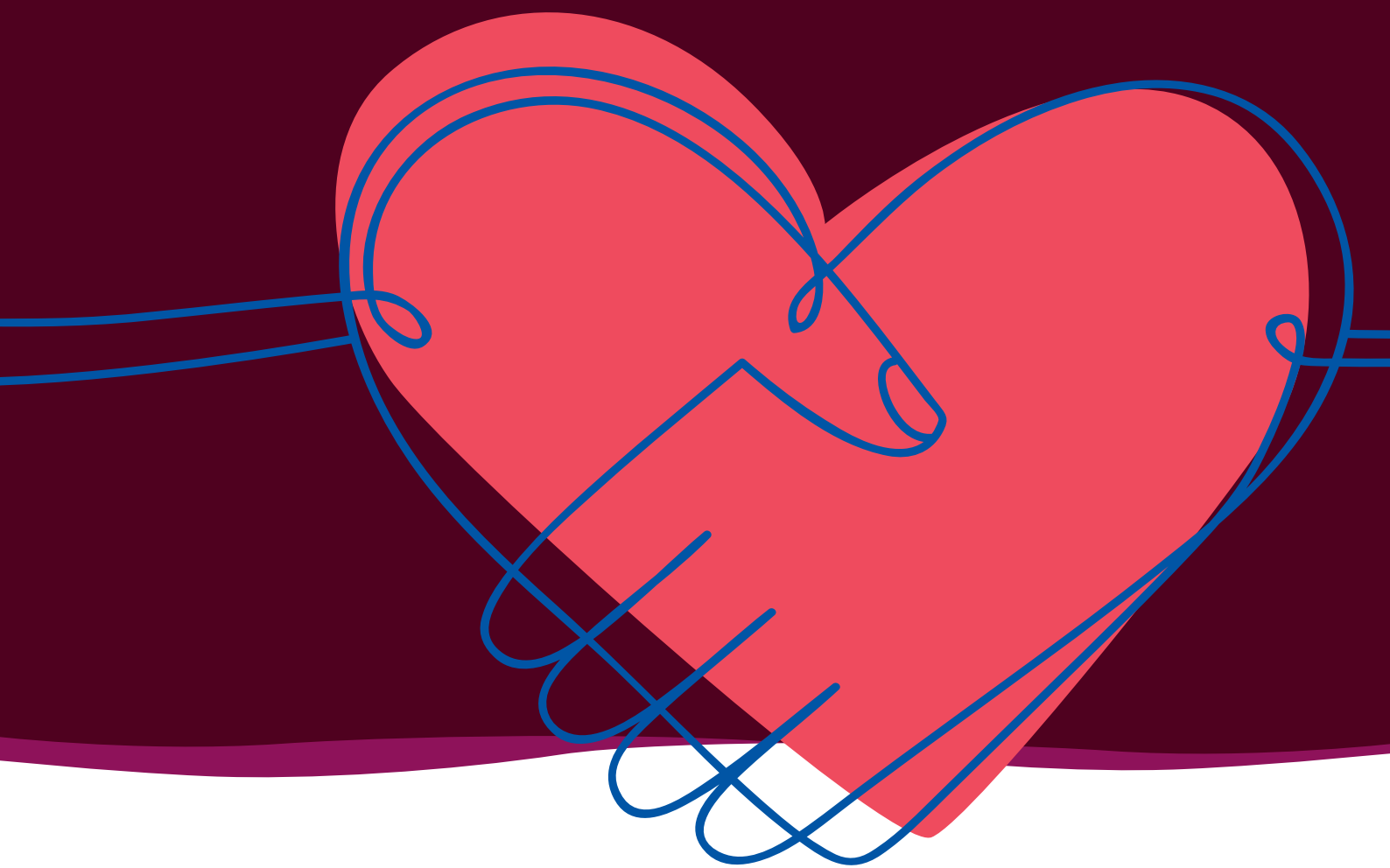


# EMPOWERING VICTORIANS



## GROUP STRATEGIC PLAN 2021-2024



**St Vincent de Paul Society**  
VICTORIA  
*good works*



**VincentCare**  
Engage. Enable. Empower.



# ADAPTING TO A CHANGING WORLD

*Faithful to the spirit of its founders, the Society constantly strives for renewal, adapting to changing world conditions. It seeks to be ever aware of the changes that occur in human society and the new types of poverty that may be identified or anticipated. It gives priority to the poorest of the poor and to those who are most rejected by society.*

# EMPOWERING VICTORIANS:

## MAKING SOMEONE STRONGER, IN CONTROL OF THEIR LIFE AND RECLAIMING THEIR RIGHTS

### Who we are and what we stand for

#### ST VINCENT DE PAUL SOCIETY VICTORIA

The St Vincent de Paul Society is a global organisation operating in 130 countries and has over 950,000 members worldwide. Founded by Frederic Ozanam in France in 1833, the St Vincent de Paul Society commenced in Australia at St Francis' Church in Melbourne in 1854.

Here in Victoria, the Society continues that work today with more than 14,000 volunteers and an ongoing commitment to our Mission and Vision.

#### 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.

#### VincentCare Victoria's mandate:

VincentCare Victoria was established in 2003 to extend the Christian mission of the St Vincent de Paul Society by supporting people experiencing homelessness and providing care, hope and advocacy for the most disadvantaged Victorians. Its purpose is to create opportunities and lasting change for the most marginalised.

#### OUR 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 our hope, and encouraging them to take control of their own destiny.

#### RESPECT FOR THE FIRST NATIONS PEOPLE

The Society provides services on the lands of the First Nations people and they are acknowledged as Traditional Custodians. The Society partners with and works to build a more just and compassionate society for the Traditional Owners of this land.

#### OUR VALUES



The principles of inclusion and non-judgement are at the very heart of the St Vincent de Paul Society's mission and origins. The Society's governing operational book, The Rule (1.4), describes our commitment to supporting 'anyone in need'.

We are committed to ensuring individuals who seek our assistance are treated consistently and equitably understanding that different aspects of a person's identity can lead them to overlapping forms of discrimination and marginalisation.



# STATE PRESIDENT'S MESSAGE

To all members,  
volunteers and  
employees,

I am pleased to  
introduce you to the  
Group Strategic Plan  
for the St Vincent de  
Paul Society Victoria.

It is a few years since  
we commenced  
development of the  
Plan and were well  
under way before the  
events of 2020 put  
it on hold.

This Plan will govern  
for the next 3 years,  
and is flexible enough  
to be adjusted if  
priorities change.

The Strategic Plan's main priority is to ensure that the Society is ready and prepared to better serve and look after those many people in the community who require assistance, in so many ways.

It is underpinned by the Society's mission and values, and emphasises the importance of retaining our heritage and commitment to developing the spirituality of members and volunteers. This recognises our role as lay Catholics in a Church which is facing many serious challenges and undergoing many changes.

A key priority of the Plan is to better serve the Society's members and volunteers in preparing them to assist with this vital work and to support them as required. There is a pressing need to increase our membership. Without this happening the Society cannot meet the growing demand for our help.

A third priority is to ensure that the Society has dedicated and well trained employees to support its members and volunteers who work in the St Vincent de Paul Society and VincentCare Victoria.

Finally, it sets out a Plan for ensuring that the Society is financially able to implement this Plan and meet the growing demands of the Victorian community.

We are confident that our Plan is aligned to the recently released (2020) SVDP National Strategic Plan and that we will be equipped to face the many challenges in serving the most marginalised in the community.

I would like to thank the many members, volunteers and employees who have contributed their thoughts and time in the consultation process, and those who worked behind the scenes to draw together the variety of ideas presented. I commend to you our Strategic Plan for 2021–2024.

**Kevin McMahon**  
State President





# GROUP CEO'S MESSAGE

In today's rapidly changing world, there are many things influencing how the Society goes about its work. Technology developments, cultural shifts and economic influences present both new challenges and new opportunities for the Society. Noting all of this, in 2021, following a year that changed the world, one thing that remains unchanged is our mission and purpose as an organisation; to offer a "hand up" to people in need.



With a view to strengthening our capacity to do this work and to ensure our longevity in serving people who need us in Victoria, in 2020 the Society committed to bringing together the operations of St Vincent de Paul Society and its subsidiary, VincentCare. We believe that together, we can do more. We will bring the strength and experience of our local volunteers and membership to work more closely with our homelessness, family violence and housing services providing support to individuals and families to develop or regain personal capacity, and to reconnect with their communities of choice.

With a rich heritage and history such as ours, we regularly look back to the wisdom of our founders whose words continue to remain relevant and resonate strongly today.

Our Founder, Blessed Frederic Ozanam once said, "*It is your duty by age and office in the Society of St Vincent de Paul, to **reanimate it** from time to time by new inspirations which, without harm to its primitive spirit, foresee the dangers of too monotonous a uniformity*".

Over the next three years this Plan will enable us to maximise the strengths of both organisations to work toward a common goal of 'Empowering more Victorians'. The Plan reflects the commitment of the SVDPV and VincentCare Boards and State Council to create opportunities for individuals to achieve lasting change through our services provided by members, volunteers and employees across the group.

We are approaching our next season, honouring our strong history and traditions whilst also paying close attention to today's challenges and looking toward the future to plan how we will innovate to remain relevant and work in ways that best serve people in need.

With more than 3 million Australians living below the poverty line, we know our work is needed and we are committed to bringing our best and working together to empower more Victorians.

**Sue Cattermole**  
Group CEO



*"You must not be content with tiding the poor over the poverty crisis; You must study their condition and the injustices which brought about each poverty, with the aim of a long term improvement."*

– Blessed Frederic Ozanam





# OUR SOCIETY'S HISTORY

The St Vincent de Paul Society was founded by 20 year old student Frederic Ozanam in **1833**.

It was established by likeminded individuals who wished to put their faith into action by serving the poor.

This compassionate outlook, enthusiasm and vision spread rapidly across the globe and continues today...

*“Knowledge of the poor and needy is not gained by pouring over books or in discussions with politicians, but by visiting the slums where they live, sitting by the bedside of the dying, feeling the cold they feel and learning from their lips the causes of their woes.”*

– Blessed Frederic Ozanam



# OUR SOCIETY TODAY



The Society operates in 130 countries. It began in Australia with the first Conference opening in Melbourne, Victoria in **1854** and we have the responsibility to continue its mission today and into the future.

Today the St Vincent de Paul Society Victoria responds in various ways to provide for the material and financial needs of people in need. This is done through Home Visitation via our conference network.

The Society has a network of more than 100 Vinnies Shops across the State that play a vital part in funding our programs and services and providing material assistance to people we help. Additionally we rely on generous donors who provide financial support to enable our good works to continue.

Special work programs include our Soup Vans, Education Programs, Prison Visitation and a No Interest Loan Scheme.

VincentCare Victoria was established in 2003 as a special work to continue to extend the Christian mission of the St Vincent de Paul Society Victoria by supporting people experiencing homelessness and providing care, hope and advocacy for the most disadvantaged Victorians. This is done through accommodation support, family violence, financial counselling and alcohol and drug rehabilitation.



# TODAY'S CHALLENGES

During our strategic planning process we explored trends and issues affecting the world in which we operate, drawing from experts, research and best practice.

## HERE ARE A FEW OF THE KEY CHALLENGES WE FACE:

### Poverty in Australia is prevalent

- More than 3 million Australians live below the poverty line.
- Poverty in Australia is just above the OECD average level, placing us among a group of wealthy nations with above-average poverty.
- More of those affected are living in deep poverty, on average \$135 per week below the poverty line.

(ACOSS and UNSW, Poverty in Australia Report, 2020)

### The number of people seeking specialist homelessness supports is increasing

- Victorian housing stock is below the national average of 45%.
- Demand for accommodation is far higher than supply.
- Lack of housing and domestic and family violence continue to be the leading causes of homelessness (76% of all presentations).
- The longer a person stays homeless, the greater their risk of harm and death.
- Integrated support sustains housing and participation.

### New challenges for people in situations of disadvantage

- Technological changes and the evolving nature of work will bring new challenges in the years ahead that will affect how the people who access our services want to engage with us, and our members, volunteers and employees want to work.
- Digital skills are increasingly becoming core, deepening the 'digital divide' for disadvantaged communities, and making it harder for some people to participate.

### Funding is increasingly competitive

- There are increasing needs in the community, competition in the retail sector and pressures to raise funds.
- With over 50,000 charities in Australia, the challenge to grow our share of funds will continue to increase.
- As donors become more sophisticated and new fundraising methods and models develop, we need to continue to innovate to diversify our fundraising base.

### Changing workforce demographics

- A decreasing of our traditional Conference membership base and an aging demographic requires us to consider how we might develop new forms of membership and volunteer involvement.

# UNDERPINNING PRINCIPLES FOR OUR STRATEGIC PLAN

As we live out our mission and vision and execute this Plan we will be guided by the following underpinning principles:

## OUTCOMES FOCUSED

We will place people we serve at the centre of everything we do. We will support people in need to make measurable and significant change through an integrated offering of support through our members, volunteers and employees working together for our common mission. The people we serve will have easy to access and high quality engagements with the Society and will inform our research, planning and advocacy.



## INNOVATIVE SERVICES AND PARTNERING

There will be a clear service-operating model that is innovative and mission focused, across the State, with strong partnerships with other organisations where we are not the best to serve people experiencing poverty and disadvantage.

## SUPPORTING OUR PEOPLE

We will create environments to maintain our Vincentian mission and embrace diversity in the Society. Better governance, communication, support and systems will ensure the membership, volunteer and employee experience is enhanced so that all of our people feel supported, skilled and confident in fulfilling their roles.



## EFFICIENT AND SUSTAINABLE

Our financial position is strong and diverse enabling us to be generous and strategic. Our business practices will be efficient, transparent, and cost effective, so that trust in our brand is maintained.

## ADVOCATING FOR PEOPLE IN NEED

We will influence the conversation and agenda at policy and local level by enhancing the voice of people who are experiencing disadvantage. We will do this through research and be recognised as a safe, high performing and caring organisation by the community, governments and agencies.



# EMPOWERING VICTORIANS

Our plan – is for the next 3 years, and we recognise that it needs to be flexible enough to be adjusted if needs demand changes to our priorities.

Its main priority is to ensure that we are ready and prepared to better serve and look after those many people in the community who call on us for assistance, in so many ways.

It is underpinned by our mission and values, and emphasises the importance of retaining our lay Catholic heritage and commitment to developing the spirituality of members and volunteers.

## STRATEGIC PRIORITY AREAS TO BE...

## OUTCOMES FOCUSED



### Strategic Goals

As an organisation...

Respond to the need for immediate assistance, whilst creating initiatives that support people to achieve longer term outcomes, aimed at working to eradicate poverty.

### Objectives

We will achieve this by...

### Person-centered improvements to our immediate and longer term impact

- **Integrated Delivery:** Design and implement an integrated service delivery model that enables our current services to work together in responding to immediate and long term need through information sharing, referral and partnership across the group and with external partners.
- **Long Term Outcomes:** Research and pilot ways to use a proportion of our resources in areas such as housing, employment and education to support people to build capacity and achieve longer term outcomes.
- **Measuring Impact:** Create meaningful ways to measure the impact and outcomes of everything we do so that we more deeply understand people's needs and can continually improve our services.
- **Influence:** Maximise our trusted brand through research to inform, design and drive our advocacy.

### Preparing for the future

### Outcomes

What does tomorrow look like if we achieve all of these things?

More Victorians:

- Are safely housed
- Feel socially connected
- Can more confidently participate in society



## VALUES DRIVEN



Attract people with the right skills, who have aligned values and are committed to helping people. We provide a welcoming, supportive and safe place for everyone.

### Valuing our People, Culture and Mission

- **Mission and Spirituality:** Create meaningful opportunities for all of our people to engage with our lay Catholic traditions, mission and vision.
- **Sustainability of Membership and Volunteers:** Attract and retain increased numbers and greater diversity of members and volunteers and improve engagement through innovative participation methods.
- **Group Identity and Culture:** Work together to align our group identity and culture. This will enable us to be person-centered, values driven, embracing of diversity and inclusion, as well as being operationally excellent and commercially smart.
- **Capability Building:** Develop a workforce plan to improve our capability to deliver excellent services, including investment in leadership across the group.

## OPERATIONALLY EXCELLENT



Improve how we work to enable ease of experience and access for people accessing our services and ease of delivery by our people.

### Enhancing Operational Effectiveness and Efficiency

- **Technology:** Invest in and adopt user-friendly technology, to improve the experience for people accessing our services and the efficiency of delivery by our people.
- **Improve Efficiency:** Reduce overheads, realising efficiencies and cost savings through systems design and integration, process re-design and capability improvements so we can divert more funds to assistance.
- **Governance:** Invest in strong governance structures to become as effective and efficient as we can.
- **Environmental Sustainability:** Do more of our work in a way that is environmentally friendly.

The experience of people receiving our services is improved.

## COMMERCIALLY SMART



Excel at being commercially smart without moving away from our charitable roots. We maximise our strong, trusted brand and reputation to create greater opportunities for sustainable revenue generation.

### Ensuring Financial Sustainability

- **Retail Growth:** Development and execution of a retail strategy that expands our presence in the community and increases our available resources.
- **Fundraising Growth:** Growing our donor base and our corporate partnerships to deliver greater support for our work.
- **New Income Streams:** Explore opportunities for new streams of income generation, and,
- **Government Funding:** Attract additional government funding where opportunities align with our strategic goals.

More resources are available to assist more people who come to us for help.

Honouring our history and tradition, we look toward the future and plan how we will innovate to remain relevant and work in ways that best serve people in need. *{Innovate: Update, renew, modernise, revolutionise, transform, renovate, be flexible.}*

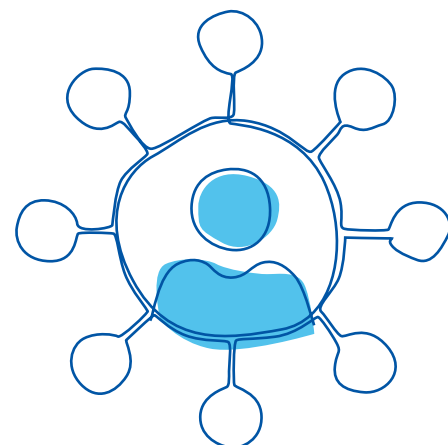
Across the group – members, volunteers and employees, are more engaged, diverse and connected to our values.

# HOW WE ARE GOING TO DELIVER THE FOUR STRATEGIC FOCUS

## STRATEGIC FOCUS AREA 1: OUTCOMES FOCUSED

OBJECTIVE	HOW
<p><b>Integrated Delivery</b></p> <p>Design and implement an integrated service delivery (new operating) model that enables information sharing, referral and partnership across the group and with external partners.</p>	<p><b>Conduct a comprehensive current state analysis:</b></p> <ul style="list-style-type: none"> <li>• Map the client journey across all services to understand challenges, opportunities to improve and identify intersections.</li> <li>• Build a database of service provision across Victoria.</li> <li>• Define and communicate eligibility criteria for our services.</li> </ul> <hr/> <p><b>Facilitate a Discovery Process to identify future needs and opportunities:</b></p> <ul style="list-style-type: none"> <li>• Engage with people accessing our services about their needs and experiences.</li> <li>• Conduct internal workshops across the SVDPV group and map opportunities for connection and collaboration between conferences, volunteers and services (including other like-minded agencies).</li> <li>• Explore where in the journey the use of technology can better engage and enable people who access our services.</li> <li>• Engage with other community service sector organisations / peak bodies to better understand opportunities for referral or partnerships.</li> </ul> <hr/> <p><b>Design:</b></p> <ul style="list-style-type: none"> <li>• Adhere to a defined set of principles that prioritise, where possible, embedding client voice in designing an integrated service delivery model.</li> <li>• Assess and prioritise opportunities for integration / improved / standardised services for viability and impact.</li> <li>• Define data and evidence to be captured to inform performance and improvements.</li> </ul>
<p><b>Measuring Impact</b></p> <p>Create meaningful ways to measure the impact and outcomes of everything we do so that we more deeply understand people's needs and can continually improve our services.</p>	<p><b>Review current state:</b></p> <ul style="list-style-type: none"> <li>• Develop an understanding of current data collection – is it fit for purpose? How is it used?</li> </ul> <hr/> <p><b>Discovery:</b></p> <ul style="list-style-type: none"> <li>• Engage stakeholders to understand how they would define a 'good outcome' (government, clients, funders, etc.).</li> <li>• Understand current sources to interpret data already held.</li> <li>• Analysis of current data repositories and map future data warehouse.</li> <li>• Research current best practice and emerging practices in our jurisdiction and organisations.</li> </ul> <hr/> <p><b>Design:</b></p> <ul style="list-style-type: none"> <li>• Design methodology for data collection.</li> <li>• Develop reporting processes to review, analyse and act upon the information.</li> </ul> <hr/> <p><b>Implementation:</b></p> <ul style="list-style-type: none"> <li>• Implement data collection processes.</li> <li>• Implement regular reporting suite for the group.</li> <li>• Build the capability of our people to analyse and utilise our data to improve service and support outcomes.</li> </ul>

# ON AREAS



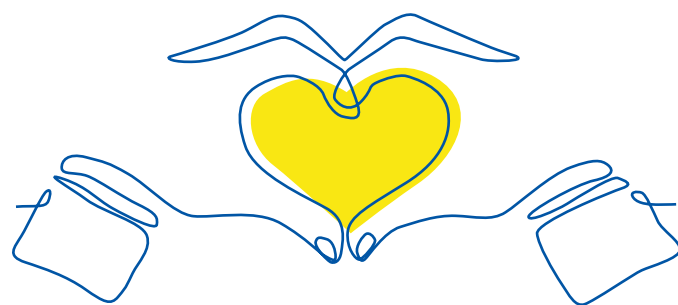
OBJECTIVE	HOW
<p><b>Long Term Outcomes</b> Identify opportunities to use a proportion of our resources in areas such as housing, employment and education to support people to build capacity and achieve longer term outcomes.</p>	<ul style="list-style-type: none"> <li>• Partner with a research body / university to better understand enablers of longer term outcomes for the people who access our services.</li> <li>• Develop local action research / action learning approaches with employees and conferences (e.g. reflective practice, peer learning circles in local service teams).</li> <li>• Inform future areas for investment aimed at long term impact promoting independence, empowerment, agency.</li> </ul>
<p><b>Influence</b> Maximise our trusted brand through research to inform, design and drive our advocacy.</p>	<p>Create a consistent influence and advocacy approach for members, volunteers and employees informed by client voices and current research and evidence.</p> <p><b>Share the findings and insights of our improved impact measurement and research through:</b></p> <ul style="list-style-type: none"> <li>• Articles for publication.</li> <li>• Relationship and collaboration with peak bodies.</li> <li>• Participation in sector conferences.</li> <li>• Contribution to government and peak body enquiries / submissions.</li> </ul> <p><b>Advocate and influence for meaningful change:</b></p> <ul style="list-style-type: none"> <li>• Develop a brand strategy to extend our voice online and in print media.</li> <li>• Develop a capacity to respond to key government announcements (e.g. budget).</li> <li>• Develop a relationship and collaboration with peak bodies.</li> <li>• Participate in government and peak body enquiries / submissions.</li> </ul>
<p><b>Preparing for the future</b></p>	<p><b>We will consider what tomorrow will look like and how we need to develop to remain relevant and working in ways that best serves people in need. We will explore:</b></p> <ul style="list-style-type: none"> <li>• What are the barriers to recovery people will face in future?</li> <li>• How will people want to access services in future?</li> <li>• How can we create longer lasting impact?</li> <li>• How can we mobilise more people through new conference models and service delivery methods?</li> </ul>



# HOW WE ARE GOING TO DELIVER ON THE FOUR STRATEGIC FOCUS AREAS (CONTINUED)

## STRATEGIC FOCUS AREA 2: VALUES DRIVEN

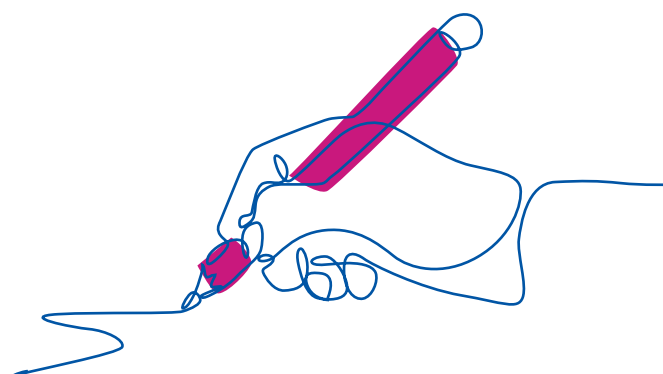
OBJECTIVE	HOW
<p><b>Sustainability of Membership and Volunteers</b></p> <p>Attract and retain increased numbers and greater diversity of members and volunteers and improve engagement through innovative participation methods.</p>	<ul style="list-style-type: none"> <li>• Roll out a clear recruitment strategy.</li> <li>• Implement a managing volunteer and member management system to collect current workforce details and demographics.</li> <li>• Map the member, volunteer and employee experience and identify opportunities to reduce administrative burden.</li> <li>• Conduct regular engagement surveys to gain feedback from stakeholders on experiences.</li> </ul>
<p><b>Capability Building</b></p> <p>Develop a workforce plan to improve our capability to deliver safe excellent services, including investment in leadership across the group.</p>	<ul style="list-style-type: none"> <li>• Support member and volunteer people leaders to build capacity and capability to attract, induct and engage a new and diverse workforce.</li> <li>• Implement succession planning framework for employees.</li> <li>• Define organisational leadership capability requirement for volunteer leadership.</li> <li>• Invest in a new safety model to reduce incidence of injury within ageing volunteer base.</li> <li>• Develop and embed a hybrid training model for volunteers and members.</li> </ul>
<p><b>Mission and Spirituality</b></p> <p>Create meaningful opportunities for all of our people to engage with our lay Catholic tradition, mission and vision.</p>	<ul style="list-style-type: none"> <li>• Develop an experience that allows the members, volunteers and employees to learn more about the origins and traditions of our lay Catholic organisation and connects people to our mission and vision (includes induction).</li> <li>• As part of discovery, conduct a survey to seek understanding of how our workforce understand and engage with our mission and traditions.</li> <li>• Explore how we can translate the principles of our origins and traditions into a contemporary context.</li> </ul>



OBJECTIVE	HOW
<p><b>Group Identity and Culture</b></p> <p>Work together to create our group identity and culture that brings alignment, is diverse and inclusive and enables us to be person centred, values driven, operationally excellent and commercially smart.</p>	<ul style="list-style-type: none"> <li>• Develop and implement a cultural action plan which aligns and engages our people and develops the future Group culture.</li> <li>• Pursue innovation in flexible work practices.</li> <li>• Develop and implement diversity and inclusion awareness and cultural competence programs for the organisation including governance bodies.</li> <li>• Establish Diversity and Inclusion framework and committee that supports the organisation in the six dimensions of diversity (age, race, gender, disability, ethnicity and sexual orientation).</li> <li>• Create a volunteer involvement framework – Increase awareness about who we are, what we do and how people can be involved both internally and externally.</li> </ul>
<p><b>Preparing for the future</b></p>	<p>We will consider what tomorrow will look like and how we need to develop to remain relevant and work in ways that attract great people and best serves people in need. We will explore:</p> <ul style="list-style-type: none"> <li>• What new ways of working are emerging?</li> <li>• What skills will our people require in the future?</li> <li>• How can we ensure we are ready for the workforce of the future?</li> </ul>

# HOW WE ARE GOING TO DELIVER ON THE FOUR STRATEGIC FOCUS AREAS

(CONTINUED)



## STRATEGIC FOCUS AREA 3: OPERATIONAL EXCELLENCE

OBJECTIVE	HOW
<p><b>Technology</b> Adopt user-friendly technology, to improve our clients' experience and the efficiency of delivery by our people.</p>	<p>Review the Society and VincentCare ICT Strategies and develop a combined, aligned plan for implementation.</p> <ul style="list-style-type: none"> <li>• Identify opportunities to ensure technology better meets needs of users as well as providing organisational efficiency.</li> <li>• Eliminate duplicate systems and implement common IT platforms in the areas of donor relations, intranet, finance system and reporting, common IT infrastructure.</li> <li>• Identify opportunities for technology training for older volunteers.</li> <li>• Protect data and systems with appropriate information security management.</li> <li>• Enable technology to better understand our contract management processes.</li> </ul>
<p><b>Improve Efficiency</b> Reduce overheads, realising efficiencies and cost savings through systems design and integration, process re-design and capability uplift so we can divert more funds to assistance.</p>	<p>Conduct process redesign work through Shared Services project to realise efficiencies at the same time as serving business needs.</p> <p>Conduct a process to understand current organisational expenses and identify cost savings against current baseline of service delivery.</p> <p>Review highest value contracts to enable savings through economies of scale and strong purchasing processes.</p> <p>Invest in leaders to achieve greater understanding and upskilling in financial management/ stewardship and risk decision making.</p>
<p><b>Governance</b> Invest in strong governance structures to become as effective and efficient as we can.</p>	<p>Strengthen governance processes and resources (Company Secretary, Board coaching, etc.).</p> <p>Invest in new Executive General Manager Governance &amp; Risk.</p> <p>Adopt and maintain Group Policy and Procedure framework.</p> <p>Define governance and operational roles and responsibilities across all parts of the Group and externally to make sure they are understood by all.</p>
<p><b>Environmental Sustainability</b> Do more of our work in a way that is environmentally friendly.</p>	<p>Reduce waste through improved donation processes in shops.</p> <p>Increase our ability to reuse E-waste sales and volume to recycling.</p> <p>Explore alternate recycling opportunities across all sites.</p> <p>Implement solar panels at more sites.</p> <p>Explore transferring organisational fleet to hybrids.</p>
<p><b>Preparing for the future</b></p>	<p>We will consider what tomorrow will look like and how we need to develop to remain relevant and working in ways that attract great people and best serve people in need. We will explore:</p> <ul style="list-style-type: none"> <li>• What technology we will need to enable our new ways of delivering services and new ways of working?</li> <li>• What will be the new and emerging risks we will face?</li> <li>• How do we attract and support people to prepare and adopt the emerging tools and ways of working?</li> </ul>





## STRATEGIC FOCUS AREA 4: COMMERCIALLY SMART

OBJECTIVE	HOW
<p><b>Retail Growth</b></p> <p>Development and execution of a retail strategy that expands our presence in the community and increases our available resources.</p>	<p>Retail strategy is approved.</p> <p>Priority areas will include:</p> <ul style="list-style-type: none"> <li>• Open additional shops</li> <li>• relocate and close underperforming shops</li> <li>• diversified retail operation</li> <li>• new brand.</li> </ul> <p>Investigate and establish new retail model/s.</p>
<p><b>Fundraising Growth</b></p> <p>Growing our donor base and our partnerships to deliver greater support for our work.</p>	<p>Fundraising strategy is approved.</p> <p>Priority areas will be:</p> <ul style="list-style-type: none"> <li>• Additional fundraising techniques</li> <li>• Bequests</li> <li>• Non-government Grants</li> <li>• Corporate partnerships</li> <li>• Sector growth: community, schools, church, other.</li> </ul> <p>Map and identify optimum Society specific donor journey.</p> <p>Implement new Customer Relationship Management system to increase ability to segment data.</p>
<p><b>New Income Streams</b></p> <p>Explore opportunities for new streams of income generation.</p>	<p>Investigate potential opportunities in the area of:</p> <ul style="list-style-type: none"> <li>• Innovative partnerships with corporates.</li> </ul> <p>Plan and implement viable opportunities and define revenue targets.</p>
<p><b>Government Funding</b></p> <p>Attract additional government funding where opportunities align with our strategy.</p>	<p>Identify government funding opportunities to support our work and align with our growth strategy.</p> <p>Participate in opportunities for social housing development.</p> <p>Maintain performance standards and accreditation; strengthening reputation within government.</p>
<p><b>Preparing for the future</b></p>	<p>We will consider what tomorrow will look like and how we need to develop to remain relevant and working in ways that attracts great people and best serves people in need. We will explore:</p> <ul style="list-style-type: none"> <li>• What opportunities exist to diversify and increase our revenue streams?</li> <li>• How is the fundraising sector and donor expectations changing?</li> <li>• What organisations will we need to have strong relationships / partnerships with?</li> </ul>





# EMPOWERING VICTORIANS

MAKING SOMEONE  
STRONGER, IN CONTROL  
OF THEIR LIFE AND  
RECLAIMING THEIR  
RIGHTS



**St Vincent de Paul Society**  
VICTORIA  
*good works*



**VincentCare**  
Engage. Enable. Empower.

**St Vincent de Paul Society Victoria** ABN 28 911 702 061

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