

PURPOSE

To offer shelter, active case management, dignity, self-esteem, and support towards independence, to vulnerable Women and their Children at risk of Homelessness or Domestic Violence. To achieve this consistently through effective shelter operations and support.

STRATEGIC FOUNDATION

VALUES Respect | Impact | Advocacy | Equity | Transparency

VISION

BHAG To operate a best-in-class “Core and Cluster” structured shelter alongside a sustainable transitional housing solution.

MISSION

To provide hope and opportunity for women and children escaping domestic and family violence through:

- Safe, secure and supported accommodation for up to 10 women and their children;
- Providing wraparound services;
- Advocating for and empowering women and their children on a journey to independence; and
- Educating the community

CORE STRATEGY

VALUE PROPOSITION	A safe place filled with hope and opportunities. A place to restart, refresh and renew. Where you are empowered to make informed choices and rebuild your life free from abuse.
POSITION (IN CUSTOMERS MINDSPACE)	Women and children at risk of domestic violence
ADVANTAGE	The partnership model of WCS. Specialised experience across Board Members. Strong and expanding local Community support.

GOALS

WHAT WILL WE ACHIEVE THIS YEAR?

Shelter

#.	ASES Audit successful completion
#.	Core and Cluster Commencement 2024

Process and Operations

#.	100% ACNC Compliance
#.	ASES compliance self-audit positive completion

People & Development

#.	Complete Board Structure with all roles filled and all subcommittees active.
#.	Board Legacy Plan in place with cross-training activities actively occurring.

Financial

#.	5 Porchlight Partners Actively Supporting the Shelter
#.	Funding plan active to cover annual shelter operational costs + 12 months operational costs reserve (Sustainability)

ANNUAL STRATEGY

HOW WILL WE ACHIEVE OUR GOALS FOR THE YEAR?

Disciplined approach to systems review and update from Board Members and Shelter Team.
Build and strengthen ties with community donor partners to sure up long term ongoing support – Porchlight.
Involve broader community through volunteering, in school programs and other partnerships.
Maintain adherence to transparent compliance calendar and ASES Tracking progression.
Diligently link, monitor, action and deliver those activities that support goals and purpose.
Develop and implement a variety of funding pipelines – including plan for Grants, Bequeathments etc.
Enhance the effectiveness of subcommittees - further solidify the necessary outcomes of their activities.
Monitor Board effectiveness and ensure there are no skills/knowledge gaps through ongoing Board Evaluation.
Utilise partner and Community feedback to refine and improve Board and Shelter Operations through a structured approach.

ANNUAL PLAN

KEY ACTIONS

WHO IS GOING TO DO WHAT BY WHEN?

Name	Description	Priority	Owner	Due
Shelter	Maintain compliant operations and utilise a continuous improvement focus	A	MB	
	Maintain effective liaison with WCS and other stakeholders on Core and Cluster progression	A	MB & ST	
Marketing & Socials	Update BWH Website so it is current and reflective of our Vision	A	SJ	
	Maintain regular and effective communications to continue to raise profile for fundraising and support	A	SJ	
Budget	Manage operational Budget/Funding forecast	A	Treasurer	
	Manage publication of the Financial Dashboard	A	Treasurer	
Funding	Develop Funding Pipeline strategy (\$ forecast, source)	A	KB	
	Document funding programs (e.g. VIP, Event, Other), roles, templates, timeframes, etc. (What, Who, How, etc.)	A	KB	
	Fundraising Events – calendar, event timeline guide	A	Event S/C	
	Put in place all marketing/media collateral to support all funding efforts	A	SJ	
	Expand Porchlight specific Pipeline activities	A	ST	
	Ensure Board structure is reflective of required funding objectives	B	ST & KB	
Governance	Continue to close gaps in ACNC Self-Evaluation	B	SB & ST	
	Actively implement approved policies and maintain evidence gathering for Audit	A	SB & MB	
	Enhance group accountability through effective delegated task tracking	A	SB & ST	
Community Engagement	Volunteer Coordinator to develop and publish program and process for maintaining effective liaison with volunteers	A	EL	
People & Development	Develop & Implement Succession Planning for Board	A	SB	
	Recruit and Onboard Deputy Chair	A	SB	
	Populate remaining subcommittee gaps and onboard	B	ALL	