

Looking Forward

Strategic Plan
2011 - 2014

Umbrella Multicultural
Community Care Services
(Inc)



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Our purpose and Strategic Directions are clear. We know where we are going and what we want to achieve.



LOOKING AHEAD

We will always be there for the needs of our members and the wider community.



This publication provides, to our important and diverse stakeholders, the goals and objectives we have set for ourselves. It is both a reaffirmation of our fundamental commitment to serve our clients and a promise to be accountable for our progress.

Our strategic planning cycle covers a 3 year timeframe and provides a multi year, comprehensive, realistic plan for carrying out our mission. All 'great' organisations have succinct clarity of where they are going (the plan) and outline the management systems and processes, which ensure they get there (these include strategic projects, a plan for continuous improvement, working in groups and organisational structure).

Umbrella Multicultural Community Care Services has the following Objectives;

- To provide basic maintenance and support services to the frail aged and younger people with disabilities and their carers; targeting, but not limited to, people of culturally and linguistically diverse backgrounds living in Australia or those connected with these communities.
- To establish, organise and promote services and facilities for the relief of poverty, illness, distress and disability.
- To establish, organise and promote services and facilities for the improvement of the emotional, physical and social well-being of such people, including assisting individuals to remain in their homes, to live independently in the community and prevent their premature admission to long term institutional care.

MISSION & VALUES

Umbrella serves the multicultural community in Western Australia, in particularly frail aged and people with disabilities and their carers.

**We are united in
Our Mission and
Values.**



Our Value Our Actions

- | | |
|------------|---|
| Service | <ul style="list-style-type: none">○ Caring for those in need○ Making a difference○ Being responsive○ Being person-centered○ Listening to others |
| Integrity | <ul style="list-style-type: none">○ Being open○ Being honest, just, reasonable and ethical |
| Compassion | <ul style="list-style-type: none">○ Caring for our clients, carers, families and each other○ Showing empathy○ Being non-judgmental○ Accepting○ Taking time○ Showing humility |
| Respect | <ul style="list-style-type: none">○ Recognising individual needs○ Showing tolerance○ Treating others as equals○ Acknowledging the worth of others |
| Excellence | <ul style="list-style-type: none">○ Giving our best○ Always striving for better results○ Being innovative○ Being professional and providing quality services |

ORGANISATIONAL STRUCTURE

We are a member driven organisation and incorporated as an association under the Western Australian Incorporation Act.

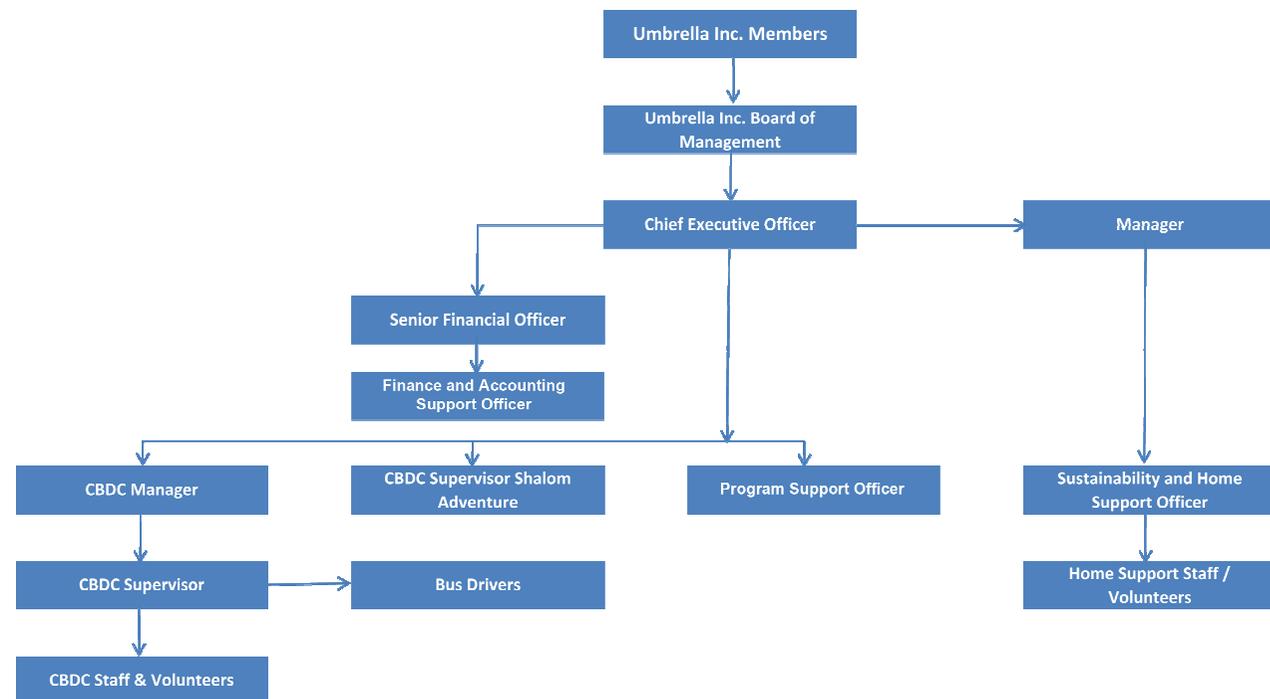
The organisation is governed by a voluntary Board which operates under a set of rules as set out in our constitution.

Audited financial accounts are publicised in our annual report.

Stakeholders

We frequently engage in dialogue with our many stakeholders, who include the wider community, business partners, funding agencies, statutory and regulatory authorities and of course our clients and members.

Organisational Structure 2011



MEASURES TO SUCCESS

To ensure that we stay focused on our mission and strategic priorities we will monitor the following:

Policy and Operational

- Alignment with Strategic Plan
- Development of an Operational Plan from Strategic Plan
- Board effectiveness (governance reviews)
- Organisational health (reviews/reports and surveys)

Financial

- Financial performance (monthly financial statements)
- Annually audited accounts

Members

- Service quality (members surveys)
- Membership numbers
- Member participation/activity (monthly anecdotal feedback, annual survey)

Networking

- Partnerships, networks and alliances effectiveness (monthly anecdotal feedback)
- Brand recognition and reputation (members, community, stakeholders)

A significant strength of Our Organisation is the passion and energy of our Staff and Volunteers.



STRATEGIC DIRECTIONS

Our strategic directions are clear and focused. They will lead us to a clear and focused future.



The following Plan takes an evidence-based approach in responding to the current and emerging community care issues for West Australians from CALD backgrounds. This Strategic Plan has been developed based on expert knowledge and experience. Our Strategic Plan includes analysis of the strategic priorities identified by Our Board, Staff, Volunteers and Stakeholders and the corresponding actions for addressing our responses to these priorities. It is reflective of issues affecting older West Australians from CALD backgrounds.

The strategic directions that will underpin our plan are:

1. People First – Staff and Volunteers

We acknowledge and are proud that the high calibre of our staff and volunteers is what has contributed to the success our organisation to-date.

We are committed to ensuring the long-term viability of our organisation by ensuring we are a future employer of choice.

2. People First - Clients

We are committed to providing an excellent level of service to our clients and their families, such that their level of expectation is exceeded.

3. Sustainability and Viability

We are acutely aware that in order for us to provide an excellent service, we must also provide for the long term. Hence ensuring our clients have stability within all the services we provide. In doing so, we will support and develop the Wellness of our clients.

4. Living in Community

We value being part of our local community and are committed to being an active part of it.

5. Working with Others

We are keen to further strengthen and develop the excellent links we have with like-minded organisations and local corporations.

1. People First – Our Staff and Volunteers

Goal	Objective	Strategy	Performance Indicators
People First – Staff, Volunteers and Students	<ul style="list-style-type: none"> ▪ The service we provide is of a high standard and meets the needs of our clients ▪ To be a local employer of choice ▪ To have a competent, capable and committed workforce ▪ To have confidence, creativity and fun at work ▪ Ensure that continual learning is a fundamental element of our organisational culture 	<ul style="list-style-type: none"> ▪ Develop additional staff incentive strategies ▪ Further develop internal organisation communication strategies such as staff and volunteer meetings and newsletters ▪ Attract and retain highly skilled staff committed to the caring industry ▪ Provide relevant and contemporary training and induction programs 	<ul style="list-style-type: none"> ▪ Staff satisfaction levels are higher than industry benchmarks ▪ Supportive and flexible working environment ▪ Sufficient number of trained and qualified individuals to sustain our growth ▪ Staff and Volunteer retention is greater than 80% ▪ Number of staff trained on the job ▪ Number of students choosing Umbrella as their work placement ▪ Number of applications for positions

We are proud that the high calibre of our staff and volunteers is what has contributed to the success of our organisation.



2. People First - Our Clients

We are committed to providing an excellent level of service to our clients and their families, such that their level of expectation is exceeded.



Goal	Objective	Strategy	Performance Indicators
People First – Clients	<ul style="list-style-type: none"> To understand, meet and exceed the current and future needs of our clients To be the provider of first choice for multicultural services to frail aged and people with disabilities and their carers To promote our services 	<ul style="list-style-type: none"> Provide services which meet the needs of our clients and the community AND matches our organisational capability Doing business well Forming strategic alliances with other organisations who support our ethos 	<ul style="list-style-type: none"> Customer and family satisfaction indicators Number of new referrals Number of Clients Number of prospective clients seeking service Number of client referrals to other appropriate and higher level services

3. Sustainability and Viability

Goal Sustainability & Viability

Objective

- To further develop our holistic business and management systems
- To continue to develop innovative solutions
- To continue to grow and develop our services at a considered and manageable rate
- To ensure that our environmental factors (both national and international) are understood and that these factors become a key input of our organisational planning
- Strengthen our board and organisational governance
- To comply with required legislation, regulations and standards

Strategy

- Research and analyse national and international markets
- Relevant Induction and Governance training for the Board
- Form strategic partnerships with key industry leaders
- Survey clients regarding services delivery and types

Performance Indicators

- Organisational data is accurately recorded and accessible
- Updated policy and procedure manual
- Continual implementation of innovative solutions
- Periodic updates provided to the Board on current state and national policy updates relevant to the service
- Formation of strong partnerships with key industry leaders
- Continual evaluation of the Board including contemporary governance and training
- Absence of regulatory breach

A significant strength of our Organisation is the passion and energy of our Volunteers and Members.



In Community & Working with Others

We will be proactive in building collaborative relationships with other organisations.

Goal	Objective	Strategy	Performance Indicators
In Community	<ul style="list-style-type: none"> ▪ That we are recognised as an integral part of the Multicultural community ▪ Organisation and brand recognition 	<ul style="list-style-type: none"> ▪ Continue to enhance communication with the community and involve staff and clients in community activities ▪ Promote corporate identity 	<ul style="list-style-type: none"> ▪ Number of Reference Groups and Steering Committees of which we are a member. ▪ Membership Numbers ▪ Number of cultures represented in Umbrella
Working with Others	<ul style="list-style-type: none"> ▪ Develop strategic alliances and partnerships with other key agencies to eliminate duplication, share resources, information and experiences to enhance planning ▪ Develop funding and supportive relationships with local businesses 	<ul style="list-style-type: none"> ▪ Increase new and expand local business contacts to enhance current funding base ▪ Further develop increased community awareness ▪ Build the Umbrella brand to enhance community, business and government support for our activities 	<ul style="list-style-type: none"> ▪ Nominated community award programs ▪ Number of partnerships and alliances ▪ Resource sharing

ANNUAL STRATEGIC PLAN REVIEW

This Strategic Plan will be updated on an ongoing basis and thoroughly in 2014/2015.

Your Feedback

Your Feedback on our Strategic Plan or any other aspect of our work is most welcome at any time.

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Acknowledgements

In producing this Strategic Plan, Umbrella would like to acknowledge:

- The financial support provided by Lotterywest.
- Wendy Lamotte from MAD Enterprises for her direction and involvement.
- The Board, Staff and Volunteers for their valuable input.
- Our Members, Member Organisations and other stakeholders for their contribution.

**We value your
feedback.**

