



Aged & Community Services  
Association of NSW & ACT  
Incorporated

# ACS | STRATEGIC PLAN 2010-2015

responsive adaptable successful



[www.agedservices.asn.au](http://www.agedservices.asn.au)



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## VISION |

Excellent services for older people delivered by members who evolve and grow successfully in a dynamic and constantly changing environment.

## MISSION |

To be a clear, effective voice for not-for-profit sector<sup>1</sup> organisations in residential, housing and community aged care services.

## ACS VALUES |

- Enthusiasm, respect and a positive view towards older people
- Professionalism, integrity and quality customer service
- Connection and inclusion within and across diverse communities
- Recognition and respect for the diversity and individuality of members
- Positive regard for the social value contributed by the not-for-profit sector.

<sup>1</sup> The term *not-for-profit sector* is used to describe the sector in which ACS operates. This term was selected as it is a familiar term that is understood and used broadly across Australia. At the same time, ACS intends to move towards describing itself as a third sector peak body as this is a contemporary term which speaks to the broader social and economic role of the sector, including a focus on individual and community empowerment, social inclusion and social cohesion.

## STRATEGIC GOALS |

1. Influence through relevant and effective advocacy
2. Analyse and interpret changing policy agendas and community expectations
3. Build member capability
4. Retain and expand the membership base
5. Ensure ACS is a viable and sustainable organisation
6. One effective national voice for the not-for-profit sector.

## STATEMENT OF INTENT |

The aged and community care sector in Australia is undergoing a period of great change. These changes are being driven by factors that are both external and internal to the sector.

External factors driving change include population ageing, workforce shortages and changing community expectations, whilst internal factors include inadequate funding, government policy and industry consolidation.

As a result, services provided have broadened; new service and business models are emerging; some service providers have reorganised and the boundaries between housing, health, residential and community aged care are being rethought.

Government is examining new agendas including the National Health & Hospitals Reform Commission Report's far reaching recommendations which could drive significant change across the industry. A key issue will be establishing an effective transition plan for existing aged and community services.

The not-for-profit sector is value driven and has social objectives which differentiate it from the private sector. In particular, the sector is underpinned by a focus on:

- an established and long term commitment to older people
- providing services to disadvantaged and vulnerable older people
- building capacity where there is none
- returning resources to the community not shareholders
- a just and compassionate society.

ACS will ensure the capacity to advocate the values of the not-for-profit sector is strengthened through informing and shaping the high profile national debate. To achieve this ACS will work to make sure there is a single, highly effective national not-for-profit sector voice in Australia.

ACS will work to ensure policy agendas are analysed, interpreted and influenced in order to enhance opportunities, sustainability, choices and access to appropriate services for all older people in Australia.

#### STRATEGIC GOAL

##### **1. Influence through relevant and effective advocacy**

Be recognised by our members, government and consumer organisations as a credible and effective organisation that influences residential and community aged care as well as housing policies that affect older people.

#### STRATEGIES

1. Enhance communications with members and industry stakeholders
2. Improve coordination between ACS Business Units to ensure consistent advocacy

#### STRATEGIC GOAL

##### **2. Analyse and interpret changing policy agendas and community expectations**

Our members are equipped with the knowledge to respond appropriately to changing policy agendas and community expectations.

#### STRATEGIES

1. Understand changing policy agendas and community expectations
2. Communicate changing policy agendas and community expectations to members

#### STRATEGIC GOAL

##### **3. Build member capability**

Be aware of the differing needs of our diverse membership and tailor our services accordingly.

#### STRATEGIES

1. Enhance our services to meet the needs of the diverse membership
2. ACS services respond to national policy and strategies

#### STRATEGIC GOAL

##### **4. Retain and expand the membership base**

The capacity and public profile to retain and expand our membership base are in place.

#### STRATEGIES

1. Retain current membership and strengthen membership capacity
2. Expand membership base through identifying not-for-profit sector aged care and housing service providers who are not current members
3. Improve the public profile of ACS
4. Expand ACS and members' engagement with consumer, community care, housing and health bodies

#### STRATEGIC GOAL

##### **5. Ensure ACS is a viable and sustainable organisation**

ACS is in a strong financial position to continue to serve members in the future.

#### STRATEGIES

1. Services are valuable and affordable
2. New fee structure is in harmony with the vision
3. Revenue stream ensures financial security
4. ACS engages a professional workforce
5. Timely and accurate performance reports

#### STRATEGIC GOAL

##### **6. One effective national organisation for the not-for-profit sector**

ACS has a clear governance strategy at state and national levels to build a stronger voice for not-for-profit sector aged care providers. This strategy is in line with ACS commitment to one national body to support members providing services to older people.

#### STRATEGIES

1. Provide leadership to ensure there is a single national organisation for the not-for-profit sector of aged care
2. Development of a strategic vision for the not-for-profit sector of aged care
3. ACS actively participates in review of ACSA

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