



**Standing Tall in
Hamilton Inc.**
School-based Mentoring

Strategic Plan 2024 – 2026

Our SMART Action Plan

We have developed our Action Plan according to the SMART parameters. That is, each action is Specific, Measurable, Achievable, Relevant, and Time-bound. By defining these parameters, we ensure our objectives are attainable within the three-year timeframe and align with our agreed strategic priorities. This approach enables us to address threats and capitalise on opportunities identified during our strategic planning process. Regular monitoring and evaluation will further ensure progress towards objectives and allow for timely adjustments when needed.

Key Strategic Priority Area - Our Students

Objective - Strengthen student health and well-being

Project - Develop student health and well-being program that demonstrates value for our young people

Specific Action: Develop a comprehensive student health and well-being program that demonstrates value for our young people and celebrates their achievements.

Measurement: Increase in student participation rates, positive feedback from students, and number of student achievements recognised.

Achievability: Collaborate with health professionals, school partners, volunteer mentors, staff and students to design the program.

Relevance: Enhances the overall well-being of students, aligns with the organisation's mission, and fosters a supportive environment.

Time-bound: Develop and launch the program within the first year and implement recognition initiatives by the end of the second year.

Project - Conduct mid-year and end-of-year evaluations to assess student participation and well-being outcomes.

Specific Action: Conduct mid-year and end-of-year evaluations to assess student participation and well-being outcomes.

Measurement: Completion of bi-annual surveys, improvement in participation rates, and positive changes in well-being outcomes based on evaluation data.

Achievability: Develop evaluation tools and processes in collaboration with school partners and industry experts.

Relevance: Ensures ongoing assessment and improvement of student programs, aligning with the organisation's commitment to student well-being.

Time-bound: Implement the evaluation process within the first six months, with mid-year evaluations conducted by the end of June and end-of-year evaluations completed by December each year.

Objective - Expand vocational and career development opportunities

Project - Establish partnerships with industry leaders to provide students with diverse vocational and career development opportunities.

Specific Action: Identify potential industry partners in relevant sectors and establish formal partnerships or agreements to provide vocational training or internship opportunities for students.

Measurable: Track the number of industry partnerships established and monitor student uptake of opportunities.

Achievable: Assign a staff member to research, outreach, and negotiate partnerships with industry leaders. Leverage existing networks and contacts to facilitate collaboration.

Relevance: Expands opportunities for students to gain real-world experience and explore career pathways, aligning with the objective of enhancing vocational and career development.

Time-bound: Establish a minimum of two industry partnerships within the third year. Regularly review and evaluate the effectiveness of partnerships to ensure they meet the needs of students.

Objective - Develop sustainable student referral program

Project - Develop & implement guidelines for responsible program expansion to prevent resource strain.

Specific Action: Develop and implement guidelines for responsible program expansion to prevent resource strain.

Measurable: Completion of guidelines document, increased efficiency in referral process, and feedback from stakeholders on the guidelines' effectiveness.

Achievable: Form a team to create the guidelines, incorporating input from key stakeholders, utilise skills of staff to develop and distribute.

Relevance: Ensures sustainable growth and maintains program quality without overextending resources.

Time-bound: Develop and finalise the guidelines within the first six months and implement them by the end of the first year.

Key Strategic Priority Area - Our Mentors

Objective - Enhance mentor training and support

Project - Develop & implement a robust mentor training program focusing on effective communication, cultural competence, and mentor well-being.

Specific Action: Develop a robust mentor training program focusing on effective communication, cultural competence, and mentor well-being.

Measurement: Increase in mentor satisfaction and retention rates.

Achievability: Invest in regular training and support for mentors.

Relevance: Improves program outcomes and participant satisfaction.

Time-bound: Implement within the first year.

Objective - Enhance volunteer recruitment and retention strategies

Project - Develop & implement targeted recruitment campaigns and volunteer appreciation programs to attract and retain quality volunteers.

Specific Action: Develop and implement targeted recruitment campaigns and volunteer appreciation programs to attract and retain quality volunteers.

Measurement: Increase in the number of new volunteers recruited; improvement in volunteer retention rates, and positive feedback from volunteers on appreciation initiatives.

Achievability: Collaborate with current staff and volunteers to design effective campaigns and appreciation programs. Compare with other volunteer agencies.

Relevance: Supports the organisation's need for dedicated volunteers and enhances volunteer satisfaction and engagement.

Time-bound: Launch recruitment campaigns and appreciation programs within the first six months, with ongoing implementation and evaluation throughout the year.

Objective - Strengthen volunteer recognition and appreciation

Project - Establish a volunteer recognition program to acknowledge and celebrate the contributions of volunteers, fostering a culture of appreciation and retention.

Specific Action: Establish a volunteer recognition program to acknowledge and celebrate the contributions of volunteers, fostering a culture of appreciation and retention.

Measurement: Track volunteer satisfaction and retention rates before and after program implementation. Conduct surveys to gather feedback on the effectiveness of the recognition initiatives.

Achievability: Form a volunteer recognition subcommittee to brainstorm ideas, develop program components, and oversee implementation.

Relevance: Fosters a culture of appreciation, enhances volunteer satisfaction, and supports retention efforts, aligning with organisational priorities.

Time-bound: Complete program development and launch within the second year of the strategic plan. Regularly review and update the program to ensure its effectiveness and relevance.

Key Strategic Priority Area - Our Partners

Objective - Strengthen partnerships and community relations

Project - Foster deeper relationships with existing partners and engage with the local community through collaborative initiatives, events, and outreach programs.

Specific Action: Foster deeper relationships with existing partners and engage with the local community through collaborative initiatives, events, and outreach programs.

Measurement: Increase in the number of collaborative initiatives, events, and community outreach programs; positive feedback from partners and community members.

Achievability: Leverage existing relationships and allocate resources to support collaborative efforts and community engagement.

Relevance: Enhances support for the organisation's vision, increases community involvement, and strengthens partnerships.

Time-bound: Initiate and implement collaborative initiatives, events, and outreach programs within the first year, with ongoing activities and evaluations throughout the three-year period.

Project - Launch a campaign to educate stakeholders on the organisation's vision and impact.

Specific Action: Launch a campaign to educate stakeholders on the organisation's vision and impact.

Measurement: Increase in positive perceptions and understanding among stakeholders.

Achievability: Utilise various communication channels and platforms.

Relevance: Mitigates negative perceptions and fosters support.

Time-bound: Initiate campaign within the first year and continue throughout the plan period.

Objective - Diversify funding sources

Project - Identify & secure funding from new sources beyond traditional partners, including grants, corporate sponsorships, and individual donors.

Specific Action: Identify and secure funding from new sources beyond traditional partners, including grants, corporate sponsorships, and individual donors.

Measurement: Secure 3-years core funding from at least one strategic partner.

Achievability: Develop a fundraising strategy and designate a team for outreach.

Relevance: Reduces dependency on limited funding sources, enhancing financial security.

Time-bound: Secure funding within the first year.

Project - Design produce, and market brand merchandise to generate an alternative funding stream.

Specific Action: Design, produce, and market brand merchandise to generate an alternative funding stream.

Measurement: Track the revenue generated from merchandise sales and assess the return on investment (ROI).

Achievability: Form a dedicated team to manage the merchandise project, including design, production, and marketing.

Relevance: Diversifies funding sources, reducing dependency on traditional funding and enhancing financial stability.

Time-bound: Launch the merchandise line and begin sales within the first year.

Objective - Strengthen community engagement initiatives

Project - Implement community outreach programs to engage local businesses, organisations, and residents in supporting student development.

Specific Action: Implement community outreach programs to engage local businesses, organisations, and residents in supporting student development.

Measurement: Increase in the number of local businesses, organisations, and residents participating in outreach programs; positive feedback from participants; measurable support provided to students (e.g., mentorships, internships, resources).

Achievability: Collaborate with community leaders and stakeholders to design and promote the outreach programs.

Relevance: Strengthens community involvement and support for student development, aligning with the organisation's vision.

Time-bound: Develop and launch community outreach programs within the first six months, with ongoing engagement and evaluation throughout the second year.

Project - Participate in regular meetings with schools, community leaders, and partners.

Specific Action: Participate in regular meetings with schools, community leaders, and partners.

Measurement: Increase in collaborative initiatives and support from stakeholders.

Achievability: Designate staff to represent organisation and attend meetings.

Relevance: Enhances relationships and ensures alignment with community needs.

Time-bound: Meetings held quarterly throughout the plan period.

Key Strategic Priority Area - Our Organisational Governance

Objective - Enhance organisational stability and sustainability

Project - Identify & secure funding from new sources beyond traditional partners, including grants, corporate sponsorships, and individual donors.

Specific Action: Identify and secure funding from new sources beyond traditional partners, including grants, corporate sponsorships, and individual donors.

Measurement: Secure 3-years core funding from at least one strategic partner.

Achievability: Develop a fundraising strategy and designate a team for outreach.

Relevance: Reduces dependency on limited funding sources, enhancing financial security.

Time-bound: Secure funding within the first year.

Project - Conduct a comprehensive analysis of competitors in the region.

Specific Action: Conduct a comprehensive analysis of competitors in the region.

Measurement: Compile a report detailing key competitors, their strategies, and potential impacts on funding and partnerships.

Achievability: Assign a dedicated team to research and analyse competitors.

Relevance: Helps in understanding the competitive landscape and plan accordingly.

Time-bound: Complete analysis within the second year.

Objective - Establish organisational HR management

Project - Develop & implement comprehensive HR policies and procedures to ensure effective management of staff and volunteers, compliance with regulations, and promotion of a positive work culture.

Specific Action: Source or develop and implement HR policies to address turnover and compliance.

Measurement: Reduction in staff turnover and compliance-related incidents.

Achievability: Work with HR agency/expert to assist in policy development.

Relevance: Improves staff satisfaction and ensures legal compliance.

Time-bound: Complete policy development and implementation within the first year.

Objective - Strengthen organisational infrastructure

Project - Procure & implement technology solutions to enhance organisational communication, data management, and operational efficiency.

Specific Action: Procure dedicated organisation devices for organisation.

Measurement: Increase in communication efficiency and data security.

Achievability: Allocate budget for device procurement and IT support.

Relevance: Enhances organisational communication and data management.

Time-bound: Acquire and distribute devices within the first year.

Project - Identify and secure a suitable and sustainable office space / can be co-located with a similar service or agency.

Specific Action: Identify and secure a suitable and sustainable office space that can be co-located with a similar service or agency.

Measurement: Secure a lease agreement for an office space meeting all specified criteria, within budget, and improve team collaboration and operational efficiency.

Achievability: Form a dedicated task force to research and evaluate potential office spaces, including negotiations with property owners and co-location partners.

Relevance: Provides a stable and conducive working environment, fostering collaboration and resource-sharing with similar agencies.

Time-bound: Finalise the office space lease agreement and complete the move within the first year.

Objective - Establish comprehensive risk management framework

Project - Develop & implement a risk management framework to identify, assess, and mitigate potential risks to organisational operations.

Specific Action: Develop a risk register and mitigation strategies for identified risks.

Measurement: Reduction in negative impacts from identified risks.

Achievability: Form a risk management team to assess and address risks.

Relevance: Minimises potential disruptions to operations and program delivery.

Time-bound: Complete risk register and mitigation strategies within the first year.