



STRATEGIC PLAN

Stewart House - ACN 127 072 100

WHAT WE DO

Stewart House has grown since 1931 with one charter – to care for children from all parts of NSW and the ACT who are in need. Central to our mission is the requirement that these children are part of the public education system. Stewart House enjoys unprecedented support from the NSW Department of Education and Training and NSW Health and the NSW Teachers Federation.

Each year 1,800 public school children in need are cared for by Stewart House after being nominated by their own schools because they are in need of a break from their current circumstance.

During their stay, children are provided with optometric, dental and medical assessment and urgent treatment as well as emotional support. This is balanced with health and educational programs and out of school activities to boost their self-esteem, develop social skills and to promote a healthier lifestyle.

Children in the care of Stewart House attend a specific purpose school onsite for 9 days of their 12-day stay. The NSW Department of Education and Training provides infrastructure and staffing support for this school and an annual grant to Stewart House. All other costs associated with the childrens' stay are met from charitable contributions.

Once the children leave school for the day they are cared for by suitably qualified supervisors overnight and at the weekend. Meals, accommodation costs, transport and entertainment expenses as well as salary costs for supervisors, cooks, cleaners, laundry and maintenance staff are all sourced from donations made to Stewart House.

OUR VISION

To enable all the children who come to Stewart House to:

- have a wide range of rich and rewarding experiences
- be inspired to see beyond their present circumstances
- have real hope and positive aspirations for their future.



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OUR MISSION

We provide a range of caring experiences within an quality health, education and recreation environment in order to improve the self-esteem, resilience and general well being of children in need from NSW and ACT public schools.

OUR VALUES

Our values are **excellence**, **integrity** and **compassion**. These are manifested in:

- our leadership
- our independence
- our cooperative external relationships
- our responsible management of funds
- the recognition, dignity and respect we accord to our clients, supporters, staff and volunteers

OUR OBJECTS

At **Stewart House** we:

- provide short term respite care for children from NSW and ACT public schools with special needs due to ill health, emotional or other distress, family problems, financial or social disadvantage, neglect or isolation.
- ensure such children are nurtured and feel a sense of safety while in the care of Stewart House.
- arrange and/or provide such children with health services including optometrical, dental and medical screening and initial treatment and referral as required.
- allow such children to participate in health and educational programs and out of school activities that boost their self-esteem and promote a healthier lifestyle.
- develop in such children self care skills, independence and resilience through their involvement in a structured residential program, recognising each child's particular needs.



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OUR COMMITMENT

Stewart House is committed to providing services that:

- are well planned, accountable, evaluated, efficient and effective
- are professional and of high quality
- are based on the needs of children in our care and responsive to changes in those needs
- compliment rather than duplicate existing services provided by the Stewart House School

OUR STRUCTURE AND GOVERNANCE

We are governed by a board of directors, with delegated authority to a General Manager and several other sub-committees.

Stewart House is a company limited by guarantee being an affiliated health organization in respect of child health screening under schedule 3 of the NSW Health Services Act 1997.

Representation on the company's board of directors is sought from the following stakeholders – NSW Departments of Education and Training and Health; NSW Teachers Federation; NSW Federation of Parents and Citizens Association as well as interested philanthropic individuals for periods of up to three years.

No income or property of Stewart House may be paid or transferred, directly or indirectly to any company member and no remuneration or other benefit is paid or given by Stewart House to any company director. The number of directors on the Stewart House board can range from a minimum of 3 to a maximum of 12.



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WHAT WE WANT TO ACHIEVE AND HOW WE WANT TO ACHIEVE IT

To realise our vision it is critical we develop and focus on strategies that:

Maintain a highly capable organisation

- Deliver efficient services to support programs and ensure they meet quality accreditation standards
- Establish and implement comprehensive continuous improvement and service feedback mechanisms for all Stewart House services
- Sustain a culture of integrity
- Develop a comprehensive staff recruitment and selection strategy to develop, attract and retain and engage highly respected and credentialed staff to the organisation
- Establish an organization wide performance management system that is integrated with staff training and development
- Ensure learning and knowledge are shared across all areas of the organisation
- Maintain the highest standards in occupational health and safety
- Reduce the use of casual staff in order to strengthen continuity of service provision

Improve the quality of services for children

- Investigate new and better ways to provide co-ordinated, well resourced and comprehensive services to satisfy the diverse and changing needs of children referred to our care
- Provide opportunities to develop innovative models and services
- Establish research opportunities in conjunction with Stewart House School
- Undertake a biennial review of service standards



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Build a robust organisation and sustainable business

- Deliver services through an integrated organisational model ensuring collaboration and maximizing the quality of services provided
- Expand service provision in all metropolitan and rural regions by introducing equity based access to Stewart House placements
- Enable client, stakeholder and support worker participation in the planning and development of services and programs
- Ensure recommendations of external assessments of programs and services are implemented
- Ensure Stewart House has sustainable funding and financial resources to support and further develop activities in the short and long term
- Develop new streams of revenue to mitigate dependence on one income source
- Utilise assets and investments effectively to ensure long term viability
- Maximise information technology to improve the management of business processes
- Improve facilities and capital assets for the effective and efficient delivery of services

Establish strategic partnerships - maintain brand and reputation

- Explore growth opportunities through strategic partnerships and effective liaison with existing stakeholders
- Improve stakeholder management and communication
- Keep our brand relevant to reflect the role of the organization
- Ensure Stewart House programs and services are recognised at the local and state levels

Refocus marketing and business development

- Develop new fund-raising and sponsorship strategies
- Implement strategies to build and maintain long term relationships with donors, financial sponsors and supporters of Stewart House
- Establish and maintain a strategic stakeholder engagement process
- Evaluate and re-engineer the role of volunteers across the entire organisation
- Create opportunities for robust partnerships between the corporate sector and Stewart House



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Drive effective corporate governance

- Ensure Stewart House Board and operational matters meet all relevant NSW and Federal legislative requirements and Australian corporate governance standards
- Undertake consultative processes regarding the acquisition and distribution of Stewart House resources