



Strategy Implementation Plan 2018-2020





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Background

Salt Care is a registered not for profit company (Limited by Guarantee), which operates as a division of Salt Ministries. Salt Ministries is a Christian faith based church that operates across the Nowra region. Salt Care is an initiative which was developed to address identified needs of individuals, families and the community, including those pertaining to homelessness, poverty, health, mental health, family and community discord and general disadvantage.

Within the Salt Care framework, there are four subdivisions including Saltbox (Meal service), Safe Shelter (Housing/Accommodation), Salt Care (Groceries and material aid supports) and Volunteering. While each of these service streams has a specific focus and their own operating frameworks, they are also all integrated to allow for efficiencies through the sharing of resources, knowledge management and collaboration.

Salt Care is governed by a Management Committee who on the 17th July 2018, created and endorsed a Strategic Plan designed to guide and support the organisation to achieve its business objectives over the next two years.

The Strategic Plan

The Strategic Plan outlines Salt Care's Mission, Vision and Values and identifies four core business objectives (inner circle of the wheel) which will be the focus of Salt Care's activities over the next two years. These are:

- Partnership and Collaboration
- Growth and Diversification
- Sustainability
- Engagement

Underpinning each of these objectives are a variety of key focus areas, which outline specific strategies for how these overarching goals will be achieved. These are outlined further in the following sections.

The Strategic Plan also highlights the four service focus areas, represented by the subdivisions of the Salt Care framework (Saltbox, Safe Shelter, Salt Care and Volunteering). These are located in the outer wheel and are delivered via a range of programs and services. The four service focus areas are:

- Community Connections
- Food, Meals, Support
- Care, Services, Assistance
- Shelter and Accommodation

A copy of the Strategic Plan is provided below, with each of the four core business objectives then described in further detail, and specific implementation strategies outlined which will support the organisation to meet its strategic objectives within the identified timeframe.



STRATEGIC PLAN 2018-2020

Mission:

To provide holistic, wrap around supports to address the identified needs of people in our community.

Vision:

We exist to build the capacity of individuals, families and the community by addressing disadvantage.

Values:

- Connection
- Compassion
- Dignity
- Hope
- Restoration



Strategic Objective: Partnership and Collaboration



The core strategic objective of Partnership and Collaboration is underpinned by three key focus areas. Each of these and the corresponding activities that will contribute to the achievement of the objectives is outlined below.

Partners: Partner with other organisations, funding bodies and stakeholders to leverage resources and build awareness

Division	Activity	Tasks	Responsibility	Timeframe
Safe Shelter	Provision of space for other organisations to deliver information and supports from our sites	<ul style="list-style-type: none"> Identify service gaps Develop relationships with other local businesses delivering gap services Provide opportunity for services to deliver their services from our facilities Monitor and evaluate relationship 	Management Committee	Sept 2018 Dec 2018 Jan 2019 June/Dec 2019
Saltbox				
Salt Care				
Volunteering				

Collaboration: Collaborate to develop community strategies and in the delivery of solutions to address local needs

Division	Activity	Tasks	Responsibility	Timeframe
Safe Shelter	Attend networking events and network meetings to establish connections and relationships	<ul style="list-style-type: none"> Identify network meetings/events Prioritise and link with network organisers Attend six networking meetings/events per year 	Management Committee	Sept 2018 Dec 2018 Dec 2019
Saltbox				
Salt Care				
Volunteering				

Relationships: Build positive relationships to attract opportunities

Division	Activity	Tasks	Responsibility	Timeframe
Safe Shelter	Identify the wider needs of participants, opportunities available in the wider community, and any other services that we can link our participants to.	<ul style="list-style-type: none">• Identify participant needs• Undertake a community environmental scan to identify available services in the local community• Make contact with local organisations to discuss relationship options• Develop MOUs where relevant	Management Committee	Sept 2018 Dec 2018 Jan 2019 On-going
Saltbox				
Salt Care				
Volunteering				

Strategic Objective: Growth and Diversification



The core strategic objective of Growth and Diversification is underpinned by three key focus areas. Each of these and the corresponding activities that will contribute to the achievement of the objectives is outlined below.

Do what we do well: Continue to do what we do well using our knowledge, systems and resources to grow our services

Division	Activity	Tasks	Responsibility	Timeframe
Salt Care	Create a communication campaign to ensure staff and volunteers are aware of all the activities and services being delivered across the business	Develop an internal newsletter Develop an internal email database of staff and volunteers and email out the newsletter with a greeting from the Management Committee	Management Committee	Nov 2018 Every three months Ongoing
Saltbox				
Safe Shelter				
Volunteering				

Add Value: Partner with other local services to build capacity and add value to our services

Division	Activity	Tasks	Responsibility	Timeframe
Safe Shelter	Identify the wider needs of participants, opportunities available in the wider community, and any other services that we can link our participants to.	<ul style="list-style-type: none"> Identify participant needs Undertake a community environmental scan to identify available services in the local community Make contact with local organisations to discuss relationship options Develop MOUs where relevant 	Management Committee	Sept 2018 Dec 2018 Jan 2019 On-going
Saltbox				
Salt Care				
Volunteering				

Diversify: Develop opportunities to build on our services to address needs in the community

Division	Activity	Tasks	Responsibility	Timeframe
Safe Shelter	Undertake a wider community needs analysis process to identify needs	<ul style="list-style-type: none">• Identify community needs• Develop initiatives to address community needs that are not currently being addressed locally	Management Committee	Jan 2019
Saltbox				
Salt Care				
Volunteering				

Strategic Objective: Sustainability



The core strategic objective of Sustainability is underpinned by four key focus areas. Each of these and the corresponding activities that will contribute to the achievement of the objectives is outlined below.

Business Systems: Continuously improve efficiency in service delivery and business systems

Division	Activity	Tasks	Responsibility	Timeframe
Safe Shelter	Undertake a review of current business systems and areas for possible improvement	<ul style="list-style-type: none"> Undertake a review of current systems Identify current and future business system gaps needs Implement continuous improvement strategies to ensure business systems are fit for purpose 	Management Committee	Nov 2018
Saltbox				
Salt Care				
Volunteering				

Profitability: Effective use of resources to ensure profitability across the business

Division	Activity	Tasks	Responsibility	Timeframe
Safe Shelter				
Saltbox				
Salt Care				
Volunteering				

Investment: Attract funding and investments to support initiatives

Division	Activity	Tasks	Responsibility	Timeframe
Safe Shelter				
Saltbox				

Salt Care				
Volunteering				

People: Develop staff and volunteers to ensure an agile and capable workforce

Division	Activity	Tasks	Responsibility	Timeframe
Safe Shelter				
Saltbox				
Salt Care				
Volunteering				

Strategic Objective: Engagement



The core strategic objective of Engagement is underpinned by three key focus areas. Each of these and the corresponding activities that will contribute to the achievement of the objectives is outlined below.

Participants: Continue to create warm, welcoming spaces and deliver supportive services to address needs

Division	Activity	Tasks	Responsibility	Timeframe
Safe Shelter				
Saltbox				
Salt Care				
Volunteering				

Volunteers: Recruit, train and nurture volunteers for effective delivery of our services to participants

Division	Activity	Tasks	Responsibility	Timeframe
Safe Shelter				
Saltbox				
Salt Care				
Volunteering				

Community: Build awareness and garner community support for wrap around services to our participants

Division	Activity	Tasks	Responsibility	Timeframe
Safe Shelter				
Saltbox				
Salt Care				
Volunteering				