

STRATEGIC PLAN 2022-2027



St Vincent de Paul Society
QUEENSLAND
good works

In Australia, the rise of interstate migration, global supply shortages and the casualisation of the workforce has resulted in our members seeing an increase in the number of individuals and families who are struggling to find affordable accommodation and meet increases in cost-of-living expenses. This is particularly prevalent across the country for those enduring significant disadvantage, through a lack of opportunity, to be part of society in a dignified and equitable way. Our 2022-2027 Strategic Plan addresses the issues facing Queenslanders, and outlines our Mission-led response and six strategic priorities which are in line with our Vision, Values and Purpose.

STRATEGIC PRIORITIES:

- Growth and development of membership
- Building on our housing and homelessness response
- Expand and improve our cost-of-living and emergency and disaster relief response
- Advocacy and inclusion for highly disadvantaged
- Uniting our people in response
- Investing in our governance and resources.

ISSUES FACING QUEENSLAND



Queensland is in the middle of a housing crisis, with little affordable housing options across the state



+50,000
people waiting for social housing in Queensland and continues to grow



+1 IN 10
Queenslanders are living in poverty



1%
or lower rental vacancy rates across Queensland



↓
Lack of investment in social housing for many years



15.3% vs 13.6%
Queensland's poverty rate is higher than the Australian average



↑
Cost of living is increasing far greater than wages/jobseeker (rent, food, petrol etc).



30,000
people migrated from interstate to Queensland



13% → 15.3%
Queenslanders living in poverty grew from 13 per cent in 2016 to 15.3 per cent in 2018

PURPOSE

We are a faith-based organisation in the Catholic tradition that creates social impact by providing care, compassion and hope to anyone who needs a 'hand-up'.

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, by working to shape a more just and compassionate society.

VISION

The 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 in hope, and encouraging them to take steps to build a life of meaning, purpose and respect.

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 religion, ethnic or social background, sexuality, or gender.



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.

PROVIDING *Trust*

SVDP is a strong and trusted organisation which brings an innovative whole of state offering of a 'hand up' to vulnerable Queenslanders. SVDP is anchored to its communities, members and volunteers and is well placed to deliver.

PROVIDING *Hope*

SVDP serves in hope. A trusted relationship and providing appropriate supports are the fundamental foundations of hope. SVDP recognises that this is the key link between a short term crisis response addressing an immediate need and a 'hand-up' for a better sustainable future.

PROVIDING *Purpose*

SVDP has active support from a large faith based membership, dedicated mission driven volunteers and specialist skilled staff. This support base is willing and able to actively work together to transform and create lasting and meaningful change in people's lives.

PROVIDING *a Voice*

SVDP strives to transform the lives of vulnerable Queenslanders by addressing the causes of poverty including access to safe, secure and affordable housing, relief and support services to stabilise their lives and a voice to influence policy settings today and into the future.





The Society has seen a decline in member, volunteer and parish numbers due to a variety of external factors including aging population and health concerns as a result of the COVID-19 pandemic. As members and volunteers are essential to the operations of the Society, the Strategic Plan will aim to increase numbers through a variety of actions. Currently, there are approximately 8,000 people engaged in the Society within Queensland, of which 7,300 participate as volunteers. **For members, developing and growing Vincentian spirituality, forming and sustaining their faith, and vocational work is critical to their engagement and satisfaction, and the fulfilment of our Mission and membership of the Society.**

STRATEGIC ACTIONS

- **Invest** in the spiritual development and growth of our Members, Volunteers and Staff.
- **Improve** the formation and understanding of the Society and its works across Members, Volunteers and Staff.
- **Grow** our Member and Volunteer numbers and engagement.
- **Invest** in enhanced conference and membership pathways, benefits and support e.g. through projects, special works, schools and universities.
- **Encourage** Youth membership and leadership.
- **Develop** a Member Satisfaction Survey baseline in 2022 and set annual improvement goals through to FY2026/27.
- **Succession planning** of key Conference and Council roles.

STRATEGIC GOALS

YEAR 1	YEAR 3	YEAR 5
3 per cent	5 per cent	Grow the member and volunteer base by 10 per cent in 5 years.
35 per cent attendance	50 per cent attendance	Increase our Vincentian Spirituality – at least one Festival Mass, Retreat or Cultural awareness day for all Councils (Diocesan and Regional) per annum with 80 per cent attendance target set for Members, Volunteers and key Staff.
Baseline completed	Greater than 65 per cent	Membership satisfaction greater than 80 per cent.
67 (current)	65	Reduce the median age of the membership by 5 years to 62 by 2027.



**UNITING
OUR PEOPLE
IN RESPONSE**

As a Society one of our key strengths is our people and community response. Our frontline members, volunteers, staff and partners unite to successfully deliver assistance and support to those in need across Queensland. In our Strategic Plan we will continue to build on this strength and encourage collaboration in a manner that respects our history and ethos, promotes diversity and inclusion, and offers rewarding experiences. Engagement is an enduring and powerful point of difference for the Society and is integral to the training of our people. **Developing strategies that enhance their capability in new areas of health and wellbeing, resilience and digital skills as well as professional development is critical to retain and attract good people.**

STRATEGIC ACTIONS

- **Ensure** a safe, inclusive and collaborative workplace culture (members, volunteers and staff).
- **Develop and action** our Innovate and Stretch RAPs walking and working with First Nations People.
- **Conduct training** needs analysis and invest in appropriate training for our people to develop their skills, capacity and resilience.
- **Partnering** to complement our capability and capacity.
- **Develop** a People and Culture Survey baseline in 2022 and set annual improvement goals through to FY2026/27.

STRATEGIC GOALS

YEAR 1	YEAR 3	YEAR 5
Baseline measure	50 per cent to target	80 per cent positive satisfaction score in the People and Culture Survey achieved by 30 June 2027.
Baseline measure	50 per cent to target	Our Vincentian office bearing positions reflect the diversity of those we serve by 30 June 2027 (Presidents, Vice Presidents, Treasurers and Secretaries).



**INVESTING IN
OUR GOVERNANCE
AND RESOURCES**

Investing in our governance, resources and communication capability is critical to supporting all our initiatives and activities in the Strategic Plan. Digital platforms are our most frequently used channel for communicating and transacting with companions, customers, donors and each other internally. With our growing digital footprint, the Society will invest and develop in its cyber-security.

In our governance, the Society recognises the need for Environmental and Social Governance (ESG) responsibility, diversity (gender, age, ethnicity), safeguarding when working with vulnerable people and the measuring of our social impact, together with continually meeting the changes to regulatory and legislative compliance. **We will also prioritise the risk management of property assets, funding, cyber-security, acceptable return on investments and key role succession planning.**

STRATEGIC ACTIONS

- **Internal communication audit** to improve access, knowledge and understanding.
- **Nurture and grow** our donor relationships.
- **Grow and improve** returns from Vinnies Retail.
- **Develop and invest** in productive ‘cyber-safe’ digital capability.
- **Pursue best practice** Governance and Management Structures for Social Impact.
- **Enhance** our Safe-guarding Policies for all vulnerable people.
- **Develop** a Climate Change Policy and establish a Baseline audit of SVDP QLD’s CO₂ generation.
- **Focus on** property management governance.

STRATEGIC GOALS

YEAR 1	YEAR 3	YEAR 5
Baseline measure	50 per cent	Reduce Net CO ₂ emissions against the baseline by 50 per cent by 30 June 2025 and Net Zero by 30 June 2030. (70 per cent by 2027).
6 per cent	19.1 per cent CAGR	Target Fundraising Income growth of at least 6 per cent per annum for each of the 5 years. (33 per cent CAGR Year 5).
35 per cent (current stretch)	40 per cent	Grow net contribution margin from retail to SVDPQ to 40 per cent for 30 June 2025, 50 per cent by 30 June 2027.



In Queensland there is growing concern for the lack of social and affordable housing. In the Strategic Plan the Society will take more of a preventative and restorative approach to the issue, rather than an adhoc crisis management approach. Through the collaboration of Vinnies Housing (Community Housing Provider), members, volunteers, staff and third party partners, **the Society will design and build new homes that are safe, secure and affordable, while ensuring a true person-centred model that promotes dignity, inclusion and capacity building is delivered.**

STRATEGIC ACTIONS

- **Reimagine and deliver** our state-wide response to Housing and Homelessness.
- **Define and deliver** housing first housing and homelessness service delivery model (Merivale Street project).
- **Identify opportunities** based on need to invest in land and build safe, secure and affordable homes with ‘green’ credentials.
- **Deliver** our Queensland Housing Investment Growth Initiative (QHIGI) projects.
- **Explore** self-funded opportunities for social and affordable housing.

STRATEGIC GOALS

YEAR 1	YEAR 3	YEAR 5
3 projects commenced	147 homes completed. 353 commenced.	500 new social and affordable homes across Queensland in five years.
60 per cent (current)	70 per cent	Within specialist homelessness services, 80 per cent of support periods end with the companion housed in secure and sustainable housing by 30 June 2027.
Definition of Homeless Baseline measure	50 per cent to target	Reduce homelessness of companions to five per cent by 30 June 2027.



**EXPAND AND IMPROVE
OUR COST OF LIVING
EMERGENCY
AND DISASTER
RELIEF RESPONSE**

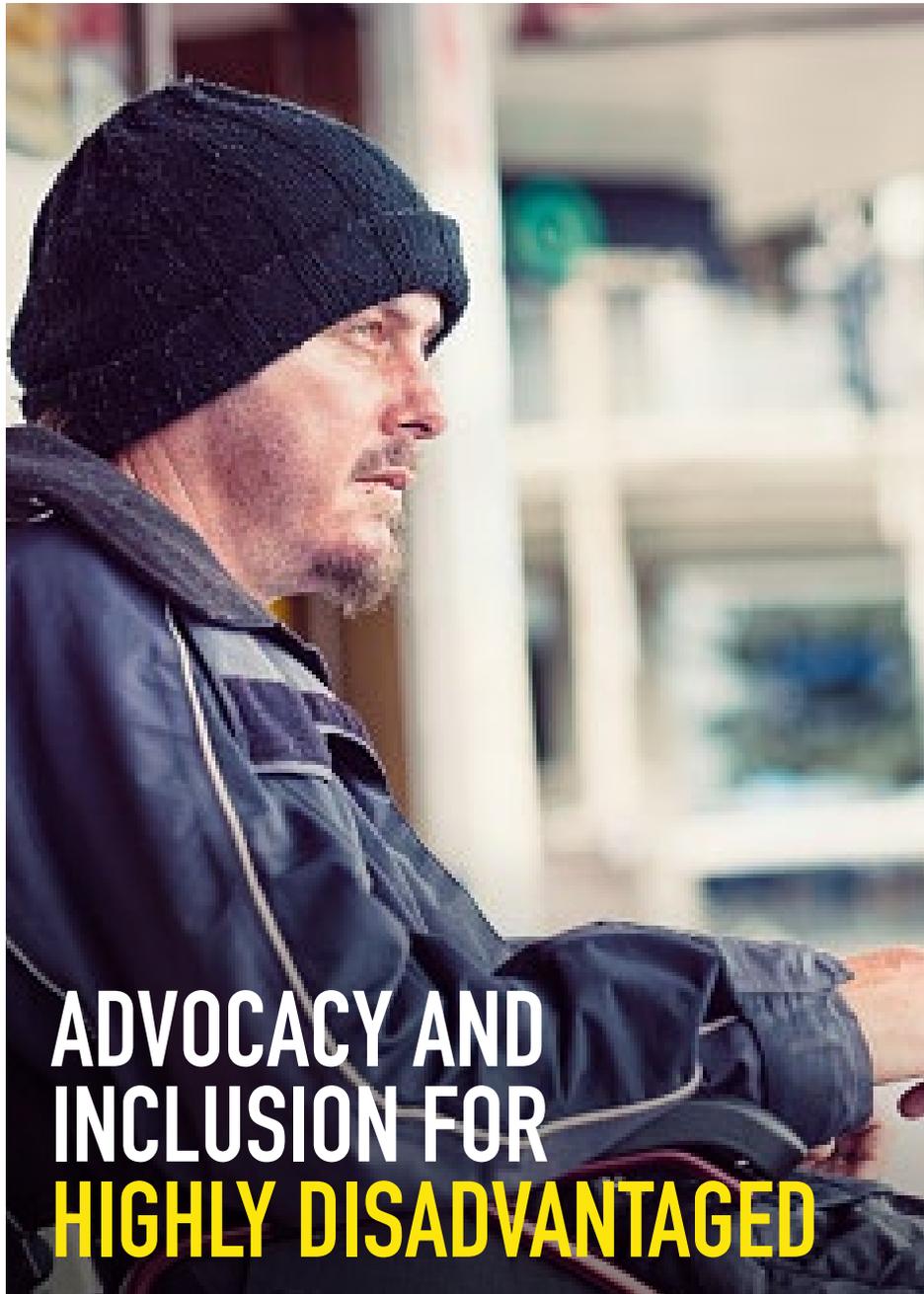
Day to day cost of living is continuing to rise, significantly impacting inflation and in turn housing affordability, food shortages as well as education and fuel costs. Currently, income support and minimum or casual wages are inadequate in meeting these pressures. Nurturing and investing in the value of the trusted relationship between members and companions is crucial in provided support and assistance. **Furthermore, as emergency and disaster relief is increasingly becoming part of the core works of the Society, maintaining strong funder (donors and government) relations and investing in research and improved practice in service delivery is critical.**

STRATEGIC ACTIONS

- **Invest** in front line contact centre functionality and response.
- **Enhance** the social value of data with enhancements and development of our CARE system.
- **Invest** and grow our recycled retail operation and sustainable supply chain.
- **Identify** best practice to develop the *SVDP ER model*, measuring and reporting social impact.
- **Identify** best practice to develop the *SVDP DA model*, measuring and reporting social impact.
- **Seek out and assist** with new forms of poverty e.g. digital disadvantage and mental health.
- **Develop** a Companion Satisfaction/Social Impact Survey baseline in 2022 and set improvement goals for each year through to FY2026/27.
- **Develop** a Retail Customer Satisfaction Survey baseline in 2022 and set improvement goals for each year through to FY2026/27.

STRATEGIC GOALS

YEAR 1	YEAR 3	YEAR 5
Baseline measure	50 per cent to target	Increase the number of companions assisted each year to reach 90 per cent of all regions (SL4s) by 30 June 2027.
Baseline measure	50 per cent to target	Increase the percentage of companions and provide support to lift them above the poverty line by 30 June 2027.
Baseline measure	50 per cent to target	50 per cent reduction in our waste to landfill by 30 June 2027.
Baseline measure	50 per cent to target	80 per cent positive satisfaction in our retail customer satisfaction survey by 30 June 2027.
Baseline measure	50 per cent to target	80 per cent positive satisfaction score in the <i>Companion Satisfaction/Social Impact Survey</i> achieved by 30 June 2027.



A core part of our Strategic Plan will be to drive systemic and policy change to achieve positive social impact for highly disadvantaged individuals across the state. While complementing our ‘grass roots’ response, the Society will advocate for the implementation of the broader system changes required, to improve the lives of those experiencing disadvantage such as homeless, living on welfare and victims of domestic violence. **St Vincent de Paul’s National social justice committee, A Fairer Australia statement, encourages us to unite and support Indigenous Australians, Refugees and Asylum Seekers in promoting human rights and inclusion.**

STRATEGIC ACTIONS

- **Develop** an advocacy plan for key social justice concerns – homeless, cost of living and highly disadvantaged groups.
- **Actively influence** policy and welfare settings across all levels of government .
- **Promote** human rights First Nations people, refugees and asylum seekers.
- **Develop** a social justice and advocacy outcomes measurement system.

STRATEGIC GOALS

YEAR 1	YEAR 3	YEAR 5
Advocacy Plan in place. Evidence of active campaign activity.	Positive movement in shared system outcomes.	Actively participate in the broader system and advocate as a companion voice for the following shared goals: <ul style="list-style-type: none"> • Reducing housing and homelessness • Growth in welfare and support payments • Supporting the Uluru Statement from the Heart • People seeking asylum.
Measurement system in place and goals set for 2027.	50 per cent progress towards goals.	Understand and measure successful advocacy and its social impact.

ADVOCACY AND INCLUSION FOR HIGHLY DISADVANTAGED