

Southern Community Care Development Inc (SCCD)

POLICY 1.4 - PLANNING & REVIEW

SCCD IS COMMITTED TO OPEN & ONGOING PLANNING & REVIEW OF ITS POLICY & PRACTICE TO MEET THE CHANGING NEEDS OF THE SERVICE SECTOR, CLIENTS & THE ORGANISATION.

The Planning and Review Process

This policy outlines how SCCD uses strategic business planning methodology to:

- set an organisational vision and objectives for future activity; and
- review and identify successes that offer further opportunities and problems requiring change.

Individual SCCD Projects also have their own planning processes, which feed into the organisational plans (see below & **3.PROJECT**).

These project plans generally reflect the following core elements:

- Overall aims of the project;
- Specific objectives within the project implementation;
- Methodology/strategies described as project activities;
- Intended outcomes per activity;
- Timelines, which may include reporting regimes; and
- Performance indicators, which may include reports and other documents to be produced.

The planning and evaluation of SCCD and its projects are the responsibilities of the management committee, in conjunction with the staff. Together, they ensure that the process includes:

- Ongoing monitoring of the service;
- Participation from clients of the projects;
- Participation from staff;
- An annual presentation of relevant data in the Annual Report; and
- Consideration key issues at an Annual Planning Session.

Ongoing Monitoring

Ongoing monitoring of the service will occur through discussion of information provided at each management committee meeting within relevant agenda items (see **Policy 1.3 Code of Behaviour for the Management Committee & SCCD Meeting Minutes**), including:

- verbal reports by the HACC Development Officer highlighting any staff or office issues;
- written and verbal financial reports produced by the Bookkeeper and presented by the HACC Development Officer and Treasurer;
- written reports by the individual projects;
- copies of any funding body forms completed by SCCD staff; and
- verbal reports from members on specific issues or working groups.

Client Feedback

Clients are to be encouraged by all staff to provide informal feedback on SCCD Projects. Client feedback will be collected via a number of SCCD processes, including:

- An annual client feedback survey specifically designed for each Project (see **3.PROJECT**);
- Informal client feedback given verbally to staff and recorded in feedback file;
- Data on people refusing services and the reasons why; and
- The number of consumer complaints/disputes and outcomes.

Staff Reports

As well as monthly reports to management (above), at the end of the financial year, SCCD Project workers collate any relevant service delivery information for the twelve month period July to June for inclusion in the Annual Report (see **Policy 1.3 Code of Behaviour for the Management Committee & SCCD Meeting Minutes** attached). Some SCCD Projects are also required to produce a specific annual report for the funding body (see **3.PROJECT**).

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These report/s may include details of:

- Meetings attended;
- Publications produced;
- Memberships and subscriptions;
- Groups and individuals serviced;
- Hours and range of services provided;
- Requests for assistance not met and reasons for refusal; and
- A comparison to the previous year.

Annual Report

Service data for the previous year will be published in the SCCD Annual Report and made available to the general community and the funding bodies, as well as information from the annual planning day.

The Annual Report will be presented at the AGM and will include:

- List of members of Management Committee and working parties (*SCCD Committee* attached) and staff;
- Chairperson's Report;
- Individual Project Reports; and
- Treasurer's Report and Auditor's Report.

SCCD Planning Day

Before the end of each financial year, SCCD holds a Planning Day for staff and management committee members to discuss issues highlighted during the past year and to develop directions and strategies for the coming financial year. The Planning Day is the highlight of a larger process which extends over several months that reflects the following key strategic planning steps:

- Design of the planning process
- Background research and consultation
- Development of the broad plan
 - Establishment of the vision
 - Analysis of the organisation's current situation
 - Identification of key objectives and actions
 - Financial and risk analysis
- Finalisation and documentation of the plan
- Approval and implementation of the plan
- Monitoring and review
- Evaluation

Throughout the process, SCCD management and staff reflect on a series of questions:

- Who are we? Do we communicate and reflect our purpose clearly in what we do, both internally and externally?
- What is our profile and reputation?
- Who are our clients? How do we know that what we do is effective and results in our clients being better off?
- What are our funding sources? What legal and funding requirements do we need to meet?
- What are our operating costs? What financial human resources do we need and have?
- How do we know if we are operating efficiently? How are we doing now?
- What are the government policies that affect our work?
- Who are the key stakeholders (organisations and people) that have a role to work with us to improve what we do?

The schedule for the Planning Day includes the following:

Preparations before the day

Objective	Strategy	Timeline
Ensure the management committee is committed to the planning process	Review Policy 1.4	Discussions in February/March management committee meeting
Start the planning cycle in good time to replace previous one and	Decide on the scope and period of the current plan, who is to be involved and	Discussion in March meeting: -Client survey in March/April

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meet legal and funding agreement compliances	the specific process; set up co-ordination team & key dates	Discussions in March meeting: -Planning Day in May -Staff appraisals in April -Staff Workplans in May/June -Next budget in June
Lock in specific planning day agenda based on previous plan and sub-committee recommendations	-Review last plan -Identify information needed -Allocate resources for planning -Identify key stakeholders to be invited -Allocate tasks	March management committee meeting
Gather information and produce summary reports of issues for handouts	Conduct research and use existing data: -client surveys -stakeholder interviews -financial reports -relevant population and client data -meeting minutes, incl OHS reports -complaints /compliments -staff appraisals -SWOT analysis by management committee	During April/May

On the day

Establish the SCCD's vision	Confirm the relevance of purpose and philosophy and draft agreed changes (Policies 1.1, 1.2)	May management committee meeting for final approval in June meeting
Analyse SCCD's situation	Verbal reports and handouts (above) -organisation overview, incl Treasurer's report, HR and OHS issues -Project resources and staffing breakdown	April management committee meeting
Set strategic directions	Identify key objective and strategies -issues arising during previous meetings -issues arising from current analysis (above) -upcoming events requiring plans and strategies for the next year -opportunities for future growth -unmet needs within the organisation and/or client groups that require change -marketing -workforce support and development -succession planning, incl management committee -new ideas on the day -review of session, including prioritising of plans and setting timeframes for their implementation.	April management committee meeting
Documenting the plan	Discuss and clarify resource implications, potential risks and contingencies and document in a plan -objectives/intended outcomes -actions/methodologies -KPIs/milestones -timelines -responsibilities	May management committee meeting

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After planning day

Finalise and approve the plan; confirm commitment of management and staff	Proof and make agreed changes to draft strategic plan, pending funding allocations	Plan approval in June management committee meeting Budget drafting in May/June for finalisation after funding allocations in July
Implement and monitor	Ongoing performance monitoring against strategic plan and related compliance systems, incl Policy and Practice Manual, funding body reviews, incorporation requirements etc. Agree to and monitor changes to the plan or policies, work practices, systems or resource allocation that arises.	June-December management committee meetings; quarterly finance meetings
Evaluate	Re-start planning process (as above)	February/March management committee meeting

Links with Funding Body Processes

The timing and content of SCCD reviews will often relate to compliance with the Home and Community Care (HACC) Program funding agreements (attached) and systems.

Funding Agreements

The *HACC Funding Agreements* lists policies and guidelines listed that are relevant to the service types SCCD is funded to deliver (see *HACC Program Guidelines*). From time to time, when new policies and guidelines are developed and introduced, SCCD receives formal advice and timeframes for implementation and compliance.

Community Care Common Standards

The funding bodies' quality monitoring process for ensuring individual organisations' compliance with the funding agreement, including relevant legislation and standards, has two broad components:

- Annual accountability and reporting requirements; and
- Self-assessment and on-site service reviews.

Any of the core set of reporting requirements could trigger the need to review and change SCCD policy or practice, whether a gap is identified by SCCD personnel during preparations or by the funding body's response to reports lodged by SCCD:

- Financial Acquittal - an annual financial report detailing the use of funding received;
- Annual Return - This is an annual statement of the organisation's compliance to the Funding Agreement and its requirements;
- Performance Reports – some programs require an organisation to submit a performance report against specific performance measures;
- Quarterly Minimum Data Set (MDS) reports;
- The organisation's annual report;
- Incident reports - a requirement for organisations to document any incident of injury, neglect or abuse of clients and processes in relation to the occupational health and safety.

Likewise, the service review process involves a self-assessment by SCCD against specified criteria. Several of the steps in the Community Care Common Standards review process (detailed at www.health.gov.au) will impact on SCCD policy review practices.

Processes for Policy Review and Approval

The *SCCD Policy & Practice Manual* is reviewed on a regular basis in consultation with the management committee and staff. Client surveys will be used to involve client participation in SCCD's policy review, where relevant (see also **3.PROJECT**). Review of specific policies also occurs at any time considered appropriate by the

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management committee; for example after a complaint or feedback is received. Both management committee and staff are responsible for advising the committee of management about any areas of need for future policy development.

The *SCCD Policy & Practice Manual* is published on the SCCD webpage (at www.sccci.org.au/sccd) and accessible to the public when operational. Each policy will be individually dated to show the last date of update/alteration or review. During the review period, draft policies will be accessible only by SCCD management and staff via a password-protected section.

Whole-of-Organisation Policies

The HACC DO and a working party of the management committee will be delegated responsibility for detailed drafting changes and presenting them to the main committee for discussion. All members will then read, and approve, the changes before permitting the Chairperson to sign off on the updated documents

Project-specific Policies

The policies of the individual projects/services will be the responsibility of the relevant Project Officer, who will for draft any changes and present them to a delegated working party of the management committee for proofreading and discussion. All members will then read, and approve, the changes before permitting the Chairperson to sign off on the updated documents

Key Documents (see **0.0 SCCD Documents**)

MANAGEMENT COMMITTEE APPROVAL: 7/5/12