



STRATEGIC PLAN 2018-2021



Introduction

This is the inaugural West Welcome Wagon (WWW) strategic plan, outlining our organisational strategy for 2018-2021.

Here, we clearly articulate our vision and set out a coordinated pathway to ensure we improve the way we operate and support asylum seekers setting up residence in Melbourne's western suburbs.

After a period of fast-paced growth since WWW was established in 2014, the next three years are a period of critical consolidation for our organisation and the strategic plan reflects this. It consists of three carefully selected overarching goals, which aim to move us towards our vision of asylum seekers in our community feeling welcomed, supported and empowered.

Our strategic plan is the nucleus of a broader governance framework. It will be a source of guidance and focus that we will return to in all our decision-making. It will be supported by complementary action plans, providing tangible implementation strategies for business development, human resources, warehouse operations and communications. Cumulatively, these action plans will help us achieve our three overarching goals, resulting in a consolidated, thriving and sustainable organisation by the end of June 2021.

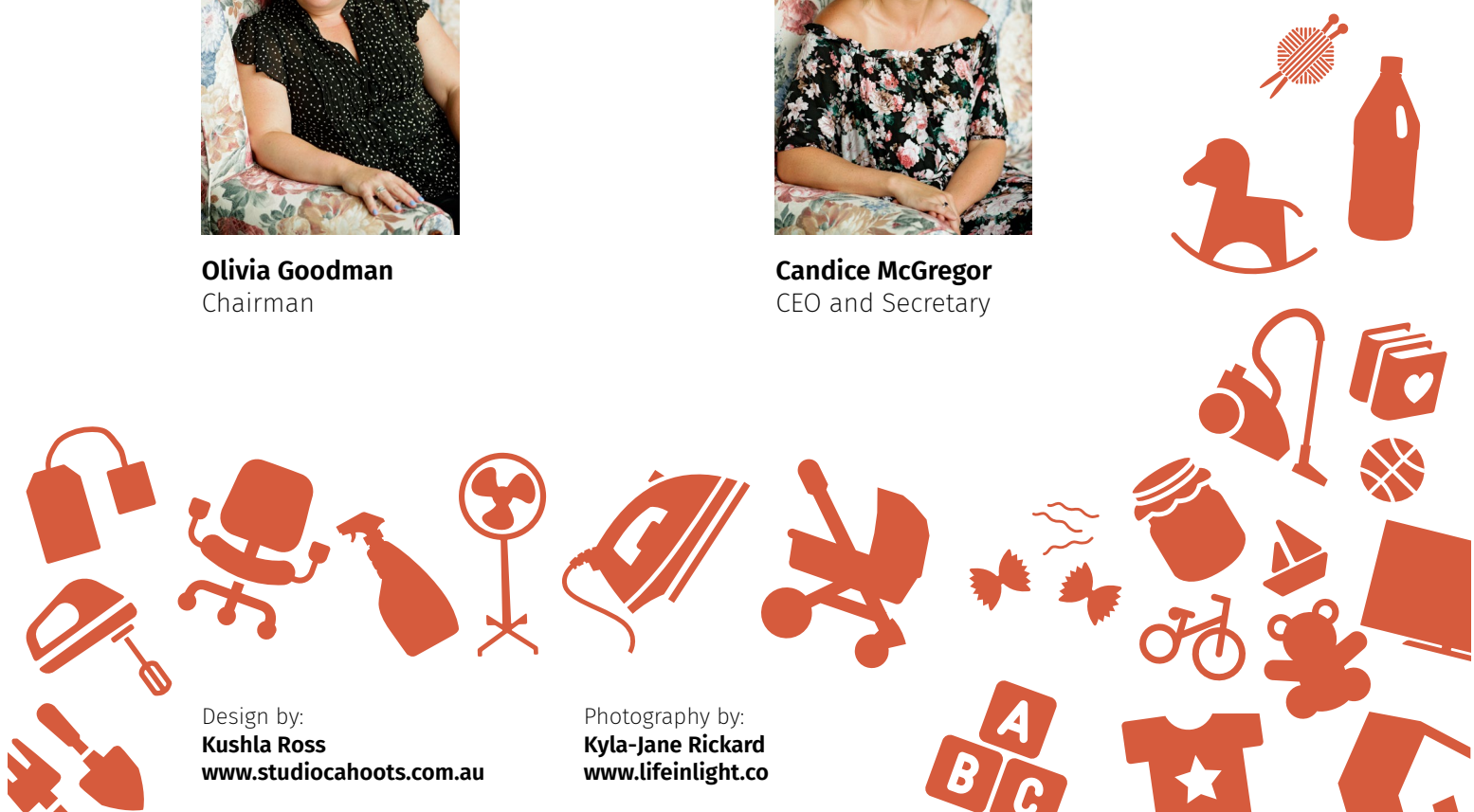
We are proud of this strategic plan, which heralds the new direction our organisation is taking. It is extraordinary to think that, three years ago, WWW consisted of a small group of like-minded people who responded to a call-out for help on Facebook. How we have grown! We are excited to be a part of the next stage in WWW's transformation into a contemporary, influential and successful not-for-profit in the West.



Olivia Goodman
Chairman



Candice McGregor
CEO and Secretary



OUR VISION

To make asylum seekers in our community feel welcomed, supported and empowered.

OUR PURPOSE

- We identify and respond to the needs of local asylum seekers.
- We build community connections.
- We provide altruistic opportunities for locals.

OUR VALUES

Our organisation strives to operate in an environment that is:

EQUITABLE

WWW applies the principles of fairness and impartiality to all actions and decisions

RESPONSIVE

WWW listens to our clients, volunteers and community and finds flexible innovative solutions to achieve outcomes

COLLABORATIVE

WWW seeks to share knowledge, skills and resources with others in order to maximise opportunities and achieve shared goals

SUSTAINABLE

WWW uses environmentally-sound processes and resources, and encourages recycling, and repurposing whenever possible

RESPECTFUL

WWW values all members of our community and respects the dignity, uniqueness and intrinsic worth of every person.





1.

2.

3.

Organisational culture attracts and retains volunteers that are committed, informed, and supported in their roles.

Our strategic priorities

PROVIDING MATERIAL AID TO ASYLUM SEEKERS

We assess the current needs of our material aid program at regular Board meetings to determine whether there are any current shortfalls, and current financial position of grant money to spend on these requirements. We discuss projections for future needs such as providing food hampers twice a year, and seasonal requirements such as blankets and heaters in winter and fans in summer.

All programs and departments within the organisation are regularly evaluated to ensure we are prioritising the most urgent needs first.

GOAL:

- > To consolidate, strengthen, evaluate, increase and broaden our material aid programs, to meet the needs of asylum seekers.

KEY ACTIONS:

- > Evaluation strategies included in all programs and projects undertaken by WWW.
- > All new initiatives, development proposals and relationships assessed against an identified range of best practice principles and evidence to maintain a strong model and brand.
- > A range of standardised templates developed and technology utilised to support an annual review of policies, programs and services delivered by WWW.
- > Current demand and capacity for service delivery is critically reviewed and planned approaches developed to ensure WWW is able to meet real and anticipated demand.
- > Exit plans developed for projects that are not strategically aligned or no longer viable.
- > Pulse-checks regularly conducted with asylum seekers, stakeholders and volunteers, and frank feedback sought on whether needs are being met.
- > Flexibility and innovation built into all decisions, programs and services, to ensure nimble responses to environment changes.



Our strategic priorities

GROWING AND DEVELOPING STRONG COMMUNITY CONNECTIONS

We have developed strong relationships with a number of external stakeholders such as local business, other NFP agencies, councils and referral agencies to assist with our support of asylum seekers. We utilise these connections for financial assistance, knowledge and to encourage workplace volunteering to provide physical and practical support.

GOAL:

- > Strong connections with asylum seekers, volunteers, donors, referral agencies, supporting businesses, local councils and other NFP organisations.

KEY ACTIONS:

- > Effective and regular communication with relevant NFPs and service providers supporting local asylum seekers, particularly with regards to knowledge and resource sharing.
- > Participate actively in relevant local discussions, conferences and events, and in local media.
- > Further develop relationships with representatives from local businesses and council to discuss shared objectives and mutually beneficial projects.
- > Enhanced use of online communication to enable greater reach, fuller participation and easier access to WWW's programs, needs, requests and resources.
- > Media and communication strategy developed to help position WWW as a vibrant local presence.
- > Strong, well-publicised and coordinated workplace and student volunteering programs.
- > Regular communication targeted at volunteers, donors and the public.



Our strategic priorities

CREATING ALTRUISTIC OPPORTUNITIES FOR LOCALS

Although there are over 200 volunteers available in our Core group, we do have a need to encourage and recruit further coordinators and volunteers who are willing and able to take on specific duties in relation to managing departments (such as Adult Clothing, Small Goods and Large Goods). Some Coordinator roles have been vacant for some time and this puts additional pressure on the Warehouse Manager and other volunteers to ensure needs are being met and donations are being processed in a timely manner.

Additionally, we have seen a large increase in the volume of goods being donated to WWW, which requires extra large goods runs to pick up whitegoods and furniture items before they can be allocated to a house. This creates more pressure for the small team currently assisting with pick-ups and deliveries and we are conscious of the risk of burn out for these volunteers.

GOAL:

- > Organisational culture attracts volunteers that are committed, informed, and supported in their roles.

KEY ACTIONS:

- > Recruitment strategy developed and implemented that ensures strong leadership, appropriate skills and continuous delivery of our programs and services.
- > Seek input from our volunteers before any major decisions are made on the strategic direction of the organisation.
- > Program of recognition and reward developed that celebrates both individual and organisational achievements.
- > Improved communication with our volunteers to ensure continued engagement and interest across the organisation.
- > Opportunities provided for social interaction with, and learning from, other volunteers both within our organisation and in our community more broadly.
- > Consistent induction and exit strategies are in place.
- > Repository of position descriptions created for all roles across the organisation, matched with accompanying ongoing training requirements.



Major risks

What are our major risks and how can they be mitigated?

VOLUNTEER NUMBERS FALL

Ensure volunteers are engaged, supported and communicated with clearly. Provide rewards and recognition, as well as variety, opportunity and training. Clearly articulate roles, advertise our needs and the benefits offered and regularly refresh our recruitment processes.

DONOR NUMBERS FALL

Ensure there are strong connections with local businesses and community for supplementation in lean times. Deploy powerful and effective advertising and communication campaigns to bolster supplies. Share resources and act sustainably. Adopt innovative and flexible solutions. Be prepared to triage.

GOVERNMENT POLICY CHANGE

Develop core programs and processes that can be targeted at other vulnerable groups if required. Ensure pathways are open for effective deployment of surplus goods to relevant local groups and other organisations. Remain constantly aware of prevailing political environment.

WAREHOUSE TENANCY FAILURE

Ensure budget processes, financial planning and business support plans are focused on generating funds sufficient for minimum 6 months of rent and insurance. Build strong relationships with other organisations and local businesses that could accommodate us in the event of tenancy failure. Maximise our positive and respected reputation to ensure public support. Implement downsizing and offloading strategies if warehouse tenancy becomes vulnerable.

GOVERNANCE FAILURE

Ensure Board and management are skilled, supported, mentored and engaged. Provide opportunities for leadership development and professional development. Make space for reflection and planning. Invest time and budget towards creating strong leaders who can confidently build on our past learnings and drive future success.

Looking forward

In 2021, West Welcome Wagon is:

Stable *Respectful* *Strong*
Driven *Resourceful* *Flexible*
Respected *Contemporary* *Humble*
Visionary *Prepared* *Sustainable*
Understood *Innovative* *Generous*
Visible *Culturally safe* *Diverse* *Appreciated* *Connected*
Equitable





WestWelcomeWagon



WestWelcomeWagon



@WestWagon

info@westwelcomewagon.org.au
www.westwelcomewagon.org.au