



Age Concern Hamilton

Strategic & Operational Plan 2015-2017 Summary

Introduction

Age Concern Hamilton will celebrate 30 years as an incorporated society in 2016, illustrating the feasible nature of the organisation in terms of purpose, service delivery and governance. As one of 27,303 charities within New Zealand and 2,486 charities within the Waikato, we are facing funding challenges. Alongside this, we are facing legislative challenges such as Financial Reporting Act 2013, Health & Safety at Work Act 2015 and the Incorporated Societies Act 1908 which is currently under review. Alongside the great things we currently do in serving the needs of older people, we also need to increase our ability to comply with these legislative changes, to develop and monitor our service delivery effectively, and to meet growing public expectations. Whilst we are mindful of the national modernisation project that is currently underway, we need to develop our local service to meet our local needs. Our strategic goals for Age Concern Hamilton for 2015-2017, therefore are Sustainability, Responsiveness/Promotion and Collaboration/Partnerships.

Sustainability

We chose Sustainability as a goal because we believe it strengthens and ensures viability for us as an organisation, it means success for us in a competitive funding environment, and it will future-proof Age Concern Hamilton (ACH) as an independent Age Concern should the modernisation project not go ahead.

Within a twenty year timeframe we expect to see an increase in the demographic of over 65's in the Waikato from 15% in 2013 to 23% by 2033 (Census Statistics, Statistics NZ, 2013). We have to start building capacity in order to meet the needs of our people.

Responsiveness/Promotion

We chose Responsiveness/Promotion because it keeps us relevant and current and in touch with changing client groups, enables us to engage more with younger age groups (diversity), supports our vision of ageing well and addresses gaps and opportunities. "As the significant cohort of baby boomers start moving into retirement, particularly from 2018, retaining and employing mature workers will be an increasingly smart solution for businesses in the attraction of skills and talent. Over the coming years there will not only be a decreased labour supply, but a sudden loss in skills and experience as increasing numbers of people reach retirement age" (Scoop Business Independent News, 2015).

Collaboration/Partnerships

We chose Collaboration/Partnerships because it enables us to benefit from a win-win situation, enhances our reputation with visibility, broadens our range of service opportunities and allows us to gain efficiencies and economies of scale.

Our strategic plan is illustrated on page 4. In developing our strategic plan we have taken into account:

- our current state in terms of income, expenditure and contractual obligations (Appendix A)
- our strengths, weaknesses, opportunities and threats/risks known as a SWOT analysis (Appendix B)
- our external environment in terms of political, economic, socio-cultural, technological, legal and environmental known as a PESTLE analysis (Appendix C)
- our stakeholders (Appendix D)

Our operational plan is illustrated on pages 6 - 11

Age Concern Hamilton Strategic Plan
December 2015-December 2017
Approved by Age Concern Hamilton Council on 14th December 2015

Our Vision

We believe in an inclusive society, where older people live a life of their choosing.

Our Mission

We provide responsive services and support for the wellbeing of older people in their own community.

Our Values

We affirm the values of dignity, equity and inclusion.

Goals, Objectives & Strategies

Sustainability

- Maintain financial viability and improve capacity/reserves, by:
 - Ensuring income streams are ongoing and varying
 - Securing a Funded contract for supportive services
 - Developing opportunities for fundraising events
- Develop further a vibrant culture of organisational well-being and success, by:
 - Promoting organisational health and well-being
 - Increasing membership through innovative strategies
 - Identifying key risks and ensure they are mitigated
- Grow Service Provision, by:
 - Surveying our target market to ensure current range of services are appealing
 - Maintaining appropriate levels of service provision across our geographical region
 - Developing an outcome focused approach

Responsiveness/Promotion

- Respond creatively to an increasingly diverse ageing population, by:
 - Promoting 'active ageing' strategies across the geographic region we service
 - Promoting inclusive engagement of ethnic minorities
- Develop appropriate educational programmes such as keeping people in work longer and financial literacy, by:
 - Providing lifelong learning opportunities for local older people
 - Encouraging further development of inter-generational education programmes
 - Developing appropriate information programmes for Workforce Development Training initiatives
- Keep Age Concern Hamilton relevant, current and in touch with changing client group, by:
 - Maintaining relevance of the organisation to local communities
 - Developing innovative services to meet the needs of changing client base
 - Promoting and adapting our training services to a wider audience

Collaboration/Partnerships

- Broaden our links with the range of providers/agencies to help facilitate intergenerational exchange, by:
 - Exploring further opportunities for intergenerational exchange
 - Engaging with key stakeholders involved with the ageing process and develop appropriate programmes
- Develop Service Provider Relationships, by:
 - Becoming part of a "Healthy Waikato" initiative if introduced
 - Identifying who we should collaborate with to identify best providers
 - Engaging with WDHB to support a service contract (supportive services)
- Improve Diversity participation, by:
 - Developing relationships further with local iwi
 - Identifying other key ethnic groups e.g. Chinese, Korean, Indian and developing relationships
 - Scoping the opportunity to further develop the range of services to older members of minority groups