

# Strategic Plan 2020-2022



**GYMEA**  
COMMUNITY AID  
& INFORMATION SERVICE

April 2020

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# MESSAGE FROM THE PRESIDENT

- ▶ Looking forward with our updated strategic plan, it is timely to review the achievements we have accomplished during the execution of our previous plans. Our longstanding GCAIS family would recognise the leaps taken through restructuring, systems updates, new services/initiatives but most importantly the response to the needs of not only our GCAIS Clients but also the broader community. This ability and desire to respond has led to so many new activities that have then been measured and either enhanced for our future planning or indeed, where a proved to be 'not quite the right fit' discarded or remodelled. Our latest approval to expand our services into 'home packages' is a further endorsement of the ability and talent of our committed staff members.
- ▶ Importantly, any Strategic Plan is only as good as the implementation and I thank the entire Staff Team, particularly the Senior Management Team, led by General Manager Joanne Cracknell, with Jenny Grey and Rita Napolitano.
- ▶ Recognising the need to remain agile at all times, but also the benefit of having a Strategic Plan that is a live and working document, the following has been created by the GCAIS family including the Management Committee, the Staff, and with input from our hard-working volunteers and our clients. I thank each and every one for the input provided, and I look forward to updating you on our progress.
- ▶ I sincerely thank the GCAIS staff, who at all time have remained flexible but at the same time committed to striving for our GCAIS family, our clients and the broader community to achieve the inclusiveness, independence and participation deserved by all.

Marcio Salgado, President

## **Acknowledgements**

This strategic plan has been a collaborative effort between the Management Committee and staff and I would like to thank the following for contributing to our future direction:

## **Management Committee**

Peter Malhotra  
Lisa Conyers  
Wendy Ducasse  
Kaye Herald  
Marcio Salgado

## **Staff contributors**

Joanne Cracknell  
Jenny Grey  
Rita Napolitano

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# About GCAIS

## About us

Our Centre was established in 1975 when a group of residents formalised the neighbourly help that they were giving to one another, forming the Gray's Point Community Aid & Information Service. In 1987 the organisation was incorporated as Gymea Community Aid & Information Service (GCAIS).

Our services include:

- ▶ Migrant and settlement services
- ▶ Social activities and personalised assistance for older people
- ▶ Domestic Assistance
- ▶ Community activities and community development
- ▶ Information resources for all members of the community.

GCAIS receives funding from federal, state and local government agencies, including the Department of Home Affairs, Department of Health and Sutherland Shire Council.

As a public benevolent institution, donations to GCAIS are fully tax deductible, and we gratefully acknowledge all our donors and supporters.

## Vision

To be a dynamic community force in bringing self-reliance, dignity and wellbeing to people's lives

## Mission

At Gymea Community Aid & Information Service, we are uniquely positioned to build the aspirations of individuals and families to achieve inclusiveness, independence and participation in the community while recognising diversity and desire for well-being.

Our long standing presence in Sutherland Shire draws on both staff and volunteers to provide information and associated support services to the general community, our ageing members and people from culturally diverse backgrounds.

Through social groups, planned programs and activities, we strengthen and promote individuals' self-determination, enriching the broader community.

## Purpose

To achieve inclusiveness, independence and participation.

# STRATEGIC THEMES 2020-2022

## 1. People and Culture

### Objectives

- Maximise and leverage the skills and capability of GCAIS to provide valued services and programs to our community

### Key Result Areas

1. Development of competency framework for critical roles
2. Articulate attraction, retention and development process for all workers
3. Develop an employee value proposition

# STRATEGIC THEMES 2020-2021

## 2. New Programs and Services

### Objectives

- ❑ Create and align programs and services to the GCAIS Vision, Mission and Purpose statements and produce a relevant, well-researched and structurally sound offering to our clients.

### Key Result Areas

1. Our client base for aged care from early 50s to 85s
2. All programs offered reflect the principles of participation, inclusiveness and self-reliance
3. We are a preference for aged care in the Shire and recognised as advocates
4. Expanding our multicultural platform, leveraging on our well-being pillar, reinforcing our current preferred position in the Shire

# STRATEGIC THEMES 2020-2022

## 3. Infrastructure

### Objective

- Create a 'fit for purpose' organisation including office functions, reporting technology and governance requirements.

### Key Result Areas

1. Offer an easy and simple experience with a lean and effective back office to support our product line
2. GCAIS reputation for excellent governance and compliance record

# STRATEGIC THEMES 2020-2022

## 4. Funding and Growth

### Objective

- ❑ Developing business programs across all GCAIS services to capitalise on new opportunities for sponsorships, funding, grants and donations
- ❑ Identifying potential partnerships to grow our services
- ❑ Leveraging GCAIS' brand to increase range, quality and service delivery areas to allow GCAIS to compete in a rapidly changing environment

### Key Result Areas

1. Sustain and grow GCAIS as a sustainable and independent organisation through efficient management of Centre resources and capital, strategic government funding and increase in clients across Sutherland and St George areas
2. Increase revenue year on year in accordance with strategic intent
3. Increase the number of sponsorships through strategic partnerships.

# STRATEGIC THEMES 2020-2022

## 5. Client Focus

### Objective

- Actively engage with our current and potential client base to gain feedback that results in the design of solutions, growing the support we provide to the community.

### Key Result Areas

1. All programs are based on a client first approach
2. Regular and planned gatherings, recording and responding to client feedback
3. A culture of continuous improvement through ongoing feedback
4. All clients who communicate with GCAIS have a client focussed experience.

# FOR MORE INFORMATION

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