuring they feel supported, connected and equipped to thrive in their roles and deliver meaningful impact.

## Trusted reputation & values aligned partnerships

We are committed to building on our 50-year history, trusted reputation and strong relationships to share and strengthen our impact through collaboration.

At Weave, we work with values-aligned partners to strengthen community-led solutions and build capacity to ensure the sustainability of our work.

## Strong governance & secure operational environment

We maintain and continuously improve the tools, systems, and infrastructure needed to support our work now and into the future. This includes ensuring excellent governance, compliance, accountability, financial management, and sustainability; maintaining robust HR and IT systems and processes; upholding accreditation under the Australian Services Excellence Standards, and proactively identifying and mitigating risk. Together, these measures ensure we remain a strong, viable and well-run organisation.

