

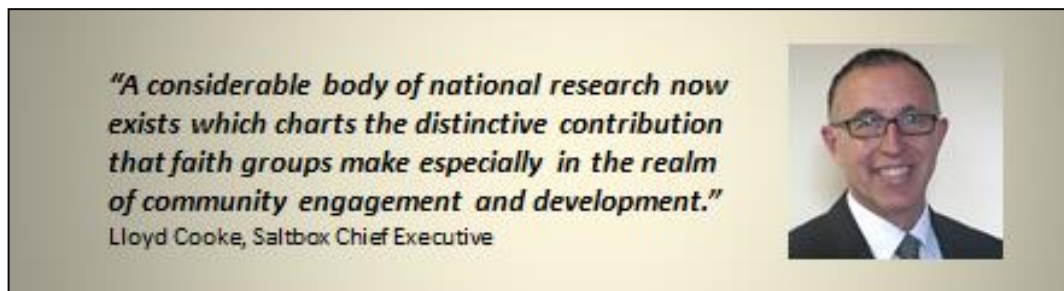
## Saltbox Organisation Briefing August 2015

### Introduction

Saltbox is a pioneering registered charitable company based in Staffordshire. It was established in 1983 to be an innovative Christian charity which would be exemplar in the fields of spiritual infrastructure support and community transformation.

Saltbox:

- supports, encourages & promotes the work of churches and individual Christians
- provides a voice for the faith sector to inform and influence service delivery
- delivers services which support vulnerable people
- identifies potential partnership opportunities with statutory, voluntary & community organisations to help bring about community cohesion & transformation
- provides an Information Service as a mechanism for communication, consultation and connectivity.



Saltbox's current work focuses upon six main service areas:

- **SPIRITUAL DEVELOPMENT:** supporting and promoting Christian ministry and values
- **RESTART:** supporting ex-offenders
- **CARELINK:** supporting vulnerable older people
- **MONEY MATTERS:** supporting people with debt problems
- **DEVELOPMENT SUPPORT:** supporting faith & voluntary sectors with practical organisational infrastructure advice
- **CORE:** supporting the whole Saltbox operation with the necessary organisational infrastructure (inc. finance, communications, marketing, HR, health and safety, IT, etc)

## Vision, Mission and Values

### Vision

With Christian values as guiding principle, working in partnership to spiritually and socially transform and strengthen our communities.

### Mission (2015-2020)

To double the size, scope and impact of Saltbox over the next 5 years so that it becomes a leading regional provider and exemplar of quality services for vulnerable people and faith based and non-faith based infrastructure support.

### Saltbox's Guiding Principles

1. We are an organisation with Christian values & principles
2. We aim to make a difference to communities & to see individual lives transformed
3. We seek to work in partnership & seek collaborative opportunities to strengthen communities
4. We strive to be caring, professional & hardworking at all times

### Values

Our message to individuals, communities and organisations is:

- You are valuable
- You have purpose
- You can be forgiven
- You can trust
- You can serve
- You can make a difference

## **History**

Saltbox's original founding vision was to provide Christian support and encouragement for local faith groups to help them grow and develop. Initial support focussed upon providing lists of services provided by individual Christians. In the 1990s and 2000s, Saltbox established itself as the organiser of city-wide and regional Christian and faith events including large celebrations, training courses and united prayer initiatives.

Since 2001, Saltbox has developed a range of caring initiatives for vulnerable adults. Equally importantly, it has become an exemplar for wider partnership working and has pioneered the use of Faith Action Audits to highlight the community contribution of faith groups. Saltbox has become a model of good practice to encourage the faith sector to work more collaboratively with the wider voluntary, public and private sectors.

## **Current work**

Saltbox currently employs 37 members of staff, both full and part-time. Most of the staff are employed to deliver social development projects and the development support service. Saltbox's Senior Management Team comprises the Chief Executive, Operations Director and Finance Director.

## **SPIRITUAL DEVELOPMENT**

**Locally** - Currently, Saltbox provides local support and encouragement to:

- **Connect:** Saltbox helps to organise these regular monthly leaders' meetings which bring together Christian leaders for prayer and networking.
- **The Lounge:** a city-centre ministry outreach facility used by such agencies as Street Chaplains, Nightchurch, Wings, Fountains Counselling Service, etc.
- **North Staffs Forum of Faiths:** links leaders from different religious groups
- **City Faith Link Forum:** provides a place for faith and civic leaders to meet.

Saltbox has also established itself with a growing national reputation and is recognised as a pioneer in encouraging, resourcing and developing four key themes:

- **Unity working** – encouraging faith leaders to work collaboratively at city/town level
- **Strategic prayer** – encouraging united "city focussed" prayer and intercession
- **Societal transformation** – encouraging faith groups to grow existing and developing projects which benefit the wider community and to prioritise engagement and support of civic authorities.
- **Mission** – encouraging faith groups to be more effective in engagement, communication and recruitment

**Nationally** - Saltbox has a strong and credible reputation nationally with a wide range of partner organisations. Its strategic involvement and engagement builds on the three key themes:

- Unity working: working with Evangelical Alliance, Gather Network
- Strategic prayer: working with Global Day of Prayer, World Prayer Centre
- Societal transformation: working with the Cinnamon Network, Gather Network

**Internationally** - In the last few years Saltbox's growing national profile has also given opportunities to engage with faith networks internationally. In 2013, Saltbox CEO travelled to both New York and Berlin to meet with leaders from different nations to share experiences. In May 2014, Saltbox CEO was a guest speaker at an international transformation conference held in London and in October 2014 was part of a UK delegation at an international transformation conference in Hawaii.

## **SOCIAL DEVELOPMENT**

### **Restart**

Restart provides supported accommodation across North Staffordshire to help ex-offenders break the cycle of re-offending and successfully re-settle and integrate them back into community life, whilst providing a safe place for ex-offenders who want to deal with life's challenges. Our current team of 20 qualified staff provide support to over 100 clients at any one time (300 p/a) and manage a housing stock of over 40 properties. Restart provides quality shared accommodation, structured support using outcome star needs assessment together with monitoring, client involvement and peer mentoring. It also provides internal and external training, volunteer opportunities and external mentoring support, debt and money management support, and move on programmes. Restart has strong partnership relationships with Police, Probation and Social Services.

### **Carelink**

Carelink is Saltbox's older people's service in Stoke on Trent that delivers support for vulnerable older people, providing a free telephone befriending service for over 150 vulnerable and elderly adults who are often socially isolated, frail, housebound, and lonely or have limited mobility. This service helps to reduce social isolation, loneliness and encourages independent living. Carelink has pioneered a partnership with the local Clinical Commissioning Group to include an additional Carelink visitation focus which gives practical support to some clients.

### **Money Matters**

Money Matters is a free debt advice service in Stoke on Trent that supports people experiencing problems with money management problems and/or debt. This confidential service helps to prepare income and expenditure budgets, negotiates payment plans with creditors, assists in the provision of Debt Relief Orders, supports clients through bankruptcy procedures and represent our clients in court proceedings. Money Matters provides help for Restart clients and also works in partnership with Stoke Foodbank to provide debt advice for its clients.

### **Development Support**

Our development support team work across North Staffordshire providing a range of help and advice for emerging, new or well established faith based and non-faith based initiatives.

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We work in partnership with statutory, private, voluntary and community sector organisations, creating a connecting-hub into local networks and complementary services. Our specialist support includes advice on: organisational start-up, governance and legal structures, project development and funding advice, policies and procedures, networking and partnership working, volunteering and training.

## **CORE**

Our core team provides Saltbox with the necessary organisational infrastructure support. The team includes Finance, HR, Health and Safety, Asset Management, Bid Writing, Communication and Marketing and IT.

## **Strategy**

Our 2015-2020 strategy over the next five years will be ambitious and bold, in how we use our resources and position ourselves. As a faith-based organisation, we are in a strong position and have achieved a great deal since the organisation was established. We will continue to take a collaborative and partnership based approach to working with other organisations to achieve our shared goals. We will seek to work proactively with organisations on specific work areas, including through our influencing work, and will ensure that we play a leading part in wider sector work providing support to other organisations where appropriate. While having clear strategic goals and priorities, Saltbox will continue to remain open and flexible to explore new opportunities to “work in partnership to transform and strengthen communities spiritually and socially”.

## **Where will Saltbox be in 5 years?**

- Increased staff & capacity
- Grow Carelink & Restart possibly locally & into new geographical areas
- Leading regional provider for ex-offender support (Restart)
- Leading regional provider for older peoples support (Carelink)
- Supporting faith development regionally/nationally
- Increase its profile locally, nationally and internationally
- No one service will be over reliant on income in order to reduce risk
- Continue to seek and explore new opportunities
- Deliver capacity building support in Stoke on Trent

## **Strategic Objectives**

Saltbox recognises the need to balance business growth without losing sight of its values and beliefs, core customer base, and roots in the community. Whilst it has set an ambitious headline target for growth, together with a series of individual service goals these are based on our experience over the past five years when the organisation has grown considerably, together with what our existing customers and partners have told us they find of value in our services. Our continuing aim will be to create a stable business which has a wide client base, is not dependent on a limited number of contracts or funding sources and has the following targets:

- **Spiritual Development** – continue to be key partner in supporting strategic faith development initiatives
  - Develop and strengthen links with 80% of (150) local faith groups in Stoke on Trent
  - Explore a greater impact nationally
  - Explore similar support across Staffordshire
  - To work nationally with key strategic partners (Gather, EA, WPC, NDOP, Cinnamon, etc)
  - Be a leader, influencer, connector, promotor
  - Seek to continue to innovate & break new ground
  
- **Carelink** – to produce a quality, replicable, reputable model within 1 year
  - Increase client numbers from 75 to 750 clients
  - Increase income from £150k to £1million income
  - Expand the service into other CCG areas regionally
  - Explore Diversification – to sustain and reduce risk
  
- **Restart** – to produce a quality replicable reputable model within 1 year
  - Increase client numbers from 86 to 125
  - Explore options to expand geographically increasing properties from 45 to 60
  - Explore social enterprise development
  - Explore the potential of becoming an RSL
  
- **Core Services**
  - Explore and develop financial services provision
  - Develop a new marketing and communications strategy
  - Explore asset ownership
  - Explore and seek new opportunities
  - Explore delivery of capacity building within the City

## Delivery

Saltbox will use its strategic objectives to develop a series of delivery action plans for the areas of work with most growth potential: Carelink, Restart, Spiritual Development plus Finance/Asset Management & Communications/Marketing, as well as any new opportunities as and when they arise. As part of the development of operational plans an annual evaluation will be undertaken.

Staff and trustees will have the opportunity to contribute to the details of how we can best achieve our ambitions to: ***“Double the size, scope and impact of Saltbox over the next 5 years so that we become a leading regional provider and exemplar of quality services for vulnerable people and faith based infrastructure support.”***