



Strategic Plan

2009 - 2012

About the Strategic Plan

Background

The Board of Maitland Community Care Services Incorporated (MCCS) resolved to commit to the development of a new Strategic Plan for 2009 – 2012 by using a comprehensive and inclusive approach. Following the recent amalgamation with Maitland Meals on Wheels, it was felt that a plan was needed which took into consideration the significant changes this merger brought with it.

Background & Initial Steps

Brett Gleeson from Gleeson Consultants was engaged to undertake the process of scoping staff, volunteers, clients, Meals on Wheels Advisory Group and key service provision stakeholders. The desired outcome of this process was to encourage input into the preparation of the Strategic Plan. This process was carried out using a combination of Focus Groups, paper based surveys and on-line surveys.

Michael Goldsworthy from Australian Strategic Services was then engaged to facilitate a 2 day workshop involving one day with General Manager, Senior Management team and Board and a second day with General Manager and Board.

A second meeting day was held to consider short term actions arising from the 2 day workshops. Primary themes for the plan were identified and discussed further at this meeting.

Two planning workshops were then held between the General Manager and Senior Staff to work on the Key Result Areas of 'Clients' and 'Services'. Goals, Outcomes and Indicators were agreed on and this DRAFT was then forwarded to the Board.

A third planning morning was held to finalise the plan, looking specifically at the areas of Human Resources and Systems. Goals, Outcomes and Indicators were identified and the plan was finalised.

The General Environment

Maitland Local Government area encompasses 396 square kilometres with a current population of over 67,000. It is generally referred to as a 'compact' LGA with its north boundary being Lochinvar, south boundary being Woodberry, east boundary being Tocal and west boundary being Gillieston Heights. It has a current population of over 67,000 people. Growth in the area has held at a rate of over 2.5% since 2001 and this is anticipated to continue.

2006 figures show that Maitland has a lower percentage of older people (over 65 years) than the regional average. However between 2001 and 2006 the number of people aged between 50 & 59 increased by almost 1,500 and the number of people aged between 60 & 69 increased by almost 1,200. This is an indication that within the next 10 – 15 years, the aged population is expected to increase significantly. Add to this the several planned and proposed 'retirement villages/resorts' for the area and this could have a significant impact on the demand for HACC services in Maitland.

MCCS currently rely on funding to provide the majority of its services. 94% of this funding comes from the Home and Community Care Program while only 6% is directly from NSW Transport for Transport Disadvantage. Income from services provided accounts for approximately 20% of overall funds.

Governance position

The Board's commitment to the implementation of The Australian Governance System (TAGS) has meant considerable focus around governance policies and procedures over the past 2 years. While this process has been lengthy and detailed, it has challenged the Board to think differently about their role with MCCS.

There is still considerable work to be done to completely implement the system however when this is completed, it will enable the Board to carry out their governance responsibilities in a more accountable fashion.

Conclusion

The process used to develop the MCCS Strategic Plan has been thorough and detailed. Further evolution of the Strategic Plan will result in the development of a Business Plan, Operational Plan and then individual Workplans for team members.

The Strategic Plan will be used to inform the Organisation Restructure, Position Descriptions and Key Performance Indicators for Staff.

It will be the framework for the Board to plan annually and the General Manager will report on progress monthly.

The promotion of the plan will occur on several levels:

- The clients through newsletters
- The staff through team meetings
- The volunteers through newsletters
- The community through marketing and MCCS Annual Report
- The stakeholders through networks and forums

The promotion of the Vision, Mission, Purpose, Values and Commitment statements will be pursued whenever appropriate, through media and marketing.

The 2009 – 2012 plan will be formally reviewed annually.

MCCS Strategic Plan 2009 - 2012

Vision

“Enhancing the quality of life for people in our community.”

Mission

“To respond to the changing needs in our community by providing safe and affordable services with a competent and friendly team.”

Core Business

The provision of care services.

Purpose

MCCS exists:

- to provide basic maintenance and support services to help frail older people and younger people with disabilities continue to live independently in community; and
- to undertake activities to alleviate transport disadvantage within its operating area.

We value

- the right of people to make choices in their own lives;
- the right of people to dignity, respect, privacy and confidentiality;
- the right of people to be valued as individuals;
- the right of people to have mobility;
- the right of people to access services on a non-discriminatory basis;
- the right of the community to safe, comfortable and reliable services;
- the right of the community to accountable and responsive services.

Our commitment

“Maitland Community Care Services is committed to providing quality services by building a strong community business while focusing on future growth and development.”

Our Motto:

“Promoting Independence”

Key Result Areas:

1 Our Clients

Our Goal: Clients know that their individual needs are important and we will assist wherever possible.

2 Our Services

Our Goal: We provide quality services to promote independent living.

3 Our People

Our Goal: We support our team and promote professional development and job satisfaction.

4 Our Systems

Our Goal: Our systems promote best practice.