

C.02 Strategic Planning

1.0 INTRODUCTION/BACKGROUND

Mercy Services has its roots in the vision of compassionate service as lived by Catherine McAuley and her fellow Sisters of Mercy.

In keeping with best organisational practice Mercy Services will regularly assess how best to apply its vision and mission in response to current community needs. The resulting Strategic Plan will provide the overall vision and major objectives that are discerned as the most appropriate way of striving to meet the organisation's mission in the medium term.

Strategic planning is a management tool that helps an organisation to assess and adjust the organisation's direction in response to a changing environment - to focus its energy, to ensure that members of the organisation are working toward the same goals¹.

The shared Board and close alliance that Mercy Services enjoys with Mercy Aged Care Services (MACS) means the strategic plan may encompass the direction for both Mercy Services and MACS.

2.0 SCOPE

This policy states how Mercy Services ensures it is well prepared to meet future community need. The processes for the development and review of the Mercy Services strategic plan are described. The Mercy Services Strategic Plan applies across the whole organisation.

3.0 POLICY STATEMENT

Mercy Services will develop a Strategic Plan every four to five years as a process for reflecting on the most appropriate ways of apply its mission to current community needs. The Mercy Services Board is responsible for developing and reviewing the Mercy Services Strategic Plan in ways that engage all stakeholders.

4.0 PROCEDURES

4.1 Development of the Strategic Plan

- a) Previous strategic goals are reviewed
- b) Gather information on current/anticipated community needs and preferences from for example:

¹ Tricker RI. International Corporate Governance. Simon & Schuster (Asia) Pty Ltd. 1994: 244 - 245.

1. *Review themes from Client, Volunteer and Staff satisfaction surveys*
 2. *Collate up-to-date relevant client demographic data (e.g. from the Australian Bureau of Statistics) including:*
 - *age and sex of population*
 - *rate of population change*
 - *ethnic composition and languages spoken*
 - *Aboriginal population*
 - *number of persons with disabilities*
 - *main illnesses and types of disability*
 - *AOD data*
 - *Parenting data (e.g. reports to DOCS)*
 3. *Review the geographical boundaries of Mercy Services' services. This will involve a review of the service boundaries in relation to which other services are providing similar services to Mercy Services. If necessary, the boundaries of Mercy Services will be revised.*
 4. *Review the special needs of identifiable groups within the target population. The General Manager is to talk to other relevant services and carry out a small survey of the representatives of identifiable groups to identify any special needs.*
 5. *Literature review relevant to organisational development and strategic planning*
 6. *Consultation (survey or focus groups) with partner organisations, funders,*
 7. *Consultation (survey or focus groups) with staff, volunteers, clients, carers*
 8. *Collate up-to-date relevant HR demographic data including:*
 - *age and sex of personnel*
 - *level of staff qualifications*
 - *ethnic composition and languages spoken*
 - *Aboriginal population*
 - *Turnover/retention*
- c) *Trustees, Board and senior management meet to: 1) discuss issues raised from information gathering and goal review; 2) discern the appropriateness of various options and 3) agree on priorities*
 - d) *A subcommittee finalises priorities, responsible parties, timeframes and develops relevant, achievable and measurable goals.*
 - e) *The draft Strategic Plan is submitted to the Board for comment.*
 - f) *When the Board is satisfied with the Strategic Plan, it is submitted to the Trustees for final modification and acceptance.*
 - g) *Final Strategic Plan is communicated to stakeholders in the level of detail appropriate to each group*

4.2 Implementation and monitoring of the Strategic Plan

4.2.1 The Board reviews implementation progress at each regular Board meeting. The Board may make strategic changes if such changes more effectively enable Mercy Services to meet future community need.

4.2.2 The General Manager is responsible for:

- a) Communicating the Strategic Plan including developing a clear summary version of the Strategic Plan for the public
- b) Ensuring that an effective change management process is developed to facilitate ownership of and support for the implementation of the Strategic Plan
- c) Costing strategic goals and incorporating them into the operational plan
- d) Setting out steps, organising resources, and delegating tasks, to achieve strategic goals
- e) Reporting to the Board on implementation progress
- f) Making recommendations to the Board on strategic changes

5.0 REFERENCES

1. Australian Standards	a) AS 8000-2003 Corporate governance - Good governance principles b) AS/NZS 4360: Risk Management c) HB 254-2005 Governance, risk management and control assurance
2. Legislation	a) Corporations Act 2001 (Cth)
3. Professional guidelines	nil
4. Codes of Practice	nil
5. Codes of Ethics	nil
6. Evidence	nil
7. Mercy Services Values	Justice, Respect, Care, Unity, Service

6.0 OTHER RELATED POLICIES AND PROCEDURES

Policy sections

- A. Values Policies
- B. Board Policies
- C. Organisation Management
- D. Financial Management / Administration Policies
- E. Service Delivery
- F. Staff / Volunteers Policies
- G. Occupational Health & Safety Policies

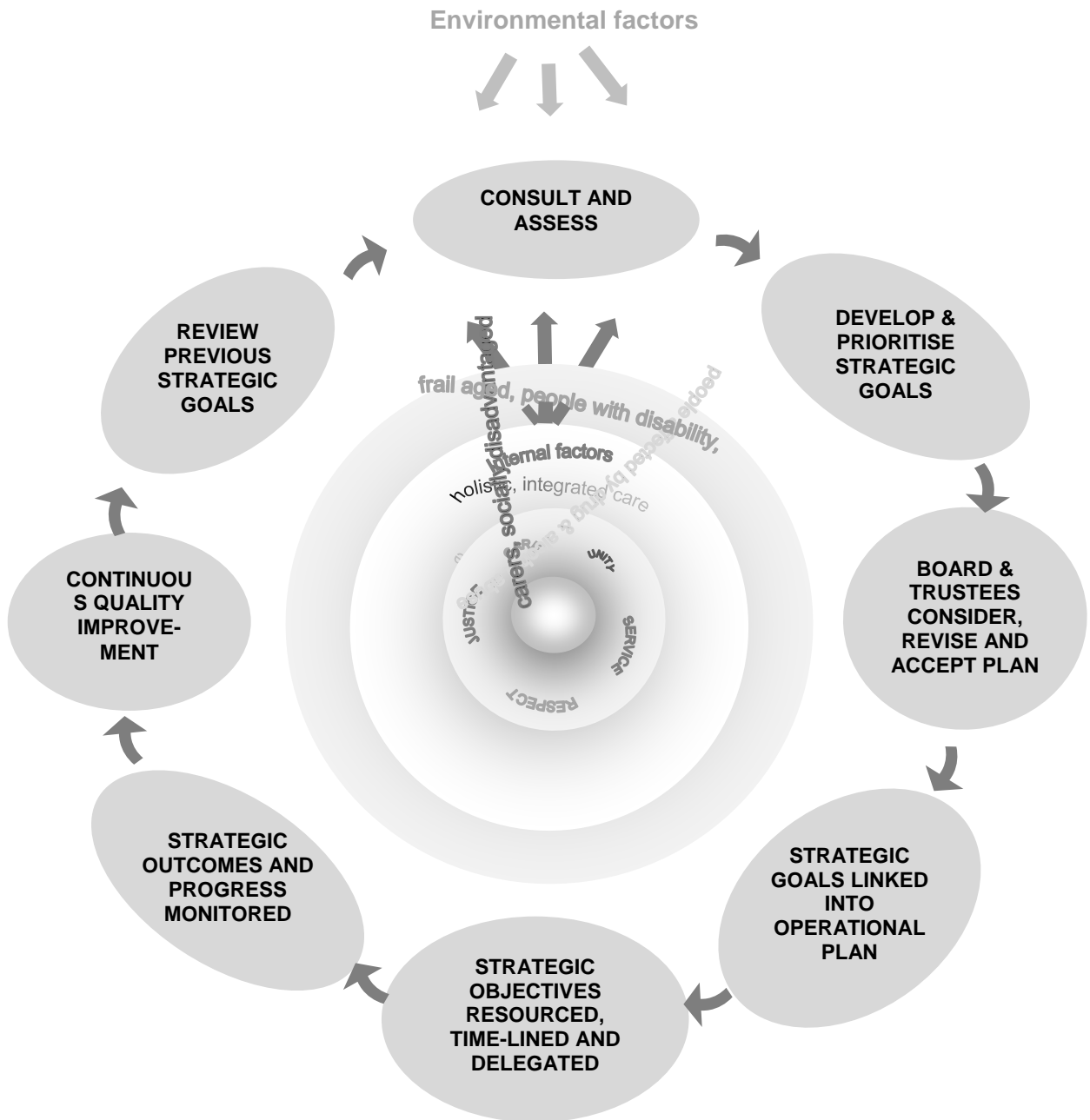
7.0 RELATIONSHIP WITH STANDARDS

Community Care Common Standards	Disability Standards	EQulP Standards
1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8, 2.1, 2.2, 2.3, 2.4, 3.1, 3.3, 3.5	8.3, 8.5,	1.6.1, 3.1.1, 3.1.2,

8.0 DOCUMENT CHANGES RECORD

<i>Dates of change</i>	<i>Section altered</i>	<i>Natures of changes made</i>
July 2001	Section 2 Governance Policy Section 3 Board of Directors Policy	First record of relevant policy First record of relevant policy
28/10/2009	All sections	Major rewrite
23/03/2011		
14/11/2012	All Sections	Organisation name updated
Review due 14/11/2015		

APPENDIX 1: PROCESS FOR STRATEGIC PLAN DEVELOPMENT AND REVIEW



APPENDIX 2: Mercy Services - COMMUNITY GROUPS QUESTIONNAIRE

Mercy Services is reviewing its operations with a view to improving the quality of services. This questionnaire is being given to agencies that have contact with the service to help assess the community’s perception of the service.

Could you please assess the performance of our service in the following areas by circling the appropriate number.

We would be grateful if you could return this questionnaire to us in the enclosed prepaid envelope by

	Performance is					Don't know
	Poor			Excellent		
1. Information provided to the community regarding services offered and eligibility criteria.	1	2	3	4	5	-
2. Availability of services without discrimination.	1	2	3	4	5	-
3. Advocacy on behalf of the client group.	1	2	3	4	5	-
4. Co-operation with other community agencies.	1	2	3	4	5	-
5. Competency of Board of Directors.	1	2	3	4	5	-
6. Competency of staff.	1	2	3	4	5	-
7. Facilities provided for clients.	1	2	3	4	5	-
8. Follow-up of referrals.	1	2	3	4	5	-
9. Referrals to other relevant services.	1	2	3	4	5	-
10. Quality of services provided.	1	2	3	4	5	-
11. Respect for client confidentiality.	1	2	3	4	5	-
12. Respect for other client rights.	1	2	3	4	5	-

13. Of the areas you rated low, what could be done to improve them?

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14. Any other comments?

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Thank you for your comments.