



## Strategic Plan 2013 - 2018

### Who We Are

#### Our Purpose

Eurobodalla Meals on Wheels helps make our community stronger by providing services that contribute to the health, well-being and independence of people.

#### Our Core Values

The actions of Eurobodalla MoWs are always based on our core values of:

**Honesty** – We hold ourselves accountable to the community for our actions. We are trustworthy and discrete in our dealings with others.

**Empathy** – We are respectful and caring of our clients, volunteers and staff. We value diversity in our community and aim to maintain the dignity of those we help.

**Commitment** – We are motivated to undertake our work in a reliable and professional manner. We are loyal to the organisation and accept responsibility for helping the clients we serve.

#### Our Focus

Eurobodalla MoWs focuses on facilitating social interaction between the elderly, people with disabilities, and their communities through the co-ordination of volunteers to deliver meals and run social activities.

Our major stakeholders are the elderly and people with disability who need assistance to live in their own homes and maintain social interaction; their carers who need support; the funding bodies, policy makers, other organisations, and the communities who look to us to help those who need assistance; and our volunteers, staff and members who gain personal satisfaction from helping others in their community.

#### Our Brand Messages

The three key messages our brand communicates to our stakeholders are:

1. Your community caring about you.
2. With 60 years experience, we understand your needs.
3. Offering more than just a meal.

### In 5-10 Years

#### Long Term Goal

Eurobodalla MoW's long term goal is for Meals on Wheels to be the major trusted supplier of independence services in Southern NSW.

### In 3-5 Years

#### Targets

In order to progress towards our long term goal, our targets for the next 3-5 years are:

1. All MoWs organisations in Southern NSW are combined or members of an alliance.
2. MoWs is rated in the top two of the most preferred providers of independence services in community surveys.
3. MoWs provides five or more independence services, including meal delivery and social activities.

## Capabilities

The capabilities we will need to develop to be able to achieve these targets are:

1. Management capabilities to manage a larger organisation and benefit from economies of scale.
2. Capability to recruit, train, manage, and monitor a large number of volunteers.
3. Skills to deliver a range of independence services.
4. Ability to coordinate the delivery of a range of services to individual clients.
5. Continuous monitoring of client, volunteer, staff and community satisfaction with our service.

## In 1-3 Years

### Goals

Our goals in the next 1-3 years are:

1. Combine or form an alliance with two or more MoWs organisations in neighbouring areas.
2. Provide three or more independence services, including meal delivery and social activities.
3. MoWs is rated in the top five of the most preferred providers of independence services in community surveys.

### Key Initiatives

These goals will be obtained by the following initiatives:

1. Initiate discussions about possible alliances with other MoWs organisations.
2. Implementation of one or more additional independence services.
3. Review management practices to identify areas for improvement.
4. Review volunteer management practices to identify areas for improvement.
5. Survey clients, volunteers and the community to establish baseline preferred service providers.

## The Risks

### Opportunities

The top opportunities for us to exceed our plans are:

1. Flexibility in the client funded model to provide additional services.
2. Approaches from similar organisations to form alliances.
3. Advances in and acceptance by clients of technology that enhances service delivery.

### Threats

The main threats to making our plans are:

1. A major competitor entering the area offering significant 'high value' or 'low cost' services and trapping MoWs as a medium value/medium cost provider.
2. A lack of volunteers to operate the service.
3. Fragmentation of independence service organisations into different groups.

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