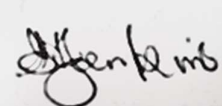


PLANNING & EVALUATION POLICY

Date approved	27/6/22	Signature by Management representative	
Previous titles	Planning & Evaluation Policy 2015, Strategic Planning Policy 2015		Chairperson, Suzanne Jenkins
Previous versions	15/4/19		



PLANNING & EVALUATION POLICY

Internal ECS References	
In S:\0 CURRENT POLICY & PROCEDURES:	
<i>Organisation Purpose Policy</i>	
<i>Management Committee Policy</i>	<i>S:\0 current data base</i>
	<i>S:\2 NEWSLETTERS</i>
	<i>last ECS Strategic Plan, Demographics, Area/Service Profile: Aged, Area/Service Profile: C&FS in S:\2 PLANNING</i>
	<i>S:\2 OFFICE SYSTEMS</i>
	<i>minutes & reports in H:\Coordinators Meetings</i>
	<i>ECS Annual Report, minutes & reports in M:\2018 GOVERNANCE, M:\Budgets, M:\Reports</i>
	<i>S:\2 developing POLICY & PROCEDURES</i>

External References	
<i>Child Safe Standards at https://ocq.nsw.gov.au/resources</i>	<i>Aged Care Quality Standards at https://www.agedcarequality.gov.au/providers/standards</i>

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1. POLICY STATEMENT

ECS is committed to ongoing processes of planning and evaluation across the core operations of the organisation and specific service delivery areas.

1.1 Definitions

ECS workers = anyone who carries out work on behalf of ECS, including staff, volunteers [including management committee members], contractors and students on placement

client = term used across ECS programs and policy documents instead of “consumer”, which is specific to Aged Care

1.2 Acronyms

ECS = Engadine Community Services

2. GENERAL POLICY

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

- set a long-term organisational vision and objectives for future activities
- develop, implement and evaluate short-term projects
- review and identify successes that offer further opportunities
- highlight and analyse problems requiring change

The planning and evaluation of ECS and its projects are the responsibilities of the ECS Manager and Management Committee, in conjunction with the paid staff. Together, they ensure that the process includes:

- Ongoing monitoring of the organisation and its services
- Participation from clients of the ECS services
- Participation from ECS workforce [paid staff and volunteers]
- Monthly presentation of statistical information on daily activities
- An annual presentation of relevant data in the Annual Report
- Consideration of key issues

This culminates in an annual planning session to review actions to date, highlight issues facing the organisation in the immediate and long term future, and to develop directions and strategies for the coming financial year. The general purpose of the ECS planning sessions are to:

- Ensure ECS is doing what it must to meet its legal and funding compliances
- Ensure that ECS is engaging with its workforce and understands the needs of both paid staff and volunteers
- Ensure that ECS is engaging with its client target groups and understands their needs
- Ensure that ECS understands the operating environment and identifies risks and opportunities requiring action
- Ensure that ECS understands the local context and can identify opportunities to address changing community needs and expectations are addressed

The planning session will require the creation and maintenance of a series of documents to inform the process [detailed below] and an annual *ECS Strategic Plan*. As the annual planning session will review current activities and plan for the needs, aims and aspirations of the coming year, it will be conducted prior to the end of the financial year.

3. PREPARING FOR THE PLANNING SESSION

3.1 Attendance

The ECS Manager will consult with the shared Outlook calendars and the Coordinators before proposing a date to the Management Committee, to ensure all relevant staff and volunteers can attend. This includes:

- ECS Manager
- All Management Committee members
- Both Coordinators
- PA Officer

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- Due to space and time constraints on the day, the annual planning session will be a closed meeting for those listed above only; although specific guests may be invited to attend [eg. students on placement with ECS].

Consultation for the planning session will be a key agenda item for the ECS Team Meeting held during the first quarter.

3.2 Planning Documents

The ECS Manager will be responsible for gathering background information for attendees to read prior to the planning session.

Documents created/updated specifically for planning session:

- Agenda
- Previous planning session minutes/plan [if relevant]
- *Demographics* [reflects [the resources of the Australian Bureau of Statistics and relevancy to ECS]
- *ECS Area/Service Profile: Aged* [summary of objectives, resources and activities in past year, potential issues for attention, produced by ECS Manager and Aged Services Coordinator]
- *ECS Area/Service Profile: C&FS* [summary of objectives, resources and activities in past year, potential issues for attention, produced by ECS Manager and Building Communities Coordinator]
- table drawing together all outcomes of planning processes to date and identified actions taken and remaining]

General ECS documents:

- This policy
- **Organisation Purpose Policy**

Participants are also encouraged to review other ECS documents produced routinely for the public:

- ECS brochure
- ECS Aged Services brochure
- All ECS flyers

4. PLANNING PROCESSES

ECS operations are continually and consistently documented and evaluated through communication and consultation between the Management Committee, ECS Manager, workforce and clients, and reviewed at least monthly. These processes are a combination of annual, monthly and occasional actions, including:

- research and reading
- planning, promotion and facilitation of consultations and meetings
- the development, promotion and implementation of surveys, then collation and analysis of survey results
- production of reports, including dissemination of evaluation outcomes to all interested parties

The timelines for key actions are published in an annual calendar on the monthly Management Committee meeting agendas:

4.1 Ongoing Monitoring

Ongoing monitoring of the organisation will occur through discussion of information provided at each Management Committee meeting within relevant agenda items (see **Management Committee Policy** & *ECS Management Committee Minutes*), including:

- verbal reports by the ECS Manager highlighting any organisational, PR, staff or office issues
- written financial reports produced by the Finance Officer and presented by the ECS Manager and Treasurer
- written reports by the Coordinators and occasional project staff
- copies of reports completed by ECS staff, including for any funding body
- verbal reports from members on specific issues or working groups, including WHS incidents and annual worker appraisals

4.2 Client Feedback

Clients are encouraged by all ECS workers to provide informal feedback on ECS services. Client feedback is collected via a number of ECS processes, including:

- an annual client feedback survey specifically designed for each service
- informal client feedback given verbally to ECS workers and recorded in relevant files
- the number of consumer complaints/disputes and outcomes

4.3 Staff Reports

As well as monthly reports to management (above), at the end of the financial year, ECS Coordinators collate any relevant service delivery information for the twelve month period July to June for inclusion in the *ECS Annual Report* [see **Management Committee Policy**]. Some ECS services and occasional projects are also required to produce a specific compliance report for their funding body [see specific Policy].

These report/s may include details of:

- Meetings attended
- Publications produced
- Groups and individuals serviced
- Hours and range of services provided

4.4 Annual Report

Key financial and service data for the previous year are published in the *ECS Annual Report* and made available to the general community and the funding bodies. The *ECS Annual Report* is presented at the AGM and includes:

- List of members of Management Committee and working parties
- List of paid staff and volunteers
- President’s Report
- Manager’s Report and individual Coordinator’s Report
- Treasurer’s Report and Auditor’s Report.

5. ANNUAL PLANNING SESSION

5.1 Purpose

Between January and March, the ECS Manager identifies and reviews all relevant processes that have occurred over the past year and consults with the ECS Team Meeting in order to create a summary of actions taken, as well as actions remaining. The document should identify key objectives and strategies for discussion at the planning session:

- 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

5.2 Agenda

The outcomes are the basis of the agenda for the upcoming planning session:

- Introductions and purpose of session, quick review of *Organisation Purpose Policy*
- Review agenda and documents, quick review of actions to date
- Break into 2 groups for review of listed ideas/feedback and new ideas on the day
- Re-form into one group for sharing
- Review of session, including prioritising of plans and setting timeframes for their implementation
- Close

Throughout the planning session, participants should 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? Are operating efficiently?
- 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?

6. THE STRATEGIC PLAN

6.1 Documentation

The practices of, and services delivered by ECS, are structured in accordance with funding parameters, available resources [including volunteers] and have specific processes and elemental plans. These feed into the organisational Strategic Plan. All plans produced by ECS 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
- Performance indicators, which may include reports and other documents to be produced

The ECS Manager will draft a Strategic Plan and give it to the Coordinators for input before presenting it to the Management Committee by their June meeting.

6.2 Implementation

The Management Committee will proof and make agreed changes to the draft strategic plan by the June meeting, pending funding allocations in the following month. The ECS Manager is responsible for finalising the document for Committee approval. S/he will present it at the next ECS Team Meeting in order to confirm understanding and commitment of the entire ECS workforce.

The Manager provides updates in monthly reports to the Management Committee meetings from June to December regarding implementation of *ECS Strategic Plan* and to monitor changes to the plan or policies, work practices, systems or resource allocation that arises. Together, the ECS Team re-start the planning process (as above) in January.

7. RELATED PROCESSES

7.1 Links with Funding Body Processes

The timing and content of ECS reviews will often relate to compliance with funding agreements and systems. When new policies and guidelines are developed and introduced, ECS receives formal advice and timeframes for implementation and compliance.

7.2 Processes for Policy Review & Approval

The *ECS Policy & Procedures 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 policy review, where relevant. Review of specific policies also occurs at any time considered appropriate by the 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 ECS Manager has responsibility for drafting policies and presenting them to the Coordinators and others, as relevant, for input. All Management Committee members will then read, discuss and approve changes before sign off.

The *ECS Policy Manual* is published for the ECS workers in a password-protected section of the website (at www.ecs.org.au), 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 in S:\2 developing POLICY & PROCEDURES.