

# Society of St Vincent de Paul Scotland

## Business Plan: 2025/26

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Ensuring the Society's future while being  
faithful to its past

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# Introduction

The Society of St Vincent de Paul (SSVP) is a worldwide Catholic lay organisation whose volunteer members express their Christian faith in the service of their neighbour in need so bearing witness to His Compassion and Love.

## The Society in Scotland's Vision

*SSVP Scotland is a Christ-centred charity whose aim is to become recognised as the leading, lay Catholic charity operating Scotland-wide by **actively** seeking out and bringing hope, aid and assistance to those in our communities experiencing poverty in all of its forms.*

## The Society's Mission

*"As committed members of the Society of St Vincent de Paul, we seek to identify and combat all forms of poverty, by promoting social justice and actively working with those in need, acknowledging that, by freely giving of ourselves, we become more aware of the power of love in all our relationships."*

## The Society in Scotland's Purpose

- The Society of St Vincent Paul Scotland, through its Scotland-wide membership of over 2,000 volunteers, **seeks to identify and combat all forms of poverty**, supporting families, individuals and the forgotten in need **on a person-to-to person basis**.
- SSVP members show this love, compassion and understanding by giving of themselves, their concern, friendship and time, **regardless of a person's creed, colour, lifestyle or political belief**.
- **Need reveals itself in diverse ways** from those experiencing **traditional and modern forms of poverty**, the **forgotten** and those **suffering from the structural inequalities causing poverty** in the first place. It manifests itself in the form of fuel and food poverty; through the effects of loneliness, homelessness, addictions, poor mental health or family breakdown; from the effects of digital exclusion; through grappling with 'in-work' poverty or a reliance on zero-hour contracts. For others, it comes from fleeing persecution, global conflict or war, famine or drought resulting in forced migration.
- The help we provide, which is **never impersonal**, comes in diverse forms. We:
  - ☐ Provide spiritual, material, financial and moral support
  - ☐ Offer relief from the poverty of loneliness, hope or spirit
  - ☐ Make visits to people in a home, hospital, care home or prison setting who are in need or who are sick, housebound or vulnerable
  - ☐ Refer people to other agencies and organisations for specialist support and advice
  - ☐ Act as advocate on others' behalf
  - ☐ Champion the cause of social justice in pursuit of our broader goal, **a more just and compassionate society**
  - ☐ Work with other charities and organisations which share our ethos and values

- Our help is not confined solely to the needy close at hand. It extends to supporting people overseas through partnerships with local SSVP members on the spot.

## The Global Society of St Vincent de Paul's Core Virtues

- **Simplicity**
- **Humility**
- **Gentleness**
- **Selflessness**
- **Zeal**

## The Society's Values in Scotland

The following values form an intrinsic part of the Society in Scotland, guiding our actions and responses, today and beyond, and complement the Society's core virtues:

CHRIST-LED, FAITH  
DRIVEN

*We will respond based on our core belief in the sanctity of human life, the inherent dignity of the human person, and by putting the needs of the poor and vulnerable first.*

ACCOUNTABILITY

*We will hold ourselves and one another responsible for taking good care of resources under our stewardship made possible by others' generosity.*

JUSTICE

*We will act as a strong advocate against injustice, helping tackle the structural inequalities that cause poverty in all its forms, and in pursuit of our goal: a more just and compassionate society.*

GENEROUS

*We will be selfless in giving of our time, talents, energy and commitment in the service of people living with and facing adversity in all its diverse forms.*

RESPONSIVE

*We will demonstrate agility and empathy, responding with purpose and in a non-judgmental way at all times to people whom we serve in hope.*

KINDNESS

*We will show compassion, respect and sensitivity for people benefiting from our support, honouring their dignity and worth.*



# Operating Context

In a **world of riches and plenty**, we know that not everyone benefits equally from their distribution. The experience of living with the effects of absolute and relative poverty forms part of some people's daily routine. Some struggle to have their daily needs met for food, fuel or housing while others lack the income necessary to participate fully in society due to unemployment, low pay, social class, lack of education or homelessness, factors at the heart of poverty's root cause.

Across the globe, **regional wars, internal conflicts and the effects of climate change continue to disrupt, afflicting people's lives**, destabilising countries, governments and draining economies. Many innocent victims are caught up while others fight over power, influence and control, including over scarce resources. It creates enormous human suffering, death, injury, hunger, starvation and drought. It is driving migration worldwide.

The **shifting demographic changes** we see today have significant implications for governments, budgets and policies, particularly in the West. They also bring the potential of social unrest.

Recent changes in political leadership and the imposition of trade tariffs threaten long-established political, economic and military alliances. They pose threats to the economic outlook.

In a **period of global uncertainty**, countries, including the UK, are facing tough decisions: to raise taxes or cut spending and to prioritise expenditure on defence over welfare. The potential of even more people being pushed into poverty is real.

The latest Joseph Rowntree Foundation report<sup>1</sup> shows that UK poverty levels have remained broadly flat, similar to pre-pandemic levels. Yet, in 2022/23, about 2 in every 10 UK adults (21%) and about 3 in every 10 children remain in poverty, affecting 14.3 million people. The report highlights that it is over 20 years since the last prolonged fall in poverty in the UK.

In Scotland, despite a stated priority of successive Holyrood administrations and several policy interventions, **the number of people living with drug & alcohol addictions and experiencing poverty remains stubbornly high**. Meanwhile, significant gaps in average life expectancy rates between the most and least deprived areas in Scotland remain, where those in the least deprived areas can expect to live over 10 years less than the average life expectancy.<sup>2</sup>

Meanwhile, **homelessness figures continue rising in Scotland**. The most severe forms of homelessness increased 11% between 2020 and 2024 according to a recent study's findings.<sup>3</sup> Housing market pressures and the cost-of-living crisis were identified among the factors driving this increase.

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<sup>1</sup> *UK Poverty 2025, Joseph Rowntree Foundation, 29 January 2025*

<sup>2</sup> *Average life expectancy: Females, 80.8 years, 76.8 years, 2021 – 23. Source: National Records of Scotland*

<sup>3</sup> *The Homelessness Monitor Report Scotland (2024), Crisis, 2024*

Since it began in 2021, **families** across the UK continue **grappling** with the effects of the **cost-of-living crisis** as they face **higher food and energy bills**. Many have had to make changes to the way they live simply to save money. Some have been pushed into poverty, requiring the support of foodbanks and charities like the Society, simply to eke out an existence. For some, the UK Government's withdrawal of the winter fuel allowance has removed a vital financial lifeline, affecting their household budget. With further increases in the cost of energy, council tax, water bills, telephony and broadband provision set to take effect from April 2025, some people are rightly questioning when the cost-of-living crisis will come to an end.

In Scotland, **public finances remain stretched**, impacting most on those local government services which do not attract ring-fenced funding. Increasingly, Scottish local authorities are having to rely on their reserves. Funding restrictions are affecting their service delivery models through cuts to, or the withdrawal of, services. It adds pressure on charities and the third sector to close the gap.

Post-pandemic, more people are working from home or on a hybrid basis, splitting their time between the workplace and home. Hybrid working offers benefits to some; for others, it has **the potential to increase the number of those feeling isolated and lonely**. Meanwhile, as society changes, **more people than ever before are living alone**. Official UK Government figures show that, by 2022, the number living in a single person household rose to 8.3 million or 30% of all households, and that the majority of these households (53%) were occupied by women living alone.

Post-pandemic, there has been **steep rises in** the UK of the number of people classed as **economically inactive** and in the number of working age people claiming incapacity or disability benefits, the latter up 39% since 2019, and accounting for 3.4 million people. Mental health too has worsened since the pandemic, especially among the young, contributing to the increased expenditure on disability benefit claims due to a mental health condition.

**Consumer habits have been changing**. More people are shopping and banking online from the comfort of their own home or while on the move through having technology and the skills to use it. Over the last 10 years, almost 6,000 UK banks and post offices closed while in 2024 alone, 13,000 shops closed for good. Many people though don't have the skills, don't want to or can't afford to use new technology. Some struggle with what others take for granted such as paying bills, topping up a smart meter, booking a flight or hotels, obtaining quotes for insurance, energy, mobile and broadband cover. The **risk of digital exclusion** constitutes a major challenge for some to participate and benefit from the digital revolution.

Technology brings many upsides, not just downsides. Today, most people prefer using a bank card or mobile phone to pay for purchases rather than use cash. The pandemic accelerated the public's move away from a reliance on using cash. **Charities who rely heavily on cash donations put themselves at the risk of failing to attract donations**.

Organisations, including the Society, depend on **seamless and secure digital connectivity** to operate effectively and efficiently. Staff need equipping with the right tools and technology, including to work remotely or at home. Upgrading ageing infrastructure is not a luxury, it is a necessity.

**All charities must remain alert to legislative change**, understand what it entails, who it affects, and how to prepare for it. Among the areas that will demand the Society's attention in 2025/26 include the Scottish Government's Heat in Buildings Bill and the planned review of compliance with commercial recycling requirements in Scotland.

The Scottish Parliament elections (May 2026 at the latest) and the Scottish local government elections (May 2027) bring the potential for changes to Scotland's political leadership or direction. Throughout 2025/26, the Society must seek to strengthen its relations with the Scottish political and civic society to ensure its voice against poverty – and calls for a just and equal Scotland – is heard.

The Society recognises the challenges involved in fulfilling its mission and purpose. As a member-led organisation – independent of funders or governments – **the Society has a rich heritage** helping people in need and **a proud history** built over 175 years. Our members are Christ-led, faith driven, share **a commitment to Vincentian values** and hold a belief in the inherent dignity of the human person. We benefit from having a presence in every Roman Catholic diocese in Scotland, and from the international connections we have with Vincentians worldwide. Our donors and beneficiaries view the Society as one which they trust.

The Society faces some challenges of its own. More needs done to increase resilience within the National Office, and to improve and modernise how our conference network and members are supported. More investment is required to maintain a consistent approach to membership training and induction.

We have clear responsibilities to ensure risks are managed effectively, and that we understand how and why risks arise, and of how they can be avoided.

While the Society is committed to remaining faithful to its past, that does not mean staying rooted in the past. It means **ensuring the Society's governance, constitution and rules are adaptive and fit-for-purpose**, streamlining them, where appropriate. Being open to change will contribute towards building a Society which is thriving, and one which appeals to volunteers to join and even play a part in leading it.

Today, the public's awareness of social issues is much higher than before. It is leading to many people coming forward to participate in charitable works, preferring to do something actively to affect change rather than simply give money. The Society has **opportunities to benefit from this participation premium**, including when assessing options to develop national projects designed with scalability in mind. While rightly proud of its independence, the Society recognises it is not an inconsistent approach to seek external funding for specific causes provided it aligns with the Society's ethos and values.

The Society has a **long and successful track record of helping those in need**, and of speaking out against their sufferings and inequalities through our continued promotion of social justice. By the Society and its members remaining open and adaptive to change, by drawing on our many strengths, we are committed to **building a secure future for the Society while remaining faithful to its past**.

The Society's strategic and business priorities are set out in the pages following. The Business Plan's detail, and of how we plan to deliver this year's priorities, can be found in **Appendix 1**, (pp 13 – 17). Actions with the potential to incur cost are marked with a (£). **Appendix 2**, (pp 18 – 21) assigns each action to one of 6 portfolios with one Trustee having oversight of each: 1. Finance, Governance & Risk; 2. IT, Digital & Information Security; 3. Buildings & Fabric; 4. Communications & External Relations; 5. Special Projects & Twinning and 6. Youth Development.

# Strategic Priorities

During 2025/26, the Society's combined resources – conferences, members, Special Projects, the National Office, staff, volunteers and finances – will be firmly focused on delivering three strategic priorities identified by the National Council for Scotland (NCS) and the Trustees.

## Strategic priority One – Recruitment

*We will prioritise enhancing the Society's resilience and reputation to build an effective and professional organisation equipped to attract new members and support all members in reaching their full potential.*

To deliver it, during 2025/26, we will:

- Add resilience to the National Office, introducing new capacity and new ways of working, including through new technology.
- Stimulate collaborative working, beyond geographical or diocesan boundaries, to help grow the Society's reach and impact amongst people in need.
- Refresh and renew the resources available to attract and retain members while trialling fresh approaches to recruitment.

- Review the Society's governance structures, making changes, where appropriate, to ensure their fitness-for-purpose for the membership and an ever-changing regulatory environment.
- Modernise the annual audit process to help minimise the burden on the membership of it.
- Introduce new ways to make it easier for people to donate to the Society, adding choice and convenience in the digital age.
- Add robustness to how risks are managed and mitigated, including to protect the Society against common threats such as cyber, health & safety and safeguarding.
- Review cyber, health & safety and safeguarding policies, updating appropriately, while ensuring all training and compliance regimes are in place and adhered to.

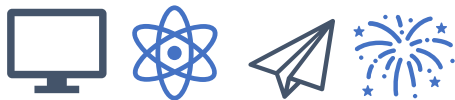


## Strategic priority Two – Communications

We will prioritise developing a new Communications Strategy to ensure the Society maximises visibility and relevance across diverse audiences, communities and people in ways that are engaging and impactful.

During 2025/26, we will:

- Enhance the Society's promotional literature and members' resources to project the Society as supportive and welcoming.
- Review the Society's 'shop window' (its website) to ensure it continues helping the Society interact, operate and grow.
- Implement fresh ideas and approaches better connecting members, the National Office and the Society's governance structures, helping build a culture of accountability.
- Exploit new technology to improve the flow and impact of the Society's communications.
- Advocate for social justice to shape and influence public policy.
- Recognise and celebrate achievements and real-life impacts generated when supporting those in need.



## Strategic priority Three – Youth Development

We will prioritise the recruitment of a new National Youth Development Coordinator to lead and champion engagement with young people, encouraging them into becoming part of the Vincentian family and its works.

During 2025/26, we will:

- Appoint a new National Youth Development Coordinator, equipped with the necessary skills, expertise, support and resources to lead and champion the Society's ambition of attracting young people into the Vincentian family.
- Develop a compelling strategy to engage and grow the involvement of young people in the Society and its works.
- Curate and deliver a programme of events, seminars and retreats for young people, deploying good practice from other jurisdictions and sectors.





# Business Priorities

In parallel with the three strategic priorities, the Society, through the National Council for Scotland and Trustees, will progress a number of business priorities, including to:

- Help the Society's Conferences in developing their spiritual life, intensify their service and diversify their activities so that they will be constantly attentive to the needs of those suffering or forgotten.
- Ensure the Society maintains regulatory compliance to the Office of the Scottish Charity Regulator and to Companies House, and that the Society's Memorandum and Articles comply to the International Statutes of the Society.
- Maintain sound management of the funds under the Society's stewardship.
- Identify and target new sources of funding that align with the Society's ethos and values.
- Stimulate and develop scalable national projects addressing nationwide problems or needs.
- Adopt the principles of a carbon neutral organisation, seeking to minimise the Society's carbon footprint, with a particular focus on the activities undertaken by the National Office and the Society's Special Projects.

- Introduce a redesigned and modernised work environment at minimal cost outlay within the National Office to help prevent the negative effects of prolonged sitting, to foster collaboration and creativity, and to enhance employee wellbeing.
- Ensure business continuity is maintained effectively as an upgrade to the Society's financial management system is implemented.
- Demonstrate the Society's clear commitment to cyber security, including the pursuit of Cyber Essentials certification.
- Manage and mitigate risks proactively.



# Some Highlights from 2024/25

Thanks mainly to the Society's 237 conferences and 1,546 members, and contribution of its Special Projects, several achievements emerged. Some highlights across the last 12 months include:

- The Frederic Ozanam Scholarship Fund marking its **6<sup>th</sup> year** of operation. During this period, **23 financial awards** were **granted** to school pupils in the Archdiocese of Glasgow allowing them to embark on a university education which they might otherwise have been unable to afford through experiencing financial hardship.
- **Increasing the number of overseas conference twins to 362** (262 and 100 twins in South Africa and India respectively), each being provided with financial support.
- Running a successful appeal, generating **thousands of donations of liturgical items** for distribution within prisons in Scotland. The response was so overwhelming, the appeal closed after only one month.

- **Funding provided to 8 individual projects overseas**, providing, for example, vital machinery such as sewing machines, meaning women facing financial hardship are able to work, earn a living and look after their families.
- **More conferences joining in Challenge Poverty Week 2024** to raise their voices against poverty and unite with others in calling for a just and equal Scotland.
- **Developing and publishing updated guidance on conference book-keeping** and providing training for Conference Treasurers in advance of the Annual Audit, in pursuit of the Society's goal of maintaining regulatory and legislative compliance.
- **Expanding the SSVP Tutoring Club's reach** into new primary school, providing support to primary-age children having English as a second language.
- **Making plans for the Annual Youth Pilgrimage in June 2025** to Scotland's national grotto at Carfin when 750 young people will visit the grotto as pilgrims of hope.



# Measuring & reporting impact

The Society's mission aims to bring the compassion of Christ to the poor and vulnerable, changing lives for the better. It is important that we understand fully that our work is making a positive difference, and that we can evidence it. Equally, the ability to demonstrate how the Society's strategic priorities are progressing is something of interest and importance to our members. We will do this:

- **Capturing a rich source of data** through the **Annual Audit** of all conferences in Scotland, including about income and expenditure.
- **Analysing data** gathered during the Annual Audit on activities undertaken by conferences when fulfilling the Society's purpose, for example, the number of Home & Care Home Visits to people who are sick, housebound, lonely, vulnerable or in need; Hospital Visits; Families & Individuals Assisted Financially; Families & Individuals Assisted with Furniture & Household Goods; Families & Individuals Provided with Food and Utilities Support; Holidays Provided for Disadvantaged Families; Financial Support Provided to Overseas Twins and to the Society's Special Projects; Financial Support Provided to Schools to Assist with e.g., School Uniforms, School Trips & Outings.

- **Developing case studies** to showcase how, by what we do or provide, has helped make a demonstrable difference to people in need.
- **Drawing on testimonials and personal endorsements** to reflect a person's experience of working with the Society and its volunteers, and to showcase the real-life impacts of the Society's work.
- **Developing baselines**, for example, of the Society's contracts with external parties to identify opportunities to improve or realise savings.
- **Gathering feedback from members, staff and other stakeholders** through the Annual Meeting, surveys and 360-degree feedback.

We will report progress and performance against the priorities to the National Council of Scotland. It meets six times per year.

We will use other tools at our disposal to keep the membership and others informed, including the Society's website, Facebook, Instagram, X accounts and the Ozanam News, the Society's quarterly newsletter.



# How we are resourced

The Society calls upon a range of resources to fulfil its mission and purpose, and to deliver its priorities. These include:

- The **network of 237 conferences and 1,546 members**, spread across Scotland's eight Roman Catholic dioceses, represent the Society's core strength. Consistent with the Society's values, they selflessly give their time, talents, energy and commitment, all in the service of people living with and facing adversity in their daily lives.
- It is a privilege and honour to serve people in need. On a weekly basis through box collections held at Roman Catholic churches in Scotland, **parishioners generously donate and support their local SSVP conference financially**. The Society could not operate without the financial and spiritual support provided by parishioners.
- **The National Office** provides support and advice to Diocesan and Conference Councils, and to the volunteer members from its central Glasgow offices. It also provides administrative and other support to the Trustees and National Council of Scotland, involving **paid managerial and administrative staff assisted by a small number of committed volunteers**.
- A number of **legacies and wills** left to the Society together with some **investments** help to fund the Society's activities and contribute towards developing its reserves.
- The Society actively **fosters and encourages collaboration with other** local and national **charities** sharing the same ethos and values as its own and where a distinct need has been identified. The intention of the collaboration is that, by working together, the combined impact on those need of help will be greater and more meaningful.
- The Society operates a number of **Special Projects** addressing specific needs, for example, the Wishaw, Paisley and West Fife Furniture Projects. Meanwhile, the Daughters of Charity receive support for the **Louise Project** in Govanhill, Glasgow. The project is a response to those facing great hardship, and aims to develop a pathway to break the cycle of generational poverty. The project has a particular focus on the Roma community.
- The Society supports **The Listening Heart**, a Daughters of Charity project based in Glasgow's East End aimed at helping those in need of company or privacy.
- The Society has established a **Working Group** comprising volunteer members offering to contribute their skills from different disciplines and their experiences gained in different business sectors. The Working Group has been working directly with the National President and Trustees in shaping the Society's strategic direction and priorities over the 2025/28 period. There are plans afoot to establish other Working Groups in 2025/26, broadening member involvement in driving new initiatives, including ones with the potential for national reach.



# Appendix 1: Our 2025/26 Business Plan

**Strategic Priority One – Recruitment:** We will prioritise enhancing the Society’s resilience and reputation to build an effective and professional organisation equipped to attract new members and support all members in reaching their full potential

No.	What we will deliver	By whom	By when
1)	Recruit & appoint a Finance & Administration Manager for the National Office (£)	Trustees	Apr 2025
2)	Recruit & appoint a National Youth Development Officer (£)	Trustees	Apr 2025
3)	Define the role and profile necessary to add to the National Office’s capacity and resilience, to engage with the conference network and membership, and to support the Presidents, Trustees, the Conference Network and members in delivering the programme of change and transformation (£)	Trustees	July 2025
4)	Secure replacement Twinning Officer(s)	Trustees	June 2025
5)	Publish findings from study into conferences’ current approaches to digital giving	Working Group	Apr 2025
6)	Establish a national project to lead on implementing added choice and convenience for people to donate to the Society and conferences, including digitally and via the website, initially through three pilot projects	Working Group	Sep 2025
7)	Secure 100% return to the 2024/25 Annual Audit by 10 May 2025 deadline	Trustees	Sep 2025

8)	Lead a Working Group to analyse the pinch points involved in the Annual Audit process, and to define requirements for a future state involving a modernised process	Fin & Admin Mgr	Sep 2025
9)	Conduct soft market testing of professional indemnity and employer's liability insurance prior to expiry in December 2025	Fin & Admin Mgr	Sep 2025
10)	Expand overseas twinning opportunities by a further 20 twins	Twinning Officers	Mar 2026
11)	Develop and deliver implementation plan for Windows 10 software upgrade for National Office & Society assets to optimise security <b>(£)</b>	Fin & Admin Mgr	Sep 2025
12)	Update Society's Asset Register, and use it as an input to NCS's Risk Register	Fin & Admin Mgr	Aug 2025
13)	Initiate Cyber Essentials assessment by September 2025	Fin & Admin Mgr	Mar 2026
14)	Develop and deliver an implementation plan migrating the Society's Sage Accounting to cloud technology <b>(£)</b>	Fin & Admin Mgr	Sep 2025
15)	Upgrade National Office cabling to CAT 6 to achieve seamless connectivity <b>(£)</b>	Working Group/Trustees	Sep 2025
16)	Analyse options to improve broadband connectivity in National Office, and develop an implementation roadmap for improving the quality of service <b>(£)</b>	Working Group/Trustees	Aug 2025
17)	Upgrade National Office telephony provision to add resilience to members' support <b>(£)</b>	Working Group/Trustees	Sep 2025
18)	Initiate at least two national projects to address national problems or needs	Trustees	Oct 2025
19)	Consult with the membership on proposals for reviewing governance, updating the constitution, manual and rulebook	Trustees	Dec 2025

**Strategic Priority Two – Communications:** We will prioritise developing a new Communications Strategy to ensure the Society maximises visibility and relevance across diverse audiences, communities and people in ways that are engaging and impactful.

No.	What we will deliver	By whom	By when
1)	Develop and publish a new Communications Strategy <b>(£)</b>	Trustees	Sep 2025
2)	Design an Outreach Programme, involving virtual and face-to-face contact, to better connect the membership to the National Office and Trustees	Operations Manager	Sep 2025
3)	Review all current Society promotional literature to identify improvements that will lead to them being more engaging and impactful, and agree a plan for how these will be prioritised <b>(£)</b>	Operations Manager	Oct 2025
4)	Initiate a review of the role of the Ozanam News in connecting with the membership and in communicating the Society's work, impact and results, identifying any recommendations	Operations Manager	Sep 2025
5)	Develop an outline strategy, setting out an approach, techniques and tools for attracting, developing, training and retaining members	Operations Manager	Oct 2025
6)	Develop and publish up to 6 case studies annually (2 bi-monthly) showcasing results & impact of the Society's work	Operations Manager	Mar 2026
7)	Identify and publish examples of collaborative projects from other SSVP jurisdictions that have worked well, highlighting lessons learned and the factors critical to their success	Operations Manager	Oct 2025
8)	Initiate capture of requirements for a new or refreshed website, hosting and domain registration in preparation for expiry of contracts in April 2026 <b>(£)</b>	Operations Manager and Fin & Admin Mgr	Oct 2025

**Strategic Priority Three – Youth Development: We will prioritise the recruitment of a new National Youth Development Coordinator to lead and champion engagement with young people, encouraging them into becoming part of the Vincentian family and its works**

No.	What we will deliver	By whom	By when
1)	Conclude induction and training of the National Youth Development Coordinator (NYDC), defining a programme of work for their 'First 100 days' to direct the initial agenda, setting priorities and key goals for learning, contributing and growth across that period and beyond	Trustees	Jun 2025
2)	Promote, develop and coordinate the Society's youth programmes across Scotland	NYDC	July 2025
3)	Build effective relationships and collaborate with Diocesan Presidents, Teachers, Chaplains, and Youth Workers to grow and support initiatives like Mini Vinnies and Senior Vinnies	NYDC	Sep 2025
4)	Build effective relationships with schools, universities, and parishes to expand the Society's presence and impact	NYDC	Sep 2025
5)	Develop exciting new projects like the SSVP Tutoring Club, initially in Glasgow, and support its expansion across Scotland	NYDC	Oct 2025
6)	Implement up to three social justice initiatives and inspire regular fundraising activities among young people	NYDC	Mar 2026
7)	Represent the Society as an effective ambassador in education and youth networks, fostering collaboration and partnerships within the Catholic community and beyond	NYDC	Mar 2026



## Business Priorities

No.	What we will deliver	By whom	By when
1)	Target and secure at least two sources of external funding which align with the Society's ethos and values	Trustees	Mar 2026
2)	Set and achieve targets to minimise the carbon footprint of the National Office and the Society's Special Projects	Trustees	Oct 2025
3)	Redesign and modernise the National Office's office environment at minimal cost outlay (£)	Working Group	Oct 2025
4)	Lead on maintaining a healthy IT environment and culture, ensuring plans for business continuity, including upgrades to software, hardware, telephony and broadband within the National Office, are robust, and services remain available at or near 100%	Trustees and Fin & Admin Mgr	Oct 2025
5)	Establish up to three Working Groups to lead and support the Trustees in implementing the Society's programme of transformation and change, and to broaden membership involvement	Trustees	Sep 2025
6)	Launch and maintain updated risk management strategy and policies as an ongoing activity of the National Council and Trustees	Trustees	Sep 2025
7)	Offer cyber awareness training and secure Cyber Essentials certification for the National Office (and include a budget provision for other staff training) (£)	Trustees	Dec 2025
8)	Review cyber, data retention, health & safety and safeguarding policies, updating appropriately	Fin & Admin Mgr	Oct 2025

## Appendix 2: Priorities & Actions by Portfolio

### Portfolio: Finance, Governance & Risk – What we will deliver

Recruit & appoint a Finance & Administration Manager for the National Office

Secure 100% return to the 2024/25 Annual Audit by 10 May 2025 deadline

Lead a Working Group to analyse the pinch points involved in the Annual Audit process, and to define requirements for a future state involving a modernised process

Conduct soft market testing of professional indemnity and employer's liability insurance prior to expiry in December 2025

Update Society's Asset Register, and use it as an input to NCS's Risk Register

Consult with the membership on proposals for reviewing governance, updating the constitution, manual and rulebook

Target and secure at least two sources of external funding which align with the Society's ethos and values

Set and achieve targets to minimise the carbon footprint of the National Office and the Society's Special Projects

Launch and maintain updated risk management strategy and policies as an ongoing activity of the National Council and Trustees

Review cyber, data retention, health & safety and safeguarding policies, updating appropriately

### Portfolio: Buildings & Fabric – What we will deliver

Redesign and modernise the National Office's office environment at minimal cost outlay

### *Portfolio: Communications & External Relations – What we will deliver*

*Define the role and profile necessary to add to the National Office's capacity and resilience, to engage with the conference network and membership, and to support the Presidents, Trustees, the Conference Network and members in delivering the programme of change and transformation*

*Design an Outreach Programme, involving virtual and face-to-face contact, to better connect the membership to the National Office and Trustees*

*Review all current Society promotional literature to identify improvements that will lead to them being more engaging and impactful, and agree a plan for how these will be prioritised*

*Initiate a review of the role of the Ozanam News in connecting with the membership and in communicating the Society's work, impact and results, identifying any recommendations*

*Develop an outline strategy, setting out an approach, techniques and tools for attracting, developing, training and retaining members*

*Develop and publish up to 6 case studies annually (2 bi-monthly) showcasing results & impact of the Society's work*

*Identify and publish examples of collaborative projects from other SSVP jurisdictions that have worked well, highlighting lessons learned and the factors critical to their success*

*Establish up to three Working Groups to lead and support the Trustees in implementing the Society's programme of transformation and change, and to broaden membership involvement*

### *Portfolio: IT, Digital & Information Security – What we will deliver*

*Publish findings from study into conferences' current approaches to digital giving*

*Establish a national project to lead on implementing added choice and convenience for people to donate to the Society and conferences, including digitally and via the website, initially through three pilot projects*

*Develop and deliver implementation plan for Windows 10 software upgrade for National Office & Society assets to optimise security*

*Initiate Cyber Essentials assessment by September 2025*

*Develop and deliver an implementation plan migrating the Society's Sage Accounting to cloud technology*

*Upgrade National Office cabling to CAT 6 to achieve seamless connectivity*

*Analyse options to improve broadband connectivity in National Office, and develop an implementation roadmap for improving the quality of service*

*Upgrade National Office telephony provision to add resilience to members' support*

*Develop and publish a new Communications Strategy*

*Initiate capture of requirements for a new or refreshed website, hosting and domain registration in preparation for expiry of contracts in April 2026*

*Lead on maintaining a healthy IT environment and culture, ensuring plans for business continuity, including upgrades to software, hardware, telephony and broadband within the National Office, are robust, and services remain available at or near 100%*

*Offer cyber awareness training and secure Cyber Essentials certification for the National Office (and include a budget provision for other staff training)*

### *Portfolio: Youth Development – What we will deliver*

*Recruit & appoint a National Youth Development Officer*

*Conclude induction and training of the National Youth Development Coordinator (NYDC), defining a programme of work for their ‘First 100 days’ to direct the initial agenda, setting priorities and key goals for learning, contributing and growth across that period and beyond*

*Promote, develop and coordinate the Society’s youth programmes across Scotland*

*Build effective relationships and collaborate with Diocesan Presidents, Teachers, Chaplains, and Youth Workers to grow and support initiatives like Mini Vinnies and Senior Vinnies*

*Build effective relationships with schools, universities, and parishes to expand the Society’s presence and impact*

*Represent the Society as an effective ambassador in education and youth networks, fostering collaboration and partnerships within the Catholic community and beyond*

### *Portfolio: Special Projects & Twinning – What we will deliver*

*Secure replacement Twinning Officer(s)*

*Expand overseas twinning opportunities by a further 20 twins*

*Initiate at least two national projects to address national problems or needs*

*Develop exciting new projects like the SSVP Tutoring Club, initially in Glasgow, and support its expansion across Scotland*

*Implement up to three social justice initiatives and inspire regular fundraising activities among young people*