

FOREWORD



The care of older people, people with a disability and their carers is an important measure of the quality of a society and is going to become increasingly important in Australia as our population ages. Having an aged and community care system that can respond flexibly and adequately to growing and changing care needs is a necessity, not a luxury. This Strategic Plan has been developed by the ACSA Federation to provide a framework and a focus for our energies over the three years from 2008 to 2011 to help us ensure that we can build and maintain such a system.

We will face challenges. Recruiting, developing and leading the staff required to deliver more care to a larger and more diverse client population will be a particular issue that will claim much of our attention. Securing adequate resources to provide the level and quality of care that people deserve will not happen automatically, if the past is any guide. Providing services in an economically, socially and environmentally sustainable way will become increasingly important in the years ahead.

This Strategic Plan is intended as a tool to help us all, national and state associations and aged care providers, meet the range of inter-related challenges that the next three years will bring. Not everything can be anticipated. As well as pursuing our plans we will need to respond to the initiatives of others, principally government, and to engage with all key stakeholders in this enterprise to secure the best possible outcomes for the people we serve.

Klaus Zimmermann
President

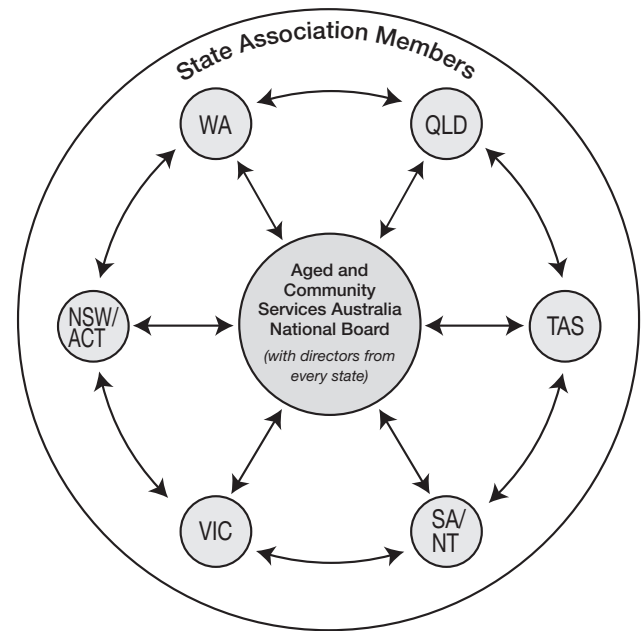
THE ACSA FEDERATION

The ACSA Federation comprises the national association*, the six independently incorporated State Associations and approximately 1,200 aged and community care providers who belong to the State Associations.

This plan incorporates and reflects the different roles and responsibilities of all members of the Federation.

It has been prepared with the involvement of the national Board, the CEOs of the State Associations and member representatives at the 2007 Annual General Meeting. Input has been received from CEOs from the industry and a range of internal and external stakeholders. The process has been inclusive to help build commitment to the outcomes and strategies set out in the plan. It supports Federation operations by creating an enhanced national focus and a continually improving co-ordination of effort between the national office and State Associations.

It is intended that the State Associations will utilise and build on this plan in developing their specific strategic plans and directions.



* Aged and Community Services Australia Incorporated

ENVIRONMENT AND PROCESS

The Aged Care Environment

In the face of growing demand from an ageing population, the aged and community care industry is experiencing:

- continuing tight financial settings - making it difficult to meet operational and capital requirements;
- growing problems in securing the workforce needed to provide care;
- demand for services growing faster than supply
 - resulting in a thin spread of some services
 - especially in community care;
- industry restructuring and consolidation

The election of a new Australian Government, in November 2007, represents a change in the environment. This provides an opportunity and a requirement for the aged and community care industry to review its issues in the context of new policy platforms, new leaders and new approaches.

Demand for services is not only growing, it is also changing. There is now relatively more demand for high level residential care and for care at home and less for low care, though this is likely to be different in different parts of Australia. As demand grows it is also likely to become more diverse - implying changes in organisational strategy for many aged and community care providers and in critical aspects of Government policy. An increasing focus on the links between aged care and the broader health system is anticipated, together with a renewed focus on housing issues, including for older people.

The Planning Process

In developing this Strategic Plan the ACSA Federation reviewed the progress made against the priorities agreed in the last three year plan, sought the perceptions of key external stakeholders of its performance and considered developments within the Federation.

External stakeholders commented on the style of ACSA's operations and the importance of this in terms of being taken seriously as an industry voice. Avoiding stridency; not 'playing the man'; engaging with other stakeholders; and using evidence in support of arguments were all seen as significant strengths. The strategies in this plan will build on these strengths.

A series of workshops discussed key questions such as the relationship between the ACSA Federation as the representative of not-for-profit aged and community care providers and the Aged Care Association Australia which principally represents the for-profit sector. Liaison on key messages and cooperation on projects of mutual benefit were agreed as the strategies to pursue in the period covered by this plan.

FEDERATION VISION, MISSION AND VALUES:

Vision

“A strong and sustainable aged and community care industry providing people with high quality, accessible services that meet their needs.”

This Vision will be the *aspirational driver* for all of the Federation’s operations.

Mission

“To lead and support an innovative and sustainable aged and community care industry.”

The Mission will be the *fundamental purpose and role* undertaken by the Federation in achieving the Vision



VALUES AND QUALITIES:

The ACSA Federation models and promotes the following 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:

Facilitating access to aged and community services for all people who need them, including people who are disadvantaged or 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.

Fortitude:

Acting with courage, conviction and resilience in all our endeavours.

These are the *behaviours in action* that will be seen and enacted by all within the Federation. They are the expectations of “how we will operate and work” within the Federation.

KEY RESULT AREAS, GOALS, KEY PERFORMANCE INDICATORS AND STRATEGIES

These are the six key areas of the business where the Federation must achieve results. In each area a goal or goals have been identified and key performance indicators (KPIs) are provided. These will be monitored to assess our progress in achieving the goal(s). The key strategies to achieve the goals and KPIs in each Key Result Area are also set out.

KEY RESULT AREAS AND GOALS

1. LEADERSHIP:

To be recognised as the leading voice and influence in the aged care industry in Australia.

- respected and taken seriously by all key stakeholders
- seen as enacting our stated values
- policies and positions based on sound evidence
- exhibiting a style that is likely to have greater impact and overall influence

2. INFLUENCE:

- To achieve successful adoption of our positions on specific issues.

3. MEMBERSHIP:

- To maximise membership of eligible organisations in the Federation
- To have members who value and are satisfied with our service and support.

4. INTEGRATION and UNITY:

- To achieve enhanced effectiveness and improved efficiency through less duplication of activities in the
 - internal operations of the Federation, and with
 - key external stakeholders

5. INTELLIGENCE and RESEARCH:

- To develop, and add further credibility to, our policies and positions through evidence based information
- To provide information for the industry and Federation members to further enhance and develop their businesses.

6. FEDERATION SUSTAINABILITY:

- To ensure the sustainability and viability of the Federation and its Associations
- To resource the Federation to allow it to progress its Strategic Plan and key strategies

RESPONSIBILITY KEY:

JO = Joint National and State
 SA = State Association
 ACSA = National Office

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LEADERSHIP:

Goal:

- To be recognised as the leading voice and influence in the aged care industry in Australia.
- respected and taken seriously by all key stakeholders
- seen as enacting our stated values
- adopting policies and positions based on sound evidence
- exhibiting a credible and respected style of operation that is likely to have greater impact and overall influence.

KPIs:

- Consumer survey and feedback
- Industry stakeholder survey and feedback rating.
- A clear branding strategy
- Number of proactive media exposures

Key Strategies:

	Time	Lead	Support
1. Build strong and appropriate relationships with key Industry stakeholders i.e. develop specific contact programs and implement, monitor and report progress.	Ongoing	ACSA	SA
2. Maintain and further enhance ACSA's links to the international aged care community including through IAHSA	Ongoing	ACSA	
3. Identify approaches and options for strengthening the Federation Brand	Y2	JO	
4. Develop and implement a media relations strategy and program	Y1/2	JO	
5. Develop a communication program/plan that will inform the Industry stakeholders of the Federations achievements and progress towards its plan including the stakeholder feedback gathered in developing the plan.	Y1	ACSA	SA

2. INFLUENCE:

Goal:

- To achieve successful take-up of our policies and positions on specific issues.

KPIs:

- Policy positions are developed on all agreed key issues
- Degree of success in the adoption of our policies on the agreed issues.

Key Strategies:

	Time	Lead	Support
1. Identify and agree on the key issues to be addressed across all services, including residential care, community care and housing : (timelines to be developed for the individual areas listed below) <ul style="list-style-type: none"> • Workforce attraction, retention, and skills shortages • Identifying and promoting innovative service models and models of care • Securing sustainable Capital Funding • Securing sustainable Recurrent Funding • Raising and improving the image and public profile of the Industry • Ensuring access to services for all people who need them • Reducing regulation and red tape • Technology as an enabler of innovation • Environmental and social sustainability 	Y1-Y3	ACSA	SA
2. Develop and communicate agreed policy positions for each issue and <ul style="list-style-type: none"> • Identify the key people we wish to influence for each issue • Gain support within the Federation and implement an agreed rollout strategy 	Y1-Y3	ACSA	SA
3. Develop and establish a responsive process to position ourselves on issues raised by others	Ongoing	ACSA	SA
4. Influence the direction of Government and other stakeholders' initiatives	Ongoing	JO	
5. Representing issues raised by members in the political arena	Ongoing	JO	

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MEMBERSHIP:

Goals:

- To maximise membership of eligible organisations in the Federation.
- To have members who value and are satisfied with our service and support.
- To provide services to members which assist them in achieving their goals

KPIs:

- Percentage membership in Federation of eligible organizations
- Federation satisfaction ratings

Key Strategies:

	Time	Lead	Support
1. Further consider our products and service delivery to meet the changing demands on our key segments of residential care, retirement living housing and community care.	Ongoing	ACSA	SA
2. Research members' needs and introduce appropriate products to address these needs	Ongoing	ACSA	SA
3. Identify new forms of membership for existing members	Y2	ACSA	SA
4. Identify areas for potential new membership and develop business cases e.g. disability services, affordable housing, mental health, wellness, transition care and rehabilitation.	Y2	ACSA	SA
5. Undertake events and forums to facilitate sharing of information and knowledge and networking between members and other stakeholders.	Ongoing	ACSA	SA
6. Develop a communication plan to keep Federation members informed of the Federation's issues, progress and achievements including capturing reporting against the Strategic Plan, key Industry issues, trends and items of interest.	Y1	ACSA	SA

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4. INTEGRATION AND UNITY:

Goal:

To achieve enhanced effectiveness and improved efficiency through less duplication of activities in the:

- internal operations of the Federation and with
- key external stakeholders within the industry

KPIs:

- Membership satisfaction survey rating
- Integrated planning process in place
- Federation efficiency and effectiveness opportunities identified and implemented

Key Strategies:

	Time	Lead	Support
External Stakeholders:			
1. Progress the building of relationship with key stakeholders as identified in KRA 1 Leadership	Y1	ACSA	SA
2. Identify appropriate avenues to work collaboratively with ACAA and other stakeholders for the benefit of Federation members	Y1	ACSA	SA
Internal Federation:			
3. Undertake a specific project involving National and State Offices to identify efficiency gains and reductions in duplication of effort through improved and integrated business processes across the Federation	Y1	JO	
4. Develop an integrated national and state strategic and operational planning process that links and captures planning processes and outcomes at national and state levels.	Y1	JO	
5. Identify methods and mechanisms to achieve practical effect of the Memorandum of Understanding (MOU) between the national office and State Associations	Y1	ACSA	
6. Evaluate the trial of a new senior corporate structure involving the Board and CEOs for the Federation.	Y1	ACSA	
7. Identify and implement a specific program for developing and fostering Federation team building.	Y2	JO	

5. INTELLIGENCE and RESEARCH

Goal:

- To develop, and add further credibility to, our policies and positions through a strong evidence base.
- To provide information for the industry and the Federation members to further enhance and develop their business..
- To promote understanding of the diversity of aged care service provision in different regions of Australia.
- To develop an industry analysis capability.

KPIs:

- Existence of a strong evidence base for key positions
- Information provided to members
- The existence of a business case and project feasibility for establishing this role within the Federation

Key Strategies:

	Time	Lead	Support
1. Build and maintain the federation's evidence base to support policy development	Ongoing	ACSA	SA
2. Maintain strategic links with the research community in Australia and internationally	Ongoing	ACSA	SA
3. Further develop resourcing strategies to support industry research	Y1	ACSA	SA
4. Initiate a specific feasibility/business case project to scope out the requirements for establishing an industry analysis capability. i.e: <ul style="list-style-type: none"> • Identify specific information and intelligence needs/areas that require information and analysis • Identify where the information could be found • Identify how and who could/should get this • Identify the timeframe and resource impact and implications 	Y1	ACSA	SA

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FEDERATION SUSTAINABILITY:

Goal:

- To ensure sustainability and viability of the Federation and its Associations including:
 - The national office
 - State Associations
- To resource the Federation to allow it to progress its Strategic Plan and key strategies

KPI's:

- The % Income mix from different sources against agreed targets for each source
- Maintain the income from membership subscriptions at less than 50% of total income
- The extent of reserves against agreed targets
- Actual expenditure compared with budget expenditure trended monthly
- The % growth in total income.

Key Strategies:

	Time	Lead	Support
1. Identify new lines of business for increasing returns to the Federation	Y1/2	NO	SA
2. Identify new and potential commercial products and opportunities for raising funds	Y1/2	NO	SA
3. Continue sourcing national partners, corporate supporters and sponsorship programs	Y1	NO	SA
4. Continue to seek Government grants for specific identified projects	Y1	NO	SA
5. Establish a mechanism to monitor and report on the KPIs of this plan.	Y1/2	NO	SA
6. Identify opportunities for implementing sustainable environmental practices within the Federation's operations	Y1/2	ACSA	SA