

A close-up photograph of three young children with dark skin and curly hair, smiling warmly at the camera. The child on the left is wearing a green shirt and has their hand near their face. The child in the middle is wearing a blue shirt with a cartoon graphic. The child on the right is wearing a patterned shirt. The background is a blurred outdoor setting with green grass and a wooden fence.

# BUILDING ON OUR STRENGTHS

Missionvale Care Centre - Strategic Plan  
2016 - 2020









# Vision

Missionvale Care Centre is at the heart of a sustainable and harmonious community with access to health, wellbeing and educational services delivered with love and care that will empower and enrich the lives of local people.









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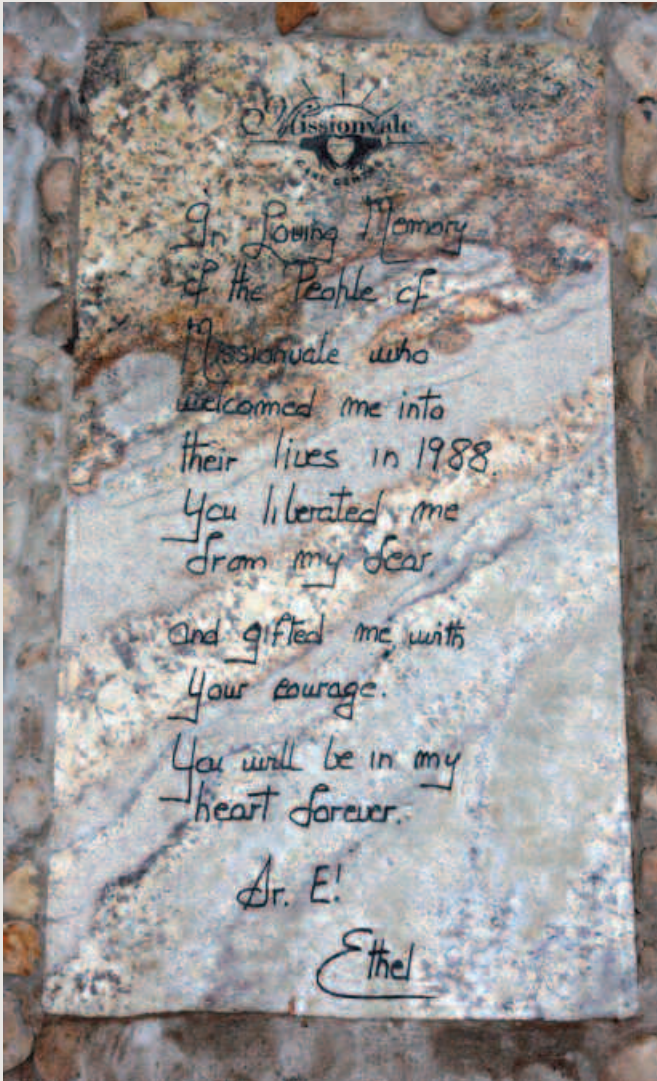
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## Foreword

### Missionvale Care Centre - (Changing Lives now and in the Future)

For almost three decades, Sr Ethel Normoyle and a dedicated team have served the community of Missionvale. In doing so, they have changed countless lives.

In late 2014, the Trustees considered the issue of how to preserve and sustain Missionvale Care Centre into the future. What followed was a year-long consultation involving the local community, provincial and local government, donors, staff, volunteers and social development experts.

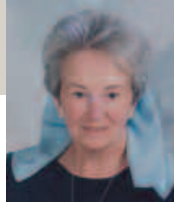
The key questions included how best to continue to provide relevant services to the community while also building capacity so that the community became more self-sustaining. This means concentrating our resources in the areas of education, community development and health and wellbeing.

All service provision relies on the cornerstones of sound finances, good governance and being true to the ethos of Missionvale Care Centre - showing respect, dignity and compassion to our Missionvale family.

As we approach the implementation phase of our strategic plan, it is clear that in building new capacity, we will need to harness new resources, forge partnerships with agencies, donors and specialists in the fields of education, youth and community development, healthcare and entrepreneurship.

In so doing, we honour the legacy of Sr Ethel and all those, many no longer with us, who have helped make her ambition and vision a reality. Please join us in the next stage of the journey where our goal remains the changing of lives, step by step, so that the community is in turn transformed.





Dear Friends - Dear Dear Friends  
I owe you so much! and it's time  
to tell you, though I know you know.  
Where would I be now if it were  
not for your trust and love down  
28 years?

Time! Yes it's all we have - long  
or short - and how grateful I  
am to you for the time we have  
spent together.

Down the years I have wondered  
what led me here, and every  
day brings its answer. Many of you  
reading this may ask "Do you  
remember?" and again "Do you  
remember?" Yes I remember  
so much and can relate many  
good and wonderful times, and  
sadly many experiences of  
destruction.

It has been a long journey  
on the dusty footpaths of Missionvale  
one that started in 1988 with  
nothing but hope in my heart,  
and a rucksack on my back,  
but along the way I have  
encountered humanity at its best.

The awesome welcome  
from the People of Missionvale and  
their acceptance of this ordinary  
girl from Lissycasey began and  
never ended. As we shared life  
together I was challenged to  
enter into their fears, illness, pain,  
hunger, loneliness, tears, despair,  
agony, forgiveness, joy, laughter,  
births and deaths, and I found  
myself crying out "Lord, what  
do you want me to do?"

The vision of Missionvale  
Care Centre as you know it today  
came through listening to the  
voices and foresight of the people  
and it was in a gathering under  
the tree that I asked them what  
we would call what we hoped  
would emerge and unequivocal  
they said "A Care Centre". That  
gave birth to the organisation.

It was then that I  
turned to you the People of the  
greater Port Elizabeth, and dear,  
and your trust in me became the  
wind beneath my wings! How  
can I ever, ever tell you what it  
meant to me and how do I thank  
you?

Those who know me know that I enjoy telling stories (a trait I inherited from my father) and I could go on forever on the story of Missionvale. It's like a tapestry! We have come so far together living in, and embracing the evolving future. You can proudly look back on the legacy you have created, but you are an integral part of the future to maintain it, and grow it through the strategic plan. You may have paged through the document already and you will have seen that it has been well researched through discussions with stakeholders and key partners both here and far away.

In today's challenging economic environment longevity and sustainability is critical to the success of any organisation. Missionvale is no exception. As such in reading this document you will appreciate that hours of consultation, planning, passion, and commitment has gone into this.

The struggle of the People of Missionvale has not ended, and therefore the execution of the bold objectives of this document will require all hands on deck.

I humbly appeal to you that we work together in sharing the new energy brought about by this plan in taking ownership of the tasks and work that still has to be done in serving the People of Missionvale as you did in the past. We can do it.

Once again I would like to thank each one of you from my heart's core for all you mean to me and have done. To the Little Company of Mary who gave me the opportunity to live our charism as best I could - Thank you.

With open arms I love every one of you, and I ask God each day to bless you to journey's end.

Ethel



## Executive Summary

*“It can be said that there are four basic and primary things that the mass of people in a society wish for: to live in a safe environment, to be able to work and provide for themselves, to have access to good public health and to have sound educational opportunities for their children.”*

**Nelson Mandela, 1918-2013**

### Missionvale

Missionvale is a community of some 25,000 people near Port Elizabeth, South Africa. Faced with what is often intergenerational poverty and deprivation, most residents live in self-built accommodation that frequently lacks the most basic amenities. The settlement has just one public school and one public health clinic while children attending high school face a walk of five kilometres or more to reach overcrowded schools.

### Caring Tradition

The story of Missionvale Care Centre begins under the Apartheid regime in 1988 when Sister Ethel Normoyle, an Irish nun from the Little Company of Mary, started morning classes in basic literacy and numeracy for children who were not attending school. In the afternoons, she would go from family to family, drawing on her skills as a nurse to provide basic healthcare.

In a striking example of great things coming from modest beginnings, what is now the Missionvale Care Centre has grown over the intervening years as Sr. Ethel and the allies drawn to her caring mission have created a purpose-built campus at the heart of Missionvale. Here, Missionvale Care Centre has dedicated buildings for healthcare, education, welfare and community activities.

The health centre – delivered through a partnership with South Africa's Department of Health – provides specialist medical care in an accessible setting at no cost to the community. A primary school helps educate younger children in collaboration with the Ebenezer Education Trust. Community health practitioners provide home-based care to local families while a nutrition unit supports better diet and tackles hunger and disease while also advising on safe use of medication.



It is no exaggeration to say that what began with one extraordinary and hard-working woman has grown to have a tremendous impact on the local community. Indeed, the longevity and diversity of the work done by Sr. Ethel and those who've joined her means that there are now generations of local people with reason to be grateful for the services and supports they've received at Missionvale Care Centre.

### Looking Ahead

To protect and build on what has been achieved since 1988, it is important that Missionvale Care Centre has a strategy that allows vital services to be delivered sustainably.

In mapping out a strategy for the years 2016-2020, we are very conscious of building on strong foundations and aware of the responsibility this brings. We are also very fortunate in having Sr. Ethel's continued guidance as we seek to take her founding vision forward.

Throughout 2015, a series of consultations took place with a wide range of stakeholders to ensure that the strategic plan that ultimately emerged is grounded in the realities of Missionvale life, is ambitious but achievable and reflects the priorities of the local community rather than being somehow imposed based on a loose sense of what people should want.

While every individual and group that we engaged with made a genuine contribution, perhaps the richest of the sessions through the year was with more than 40 residents of Missionvale who freely shared their concerns about life as it is in the community today but also sketched out their vision of what Missionvale could become by 2020 and beyond.

### Roadmap

Having carefully analysed the current state of Missionvale Care Centre and heard all of the inputs from those interested in shaping its future, some key strategic goals soon emerged around which the five-year plan is built.

In framing these goals, every effort was made to ensure they are SMART (Specific, Measurable, Attainable, Realistic and Timely) but also challenging and stretching –

**Governance:** Create an effective governance model integrating all stakeholders to deliver the goals of Missionvale Care Centre, provide strategic guidance and maintain the integrity of Missionvale Care Centre for all partners;

**Partnership:** Maintain and foster external public and private partnerships integral to the achievement of the goals of Missionvale Care Centre in the areas of health, education and community;

**Health:** Develop a sustainable operating model that provides comprehensive community healthcare in Missionvale;

**Education:** Facilitate access to all levels of education for the people of Missionvale;

**Community development:** Create a sustainable community model through capacity-building, delivered with external agencies and;

**Finance:** Implementation of a structured funding model that underwrites the delivery of Missionvale Care Centre's health, education and community activity.

## **Focus**

In all that we do through to 2020, we will continue to live the shared values of respect, dignity, compassion, integrity, equality and commitment to our Missionvale family and to be guided by our mission to deliver through partnership the greatest level of care, wellbeing and accountability to every stakeholder.

While it's seldom the most 'glamorous' part of any strategy, good governance will be crucial to delivering on the legitimate ambition that exists for Missionvale Care Centre. If we are to continue to meet and surpass expectations in the community we serve, we need to have robust structures in place that support current operations but which also provide a framework for future growth.

Centred on sustainability, the governance model will involve clearly-defined roles for the Missionvale Care Centre Trust (board responsible for strategic direction) and Missionvale Foundation Trust (providing financial advice to the board around strategic projects). Education, health and wellbeing, community development and operations teams within Missionvale Care Centre will have responsibility for frontline service delivery. In addition, the community voice will be heard in a structured way and taken on board in all strategic decision-making so that we continue to respond to real local needs.

## Measurement

In considering what success will look like and how we can best deliver on our goals by 2020, it is clear that particular aspects of the strategy need more immediate attention while others are more incremental and can be dealt with through the five years of the plan.

To help ensure that steady and sustained progress is made on each pillar of the plan, rigorous reporting and monitoring systems will be in place with an emphasis on open and transparent communications. This will be supported by a dedicated strategy review group who will formally report each year but also make interim representations where any issues or blockages emerge.

Responsibility is assigned for each of the more than 30 steps identified in the plan while there is also a delivery timeframe for each against which implementation will be measured. To guard against slippage, it is intended that an independent review be instigated every two years that will provide a valuable external perspective.

As well as measuring progress in implementing various elements of the plan with our partners, we will also pay increased attention to measuring the impact of individual projects and interventions that Missionvale Care Centre delivers. In this way, we will have more reliable data and be better able to benchmark the return we are delivering for the local community and to deploy resources where they will have greatest impact.

## Sharing the Journey

In framing this strategic plan, a recurring theme has been how interconnected so many aspects of the work of Missionvale Care Centre are and how many people work together to deliver the services that our local community relies on.

It is only through continuing this great teamwork that we can achieve our shared goals so please continue to play your part and know that your contribution is valued.



For more than a quarter of a century and through a time of seismic change for South Africa, Sr. Ethel Normoyle and countless other unsung heroes have devoted huge energy and resources to building what is now Missionvale Care Centre.

The challenge we are set is to continue this work of meeting the otherwise unmet basic needs of the Missionvale community in the years ahead. Together, we can continue to make a real difference to the lives of many and exceed even our own highest expectations.













## Introduction

Missionvale is located near the salt plains of the rivers that ring South Africa's third largest coastal city, Port Elizabeth. The settlement started in the area nearly 130 years ago when people began moving onto the commonage in the separate villages north of the emerging city. The land was divided into plots that still bear the names of the original owners who leased smaller pieces of land to newcomers desperate for a place to stay. Spontaneous shacking remained the dominant form of housing until very recently.

Missionvale suffered under the political vicissitudes of apartheid. Racially discriminatory policies kept places like Missionvale on the bottom of the list for improved facilities and service delivery, while political unrest brought further restrictions on community life. Continued urbanisation resulted in densely packed settlements with little room for services to meet residents' basic needs. Poverty and want of every kind is very evident in Missionvale. The absence of social facilities gave rise to unlicensed taverns and associated criminal activity. After 21 years of democratic rule in South Africa, change has been slow coming to Missionvale. In recent years there have been two public housing projects and one public / private development but the majority of residents still live in self built accommodation lacking basic amenities.

Missionvale is home to some 25 000 people. Despite the sizable and growing young population in the area, Missionvale has only one public school and one public health clinic which was built by Missionvale Care Centre and handed over to the Municipality in 1995. Children who attend high school must walk 5km or more to schools which are already full. Social security support in South Africa is limited to children, the elderly and the disabled. There is no provision in Missionvale for commercial development or public amenities and local businesses are limited to micro-enterprises operating from shacks or refurbished shipping containers. Since the early 90's, a branch of the city university has operated on the borders of Missionvale, but very few locals have benefitted from its presence. Local factories which would historically have drawn workers from Missionvale are largely automotive and associated industries with very much smaller and more sophisticated labour needs in the 21st century.

Missionvale is ringed by other very large, low income settlements with similar urgent needs. The Mandela Bay Municipality has struggled to provide for the poor communities of the city and angry residents resort to service protests thereby adding to local discontent and feelings of neglect.

Relative to other poor communities in the Eastern Cape, Missionvale has higher than average levels of literacy and schooling and somewhat higher incomes – although still at poverty levels. More of its residents lived in stable family groups than is typical and they exhibit the lowest level of interest in moving home. However, Missionvale residents report the highest levels of dissatisfaction as revealed in surveys of similar communities. Feelings of “stuckness” and frustration may reflect low levels of agency and the sense that very little will change for the better through community or state action. Politically, Missionvale is contested ground with one of its two municipal wards having changed hands from the ANC to the opposition Democratic Alliance in the last local election. This has heightened tension and suspicion in the community which typically in South Africa then plays out in racial terms and a growing sense of exclusion by long term residents who fear the community is being taken away from them.

The new housing developments may appear to have changed Missionvale, but this is misleading. The most recent development was a rushed process leaving residents with new homes, but no water supply or electricity. The promise is that water and sanitation will be retro-fitted in coming years with more disruption. In the meantime, fitted bathrooms must be used only as storerooms with unsafe and insanitary outdoor birch the only alternative.

Poverty is an enduring and deeply rooted reality in Missionvale and surrounding communities. In Missionvale, physical needs and lack of opportunity are compounded by visible poverty of the spirit making the imperative for positive, empowering community upliftment all the more urgent. The efforts of the state with considerable resources at its disposal have done little to address the real ravages of poverty in this neglected community. It is time for trusted agents of civil society to come to the fore to make the difference.



*Building on  
our strengths*



Section



1

# Missionvale Overview

## Missionvale Overview

Missionvale is home to the Missionvale Care Centre – a powerful example of the difference one determined woman can make. Irish born Sister Ethel Normoyle of the Little Company of Mary began working in the community 28 years ago during the final tumultuous decade of apartheid. The tales are legion of the families and individuals she helped, with no questions asked. Small acts of mercy and generosity from one who had so little herself, inspired others and soon her work began to develop institutional character. Drawing on Sister Ethel's medical profession as a nurse, she established the first health care facility accessible to the community. A feeding scheme was soon added, then a clothing exchange and an annual Christmas party for children from families with no means of their own to celebrate. These provided easy avenues for other caring groups in Port Elizabeth - individuals, organisations and businesses - to give and become involved in Sister Ethel's courageous work. Under successive apartheid States of Emergency even philanthropy was viewed with deep suspicion by the security forces and the work was threatened on many occasions. But Sister Ethel persevered.

After long years of selfless service, Sister Ethel's legacy is easy to see. Missionvale Care Centre now operates from a campus in the middle of Missionvale with custom built buildings home to health care, education, welfare and community activities. Over the years different champions have been drawn to working at Missionvale Care Centre and with their wisdom and experience has contributed to the development of new supports including;

- High quality Health Centre providing through partnership with the Department of Health otherwise unimaginable levels of specialist care at no cost to the community.
- Primary school run in collaboration with Ebenezer Education Trust.
- Home based care offered by a dedicated team of local women trained as Community Health Practitioners.
- Nutrition Unit to facilitate patients in taking their medication, helps to combat TB and enables hungry children to study.

The next chapter is possibly it's most exciting. Building on the strong foundations laid by Sister Ethel and her many supporters over the years, the Missionvale Care Centre is poised to embrace offerings that will build new capacity and agency for and with the community. Partnerships with other dedicated service providers, specialists in the fields of early childhood education, care for the elderly, self-help strategies and youth empowerment hold the promise for self-driven change, facilitated by the Care Centre.

Missionvale Care Centre is fortunate to continue to have the input of Sr. Ethel with 28 years of experience in shaping a vision for the future. She will remain a trustee on the board, a founder visionary and represent the Little Company of Mary, guiding, enlightening and providing advice. Succession planning is well advanced and embraces the following elements;

- Strong governance structures embracing active stakeholder participation.
- Strengthening the professional management team.
- Continued financial stewardship and fundraising to ensure a sustainable future.
- Strategic re-visioning of Missionvale Care Centre to embrace best practice community development initiatives trailed by respected agencies locally and across South Africa.
- An all embracing plan of action prepared with expert assistance and community consultation to chart the next decade of socially transformational programmes for Missionvale residents.
- Partnerships with like-minded development agencies and Government agencies (to include Health, Education, Local Government and Employment) to broaden the reach and impact of the Centre's work.

After 21 years of democracy, the work of private organisations like Missionvale Care Centre remain as critical as ever to South Africans trapped in poverty. Against a backdrop of increased government social, educational, housing and welfare spend, the gritty realities of life in Missionvale remain largely unchanged. The legacy of denial and exclusion remains deep and painful. Shattered families are not quickly restored and the lack of opportunity, learning and hope passes leaves new generations impoverished in their turn. It is the challenge of the Missionvale Care Centre to help break this cycle so much in evidence in the homes and shacks that surround it, enabling people to believe again in themselves and a better future for all.



## Missionvale Timeline

- 1988:** Sister Ethel Normoyle, a member of the Little Company of Mary, came to Missonvale and based herself at the tree that still stands today and has become the symbol for Missionvale. In the afternoons she would go door to door doing basic health care. A group of concerned business leaders visited the area, resulting in the building of three small rooms for the school and clinic.
- 1988:** Mother Theresa visits Missionvale.
- 1990:** Citizen of the Year – Sister Ethel was chosen as first citizen of the year.
- 1992:** Opening of Missionvale Clinic built for the people of Missionvale with funds provided by Pilkington Shatterprufe.
- 1995:** Queen Elizabeth visits the Care Centre and pays tribute to the wonderful work that Sister Ethel does at the care centre and features Sister Ethel in her Christmas Day address.
- 1996:** Sister Ethel receives the Tipperary Peace Award in Ireland. Previous recipient was Nelson Mandela.
- 1997:** Opening of the community hall used for skills and training, and later a centre for the crafters unit.
- 2001:** Sister Ethel receives an honorary doctorate from the University of Port Elizabeth.
- 2002:** Opening of the clothing warehouse.
- 2002:** Opening of Our Lady of the Wayside church.
- 2004:** Community gardens become viable after improved water supply and training needs are assessed.
- 2005:** Opening of four classroom Primary school building.
- 2006:** Start of Home Based Care Initiative and other projects directly focused on HIV/AIDS pandemic.
- 2008:** Medical Unit is officially opened by the bishop of Port Elizabeth, Bishop Mike Coleman, Bishop Willie Walsh from Ireland with the Irish ambassador, Mr Colin Wrafter, in attendance.
- 2008:** Missionvale Ireland Limited is launched.

- 2008:** Sister Ethel is honoured by President of South Africa at the opening of Parliament for the integrated approach to the Missionvale Care Centre in the fight against HIV and Aids.
- 2008:** Missionvale Care Centre celebrates its 20th Anniversary. On this same day, the new Resource Centre building was officially opened.
- 2009:** Missionvale Care Centre's Community Health Practitioners win first prize in the first annual Port Elizabeth Regional Chamber of Commerce Awards.
- 2009:** Erection of Caretaker's Cottage.
- 2009:** Sister Ethel is honoured by President Motlanthe with the Order of the Grand Counsellor of the Baobab: Silver, one of South Africa's top awards, for her excellent service to society.
- 2011:** Opening of GP Clinic in the Medical Unit.
- 2012:** 40 Irish volunteers complete the construction of 6 additional classrooms. Normoyle Primary School becomes Missionvale Care Centre Academy.
- 2012:** The Community Health Practitioners receive first prize in the Nelson Mandela Business Chamber Health & Wellness Awards (NGO Category) and Dr Johann Strombeck (volunteer doctor at our Resource Centre) becomes the first ever recipient of the 'Wellness Champion' Award.
- 2013:** Ps Roji Goldman was appointed Manager of the Missionvale Care Centre.
- 2013:** Upgrade of Nutrition Unit through Irish volunteers.
- 2013:** Our Agricultural Team win the first ever Nelson Mandela Bay Business Chamber Wellness Team Award for their work creating sustainable vegetable gardens in Missionvale.
- 2014:** Head of Health Esterlene Campbell and Nursing Sister Annie van der Merwe win Wellness Impact and Wellness Champion Awards respectively at the Nelson Mandela Bay Business Chamber Health & Wellness Awards 2014.
- 2014:** Shelter built by Irish Volunteers to facilitate people using the various facilities of Missionvale care Centre.
- 2015:** Construction of Resource Centre by Irish volunteers.
- 2015:** Missionvale Care Centre Academy reaches a great milestone by adding Grade 7 and becoming a fully-fledged primary school. During a special Valedictory Service the first prefects are appointed.



*Building on  
our strengths*



A close-up photograph of a woman with dark skin and braided hair, smiling warmly. She is holding a young child with dark skin who is crying. The child is holding a pink and yellow sippy cup. The background shows a brick wall and a metal fence.

Section



# 2

## Strategic Approach

## Our Missionvale Ambitions

### Governance

**Prevailing Care Ethos** – Missionvale Care Centre continues to be known for its care centred approach to all educational, health and wellbeing services provided to all stakeholders with no compromise to existing service quality and standards of provision.

**Missionvale Community Resources** – all facilities developed in Missionvale contribute to the social and economic goals that support educational, well-being and social enterprise activity.

### Community Development

**Programme Success** – Missionvale will be the centre of a range of programmes that deliver, social and economic benefits for the community impacting on the young to the elderly.

**Community Responsibility and Ownership** – The community of Missionvale will build up their capacity to input into the Governance and continued progress of Missionvale Care Centre across all social, economic and physical development.



### Education

**Educational Campus** – At a minimum every child can follow a local educational pathway from pre school to high school within ten years

**Young People** – the engagement with the young people of Missionvale through education and programme provision is making a sustained social impact on the community evident through a reduction in crime and drug use.



### Partnership

**Missionvale Volunteers** – Missionvale will attract caring volunteers from across the globe to support the standard and quality of service provision across all functional areas.



### Finance

**Self-sustainability** – Missionvale is a financially sustainable site through the development of additional funding sources and external partnerships supporting onsite programmes and services.

### Health & Wellbeing

**Contact Chain** – the dependency culture is reduced and all visitors to Missionvale Care Centre have meaningful personal engagement with the site at all points of interaction from food provision to programme engagement.

**Missionvale Community Resources** – Know Missionvale - A programme of data mapping will be delivered to demonstrate the impact of Missionvale Care Centre activities while providing a reliable socio demographic profile on the immediate community.



## Transformational Projects & Programmes

### Education

The development of a high school facility for children of Missionvale to provide a pathway from pre school to high school in the immediate community.



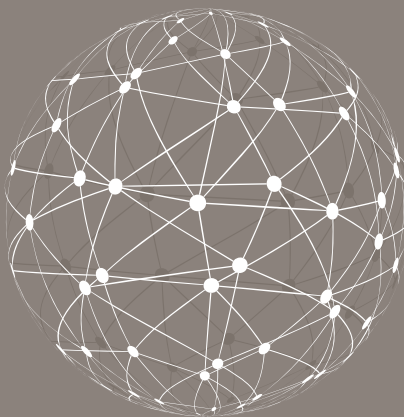
### Elderly Care

Development of on site senior citizen programmes operated and coordinated through the people of Missionvale.



### Children

The creation of pre school structures in the community complemented by after school programmes that provide a supportive environment for learning.



### Missionvale Global

The development of a wider international Missionvale Global programme that attracts volunteers and funding to support educational and well being care in Missionvale that represents the legacy of Sister Ethel.

### Transform Youth

The development of a collaborative centre for youth engagement through the means of education, training and sport in partnership with external stakeholders such as the NMMU, CSI funders and the local community.



### Enterprise & Capacity Building

The provision of an enterprise led capacity building programme that provides a social and economic pathway for young people in Missionvale.



### Health & Wellbeing

A full funded community healthcare service with dedicated medical staff and supported through collaboration with a third level partner.

### Demonstrable Results

The development of a measurement system to capture community data and impact of Missionvale interventions.



## Developing a Strategic Approach for Missionvale Care Centre

### A Symbol for the Future of Missionvale

The Missionvale tree is symbolic with hope and growth in Missionvale. The tree represents the starting point for the Missionvale Care Centre journey from the day Sister Ethel first administrated her care and love to the residents of Missionvale. Today, the tree stands strong supported by the roots that have sustained it over the past number of decades. The roots of the tree have being adopted as the symbolic of the strategic goals that will guide Missionvale Care Centre over the next five years, supporting activity that will affect positive change for the people of Missionvale.

Each of the six 'roots' represent a new focus for Missionvale Care Centre anchored by strong governance, working in partnership with existing and new stakeholders underwritten by solid financial planning. The core operational areas of Health, Education and Community Development continue to be at the heart of all Missionvale Care Centre activity. These will now form the platform for residents of Missionvale to achieve their potential through the care and support of all stakeholders.

### A Phased Approach to Plan Delivery

The long term ambition is considerable. The hopes and dreams of all stakeholders is the fulfilment of the goals set out within the plan while striving to achieve longer term delivery of major projects that will have a transformational impact on the community. The achievement of our strategic goals and objectives is grounded in recognising the resources available to Missionvale Care Centre and the need to phase in key development projects. The delivery of our strategic plan for the next five years is based on a two phased plan to lead Missionvale Care Centre to a position where it can work towards longer term projects across the areas of Education, Health and Community. The two phases of the strategic plan implementation approach are as follows;

Phase One	Years 1-2	Consolidation and Organisational Structure Development
Phase Two	Years 3-5	Structure and Project Enhancement

In the longer term, Missionvale Care Centre has identified a range of projects and programmes that have the potential to be transformational in nature, from ensuring access to all levels of education to enhanced healthcare provision. Over the course of this strategic plan, the fulfilment of the strategic objectives will contribute to achieving the longer term ambition that will make a considerable difference across the community of Missionvale. The success of the plan is built upon the solid foundations achieved through the consolidation and organisational structure development phase. The platform for the next phase of project development will be created through this consolidation period while ensuring the appropriate governance and internal structures are firmly in place to guide all future activity.

### **A Longer Term Ambition for Missionvale**

Beyond the timeframe of this plan, a range of projects have the potential to become transformational through the long term impact they will have on the residents of Missionvale. The ambitions of all stakeholders consulted reflect a strong desire to focus on education and the creation of capacity building opportunities.

A new generation will emerge with new opportunities based on the ability to focus on the young people of Missionvale while providing the required level of care for the family and elderly citizens. The creation of pathways for all residents from formal and informal education to vocational and capacity building represents the central theme to developing a sustainable future for Missionvale Care Centre.

Our vision for future transformational projects is that they will impact on all residents of Missionvale and provide our stakeholders with an opportunity for sustained engagement with these programmes. In the medium term we will focus on the immediate requirements with a view to delivering on the projects that will make a lasting impact on the community of Missionvale

## 2.4

### Our Strategic Goals



GOVERNANCE



PARTNERSHIP



HEALTH



EDUCATION



COMMUNITY DEVELOPMENT



FINANCE



Create an effective Governance model integrating all stakeholders to deliver the goals of Missionvale Care Centre, provide strategic guidance and maintain the integrity of Missionvale Care Centre for all partners.

Maintain and foster external public and private partnerships integral to the achievement of the goals of Missionvale Care Centre in the areas of Health, Education and Community.

Develop a sustainable operating model that provides comprehensive community healthcare in Missionvale.

Facilitate access to all levels of education for the people of Missionvale.

Create a sustainable community model through capacity building delivered with external agencies.

Implementation of a structured fundraising model that underwrites the delivery of Missionvale Care Centre's Health, Education and Community activity.





## Our Strategic Objectives

### GOVERNANCE

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Missionvale Care Centre is a beacon for governance and transparency. This ethos will remain to the forefront of all Missionvale Care Centre activity. The continued development of the board structures will ensure complete stakeholder participation in the future direction of Missionvale Care Centre. Robust governance will be guided by international standards that will continue to provide the level of reassurance required by all internal and external stakeholders. The role of succession planning will form an integral element of all future activity. The ability to attract and retain people that will ensure the ethos of Missionvale Care Centre is preserved is fundamental to its long term sustainability. The delivery of the strategic objectives around Governance, reporting and succession planning will provide the solidity for Missionvale Care Centre from an operational perspective and providing continuity from board level through to all operational areas.

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**Strategic Goal:** Create an effective Governance model integrating all stakeholders to deliver the goals of Missionvale Care Centre, provide strategic guidance and maintain the integrity of Missionvale Care Centre for all partners.

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- Develop the capacity of the Board of Missionvale that will be representative of stakeholder groups and contribute to the development of Missionvale.
- Review and finalise MCC Management Structure.
- Development of internal systems to facilitate succession planning across all areas of Missionvale.
- Review and align new human resource systems for management and staff of Missionvale to attract, retain and reward.
- Development of a project impact measurement system to communicate return on public and corporate social investment for current and prospective funders.
- Creation of robust reporting systems by the management of Missionvale to communicate to the Board.



## PARTNERSHIP

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The ability to deliver on all strategic goals established for Missionvale Care Centre is centred on a partnership approach from local community to external stakeholders. The fostering of future orientated partnerships across the areas of health, education and community development will realise the stated ambitions of Missionvale Care Centre. The development of a sustainable partnership approach will engage with new and existing public and private sector partners. This partnership approach will reflect local community requirements and ensure external stakeholders are provided with a platform that will equally fulfil their own operational objectives. This partnership approach will become the catalyst for enhanced community programming designed to fulfil the ambitions of all residents of Missionvale.

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**Strategic Goal: Maintain and foster external public and private partnerships integral to the achievement of the goals of Missionvale Care Centre in the areas of Health, Education and Community.**

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- Development of a broad based educational partnership including government agencies and others that will contribute to the delivery of a locally based high school.
- Foster local and provincial government department relationships across the areas of education, healthcare and community development.
- Develop strategic partnerships with NMMU.
- Creation of dedicated structure to nurture and manage relationships with existing and new funders for dedicated Missionvale programmes.
- Development of a partnership approach that will enable sustainable community programmes.











## HEALTH & WELLBEING

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The delivery of quality healthcare is a guiding principal that was fundamental to the establishment of Missionvale Care Centre. The future delivery of healthcare for the people of Missionvale will continue to be delivered based on the founding principles of Sister Ethel Normoyle. The progression to an enhanced level of provision will require increased financial and human capital. The creation of a sustainable healthcare system for Missionvale Care Centre will require a broader approach in its ability to resource the expertise with partnership central to the fulfilment of the long term healthcare ambition. The role of Missionvale Care Centre's direct interventions in the community remains a central tenant to fulfilling the overarching goals for community health. A unified approach to health and well-being will prioritise the immediate needs while in the medium to longer term deliver full time health care in a community striving for the fundamentals of basic provision.

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### **Strategic Goal: Develop a sustainable operating model that provides comprehensive community health care in Missionvale**

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- Increase the capacity level of sustained healthcare provision delivered at Missionvale through interns and public and private programme development.
- Review and align a community health screening and data monitoring process to capture community data.
- Achieve daily medical presence supported by an extended panel of medical professionals.
- Enhancement of community health programme through skills and resource investment that supports vulnerable groups in the community.
- Secure dedicated funding partners for community health activity and engagement with CSI activity.



## EDUCATION

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Education can address the root causes of many of the key societal issues in Missionvale. The creation of educational pathways for the residents of Missionvale represents the central goal in delivering an educational campus approach that will provide every resident with an opportunity to access formal and informal learning. Education remains at the heart of all future Missionvale Care Centre activity. The ambition to create a broader educational campus will ensure every young person can follow a logical pathway from pre school to vocational training. The provision of post primary education access within easy reach of Missionvale will be transformational. Short to medium term initiatives will be required to address immediate blockages that could stem the progression from Missionvale Care Centre's primary school. In the longer term, public partnership will be the key to unlocking the opportunity that post primary education access will provide for all residents of Missionvale.

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### **Strategic Goal: Facilitate access to all levels of education for the people of Missionvale.**

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- Secure sustainable funding for Missionvale Care Centre Academy to ensure access to primary level education.
- Establish a High School in the local area.
- Facilitate progression of pupils from MCCA to high school education.
- Enhance a system of after school youth provision on site.
- Creation of a wider programme of formal and informal adult education and parental training within the community.
- Enhance pre schooling provision in the community to support vulnerable groups.
- Development of a linkage with the NMMU across the areas of education and sport to create community role models.





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## COMMUNITY DEVELOPMENT

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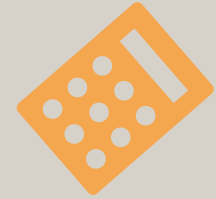
A stronger Missionvale community will inherently challenge poverty and marginalisation. The creation of community development pathways providing social and economic programming will be integral to a sustainable community model. The development of new livelihood initiatives, income generation opportunities and capacity building within the community is central to addressing the key objective of minimising the dependency culture that prevails. The ability to influence change through all points of contact from community health practitioners to on site interaction will represent the initial phase in achieving community development goals. The creation of a wider community platform with opportunities for young and old will provide long term engagement and develop community confidence in its ability to affect change. Missionvale Care Centre is at the heart of the community occupying a position of trust. The opportunity to engage with all internal and external stakeholder bases to enhance community life and provide new socio-economic pathways will be realised through effective partnership and most critically, an understanding of what the residents of Missionvale aspire to for future generations.

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**Strategic Goal: Create a sustainable community model through capacity building delivered with external agencies.**

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- Foster local community project ownership through social innovation and enterprise in partnership with Missionvale Care Centre.
- Development of a community voice forum that will input to Missionvale Care Centre.
- Reduce the food lines by 50% and transform food queues into 'community capacity lines' that stimulates wider engagement while on site.
- Development of a sports programme for youth engagement.
- Know Missionvale Project – development of a first phase data capture and profiling programme for all users of Missionvale Care Centre to provide wider community analysis and enhanced programme delivery.
- Development of on site senior citizen programmes operated and coordinated through the people of Missionvale.



## FINANCE

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The financial sustainability of Missionvale Care Centre needs to support the longer term ambitions and strategic vision for the centre. Prudent financial management aided by an ability to leverage external partnership funds remain the principal sources of support for all activity within Missionvale Care Centre. The expansion of a number of fundraising models will be developed in order to create additional funding streams that will support specific projects in the areas of Health, Education and Community Development.

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**Strategic Goal: Implementation of a structured fundraising model that underwrites the delivery of Missionvale Care Centre's Health, Education and Community activity.**

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- Creation of a funder model to develop funder relationships and ensure Missionvale projects can attract Corporate Social Investment funds.
- Implementation of an enhanced and integrated internal financial reporting system for Missionvale Care Centre.
- Development of on site management to align with key financial measurements.
- Target local, provincial and national government funding support for Missionvale Care Centre projects.







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Section

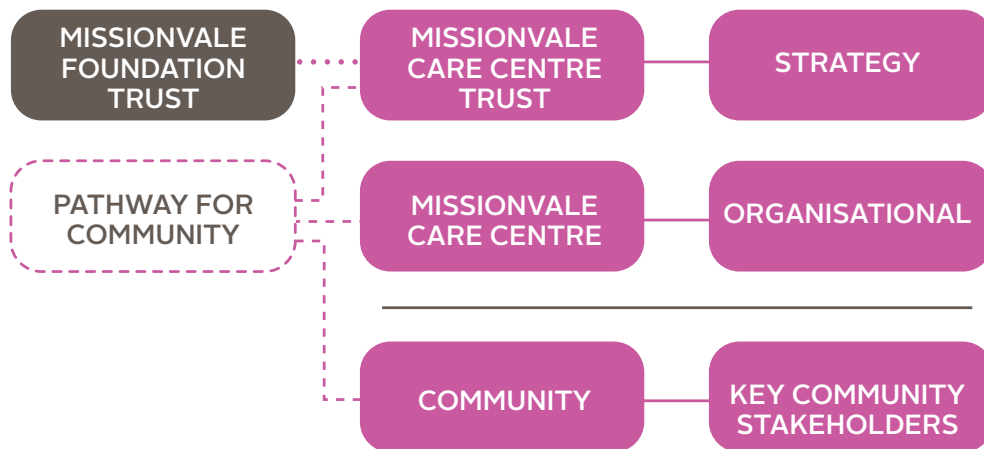


# 3

## Governance Structure

## 3.1

The design of the governance model is to ensure MCC continues to provide care and love to the people of Missionvale. The integrated approach works from the bottom up to ensure the service provision and longer term plans are delivered in a sustainable manner that addresses the needs of the entire community. The guidance and structure of the Trust and Foundation Trust provide the basis for strategic guidance supporting the operational activity while ensuring representation at community level and a logical pathway for community engagement.





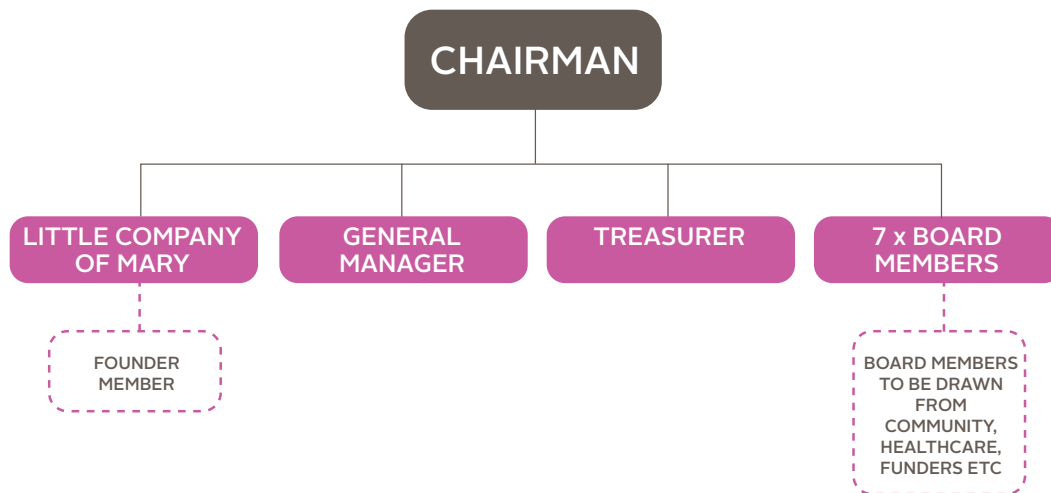
The future Governance of Missionvale is based on a structure that focuses on a pathway from community engagement, operational requirements to the strategic guidance provided by Missionvale Care Centre Trust. The Governance model for Missionvale Care Centre based on the following engagement;

<b>Missionvale Care Centre Trust</b>	Board responsible for the strategic direction of Missionvale Care Centre (MCCT)
<b>Missionvale Care Centre (MCC)</b>	The operational units of Missionvale Care Centre responsible for service delivery across the areas of Health, Education and Community supported by operations.
<b>Missionvale Community</b>	Ensuring the needs and requirements of the community are reflected in all future planning and implementation while providing a pathway for the community to input into the future strategic direction of Missionvale care Centre
<b>Missionvale Foundation Trust (MFT)</b>	Missionvale Foundation Trust will provide independent financial advisory to Missionvale Care Centre Trust in relation to strategic projects

## 3.2

### Missionvale Care Centre Trust

Missionvale Care Centre Trust represents the Board structure to provide strategic guidance for all activities and strategic plan implementation. The Board will be comprised of the Founder (representing Little Company of Mary), the General Manager and a nominated Treasurer. The Trust will be completed with the addition of a further seven board members drawn from the areas of Health, Education, Community and other areas of expertise as identified by the board. The General Manager will act as the key information exchange point between the operational structures and the board.

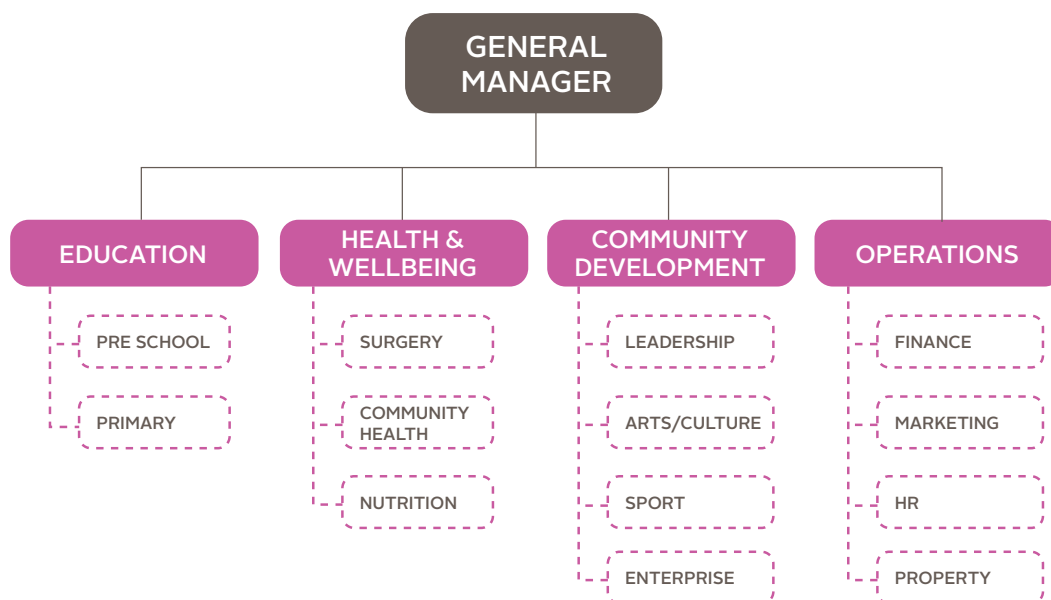


## 3.3

### Missionvale Management Structure

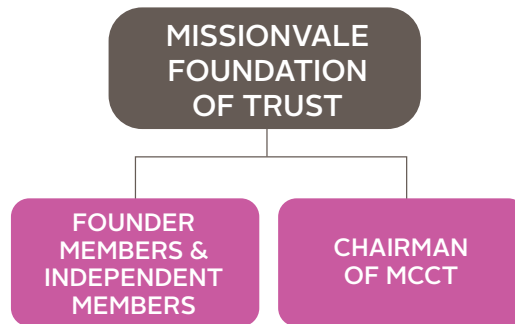
The strategic plan is devised around the core operational units of Community, Education and Healthcare. The operational activity and management of Missionvale Care Centre is organised around three heads of units who coordinate the various sub units within each area. An operations manager will centrally support each of the functional areas in addition to the wider site and administrative operational requirements to support Missionvale Care Centre. The General Manager will manage the reporting to the Board through its role on the Missionvale Care Centre Trust.

The management and daily operations of Missionvale Care Centre will be overseen by the site General Manager. The Board, under best practice governance guidelines, will provide the strategic direction and support for the General Manager. The new management structure will be focused on the creation of unit heads of department across the principal operational areas of Education, Healthcare and Community.



## 3.4

### Missionvale Foundation Trust



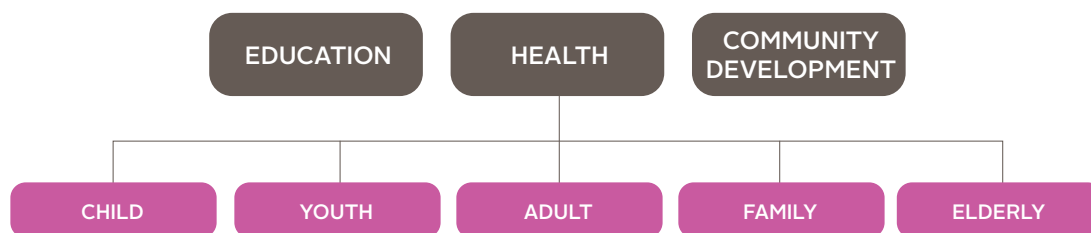
Missionvale Foundation Trust will act as an advisor to the board on financial matters and additional areas of Governance and sustainability as required. This independent advisory group will be comprised of a board of trustees.

#### **Succession Planning**

A key element of the future operation and management of Missionvale Care Centre is attention to succession planning. The implementation of a successful strategy becomes integral to the sustainability of all elements of the site. Central to the achievement of the Governance strategic objectives is the creation of a succession planning focus over the initial phase of the plan roll out in years one to two.



## Community Engagement Structure



The strategic plan recognises the need for the voice of the community to be represented. Across the groups who we care for, from our children to our elderly, there is a requirement to ensure continuous engagement assessing the ongoing needs and requirements. In the medium to longer term the community must aspire to more ownership of activity with Missionvale and provide the guidance that ensures our strategic vision meets their needs and the needs of the future generations.



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# 4

## Plan Implementation

The implementation of the Strategic Plan over the next five years is based on a collaborative approach between internal and external stakeholders. Each of the strategic pillars identified as key to the continued development of Missionvale Care Centre will be actioned through partnership with external stakeholders in the areas of Health, Education, Community and Finance. The internal delivery will be based on assigning roles to internal working groups under the guidance and support of Missionvale Care Centre Trust (MCCT) and Missionvale Foundation Trust (MFT). The implementation model is based on agreed timelines with dedicated internal groups responsible for the action planning and monitoring of all elements of the plan. Reporting and monitoring systems will be in place to ensure regularity of communications. As outlined under the plan evaluation approach an interim review will also be undertaken after the first three years of the plan.



## Plan Implementation

### 1. GOVERNANCE

Objective	Responsibility	Timeline	Delivery Partners
Develop the capacity of the Board of Missionvale that will be representative of stakeholder groups and contribute to the development of Missionvale.	MCCT	Q1 2016	P.E.
Review and finalise MCC Management Structure.	MCCT & General Manager	Q2 2016	External Expert Support
Development of internal systems to facilitate succession planning across all areas of Missionvale.	MCCT & Executive	Q2 2016	Heads of Unit
Review and align new human resource systems for management and staff of Missionvale to attract, retain and reward.	MCCT & Executive	Q1 2017	External Expert Support
Development of a project impact measurement system to communicate return on public and corporate social investment for current and prospective funders.	MCCT & Executive	Q4 2016	External Expert Support, Corporate
Creation of robust reporting systems by the management of Missionvale to communicate to the Board.	MCCT & Executive	Q4 2016	Heads of Unit





## 2. PARTNERSHIP

Objective	Responsibility	Timeline	Delivery Partners
Development of a broad based educational partnership including government agencies and others that will contribute to the delivery of a locally based high school.	MCCT	Annual Review	Education Trust, Education Working Group
Foster local and provincial government department relationships across the areas of education, healthcare and community development.	MCCT	Annual Review	
Develop strategic partnerships with NMMU.	MCCT	Q1 2016	NMMU
Creation of dedicated structure to nurture and manage relationships with existing and new funders for dedicated Missionvale programmes.	MCCT & GM	Q1 2016	Corporate CSI
Development of a partnership approach that will enable sustainable community programmes	MCCT & Elected members	Annual Review	Education, Health & Wellbeing, Community Development and Finance



### 3. HEALTH & WELLBEING

Objective	Responsibility	Timeline	Delivery Partners
Increase the capacity level of sustained healthcare provision delivered at Missionvale through interns and public and private programme development.	MCCT & Executive	Annual Review	Provincial Health & Wellbeing Working Group
Review and align a community health screening and data monitoring process to capture community data.	MCCT & Executive	Q4 2017	NMMU, Heads of Unit. External Expert Advisory
Achieve daily medical presence supported by an extended panel of medical professionals.	MCCT & Executive	Q4 2016	Provincial Health & Wellbeing Working Group
Enhancement of community health programme through skills and resource investment that supports vulnerable groups in the community.	MCCT & Executive	Annual Review	Provincial Health & Wellbeing Working Group, NMMU, Nightingale Trust
Secure dedicated funding partners for community health activity and engagement with CSI activity.	MCCT & Executive	Annual Review	Finance working group



#### 4. EDUCATION

Objective	Responsibility	Timeline	Delivery Partners
Secure sustainable funding for Missionvale Care Centre Academy to ensure access to primary level education.	MCCT	Q4 2017	MFT, Finance group, Education Working Group
Establish a High School in the local area.	Government	Ongoing	MFT, Education Working Group
Facilitate progression of pupils from MCCA to high school education.	MCCT & Executive	Q1 2016	MFT, Education Working Group
Enhance a system of after school youth provision on site.	MCCT & Executive	Q1 2016	Education Working Group, Corporate CSI
Creation of a wider programme of formal and informal adult education and parental training within the community.	MCCT & Executive	Q1 2017	Education Working Group, Corporate CSI, HGO's
Enhance pre schooling provision in the community to support vulnerable groups.	MCCT & Executive	Q1 2017	Education Working Group, NGO's
Development of a linkage with the NMMU across the areas of education and sport to create community role models.	MCCT & Executive	Q1 2017	Education Working Group, NMMU



## 5. COMMUNITY DEVELOPMENT

Objective	Responsibility	Timeline	Delivery Partners
Foster local community project ownership through social innovation and enterprise in partnership with Missionvale Care Centre.	MCCT & Executive	Annual Review	Community Development Working Group
Development of a community voice forum that will input to Missionvale Care Centre.	MCCT & Executive	Q2 2017	Community Development Working Group
Reduce the food lines by 50% and transform food queues into 'community capacity lines' that stimulates wider engagement while on site.	MCCT & Executive	Annual review	Community Development Working Group, Corporate CSI
Development of a sports programme for youth engagement.	MCCT & Executive	Annual Review	Community Development, Health & Wellbeing and Education Working Groups
Know Missionvale Project – development of a first phase data capture and profiling programme for all users of Missionvale Care Centre to provide wider community analysis and enhanced programme delivery.	MCCT & Executive	Q4 2017	Community Development and Health & Wellbeing Working Groups, External Expert Advisory
Development of on site senior citizen programmes operated and coordinated through the people of Missionvale.	MCCT & Executive	Annual Review	Community Development and Health & Wellbeing Working Groups





## 6. FINANCE

Objective	Responsibility	Timeline	Delivery Partners
Creation of a funder model to develop funder relationships and ensure Missionvale projects can attract Corporate Social Investment funds.	MCCT	Q3 2016	CSI Expert Advisory
Implementation of an enhanced and integrated internal financial reporting system for Missionvale Care Centre.	MCCT	Q4 2016	Finance Working Group
Development of on site management to align with key financial measurements.	MCCT & Executive	Q4 2016	Finance Working Group & Executive
Target local, provincial and national government funding support for Missionvale Care Centre projects.	MCCT & Executive	Q2 2016	Finance Working Group & Executive



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Section

# 5



## Plan Evaluation

# 5.1

## Plan Evaluation

The successful development of the strategic plan will require the implementation of an information loop from daily operations to Board level reporting. The creation of more robust data and evaluation systems has been identified throughout the process as a priority area for ongoing development. The design and implementation of new reporting systems will be prioritised and adopted as a key mechanism in the measurement of the progress of the strategic plan.

The strategic plan evaluation model is designed to enhance existing reporting systems. In addition, a specific project impact measurement system will be created to assess the short, medium and longer term effects of projects operated through Missionvale Care Centre. This is key to provide the feedback and data to our internal stakeholders and external public and private partners.

A separate strategic plan review mechanism will be implemented as part of an interim review while an independent assessment will be conducted to ensure transparency and accountability on our strategic development activity.



**MANAGEMENT  
REPORTING  
SYSTEMS**

The creation of standardised reporting systems across all functional areas for weekly reporting for Heads of Departments / Operations.

**PROJECT  
IMPACT  
MEASUREMENT**

The development of standardised measurement systems for programmes and projects that will inform impact assessment of all activity. The project impact system will track pre and post intervention data for impact and programme effectiveness analysis.

**BOARD  
REPORTING**

The development of a standardised Board reporting framework across all areas of strategic planning and operational implementation.

**STRATEGY  
REVIEW  
GROUP**

The appointment of a sub committee with strategic expertise that will monitor and formally report annually and prepare recommendations for board consideration on all aspects of the strategic plan implementation.

**INDEPENDENT  
EVALUATION**

Conduct an independent (mid term and final) evaluation of plan progress every two years through an independent body with the specific brief of assessing from an external stakeholders perspective.





Missionvale Care Centre

