

Strategic Plan 2019-22



Vision A healthy, engaged and connected community

Mission To improve the lives of older people and people with a disability by providing a range of community transport and support programs to enable independent living

Sustainable organisation

We will ensure a sustainable organisation for the future by:

- Further understanding and enhancing our impact in our community
- providing strong governance to support organisational sustainability and growth

Clients at the centre

We will always put clients at the centre of what we do by:

- Engaging with and understanding our clients to meet their needs
- Promoting our services to achieve a broad reach across our catchment
- Providing flexibility in service delivery to meet community needs within our funding framework

Valuing our people

We will value our people and invest in them to grow and develop their skills by:

- Continuing to nurture and develop the roles of volunteers and ensure their safety, satisfaction and engagement
- Ensuring our staff have the necessary skills to meet the changing service delivery environment
- Identifying potential new roles for volunteers to assist the progress and growth of the organisation

Working in partnership

We will work in partnership with others to deliver on our mission by:

- Measuring and enhancing the mutual benefit of existing partnerships
- Identifying new partnership opportunities that will improve service delivery for our community



About this plan

South Port Day Links Inc has been in operation for 30 years and has always had a strong emphasis on planning for the future as well as measuring what we are doing and achieving in our community.

This plan – the Strategic Plan 2019 – 2022, looks forward for the next 3 years to identify key areas of focus for both development of the organisation and maintaining our current strengths.

About South Port Day Links

South Port Day Links (**SPDL**) is a local volunteer based, incorporated Not for Profit (**NFP**) organisation. SPDL is a registered charity with the Australian Tax Office (**ATO**) and Australian Charities and Not for Profit Commission (**ACNC**) which has been operating for the last 30 years, delivering services, which contribute directly to the lives of residents residing in the City of Port Phillip (**CoPP**). The services allow residents to gain re-enablement, remain independent, maintain their access to the community, able to live at home with a reduced sense of social isolation.

Services provided include:

- **DayLinks:** Door to door community transport service
- **PetMates:** Support to residents in the care of their animals
- **WalkMates:** Companion walking program, maintaining a person's fitness
- **GardenMates:** Support to maintain the garden
- **Betty's Bus Trips:** Recreational program for older residents

These services are important as they meet the needs of older people. The numbers of older people are predicted to grow significantly within the CoPP as the number of baby boomers retire in larger numbers in the coming decade. SPDL services are based on an active service, ageing in place and reablement models, which recognise the need to support older people to remain independent, valuing a person's dignity, self-respect, and facilitating personal independence.

The core service provided by SPDL is the DayLinks community transport program. In 2018 (January to December) DayLinks provided 11,984 trips to local residents for 297 registered active clients. The DayLinks program services the CoPP and provides priority specialist transport in partnership with local hospitals and the CoPP, supporting access to services that provide a preventative and reablement focus.

The primary sources of funding are received from the Australian Government Department of Health (**DH**), Victorian State Government Department of Health and Human Services (**DHHS**) and the **CoPP**. Additional funding is obtained via one off grants, donations and fundraising activities through the support of local service groups, foundations and volunteers.

SPDL is managed by an elected volunteer Committee of Management (**CoM**), which is responsible for the leadership, governance and strategic planning, ensuring compliance with relevant legislative and statutory obligations. SPDL prides itself on the contribution its volunteers make to the community, with 100 volunteers supporting a range of services. Volunteers are recognised as the key success factor in the operation of SPDL, to this end the management of volunteers is conducted in accordance with the National Standards of Volunteering, with volunteer retention and recognition a key strategy to ensure the viability of SPDL.

SPDL VALUES

Integrity

- Honesty in all our dealings
- High ethical standards
- Being accountable for our actions

Excellence

- Quality in all we do
- Continually striving for improvements
- Recognising and responding to diversity of need

Empowerment

- Using flexible, balanced and strong leadership to enable everyone involved with SPDL to be successful in what they do
- Valuing and promoting volunteers and volunteering
- Promoting independence

Care

- For our people and our community
- For our clients and their families
- For everything we do

Teamwork

- Recognising the strengths of our people working together
- Maintaining open communication
- Honouring commitments and building trust

A sustainable organisation

Goal	We will ensure SPDL is a sustainable organisation to support our community into the future			
Objectives	1.1 We will grow our impact across our community	1.2 We will ensure strong governance in a changing service delivery environment		
Priority Actions	1.1.1 Gain further understanding of SPDL's current impact across the community we serve	1.2.1 Refine SPDL's governance framework to ensure clarity for CoM members		
	1.1.2 Identify opportunities for enhanced impact and service reach within the current catchment and beyond	1.2.2 Ensure full compliance with all quality and governance standards		
	1.1.3 Identify possible new client groups within the aged care and disability sectors	1.2.3 Continue to ensure strong local representation on the SPDL CoM with people with the necessary skills and experience to lead the organisation		
	1.1.4 Review funding sources and financial impacts of different models of service provision			
	1.1.5 Consider environmental sustainability in all aspects of SPDL's operations			

Clients at the Centre

Goal	We will always put clients at the centre of what we do			
Objectives	2.1 We will engage with clients to better understand and meet their needs	2.2 We will promote our services to achieve a broad reach across our catchment	2.3 We will provide service delivery flexibility to meet client needs	
Priority Actions	2.1.1 Develop a strategy for engaging and listening to clients regarding their experiences with our services	2.2.1 Provide ongoing information to the community about SPDL services	2.3.1 Develop and trial new and flexible ways to deliver services to meeting changing obligations and needs	
	2.2.2 Enhance understanding of clients in terms of demography, service utilisation and need	2.2.2 Use a range of promotion and education methods to ensure anyone who needs our services knows how to access them	2.3.2 Evaluate new models to determine success and ongoing viability	

Valuing our People

Goal	We value our people and invest in them to grow and develop their skills	
Objectives	3.1 Continue to nurture our volunteers and develop their roles while ensuring their safety, satisfaction and engagement	3.2 Ensure our staff have the necessary skills to meet the changing service delivery and management environment
Priority Actions	3.1.1 Deliver a structured continuing education program for new and experienced volunteers	3.2.1 Work in partnership with staff to ensure their roles meet the future needs of SPDL
	3.1.2 Ensure all volunteers can provide feedback on what they do, their needs, and how SPDL can assist them into the future	3.2.2 Invest in our staff to meet their identified training and development needs
	3.1.3 Recognise the work of our volunteers with a planned and structured program which considers the different needs and aspirations of the people who assist us	
	3.1.4 Identify potential new volunteer roles within SPDL to assist the progress and growth of the organisation	

Working in Partnership

Goal	We will work in partnership with others to deliver on our mission	
Objectives	4.1 Enhance the mutual benefit of existing community partnerships	4.2 Extend our relationships within the CoPP community and beyond to enhance service delivery within the community
Priority Actions	4.1.1 Identify all current partners and understand how SPDL works with them	4.2.1 Identify new partnership opportunities that will enhance service delivery within the community
	4.1.2 Understand our partners’ specific needs from our relationships and identify ways to improve how we work together with them	4.2.2 Develop appropriate brand collateral and working relationships to facilitate partnership engagement