



# STRATEGIC PLAN 2018-2023



St Vincent de Paul Society  
CANBERRA/GOULBURN

*good works*

# 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.

# MISSION

The 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 KEY VALUES

**COMMITMENT:** Loyalty in service to our mission, vision and values

**COMPASSION:** Welcoming and serving all with understanding and without judgement

**RESPECT:** Service to all regardless of creed, ethnic or social background, health, gender or political opinions

**INTEGRITY:** Promoting, maintaining and adhering to our mission, vision and values

**EMPATHY:** Establishing relationships based on respect, trust, friendship and perception

**ADVOCACY:** Working to transform the causes of poverty and challenging the causes of human injustice

**COURAGE:** Encouraging spiritual growth, welcoming innovation and giving hope for the future.

Our Strategic Plan 2015-2018 has been a valuable resource to guide us through the many changes that have occurred; including significant financial challenges, embracing new technology and arresting a declining membership. In all of this the Strategic Plan has kept us focussed on the reason for the St Vincent de Paul Society's existence. We are unashamedly a lay Catholic organisation with a long history of serving Christ through service to those in our community who suffer poverty and marginalisation. We do what is necessary to give people a 'hand up'.

In reviewing our Strategic Plan 2015-2018, I can say that for nearly every strategy we have either achieved its objective or we are well under way to the point that the strategy now has its own momentum. I congratulate the many people who have worked so hard and passionately to get us to this point.

In developing our Strategic Plan for 2018-2023, we have had the benefit of consultation from Price Waterhouse Coopers and 180 Degrees Consulting for which I thank them. We have also consulted with our members, volunteers, employees and partners. Their responses gave very clear messages that have guided the Territory Council in formulating the Strategic Plan.

As we face a new set of challenges in the next five years the Strategic Plan is clear in defining what we aim to achieve to better support our members, volunteers and employees; to get the best results for those who call on our help, and to ensure that we get the best value for those who support us financially or in kind.

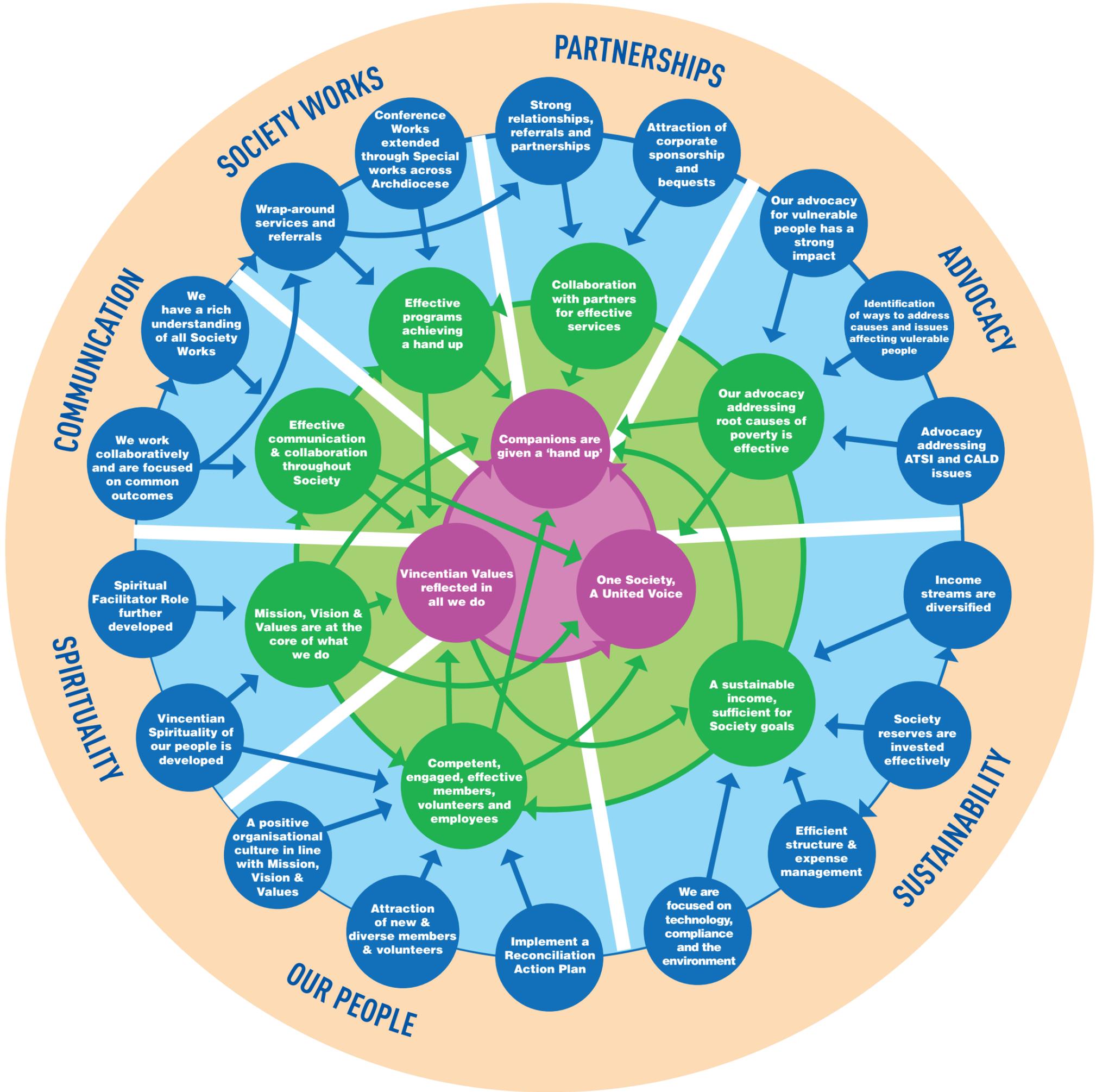


**Warwick Fulton**  
Territory Council President  
St Vincent de Paul Society, Canberra/Goulburn



## MESSAGE FROM OUR PRESIDENT

# RESULTS MAP



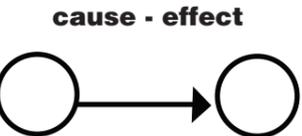
## GLOSSARY OF TERMS

- SVDP** St Vincent de Paul Society Canberra/Goulburn
- M,V&V** SVDPs Mission, Vision and Values
- We, Our people** SVDP members, volunteers and employees
- MVEs** SVDP members, volunteers and employees
- Hand up** A companion's life situation is improved with our help
- Litmus** SVDP online training platform
- PD** Professional development for MVEs
- KPIs** Key Performance Indicators, measures which reflect success in our goals
- NDIS** National Disability Insurance Scheme
- ATSI** Aboriginal and Torres Strait Islander
- CALD** Culturally and linguistically diverse

**One Society, A United Voice** By speaking with one united voice across Australia the National Council aims to nurture our people and ensure a sustainable future for the Society so as to better respond to, and advocate for, the people we serve.

## LEGEND

- process result
- current strategic result
- mission or vision result





## SPIRITUALITY

The Society's Vision, Mission and Values are at the core of all that we undertake as members, volunteers and employees. They form the core of our faith based organisation which continues to espouse Catholic teachings grounding our endeavours in Jesus' call to 'love our neighbour as ourselves'. Our founders provided us with an example of how we can continue providing the Society's 'good works' today and into the future. As always we remain open to share our journey with all who wish to grow in and share our Vincentian Spirituality, whatever their faith tradition.

### GOAL

The Society's Vision, Mission and Values are at the core of all decisions and undertakings.

### GOAL

Vincentian Spirituality of our people is developed through educational opportunities and programs.

### GOAL

The role of Spiritual Facilitator is further developed and supported.

### MEASURES

- MVE Engagement Scores
- Retention Rate of MVEs
- New Member Rate

### MEASURES

- MVE Engagement Scores

### MEASURES

- MVE Engagement Scores
- Percentage of Conferences with Spiritual Facilitator

### INITIATIVES

- Introduce MVEs to Vincentian Spirituality through induction and orientation training programs.
- Proposals to Territory Council and key management decisions will be mapped against the Vision, Mission and Values of the Society.

### INITIATIVES

- Implement a 'Living the Values' program.
- Develop Litmus courses that focus on spirituality.
- Conduct a Vincentian Leadership Program.
- Provide a wide range of online spiritual resources for Reflections.

### INITIATIVES

- All Conferences to have a Spiritual Facilitator.
- Provide training and development for Spiritual Facilitators.
- Create a Spiritual Facilitators network within the Society for advice, support and sharing of resources.
- Conduct bi-annual retreat for Spiritual Facilitators.



# COMMUNICATION

Good communication throughout the Society supports a number of critical success factors including organisational culture, shared vision, collaboration, efficiency and effectiveness. By focussing on good communication we can improve the experience of our people and the people we assist.

## GOAL

We are all focused on the same outcomes.

## GOAL

We work together collaboratively.

## GOAL

Conference Members have the information they require for effective home visits including knowledge on Special Works.

## GOAL

We have a rich understanding of all Society Works.

## MEASURES

- MVE Engagement Scores
- Internal/External Referral Rates
- Program Success Rates

## MEASURES

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## MEASURES

- MVE Engagement Scores
- Internal/External Referral Rates

## MEASURES

- MVE Engagement Scores
- Internal/External Referral Rates
- Program Success Rates

## INITIATIVES

- Develop an overall Communications Plan to ensure communication is planned and executed well.
- Where appropriate direct communication from Canberra/Goulburn office to VP Conferences or Regional Presidents and then onto Conferences.
- Develop a Communication Plan Template to guide the communication of a new initiative, requirement, etc.
- Decide on and develop a streamlined communication platform (email, Vinsite, newsletter, Facebook etc.) .
- Phase out ineffective forms of communication.

## INITIATIVES

- Employees to be invited to Conference Meetings to increase collaboration and share knowledge.

## INITIATIVES

- Conference Referral Information Sheet be developed and tailored with local information for each conference.
- Develop a communication system acceptable to a significant majority of conference members that provides easy access to referral and other information.

## INITIATIVES

- Continuation of annual roadshows.
- Presentations by Society Works Programs to MVEs at Wednesday Seminars, with summaries and/or video recordings available on Vinsite.



## SOCIETY WORKS

Our Special Works exist to extend the good works of our Conferences through the provision of professional services, offering a hand up to people in need. We can maximise our assistance to companions through effective collaboration between all elements of the Society.

### GOAL

All elements of the Society collaborate effectively both internally and with external partners to provide quality wrap-around services.

### GOAL

Society Works programs are focussed on outcomes for participants and concentrate on providing a 'hand up'.

### GOAL

Conference Works are extended through the provision of Special Works and are established in rural NSW where appropriate.

### GOAL

Secure government funding to continue existing services and establish new services where appropriate.

### MEASURES

- MVE Engagement Scores
- Internal/External Referral Rates

### MEASURES

- Program Success Rates

### MEASURES

- Program Success Rates
- Program Evaluation
- Number of new Programs for ACT and NSW

### MEASURES

- Total Funds Available for Community Services
- Non-government funding greater than government funding
- Surplus by Program

### INITIATIVES

- Presentations by Society Works Programs to MVEs at Wednesday Seminars and as part of the annual roadshows.
- Educate Special Works employees on Conference works, and vice-versa.
- Document triggers and pathways for referral.

### INITIATIVES

- Review the effectiveness of each program against its core purpose and establish success factors.
- Achieve accreditation in NDIS, Homelessness, and Mental Health to support best practice in our Special Works programs.
- Increase Oaks Estate services and assess opportunity to establish a Social Enterprise.
- Achieve financial viability, then grow NDIS program in Mental Health niche, as mental health is a major cause of poverty and homelessness.

### INITIATIVES

- Visit SVDP NSW in Wagga and Wollongong to understand and identify appropriate Special Works services for Western Region & Far South Coast.
- A senior Conference Support officer is employed at Young to support Conference work, develop Special Works, support Centres and promote collaboration across the Society.
- Scope out resources and gaps in services with Conferences.
- Introduce appropriate new programs such as food.

### INITIATIVES

- Develop the capacity to respond to tenders successfully.
- Monitor grant opportunities and respond if appropriate.



## PARTNERSHIPS

The Society can maximise its impact by working co-operatively with other organisations to ensure that it delivers quality and effective services in line with its vision, mission and values, and offers a 'hand up' to its companions.

### GOAL

Collaborate with other organisations to effectively deliver quality services.

### GOAL

Relationships with existing partners are strong.

### GOAL

Corporate sponsorship pays for programs that are not funded by government.

### GOAL

We have identified and maintain relationships with those who may consider a bequest to the Society.

### MEASURES

- External Referral Rate
- Program Success Rates

### MEASURES

- External Referral Rate
- Fundraising Revenue

### MEASURES

- Fundraising Revenue itemised
- Direct Fundraising Costs v Fundraising Revenue

### MEASURES

- Bequest Matrix Scores

### INITIATIVES

- Ensure members are appropriately trained to provide referrals to other services when necessary and provide a holistic approach.
- Invite service partners to present to MVEs at Wednesday lunchtime seminars.
- MVEs have an understanding of the services offered by other agencies.
- Develop a closer partnership with Foodbank.
- Partner with specialised agencies for wrap-around services and achieve a 'hand up'.
- Develop programs with Universities and VETs.
- Further develop relationships with schools, Conferences and Youth Team.
- Partnership between Night Patrol and complimentary services.
- Join CBC Social Enterprise Taskforce and Mill House Social Enterprise accelerator.
- Review UC Pathways program.
- Continue to develop ACU partnership.
- Create joint marketing opportunities with partners both internally and externally.

### INITIATIVES

- Increase regular communication with partners.
- Invite partners to Society events to foster connections with partners and ensure they feel part of the SVDP community.

### INITIATIVES

- Develop ongoing relationships with CEOs from CEO Sleepout.
- Develop sponsorship proposals for programs that receive no government funding.
- Involve companions in facilitating team building programs.
- Review our list of suppliers for sponsorship opportunities.
- Collaborate with Volunteering and Contact ACT as a recruitment channel for corporate volunteering.

### INITIATIVES

- Develop a Bequest program and matrix.



# ADVOCACY

The Society is committed to identifying the root causes of poverty and to contributing to their elimination (The Rule 7.1). We can do this by constantly striving to understand our changing world and by being a strong voice in the advocacy for the most vulnerable people in our community. We need to increase our focus on our Aboriginal and Torres Strait Islander companions and those who are part of the intergenerational cycle of poverty.

## GOAL

Our advocacy for vulnerable people has a strong impact on:

- People experiencing homelessness
- Income inadequacy
- People suffering mental illness without NDIS support
- Asylum seekers

## GOAL

We understand the root causes of, and ways to tackle, the issues of vulnerable people.

## GOAL

Achieve better outcomes for companions from ATSI and CALD backgrounds through our advocacy.

## MEASURES

- Advocacy Monitoring and Evaluation Framework

## MEASURES

- Advocacy Monitoring and Evaluation Framework

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## INITIATIVES

- Develop and execute an External Communication Plan for all levels of the Society.
- Make advocacy efforts more visible.
- Advocate for housing as a human right.
- Influence government on affordable housing.
- Advocate for cost of living issues: food, rent, utilities, childcare.
- Advocate for education, training, employment, and single parenting work hour flexibility.
- Advocate for issues which lead to homelessness, including: domestic violence, relationship breakdowns, financial crisis, illness, mental illness, substance misuse, and the intergenerational cycle.
- Advocate for people suffering from poor mental health who are unable to secure NDIS packages and are left unassisted—focus our efforts on local government and media; work with National Office to promote at a Federal level.
- Foster partnerships with relevant government bodies and other agencies to increase affordable housing options and financial assistance programs.

## INITIATIVES

- Research the intergenerational cycle of poverty, homelessness, needs of ATSI and CALD companions.
- Approach educational institutions such as ANU, Australian Catholic University and Canberra University to gauge interest in an Advocacy Research and Analysis Partnership and secure a suitable partner to conduct research.
- Approach peak bodies such as Catholic Social Services to secure a partner for the Advocacy Research Partnership.
- Document an advocacy matrix.

## INITIATIVES

- Complete and implement a Reconciliation Action Plan.
- Consult with Reconciliation Australia.
- Advocate for fair treatment of migrants and asylum seekers, including a stop to cuts of the Status Resolution Support Services payments.



# SUSTAINABILITY

The Society can only continue the good work it has carried out since its inception by remaining relevant to an evolving world. In doing this we must ensure that we have sustainable income and that we use appropriate technologies to attain the requisite levels of quality and compliance. We want to be seen as an exemplar in environmental sustainability.

## GOAL

Our legal and organisational structures are optimal.

## GOAL

Income is diversified.

Operations are efficient.

## GOAL

Property assets are utilised as a source of income and commercial profit.

## GOAL

New and updated technologies are applied to best meet our quality and compliance needs.

## GOAL

Fiscal responsibility is exercised, particularly regarding the Society's largest outlays.

## GOAL

Environmental responsibility is a significant focus of the Society.

## MEASURES

- Total Funds Available for Community Services

## MEASURES

- Total Funds Available for Community Services
- Fundraising Revenue
- Non-government funding is greater than government funding
- SVDP Annual Surplus

## MEASURES

- Total Funds Available for Community Services
- Total Cost of SVDP Operations v Total Revenue
- Centres Revenue/Profit
- SVDP Annual Surplus

## MEASURES

- Total Costs of SVDP Operations v Total Revenue
- MVE Engagement Scores

## MEASURES

- Total Cost of SVDP Operations v Total Revenue
- Total Funds Available for Community Services
- SVDP Reserves

## MEASURES

- Environmental Impact Audit Scores

## INITIATIVES

- Implement optimal organisational structure.
- Convert the Association to Company Ltd by Guarantee.
- Wind up the Company Ltd by Shares.
- Maintain adequate compliance levels.

## INITIATIVES

- Develop a structure to support execution of Fundraising Plan.
- Diversify fundraising sources to offset charity fatigue.
- Develop Community Housing management.
- Develop affordable housing with Amelie Housing in Canberra, Goulburn and other parts of the Archdiocese where viable.
- Establish a viable social enterprise in low skills sectors such as painting, carpet laying, and handyman services.
- Develop the capability to secure grants and tenders.

## INITIATIVES

- Commission a professional report analysing our property portfolio of offices and Centres, formulating a built asset investment strategy and other capital plan.
- Continue to upgrade and renovate centres in viable locations.
- Acquire centres and offices where a strong business case exists and in consideration of capital priorities.
- Identify and implement alternate investment options for Society reserves, such as property investment.

## INITIATIVES

- Develop a plan to move all systems to Cloud hosting/storage.
- Introduce programs and services for MVEs who require assistance with updating technology/online services.

## INITIATIVES

- Develop a Financial Reserve Policy with a long term capital plan and disaster fund.
- Assess Fleet utilisation and needs, buy vs lease vehicles.
- Tender for ICT Support Services.
- Assess Food Vouchers—IGA, Woolies/Coles, Foodbank.
- Review Telstra contracts.
- Investigate opportunities for corporate sponsorship or deals/partnerships with our large suppliers.
- Evaluate Mitchell warehouse operation.

## INITIATIVES

- Develop and implement a Society Environmental Plan.



## OUR PEOPLE

The Society functions through its people—members, volunteers and employees—and should support them with best practices in resourcing, recruiting, and recognition of achievement. A positive organisational culture in line with the vision, mission and values of the Society will lead to quality, effectiveness and a sense of achievement in our good works.

### GOAL

Competent, engaged and effective MVEs.

### GOAL

A positive organisational culture that exists in line with the Vision, Mission and Values of the Society.

### GOAL

Development and implementation of targeted programs to attract new members and volunteers which will help foster awareness and good reputation amongst communities as a good place to work and volunteer.

### GOAL

We understand the specific needs of our Aboriginal and Torres Strait Islander Companions.

### MEASURES

- MVE Engagement Scores
- MVE Retention Rates
- Program Success Rates

### MEASURES

- MVE Engagement Scores
- MVE Retention Rates
- New Member and Volunteer Rates

### MEASURES

- MVE Engagement Scores
- MVE Retention Rates
- New Member and Volunteer Rates

### MEASURES

- RAP Scores

### INITIATIVES

- Develop skill based induction and training sessions for MVEs.
- Review and update induction and training materials.
- Develop a Remuneration Policy to attract and retain employees that are right for the job.
- Develop continuous learning programs for MVEs including online, face to face, internal/external, internships, scholarships.
- Develop and pilot a Mentor Program for MVEs.
- Use external accredited education/training where appropriate.

### INITIATIVES

- Create an inclusive and supportive workplace culture based on the Society's Vision, Mission and Values.
- Continuous improvement of organisational culture based on results of the MVE Engagement Survey and other feedback.
- Develop and pilot a Conference Buddy Program to support each other:
  - Partner a city and a country conference to build a stronger sense of community in the Society.
  - Include the partner conference in their prayers.
  - Host visits between conferences.
  - Share spiritual reflections and ideas for helping companions.

### INITIATIVES

- Increase community awareness of opportunities within the society for MVEs, including through marketing channels.
- Execute the Conference Recruitment Plan in locations where needed.
- Youth Team to lead a regional recruitment drive for young people.
- Develop a recruitment kit targeted at young members.
- Diversify sources of potential recruitment.

### INITIATIVES

- Implement a reconciliation Action Plan.
- Complete a cultural awareness self-assessment.
- Consult with Reconciliation Australia.

# KEY PERFORMANCE INDICATORS

## KPIs FOR OUR PEOPLE

- MVE Engagement Scores from the Annual MVE Engagement Survey covering:
  - Spirituality
  - Communication
  - Collaboration
  - Perception of the value of Vinnies assistance and related works
  - MVEs feel valued
  - Knowledge of Society Works
- Member Retention Rate
- New Member Rate
- Volunteer Retention Rate
- New Volunteer Rate
- Employee Retention Rate
- Percentage of Conferences with Spiritual Facilitator
- Reconciliation Action Plan Scores

## PROGRAM SUCCESS

### RATE KPIs

- Number of participants transitioned to stable housing, and
- Average length of time to transition
  - Streets to Home, Samaritan House
  - Family Services, Young Parents
- Key Outcomes indicating mental health recovery: (housing, employment, education, relationships, health & wellbeing)
  - Oaks Estate Services, NDIS, Compeer
- Number of completed assessments
  - Home Energy
- Number of enrolments, and
- Number of graduations/transitions
  - Clemente
  - CARE Budget Program
- Internal/External Referral Rate, and
- Average Response Time (days), and
- Non-return Rate
  - Conferences
- Instances of support provided: (compassionate/friendship services)
  - Night Patrol, Blue Door, TT, VINES
  - Youth Services
- Number of new Special Works Programs for ACT and NSW
- Twinning—Number of Twins
- Advocacy—Monitoring and Evaluation Framework
- Program Evaluation for each program bi-annually
- Environmental Impact Audit Scores

## FINANCIAL KPIs

- Total Funds Available for Community Services
- Total Cost of SVDP Operations relative to Total Revenue
- Total Fixed Costs relative to Total Revenue
- Total Variable Costs relative to Total Revenue
- SVDP Annual Surplus
- Surplus by Special Works Program
- SVDP Reserves (as per Reserves Policy)
- Non-government funding greater than government funding
- Centres Revenue / Profit
- Fundraising Revenue
- Direct Fundraising Costs relative to Fundraising Revenue
- Bequest Matrix including:
  - Considerers
  - Intenders
  - Confirmed



### Founder of the Society

Blessed  
Frederic Ozanam  
1813–1853

**Privacy statement:** St Vincent de Paul Society Canberra/Goulburn respects the privacy and dignity of the people we assist, our members, volunteers and employees. For more information about how the Society manages privacy information please refer to our Privacy Policy on our website: [www.vinnies.org.au/page/Publications/ACT/Policies](http://www.vinnies.org.au/page/Publications/ACT/Policies).

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CANBERRA/GOULBURN

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