



SOUTH PORT DAY LINKS

STRATEGIC PLAN 2022-2025

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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
- **Links Lunches:** 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, providing transport for residents in the CoPP to assist with community connection with a preventative and reenablement focus. In 2021 Federal funding was received to transport people living in the City of Melbourne, however this has been slow to establish, in part because of the service commencing in the context of the pandemic. Work continues to promote SPDL within the City of Melbourne.

The primary sources of funding are received from the Australian Government Department of Health, Victorian State Government Department of Health, and the City of Port Phillip. 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.

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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

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Background to the plan

South Port Day Links Inc (SPDL) has been in operation for more than 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.

The last two plus years of COVID-19 has disrupted the lives of most people in our community and greatly affected the ability of many organisations working in the community sector to meet their mission and carry on with the services and support that they would usually provide. SPDL as an organisation has understandably been impacted with fewer clients being serviced and changes needing to be made in how some services are provided. However, there has not been one day when the organisation has had to cease service provision and given our work is done predominantly by volunteers with a very small staff, this is something of which we are all very proud. Over the last year, service levels have gradually increased although not yet back to pre-pandemic levels.

Despite all that has happened, we have maintained a very strong volunteer base and our clients continue to express their support for the services on offer. We are ready to embark on the next phase for SPDL – even though the pandemic is not over, and we will need to continue to deal with whatever challenges that this presents.

About the plan

Context is everything when developing a plan. There are many things that SPDL has needed to consider in making this 3-year plan. Of course, there are unknowns which we will need to deal with along the way. But where future issues can be anticipated, planning must take these into account.

- COVID 19 is going to be with us for some time and we need to ensure that our services continue to meet best-practice in terms of safety for clients and volunteers. We also need to find ways to encourage more people back to our services and new clients to commence. Also, there may be other services that SPDL could offer that would logically fit with current offerings.
- Changes to the aged care system are inevitable in the near future. While timing is unclear, it is expected that there will be changes to how many of the current SPDL services will be funded. To ensure financial sustainability and our ability to continue to service our community, SPDL must be prepared and have the right systems in place – business and systems, technology, and quality management, to meet future government requirements.
- With the Federal Government's response to the Aged Care Royal Commission, accreditation standards are likely to change, and we will need to be prepared to meet any changes to these mandatory requirements.
- We also recognise the need for collaboration with other organisations where this will assist people access SPDL services and keep people connected to our community.

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Vision A healthy, engaged and connected community

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

Sustainable Organisation	Client Centred	Valuing our People	Working in Partnership
<p>We will ensure that SPDL remains a sustainable and robust organisation to support our community into the future:</p> <ul style="list-style-type: none"> 1. Ensure SPDL has up to date, effective and adaptable work systems to meet changing service and funding systems 2. Continue to provide strong governance and management in a changing service and funding environment 	<p>Clients are always at the centre of SPDL decisions and initiatives:</p> <ul style="list-style-type: none"> 1. Ensure SPDL current programs are meeting community needs and expectations and are “fit for purpose” 2. Provide services aligned with aged care system changes, ensuring SPDL remains true to its mission & community expectations. 3. Increase the range of service offerings in line with SPDL Mission and funding availability. 4. Ensure SPDL is a known ‘brand’ with the community in general and referring service providers. 	<p>SPDL’s staff and volunteers are at the core of what we do and can achieve in the future:</p> <ul style="list-style-type: none"> 1. Encourage and support the work of our volunteers, ensuring their satisfaction, safety, and ongoing skills development 2. Continue to promote the benefits of volunteering with SPDL, to maintain sufficient numbers to meet growing and changing needs. 3. Ensure staff skills and knowledge align with the changing needs of the organisation. 4. Maintain staff and volunteer cohesion and engagement with the Committee of Management 	<p>SPDL works in partnership with other organisations and individuals:</p> <ul style="list-style-type: none"> 1. Expand SPDL’s working relationships within the community and with funding bodies to boost service delivery 2. Consider ways in which SPDL can work collaboratively with other organisations to better meet community needs

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Sustainable Organisation

Goal 1: We will ensure that SPDL remains a sustainable and robust organisation to support our community into the future

Objectives & Actions:

1.1 Ensure SPDL has up to date, effective and adaptable work systems to meet changing service and funding systems

- 1.1.1 Develop a plan for IT to define the technology and systems required to support changes in government funding model and SPDL's future service delivery requirements.
- 1.1.2 Ensure pricing of services remains transparent, stable, and consistent with actual costs incurred to provide services

1.2 Continue to provide strong governance and management in a changing service and funding environment

- 1.2.1 Plan for and recruit new members to the Committee of Management for 2023 to ensure ongoing strong governance oversight and local participation where possible.
- 1.2.2 Ensure compliance with all legislative and Aged Care quality standards through ongoing review
- 1.2.3 Maintain close oversight of organisation's risk profile and implement actions to minimise risk



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Client Centred

Goal 2: Clients are always at the centre of SPDL decisions and initiatives

Objectives & Actions:

2.1 Ensure SPDL current programs are meeting community needs and expectations and are 'fit for purpose'

- 2.1.1 Review current services and consider opportunities for expansion and/or extension of these for value added benefit for clients

2.2 Provide services aligned with aged care system changes, ensuring SPDL remains true to its mission & community expectations

- 2.2.1 Increase active client base, both within the City of Port Phillip and City of Melbourne
- 2.2.2 Return to pre-covid client service volumes and increase beyond this

2.3 Increase the range of service offerings in line with SPDL Mission and funding availability

- 2.3.1 Determine whether SPDL could feasibly provide services to people with disability under the National Disability Insurance Scheme
- 2.3.2 Work with other organisations to offer services which augment existing services

2.4 Ensure SPDL is a known 'brand' for the provision of community based aged care services - with the community in general and referring service providers.

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Valuing our People

Goal 3: SPDL's staff and volunteers are at the core of what we do and can achieve in the future

Objectives & Actions:

3.1 Encourage and support the work of our volunteers ensuring their satisfaction, safety, and ongoing skills development

- 3.1.1 Deliver a structured education program for all groups of volunteers, designed to assist with the specific roles being undertaken
- 3.1.2 Continue to recognise, both internally and externally, the work of SPDL volunteers in ways that are valued by volunteers individually and as a group

3.2 Continue to promote the benefits of volunteering with SPDL, to maintain sufficient numbers to meet growing and changing needs

- 3.2.1 Market and promote SPDL volunteering within the Cities of Port Philip and Melbourne
- 3.2.2 Identify new /modified volunteer roles to augment current SPDL programs and recruit for these roles

3.3 Ensure staff skills and knowledge align with the changing needs of the organisation.

- 3.3.1 Provide support for staff for continuing education to assist with the execution of their SPDL roles and ongoing professional development
- 3.3.2 In line with changing funding and service profile, review all staff roles to ensure maximum job satisfaction, efficiency, and alignment with service provision

3.4 Maintain Staff and Volunteer cohesion and engagement with the Committee of Management

- 3.4.1 Ensure Committee of Management representation at staff and volunteer events
- 3.4.2 Involve staff and volunteers in planning for new developments/services within the organisation

Working in Partnership

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Goal 4: SPDL works in partnership with other organisations and individuals

Objectives & Actions:

4.1 *Expand SPDL's working relationships within the community and with funding bodies to boost service delivery*

- 4.1.1 Increase points of referral for clients to maximise service provision across the City of Port Phillip and City of Melbourne
- 4.1.2 Work with all levels of government to ensure clear understanding of services provided by SPDL
- 4.1.3 Build relationships with a broad range of aged care plan managers and case managers to facilitate referrals

4.2 *Consider ways in which SPDL can work collaboratively with other organisations to better meet community needs*

- 4.2.1 Identify potential partnerships and collaborations that will enhance SPDL service delivery as well as services provided by those partnered organisations