



Women's Safety Services SA

Strategic Plan 2020-2023

Acknowledgement of country

WSSSA acknowledges that the land we work on is the traditional lands of the Aboriginal and Torres Strait Islander people and we pay our respects to elders, past, present and emerging.

WSSSA acknowledges and respects that Aboriginal and Torres Strait Islander people are the First Nations people of this country and recognises them as traditional owners and occupants of South Australian land and waters. WSSSA acknowledges that the First Nations people never ceded sovereignty, and remain strong in their enduring connection to land and culture.

Foreword

WSSSA is a women's domestic and family violence service that provides an integrated response to its clients through the provision of specialised, accessible and flexible models of service delivery. WSSSA has a strong and varied history, delivering services across diverse cultures and backgrounds. WSSSA's practice framework is underpinned by a **safety first approach** which seeks to ensure that the safety and empowerment of women and their children is paramount in all aspects of service delivery and advocacy.

The safety of women and their children is achieved by ensuring that violence is recognised as soon as possible, providing immediate responses to violence and facilitating safe and seamless pathways through service systems.

The WSSSA Statement and Values is underpinned by a gender power analysis that recognises the structural and social impact of power in our society, and the dislocation and dispossession caused by colonisation on Aboriginal and Torres Strait Islander peoples. Men's violence against women is Australia's most significant gender equality issue (Summers A 2015). Aboriginal and Torres Strait Islander women experience the

intersection of gender and racial oppression. WSSSA recognises the unequal access to social, political and economic power between women and men, Aboriginal and non-Aboriginal peoples, and how this imbalance leads to violence against women.

Governance oversight

WSSSA oversight of the Strategic Plan (and accompanying business plan) will be by the Board of Management with support from the WSSSA Chief Executive Officer (CEO) and Executive Leadership Committee.

The CEO and Executive Leadership Committee provide an accountability and oversight mechanism and are responsible for:

- Operational oversight and monitoring implementation of strategic directions and performance outcomes
- Facilitating information sharing
- Identifying gaps, risks and challenges

Implementation & reporting

Through the Executive Leadership Committee (ELC) the Business Plan will inform the work of the group and individual work plans. These plans will be developed and reviewed annually.

Progress against the Strategic Plan will be reported to the Board of Management quarterly by the Chief Executive Officer.

Our Vision

A society where women and their children live safely and thrive in communities free from all forms of violence.

Our Purpose

WSSSA works with women and their children who are at risk of, or are experiencing domestic or Aboriginal family violence, by assisting them to achieve safer, connected, and supported lives.

Mission Statement

We provide integrated responses to our clients through the provision of specialised, accessible and flexible models of service delivery that are:

- **informed by the lived experience of women and their children**
- **responsive to the diversity of the lives of women and their children**
- **easy to access**
- **evidence-based and high-quality**
- **engaged in effective strategic partnerships**
- **strong in advocacy and Influence**
- **supported by a sustainable organisation**

Values and guiding principles for the way we work

We value and are committed to:

Safety

- Violence against women and their children is a breach of human rights
- The safety of women and their children is central in all responses

Diversity and Equity

- We recognise and embrace the diversity of women and their children and acknowledge that this shapes their experience of violence
- We are committed to eliminating barriers to service provision based on culture, race, language, religion, sexuality, ability, class and age

Respect

- We respect women's rights to make their own decisions and choices for themselves and their children

Responsiveness, Flexibility and Innovation

- We are committed to providing services which are responsive and flexible to women and their children's diverse needs.
- We are committed to the ongoing innovative development of our services.

Knowledge and Accountability

- We are committed to continuous quality improvement through the ongoing professional development of staff to ensure that practice is accountable, specialised, consistent, ethical and evidence-based
- We are committed to including women and their children's voices in shaping service responses
- We evaluate the programs we deliver, to inform our practice and to contribute to the safety of women and their children

Community responsibility

We are committed to working with others to:

- Increase the knowledge of the community about men's violence against women as the root cause of domestic and family violence.
- Support community responses that promote the safety of women and their children and hold those who commit domestic and family violence to account.

WSSSA Strategic Plan Objectives		WSSSA will:
Objective 1	Embed the voices of women and their children at all levels of WSSSA's organisation and services	<ul style="list-style-type: none"> • Engage with women and their children with lived experience • Ensure that the diverse range of women and children's voices have an identifiable and measurable impact within WSSSA
Objective 2	Acknowledge, respect and reflect the diversity of women and their children	<ul style="list-style-type: none"> • Ensure that First Nations People's knowledge, wisdom and authority informs our service provision • Increase the profile and understanding of children's wellbeing in WSSSA Services • Deliver services that recognise race, class, ethnicity, sexuality, gender identity, age and disability
Objective 3	Build and support a sustainable workforce	<ul style="list-style-type: none"> • Build the evidence-base for the skillsets and capabilities for a diverse and sustainable workforce • Develop career pathways
Objective 4	Develop and strengthen intentional and effective networks and partnerships	<ul style="list-style-type: none"> • Prioritise and maintain strategic networks and partnerships to maximise service outcomes • Partner with others to maximise our research and evaluation potential
Objective 5	Strengthen WSSSA sustainability through improved governance, structure and systems	<ul style="list-style-type: none"> • Review WSSSA's funding model structure to ensure sustainability and innovation to ensure equitable services across target areas • Review and improve WSSSA's governance arrangements • Review and improve WSSSA's structure for sustainable growth • Strengthen WSSSA's systems of work including business intelligence capabilities, service delivery and public profile

Objective 1: Embed the voices of women and their children at all levels of WSSSA's organisation and services

Key Focus Area	Suggested Actions	Performance Targets	Lead	Due Date
1.1 Engage with women and their children with lived experience	Establish a clear and transparent lived experience engagement framework	<ul style="list-style-type: none"> Lived Experience framework developed Outcome of themes from framework to be tabled at Board meeting quarterly 	Chief Operating Officer	<ul style="list-style-type: none"> 30 September 2020
	Review and improve positive feedback and complaints methods including internal use of feedback: <ul style="list-style-type: none"> Map current feedback methods Identify optimal feedback methods (and uses of feedback) Implement recurring analysis of feedback 	<ul style="list-style-type: none"> Feedback methods and processes is mapped Optimal feedback methods is identified and approved Themed feedback is reported to the Board 	Executive Manager Quality Assurance	<ul style="list-style-type: none"> 31 March 2021 31 March 2021 30 September 2021
1.2 Ensure that the diverse range of women and children's voices have an identifiable and measurable impact within WSSSA	Identify impact measures	<ul style="list-style-type: none"> Impact measures and reporting frequency are presented to and approved by the Board 	Chief Operating Officer	<ul style="list-style-type: none"> 30 September 2020
	Record impact measures Utilise research experts to develop measures	<ul style="list-style-type: none"> Impact measures have been recorded for at least 6 months 	Chief Operating Officer	<ul style="list-style-type: none"> 31 March 2021
	Report impact measures to the Board	<ul style="list-style-type: none"> Board receives the first impact measures 	Chief Operating Officer through CEO	<ul style="list-style-type: none"> 30 June 2021

Objective 2. Acknowledge, respect and reflect the diversity of women and their children

Key Focus Area	Suggested Actions	Performance Targets	Lead	Due Date
2.1 Ensure that First Nations People's knowledge, wisdom and authority informs our service provision	Complete and implement First Nations Framework	<ul style="list-style-type: none"> • First Nations Framework completed • First Nations Framework is implemented 	Chief Executive Officer	<ul style="list-style-type: none"> • 31 December 2020
2.2 Increase the profile and understanding of children's wellbeing in WSSSA Services	Undertake gap analysis of workforce competencies	<ul style="list-style-type: none"> • Gap analysis of workforce competencies is completed 	Chief Operating Officer	<ul style="list-style-type: none"> • 31 December 2020
	Conduct a best-practice review	<ul style="list-style-type: none"> • Best-practice view is completed 	Chief Operating Officer	<ul style="list-style-type: none"> • 30 June 2021
	Develop a child-focus framework	<ul style="list-style-type: none"> • The child-focus framework is completed and approved 	Chief Operating Officer	<ul style="list-style-type: none"> • 31 December 2021
2.3 Deliver services that recognise race, class, ethnicity, sexuality, gender identity, age and disability	Embed the First Nations Framework into service delivery	<ul style="list-style-type: none"> • Policies and procedures are updated • Staff training is completed 	Chief Operating Officer	<ul style="list-style-type: none"> • 31 December 2020 • 28 February 2021
	Develop and work to a diversity policy: <ul style="list-style-type: none"> • Map diversity workforce requirements • Undertake gap analysis of workforce • Develop strategies for the training and recruitment of a diverse workforce 	<ul style="list-style-type: none"> • Workforce map is completed • Gap analysis is completed • Strategies for the training and recruitment of a diverse workforce are implemented 	General Manager of Shared Services People and Culture Manager	<ul style="list-style-type: none"> • 31 December 2020 • 31 March 2021 • 30 September 2021

Objective 2. Acknowledge, respect and reflect the diversity of women and their children

Key Focus Area	Suggested Actions	Performance Targets	Lead	Due Date
	<p>Define the concept of inclusivity for WSSSA and develop an inclusivity framework:</p> <ul style="list-style-type: none"> • Develop an evidence-base for the concept of inclusivity • Develop an inclusivity framework 	<ul style="list-style-type: none"> • A paper on the evidence-base for inclusivity is completed • The inclusivity framework is completed and approved • Accessibility gaps are presented to ELC and a strategy has been documented 	Chief Executive Officer	<ul style="list-style-type: none"> • 31 December 2021 • 31 March 2022 • 31 March 2022

Objective 3: Build and support a sustainable workforce

Key Focus Area	Suggested Actions	Performance Targets	Lead	Due Date
3.1 Build the evidence-base to establish the skillsets and capabilities for a diverse and sustainable workforce	Partner with a research entity to develop an evidence-based framework for sustainable workforce	<ul style="list-style-type: none"> Research partner identified and MOU signed 	General Manager Shared Services People and Culture Manager	<ul style="list-style-type: none"> 30 June 2021
	Audit current skillsets across WSSSA – including soft-skills	<ul style="list-style-type: none"> Audit is designed Audit has been completed 	General Manager Shared Services People and Culture Manager	<ul style="list-style-type: none"> 31 December 2020 31 March 2021
	Develop WSSSA competency benchmarks and articulate roles in line with the Practice Framework	<ul style="list-style-type: none"> Every client-facing role has documented competency benchmarks 	General Manager Shared Services People and Culture Manager	<ul style="list-style-type: none"> 30 September 2021
3.2 Develop career pathways	Embed the following into the on-boarding process: <ul style="list-style-type: none"> Lived experience voice (eg as videos) Soft skills expected in the role Practice -Model competencies 	<ul style="list-style-type: none"> On-boarding process is updated as specified 	People and Culture Manager	<ul style="list-style-type: none"> 30 June 2020
	Develop a training framework for existing staff and a recruitment plan to build the skillsets and capabilities within WSSSA	<ul style="list-style-type: none"> Training and development plan for existing staff is completed and approved Recruitment plan for new staff is developed and approved 	General Manager Shared Services People and Culture Manager	<ul style="list-style-type: none"> 31 January 2022 30 June 2022
	Build the capacity and capabilities of our First Nations	<ul style="list-style-type: none"> End to end recruitment processes demonstrate 	General Manager Shared Services	<ul style="list-style-type: none"> 30 November 2020

Objective 3: Build and support a sustainable workforce

Key Focus Area	Suggested Actions	Performance Targets	Lead	Due Date
	<p>and culturally and linguistically diverse workforce:</p> <ul style="list-style-type: none"> • Embed First Nations Framework principles into recruitment strategies • Identify partner opportunities to minimise barriers to entry 	<p>First Nation Framework principles</p> <ul style="list-style-type: none"> • Options for partnering to minimise barriers to entry in the domestic violence and Aboriginal family violence workforce have been presented to the Board 	<p>People and Culture Manager</p>	<ul style="list-style-type: none"> • 30 June 2021
	<p>Develop and implement a clear and transparent Career Pathway Framework</p>	<ul style="list-style-type: none"> • Model for succession planning and career pathways is developed • Board of Management endorsement of framework 	<p>General Manager Shared Services People and Culture Manager</p>	<ul style="list-style-type: none"> • 31 December 2020

Objective 4. Develop and strengthen intentional and effective networks and partnerships

Key Focus Area	Suggested Actions	Performance Targets	Lead	Due Date
4.1 Prioritise and maintain strategic networks and partnerships to maximise service outcomes	Audit strategic and service partnerships: <ul style="list-style-type: none"> Map strategic networks Audit current and preferred service partners 	<ul style="list-style-type: none"> Maps are complete Audit is complete and submitted to the Board 	Chief Executive Officer	<ul style="list-style-type: none"> 30 September 2020 30 September 2020
	Further develop existing and new strategic networks: <ul style="list-style-type: none"> Develop high-level engagement plan to inform the strategic communications and engagement strategy Assign staff and Board representation to strategic networks 	<ul style="list-style-type: none"> Engagement plan is completed Staff representation is documented in staff KPIs (inclusive of critical regional networks) Board representation is documented in Board minutes 	Chief Executive Officer	<ul style="list-style-type: none"> 31 March 2021 30 September 2021 30 September 2021
	Further develop service partnerships: <ul style="list-style-type: none"> Co-tender with service partners Assess current and future MOUs for strategic influences 	<ul style="list-style-type: none"> At least 2 co-tenders are submitted 90% of MOUs are assessed for strategic content 	<p>Chief Executive Officer</p> <p>Chief Operating Officer</p>	<ul style="list-style-type: none"> 30 June 2022 30 June 2022

Objective 4. Develop and strengthen intentional and effective networks and partnerships

Key Focus Area	Suggested Actions	Performance Targets	Lead	Due Date
4.2 Partner with others to maximise our research and evaluation potential	<p>Further develop our research capability:</p> <ul style="list-style-type: none"> • Develop a research plan that meets the needs of WSSSA and our clients • Secure formal partnerships with key research organisations <p>Commission a research officer function to audit and consolidate internal data sources</p>	<ul style="list-style-type: none"> • A research plan is completed and approved by the Board • At least one MOU with research organisations is signed • WSSSA has a complete audit of internal data sources 	Chief Operating Officer	<ul style="list-style-type: none"> • 30 November 2020 • 30 June 2021 • 31 December 2021

Objective 5: Strengthen WSSSA sustainability through improved governance, structure and systems

Key Focus Area	Suggested Actions	Performance Targets	Lead	Due Date
5.1 Review WSSSA's funding model structure to ensure sustainability and innovation to ensure equitable services across target areas	Partner with funding body to review current contracts and develop flexible funding models across regions and programs	<ul style="list-style-type: none"> Meet with DHS to discuss NAHA funded contracts for review and discuss effective funding models Provide progress reports to Board of Management Implementation of one NAHA funding contract 	Chief Executive Officer	<ul style="list-style-type: none"> 31 December 2020
5.2 Review and improve WSSSA's governance arrangements	Review and strengthen governance frameworks to reflect current best practice in all aspects of Board performance	<ul style="list-style-type: none"> Recommendations for changes to the governance framework are presented for Board approval. 	Board Governance Sub Cttee (to be established on adoption of this plan)	<ul style="list-style-type: none"> 30 June 2020 (any changes to Constitution would need to be put to AGM in Nov 2020)
	Review Board skills and invest in upskilling directors and ELC	<ul style="list-style-type: none"> Board review is complete Annual Training for Board and ELC is implemented 	Board Governance Sub Cttee	<ul style="list-style-type: none"> 31 August 2020 30 September 2020
5.3 Review and improve WSSSA's structure for sustainable growth	Review organisational structure for sustainable growth	<ul style="list-style-type: none"> Outcome of structure review is approved by the Board 	Chief Executive Officer	<ul style="list-style-type: none"> 30 September 2020
	Review programs for sustainability: <ul style="list-style-type: none"> Establish criteria for sustainability Assess existing programs 	<ul style="list-style-type: none"> Criteria are established for program sustainability assessment Existing programs are assessed 	Chief Executive Officer	<ul style="list-style-type: none"> 30 September 2020 31 March 2021 30 September 2021

Objective 5: Strengthen WSSSA sustainability through improved governance, structure and systems

Key Focus Area	Suggested Actions	Performance Targets	Lead	Due Date
	Identify potential programs to pursue	<ul style="list-style-type: none"> Potential programs to review are presented to ELC for consideration 		
5.4 Strengthen WSSSA's systems of work including business intelligence capabilities, service delivery and public profile	Develop stronger business intelligence capabilities: <ul style="list-style-type: none"> Identify organisational needs (including client outcome measures, research requirements, business reporting requirements and ICT interoperability) Develop business case for investment (ICT and staff) Develop implementation plan for business intelligence capabilities 	<ul style="list-style-type: none"> Needs assessment is completed Business case is completed Implementation plan is developed and actioned 	Chief Executive Officer	<ul style="list-style-type: none"> 31 December 2020 30 September 2021 30 June 2022
	Become a greener organisation: <ul style="list-style-type: none"> Develop a framework for a greener organisation Develop a structured plan for existing initiatives Identify three new initiatives and improve WSSSA's green position and seek Board approval 	<ul style="list-style-type: none"> Green organisation framework is completed A structured plan is developed for existing initiatives Three new initiatives are approved by the Board 	Chief Executive Officer	<ul style="list-style-type: none"> 31 March 2022 30 September 2021 30 June 2022
	Clearly articulate WSSSA's position on intellectual	<ul style="list-style-type: none"> Policy is completed and approved 	Chief Executive Officer	<ul style="list-style-type: none"> 31 March 2020 30 June 2020

Objective 5: Strengthen WSSSA sustainability through improved governance, structure and systems

Key Focus Area	Suggested Actions	Performance Targets	Lead	Due Date
	<p>property and product development:</p> <ul style="list-style-type: none"> • Develop WSSSA intellectual property and product development policy • Communicate policy to WSSSA staff • Train WSSSA staff on the implementation of the intellectual property and product development policy 	<ul style="list-style-type: none"> • Policy communication is underway • Staff have received training for implementation of the policy 		<ul style="list-style-type: none"> • 30 September 2020
	<p>Develop a plan for corporate sponsorship and fundraising</p>	<ul style="list-style-type: none"> • Plan for corporate sponsorship and fundraising is complete • Activity for sponsorship and/or fundraising is reported to the Board quarterly 	<p>Communications and Marketing Officer</p>	<ul style="list-style-type: none"> • 30 June 2021 • From 30 June 2021
	<p>Ensure we have a strong identity and public presence:</p> <ul style="list-style-type: none"> • Further develop the WSSSA identity and define the WSSSA brand • Develop and implement an internal communication strategy with staff to support sharing of WSSSA identity and brand with clients and stakeholders 	<ul style="list-style-type: none"> • WSSSA brand is approved by the Board • Internal communication strategy is implemented • Marketing plan is approved and implemented 	<p>Communications and Marketing Officer</p>	<ul style="list-style-type: none"> • 31 December 2020 • 30 June 2021 • 30 March 2022

Objective 5: Strengthen WSSSA sustainability through improved governance, structure and systems

Key Focus Area	Suggested Actions	Performance Targets	Lead	Due Date
	<ul style="list-style-type: none">• Develop and implement a marketing plan			

Timeline	2020				2021				2022				
	Mar	June	Sept	Dec	Mar	June	Sept	Dec	Jan	Mar	June	Sept	Dec
Objective 1: Embed the voices of women and their children at all levels of WSSSA's organisation and services													
1.1 Engage with women and their children with lived experience													
Establish a clear and transparent 'Lived Experience' client engagement framework													
Review and improve positive feedback and complaints methods including internal use of feedback:													
• Map current feedback methods													
• Identify optimal feedback methods (and uses of feedback)													
• Implement recurring analysis of feedback													
1.2 Ensure that the diverse range of women and children's voices have an identifiable and measurable impact within WSSSA													
Identify impact measures													
Record impact measures													
Utilise research experts to develop measures													
Report impact measures to the Board													
Objective 2: Acknowledge, respect and reflect the diversity of women and their children													
2.1 Ensure that First Nations People's knowledge, wisdom and authority informs our service provision													
Complete and implement First Nations Framework													
2.2 Increase the profile and understanding of children's wellbeing in WSSSA Services													

Timeline	2020				2021				2022				
	Mar	June	Sept	Dec	Mar	June	Sept	Dec	Jan	Mar	June	Sept	Dec
Undertake a gap analysis of workforce competencies				■									
Conduct a best practice review						■							
Develop a child-focus framework								■					
2.3 Deliver services that recognise race, class, ethnicity, sexuality, gender identity, age and disability	■	■	■	■	■	■	■	■	■	■	■	■	■
Embed the First Nations Framework into service delivery				■									
Develop and work to a diversity policy:				■									
• Map diversity workforce requirements				■									
• Undertake gap analysis of workforce					■								
• Develop strategies for the training and recruitment of diverse workforce							■						
Define the concept of inclusivity for WSSSA and develop an inclusivity framework											■		
• Develop an evidence-base for the concept of inclusivity											■		
• Develop an inclusivity framework											■		
Objective 3. Build and support a sustainable workforce													
3.1 Build the evidence-base for the skillsets and capabilities for a diverse and sustainable workforce	■	■	■	■	■	■	■	■	■	■	■	■	■
Partner with a research entity to develop an evidence-based framework for sustainable workforce						■							
Audit current skillsets across WSSSA – including soft-skills					■								

Timeline	2020				2021				2022				
	Mar	June	Sept	Dec	Mar	June	Sept	Dec	Jan	Mar	June	Sept	Dec
Develop WSSSA competency benchmarks and articulate roles in line with Practice Framework													
3.2 Develop career pathways													
Embed the following into the on-boarding process: <ul style="list-style-type: none"> Lived experience voice (eg as videos) Soft skills expected in the role Practice-Model competencies 													
Develop a training framework for existing staff and a recruitment plan to build the skillsets and capabilities within WSSSA													
Build the capacity and capabilities of our First Nations and culturally and linguistically diverse workforce: <ul style="list-style-type: none"> Embed First Nations Framework principles into recruitment strategies 													
<ul style="list-style-type: none"> Identify partner opportunities to minimise barriers to entry 													
Develop and implement a clear and transparent Career Pathway Framework													
Objective 4. Develop and strengthen intentional and effective networks and partnerships													
4.1 Prioritise and maintain strategic networks and partnerships to maximise service outcomes													
Audit strategic and service partnerships: <ul style="list-style-type: none"> Map strategic networks 													
<ul style="list-style-type: none"> Audit current and preferred service partners 													
Further develop existing and new strategic networks: <ul style="list-style-type: none"> Develop high-level engagement plan to inform the strategic communications and engagement strategy 													

Timeline	2020				2021				2022				
	Mar	June	Sept	Dec	Mar	June	Sept	Dec	Jan	Mar	June	Sept	Dec
<ul style="list-style-type: none"> Assign staff and Board representation to strategic networks 													
Further develop service partnerships: <ul style="list-style-type: none"> Co-tender with service partners Assess current and future MOU's for strategic influences 													
4.2 Partner with others to maximise our research and evaluation potential													
Further develop our research capability: <ul style="list-style-type: none"> Develop a research plan that meets the needs of WSSSA and our clients 													
<ul style="list-style-type: none"> Secure formal partnerships with key research organisations 													
<ul style="list-style-type: none"> Commission a research officer function to audit and consolidate internal data sources 													
Objective 5: Strengthen WSSSA sustainability through improved governance, structure and systems													
5.1 Review WSSSA's funding model structure to ensure sustainability and innovation to ensure equitable services across target areas													
Partner with funding body to review current contracts and develop flexible funding models across regions and programs													
5.2 Review and improve WSSSA's governance arrangements													
Review and strengthen governance frameworks to reflect current best practice in all aspects of Board performance													
Review Board skills and invest in upskilling directors and ELC													
5.3 Review and improve WSSSA's structure for sustainable growth													
Review organisational structure for sustainable growth													

Timeline	2020				2021				2022				
	Mar	June	Sept	Dec	Mar	June	Sept	Dec	Jan	Mar	June	Sept	Dec
Review programs for sustainability:													
<ul style="list-style-type: none"> Establish criteria for sustainability 													
<ul style="list-style-type: none"> Assess existing programs 													
<ul style="list-style-type: none"> Identify potential programs to pursue 													
5.4 Strengthen WSSSA's systems of work including business intelligence capabilities, service delivery and public profile													
Develop stronger business intelligence capabilities:													
<ul style="list-style-type: none"> Identify organisational needs (including client outcome measures, research requirements, business reporting requirements and ICT interoperability) 													
<ul style="list-style-type: none"> Develop business case for investment (ICT and staff) 													
<ul style="list-style-type: none"> Develop implementation plan for business intelligence capabilities 													
Become a greener organisation:													
<ul style="list-style-type: none"> Develop a framework for a greener organisation 													
<ul style="list-style-type: none"> Develop a structured plan for existing initiatives 													
<ul style="list-style-type: none"> Identify three new initiatives and improve WSSSA's green position and seek Board approval 													
Clearly articulate WSSSA's position on intellectual property and product development:													
<ul style="list-style-type: none"> Develop WSSSA intellectual property and product development policy 													
<ul style="list-style-type: none"> Communicate policy to WSSSA staff 													
<ul style="list-style-type: none"> Train WSSSA staff on the implementation of the intellectual property and product development policy 													

Timeline	2020				2021				2022				
	Mar	June	Sept	Dec	Mar	June	Sept	Dec	Jan	Mar	June	Sept	Dec
Develop a plan for corporate sponsorship and fundraising													
Ensure we have a strong identity and public presence: <ul style="list-style-type: none"> Further develop the WSSSA identity and define the WSSSA brand 													
<ul style="list-style-type: none"> Develop and implement an internal communication strategy with staff to support sharing of WSSSA identity and brand with clients and stakeholders 													
<ul style="list-style-type: none"> Develop and implement a marketing plan 													