

## 2022 Strategy and Objectives (Operating Plan)

Each Key Result Area is assigned to a Trustee. The strategic plan should be reviewed at the Board annually at the November meeting. The Operating Plan should be reviewed quarterly by the Board

Key Result Area	Strategy	Objectives	Operating Plan	Timing
<b>1. Organisation Structure and stable HR</b>	1.1 Ongoing Recruitment Campaigns to strengthen Board of Trustees, numbers of Listeners and Shop Volunteers at PP and build teams at new Satellites. Volunteers to assist as required with Marketing and Income Generation.	Identify additional Trainers and Mentors. Provide refresher training and ongoing support at PP and satellites. Listener awareness for shop volunteers	Listener Services Trustee and Manager / Trainers	Scheduled programme throughout the year
	1.2 Welfare of volunteers	No volunteer burnout Support volunteers in crisis	Listener Services Trustee and Managers maintain regular personal contact.	Monthly management reports to the Board
	1.4 “Welcome to Sams”	Briefing pack for all Volunteers	Administrator - HR Support	Issued to all new volunteers on arrival and as required throughout the year.
	1.5 Performance Monitoring of Listener Management and Charity Shop	VFM and accountability – co-ordination with IG Team	Board Executive	Regular review meetings
	1.6 Team Communication	Regular Newsletters and Contacts Lists	Treasurer and Admin Team	Monthly

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<b>2. Service Delivery</b>	2.1 Enhance the successful functioning and coordination of the SEISS project.	Regular monitoring of a Seafarers calls (numbers and performance), feedback from listeners and cooperation with BW.	Board, Listener Service Trustee and Managers	Ongoing
	2.2 Core Development E-Learning Training introduced to new applicants and current listeners across the whole service.	Ensure a consistent approach in training across all centres in Spain and an opportunity to train new applicants outside our satellite communities. Possibly create new satellite teams.	Listener Service Trustee and Managers	February 2022
	2.3 New policy that will standardise listening procedures across the whole service in line with the E-Learning package.	Ensure a consistent and clear listening procedures across the whole service. Efficient guidelines that support listeners in their work.	Listener Service Trustee and Managers	April 2022
	2.4 Increase the number of active listeners across the whole service.	Standardise the recruitment procedure. Recruitment of listeners on the waiting database.	Listener Service Trustee and Managers	February 2022
	2.5 Ongoing support for volunteers.	Open communication, provide guidelines seeking regular feedback, promote achievements.	Listener Service Trustee and Managers	Ongoing
	2.6 Rota scheduling and team coordination	Informed volunteers and efficient operations.	Listener Services Manager	Monthly reports to Board via Listener Services Trustee

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<b>3. Financial Resource Management</b>	3.1 To maximise income and minimise costs.	Adherence to financial policies and procedures by all Vols, Trustees	Treasurer / BoT and Accounts team	Ongoing
	3.2 Review Expenses Policy.	VFM	Treasurer	Ongoing
	3.3 Manage Bank Account Optimise interest on fixed deposits, savings. Maintain funds to meet statutory obligations.	Continual management & monitoring	Treasurer	Ongoing
	3.4 Prepare budgets and analysis. Oversee Accounting system for IVA. Annual Audit.	Target annual breakeven of income against operating costs	Treasurer	Monthly
	3.5 Monthly Highlights Report for BoT		Treasurer	Monthly
	3.6 Half yearly Report for BoT		Treasurer	Half Yearly
	3.7 Annual Report for inclusion in the Samaritans in Spain Annual Report			Annually

### **2022 Overall Priorities**

- a. Ensuring non-IVA donations/events continue.
- b. Ensuring shop income remains good
- c. Ensuring, where possible, that all expenses have IVA receipts
- d. Controlling and reducing costs to ensure longevity of the Organisation

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<b>4. Income Generation (IGR)</b>	4.1 Continue to raise shop profile	Auction higher value items	IGR/shop team	End Dec 22
	4.2 Research and establish new shops where appropriate	Undertake structures research into further locations that assist SiS achieving its objectives –using other partners where appropriate	IGT	Half-yearly to BoT
	4.3 Better use of drop in facilities	Scope out and deliver a plan to maximise the revenue opportunities of the existing facilities.	IGT	Half-yearly to BoT
	4.4 Increase the number of Teamers	Increase from 22 to 50 with an income target of 500€	IGT	End Dec 2022
	4.5 Increase the distribution of collection tins	Identify commercial shops/bars	IGT	July 2022
<b>5. Income Generation Events (IGE)</b>	5.1 Dedicated IGE's	Achieve new revenue of €4.5k to €5.5k  Tapas Trail – Spring Tapas Trail – Autumn Mental Health Awareness Week. Other opportunities as they arise	IGE	End Dec 2022

<b>6. President – marketing &amp; awareness</b>	6.1 Strengthen SiS position as a recognised support service throughout the whole of Spain.	To raise the profile of SiS, utilising our website, facebook and suitable business partners	President	End Dec 2022
	6.2 Strengthen SiS position as a recognised support service locally	To raise the profile of SiS by carrying out a minimum of three talks (groups, radio, events, press)	President	End Dec 2022
	6.3 Encourage the English speaking men of Spain to seek support when they need it	Develop a marketing campaign specifically aimed at men	President	June 2022
	6.4 Develop a centralised and consistent brand strategy across all platforms.	New brand materials developed and implemented	President	March 2022
	6.5 Scope out alternative, more effective uses of the space previously utilised as a Drop In	Scoping document developed, leading to a project plan and execution of a new initiative as appropriate.	President	June 2022

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<b>7. Governance</b>	7.1 To maintain SiS records in efficient and confidential manner	Arrange monthly BoT meetings, calendar, Agendas, Minutes. AGM, Annual All Volunteers meetings.	Secretary	As per set calendar dates and timings
	7.2 Liaise with Solicitors and ensure legal compliance	Maintain updates of SIS. Statutes, Policies and Procedures, returns.	Secretary	
	7.3 To oversee renewal of leases and contracts (property, insurance, utilities etc) applying best practice	Timely reviews, renewal, VFM	Secretary	
	7.4 To ensure compliance with Data Protection Law		Secretary	
	7.5 To liaise with the Administrator to ensure that records in the Centre are regularly maintained and up-to-date and in compliance with 6.4 above	Oversee volunteer records to ensure they are complete and up to date	Secretary and Administrator	