

AGED & COMMUNITY SERVICES SA & NT

STRATEGIC PLAN

2009–2012

LEADING FROM THE FRONT



**Aged & Community Services
SA & NT Inc**

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BACKGROUND

ACS SA & NT's (ACS) Strategic Plan provides ACS members, staff and supporters with a clear sense of direction in working towards the future. This Strategic Plan sets out ACS' key result areas and goals, and the strategies to direct, monitor and assess ACS' development and will form the basis of the work undertaken by the ACS Board of Management, Advisory Committee and staff. All ACS stakeholders are provided with an opportunity to understand and be involved with the vision for the future.

In February 2009, ACS Board and staff undertook a strategic planning process to explore the past, present and future of the aged and community care sector, and ACS' role within that sector. Consultation with members, Board and staff identified the critical issues facing both the sector and the Association. These issues have informed the direction and initiatives outlined in this Strategic Plan.

OVERVIEW OF ACS

ACS is the major peak aged and community care sector association in SA and NT. It represents the majority of not-for-profit community care, residential care and retirement housing organisations that provide aged care services to an estimated 100,000 older South Australians and Northern Territorians, their carers and their families. ACS has more than 130 members that provide over 600 separate services.

ACS is an affiliate of Aged and Community Services Australia (ACSA), along with similar organisations in each state and territory. Membership of ACS is primarily composed of church, charitable, not for profit, community, State and Local Government aged and community care service providers. ACSA works with the state and territory associations taking the lead on national projects such as the recent aged care image campaign.

ACS works collaboratively on common issues with Aged Care Association Australia (ACAA) a peak body that represents care providers from the private sector.

MISSION

To support and credibly represent ACS member organisations who provide aged and community care services in the best interests of older people. ACS will achieve this in a professional and ethical manner through advocacy, sector promotion, collaboration, education and significant contribution to aged care policy development.

TEN-YEAR VISION (2009–2019) FOR AGED AND COMMUNITY CARE

ACS envisions a future for aged and community care in SA and NT where aged and community care services, systems and providers operate collaboratively (where appropriate) so that service provision is person-centred, access to services is simplified, individual choice is encouraged and service delivery is sustainable and seamless. Excellence in all facets of service provision to members will be the underlying premise.

VALUES AND QUALITIES

As part of the ACSA National Federation, ACS models and promotes the following values and qualities in all its undertakings and activities:

- **Unity:** Collaborating, cooperating and building partnerships to advance our mission.
- **Integrity:** Acting in a sincere, informed, transparent and ethical manner.
- **Social responsibility:** Supporting members to provide access to aged and community services for people who need them, including those who have special needs.
- **Excellence:** Continually seeking and implementing that which is the very best in each sphere of activity.
- **Respect:** Showing an understanding and appreciation of the values, abilities, experiences and contributions from others.
- **Openness:** Valuing new ideas, opportunities, innovation and alternative views.
- **Boldness:** Acting with courage, conviction and resilience in all our endeavours.

Date adopted by the ACS Board of Management:

___/___/___

Review Period:

The ACS Board will undertake an annual review of achievements against performance indicators.

KEY RESULTS AREA (KRA):

KRA 1. ADVOCACY

Goal: To be the leading voice in aged and community care in SA & NT: promoting and articulating the contemporary sector position.

| Key Strategies | Performance Indicator |
|---|---|
| <p>1.1 Proactively represent members' voices and opinions to the sector, all levels of Government, politicians and other key stakeholders.</p> | <p>1.1.1 Formal mechanisms – regular meetings with Government officials:</p> <ul style="list-style-type: none"> a) Industry Heads meetings b) Office for the Ageing c) Lobbying days in Canberra (minimum twice yearly) <p>1.1.2 <i>Ad hoc</i> meetings – as required depending on issues-based concerns:</p> <ul style="list-style-type: none"> a) Meetings with Government officials b) Meetings with Federal and State politicians c) Meetings with other stakeholders <p>1.1.3 ACS initiated projects intended to proactively influence policy agenda</p> |
| <p>1.2 Proactively seek media and promotional opportunities for ACS to advance the Association's goals and sector views.</p> | <p>1.2.1 Issues-based media releases (up to 15 per year)</p> <p>1.2.2 Media contacts, interviews or comments – print, television, radio, newspaper</p> <p>1.2.3 Advertisements</p> <p>1.2.4 Publications</p> |

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| <p>1.3 Regularly inform ACS members, supporters and interested others of the advocacy undertaken and its outcomes.</p> | <p>1.3.1 Monthly information presented to members via Snippets 1.3.2 Issues-based information provided via NewsBites, emails, letters to members 1.3.3 Special briefing sessions or forums</p> |
| <p>1.4 Advocate for models of service and support which can be developed and implemented to meet the needs of older people with special needs. ¹</p> | <p>1.4.1 Range of models and services identified and then promoted 1.4.2 ACS financial investment in issues-based research projects, via Committees' proposals to the Board</p> |
| <p>1.5 Work collaboratively with the ACSA Federation in both leading and responding to national advocacy issues</p> | <p>1.5.1 Number of contributions to national issues in response to ACSA-initiated activities 1.5.2 Number of matters proactively referred to ACSA for action/ consideration</p> |

¹ Special needs groups include:

People from culturally and linguistically diverse backgrounds; people from Aboriginal and Torres Strait islander backgrounds; people with dementia; people who are financially disadvantaged, and people living in remote and isolated areas.

KRA 2. INTELLIGENCE AND INFORMATION

Goal: To actively seek sector intelligence and credible evidenced-based information from the ACS membership and other stakeholders regarding current and emerging priorities and to accurately communicate this information to members.

| Key Strategies | Performance Indicator |
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| <p>2.1 Maintain and further develop strategic links and relationships with all levels of Government and politicians to enable access to contemporary intelligence and information; and inform members and supporters of the potential impact on their organisation.</p> | <p>2.1.1 Number and types of links made with Government officials 2.1.2 Number and types of links made with politicians 2.1.3 Timely referral of information to members and stakeholders through various mechanisms 2.1.4 Type and range of information provided</p> |
| <p>2.2 Provide regular opportunities through various mechanisms for sharing of information, intelligence and contemporary evidence-based practices with ACS members.</p> | <p>2.2.1 Events a) Up to ten forums per year offered b) Up to five business@breakfast events per year offered c) Up to seven members-only information sessions per year offered 2.2.2 Range of information on evidence-based practice provided to members and others 2.2.3 Investigation and pursuit of opportunities to hold subject-based conferences</p> |
| <p>2.3 Utilise information and intelligence gained from members to establish/improve ACS policy development and positions.</p> | <p>2.3.1 Influence on State government policy agenda 2.3.2 Influence on Commonwealth Government policy agenda either via supporting ACSA or via direct contact with the Commonwealth.</p> |

KRA 3. COLLABORATION WITH OTHERS AND INTERFACE WITH STAKEHOLDERS

Goal: To fulfil expectations in leadership, innovation and responsiveness in maximising opportunities for enhanced alliances with sector and other stakeholders.

| Key Strategies | Performance Indicator |
|---|---|
| <p>3.1 Establish collaborative and partnership opportunities with various levels of government, consumer groups, other relevant peak bodies and research organisations in Australia and internationally, to strengthen awareness of aged care as a priority issue.</p> | <p>3.1.1 Number of approaches made to build relationships and develop partnerships</p> <p>3.1.2 Establishment of formal agreements (e.g. MOU) with other organisations</p> <p>3.1.3 Input into tertiary research discussions and initiatives</p> <p>3.1.4 Number of contacts with government made to promote the capacity and expertise of the sector</p> |
| <p>3.2 Promote opportunities for collaboration within the aged and community care sector to further ACS' Vision and Mission.</p> | <p>3.2.1 Collaborative opportunities identified</p> <p>3.2.2 On-going collaborative processes developed</p> |
| <p>3.3 Work collaboratively with the ACSA Federation on issues impacting nationally on the aged and community care sector.</p> | <p>3.3.1 Number of national issues in which ACS provides leadership</p> <p>3.3.2 Number of collaborative projects developed with ACSA Federation members.</p> |

KRA 4. MEMBERS AND INDUSTRY SUPPORTERS

Goal: Provide high quality, cost-effective and customer-focussed services and assistance to meet the needs of the ACS membership and supporter base.

| Key Strategies | Performance Indicator |
|---|--|
| 4.1 Actively retain and seek to expand the membership base of aged and community care providers and other organisations associated with the aged care sector. | 4.1.1 Retention and expansion of existing membership base, particularly in local government and HACC services 4.1.2 Retention and expansion of existing industry supporter base |
| 4.2 Provide services, resources, educational opportunities and support that assist both metropolitan and regional members in providing services to older people in SA and NT. | 4.2.1 Number and type of resources (eg DVDs, legislation update service) produced and sold 4.2.2 Training program based on needs and expectation of members, which is well patronised and financially viable. 4.2.3 Rigorous evaluation mechanism established to monitor quality of training delivered. 4.2.4 Evidence-based practices incorporated into the ACS educational program 4.2.5 Increase financial viability of program – minimum of 10% over 5 year period |
| 4.3 Investigate the development of innovative and value-adding services for members. | 4.3.1 Identify potential additional services which could be offered to members |
| 4.4 Establish and implement state sponsorship program | 4.4.1 Fully financially-subscribed state sponsorship program |

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| <p>and retain/expand industry supporter base; as well as support ACSA National Sponsors program</p> | <p>4.4.2 Retention and expansion of industry supporters base (30+ in total) 4.4.3 Liaison with and support of ACSA national sponsors</p> |
| <p>4.5 Regularly monitor member satisfaction with ACS performance to continuously improve service delivery.</p> | <p>4.5.1 Level of satisfaction ascertained via training, event and forum evaluations 4.5.2 Level of satisfaction ascertained via annual member surveys 4.5.3 Level of satisfaction ascertained via industry supporter surveys 4.5.4 Level of satisfaction ascertained via personal contact with members 4.5.5 Anecdotal information provided by staff</p> |

KRA 5. QUALITY OF GOVERNANCE

Goal: To be a participative and representative Association that is responsive to its members, efficiently and effectively governed and financially sound.

| Key Strategies | Performance Indicator |
|---|---|
| <p>5.1 Monitor and regularly review the Board governance and ACS Committee performance to continuously improve services to members.</p> | <p>5.1.1 Annual review of Board 5.1.2 Annual review of Committees 5.1.3 Coordination of Committee outcomes – biannual meetings with Committee Chairs 5.1.4 Monthly financial reporting to Board 5.1.5 Annual audit, Management and reports to Board</p> |
| <p>5.2 Conduct annual Board and Committee election processes</p> | <p>5.2.1 Process occurs in a timely manner</p> |
| <p>5.3 Monitor and regularly review internal organisational performance, financial management and quality assurance mechanisms to improve services to members.</p> | <p>5.3.1 Development of quality assurance system 5.3.2 Internal policy reviews</p> |
| <p>5.4 Improve the sustainability of ACS as an Association by maximising existing income and diversifying sources of income.</p> | <p>5.4.1 Different sources of income identified and implemented 5.4.2 Existing sources of income maximised 5.4.3 Over time reduce the percentage of income generated by membership (over 5 years membership income reduces to 45-50% of total)</p> |