

2021-2022 Strategy and Objectives (Operating Plan)

Each Key Result Area is assigned to a Trustee and/or “Managers/Supervisors”. 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
1. Organisation Structure and stable HR	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 2021-22 (Covid permitting)
	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
	1.3 Volunteer Agreements.	Signed copies on file of up to date agreements with clear details of obligations for both SiS and Volunteers	Administrator - HR Support	Reviewed issued and updated as required.
	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

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1 Organisation Structure and stable HR (cont)	1.6 Team Communication	Regular Newsletters and Contacts Lists	Admin team	Monthly
2. Service Delivery	2.2 All Listeners trained for phone, face to face, emails and Whats App contacts and able to take on other delegated tasks.	Enhanced job satisfaction and equal and fair load on shifts	Listener Service Trustee and Managers	Ongoing
	2.3 Enhanced screening and adjustments to update initial Listener Training programme	Adapt to changing times, environment and working practices	Listener Service Trustee and trainers	Ongoing
	2.4 Ongoing team building, workshops and monitoring.	Review existing practices and enhance as required. Avoid overload / burnout.	HR Support	Ongoing
	2.5. Succession plan for Mentoring Team, Prison Visit Team, Training Team, Mobile Phone Team	Identify able and willing Listeners to take on extra tasks and varying shifts	HR Support	Ongoing
	2.6 Monitoring and co-ordination with Satellites	Ensure compliance with policies and procedures	Board / Listener Service Trustee	Ongoing
	2.7 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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3. Financial Resource Management	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 Continue to monitor closely Petty Cash usage.	VFM	Treasurer and Accounts Team	Ongoing
	3.3 Review Expenses Policy.	VFM	Treasurer	Ongoing
	3.4 Review phone lines to ensure only paying for actual usage.	VFM	IG/Treasurer	Ongoing
	3.5 Manage Bank Accounts Optimise interest on fixed deposits, savings. Maintain funds to meet statutory obligations.3	Continual management & monitoring	Treasurer	Ongoing
	3.6 Close La Caixa account as soon as possible in 2021.	Saving money	Treasurer/Secretary	Ongoing
	3.7 Prepare budgets and analysis. Oversee Accounting system for IVA. Annual Audit.	Target annual breakeven of income against operating costs	Treasurer	Monthly, Quarterly, Annually as required
	3.8 Monthly and Quarterly and Annual Reports for BoT Implement Revised Budget Spreadsheet for Control		Treasurer	

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4. Income Generation (IG)	4.1 Continue to raise the Shop profile	<ul style="list-style-type: none"> • Auctioning higher value items: Target €720 • Promotional days eg World Book Day 	IG Team / Shop Supervisors	End Dec 2021
	4.2 To research and establish new Shops where appropriate	Undertake structured research into further locations that assist SiS achieving its objectives – using other partners where appropriate.	IG Team	Quarterly report to BoT
	4.3 Better utilise current Shop/SiS Drop In facilities.	Scope out and deliver a plan to maximise the revenue opportunities of the existing facilities.	IG Team	July 2021
	4.4 Increase number of Teamers	Increase from 17 to 50 with an income target of €500	IG Team	End Dec 2021
	4.5 Dedicated Income Generation Events	Achieve new revenue of €4,500 through: <ul style="list-style-type: none"> • Charity music concert to coincide with Mental Health Awareness Day • Big day out • Other opportunities as they arise 	IG Team	10 Oct 2021 Christmas 2021
5. Marketing and Awareness	5.1 Strengthen SiS position as a recognised support service throughout the whole of Spain.	To raise the profile of SiS, utilising our website, Facebook and 3 rd party media.	IG Team	End Dec 2021
	5.2 To develop a centralised and consistent brand strategy across all platforms.	Write and circulate a Brand Style Guide.	IG Team	April 2021

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6. Governance	6.1 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
	6.2 Liaise with Solicitors and ensure legal compliance	Maintain updates of SIS. Statutes, Policies and Procedures, returns.	Secretary	
	6.3 To oversee renewal of leases and contracts (property, insurance, utilities etc) applying best practice	Timely reviews, renewal, VFM	Secretary	
	6.4 To ensure compliance with Data Protection Law		Secretary / Donna	
	6.5 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		Secretary and Administrator	