



2006-2009 STRATEGIC PLAN

CONTENTS

1. Mission, Vision and Values
2. Strategy Map
3. Strategic Domains
4. Business Unit Strategies

INTRODUCTION

The Aged and Community Services Association NSW & ACT ("ACS") is the peak body for church, charitable and not-for-profit aged and community care service providers in NSW and ACT. It works in close collaboration with other state associations through its participation in Aged and Community Services Australia (ACSA).

Our 2006-2009 Strategic Plan reflects the changing nature of the industry and the need to "look over the horizon" so as to anticipate and respond to future social and policy changes as Australia's population ages.

This Plan also reflects a growing Association, as reflected in the following strategic summaries of our two past 3-year Plans and our next:

2000-2002 - Focusing on the Fundamentals.

2002-2005 - Organisational Development & Continuous Improvement.

2006-2009 - Looking over the Horizon.

The future is bright for ACS and its members, with many challenges but also very real optimism that, as we work together, we can improve the well-being of older people, people with disabilities and their carers.

John Cowland
President

Paul Sadler
Chief Executive Officer

ACS MISSION

"Providing leadership to the aged and community care sector and empowering and supporting ACS member organisations to provide quality aged and community care services."

ACS VISION

"Achieving measurable improvements in the well-being of residents and clients of member organisations by influencing government policy, advising on good governance and providing quality education."

2006-2009 STRATEGIC DOMAINS

1. Being the industry's voice and advocate
2. Serving and equipping members for growth
3. Growing through membership, alliances and amalgamations
4. Looking over the horizon for emerging opportunities

ACS VALUES

- Professionalism, openness, objectivity, integrity and adherence to high ethical standards.
- Commitment and skills of ACS staff and their ongoing development.
- Willingness of members to contribute to the aged and community care sector.
- Important and unique role played by church, charitable and not-for-profit organisations.
- Diversity and individuality of members.
- Primacy of the needs of older people and people with disabilities as a motivation for our members.
- Role of ACSA as a means of harnessing the collective strength of state associations in the interest of all aged and community care services.



ACS MISSION

Providing leadership to the aged and community care sector and empowering and supporting ACS member organisations to provide quality aged and community care services.



Strategic Domains

BEING THE INDUSTRY'S VOICE AND NOT-FOR-PROFIT SECTOR ADVOCATE
To set the policy agenda with government on behalf of church, charitable and not-for-profit aged and community care providers.

SERVING AND EQUIPPING MEMBERS FOR GROWTH
To understand and respond to the needs and expectations of all our members, wherever they may be.

GROWING THROUGH MEMBERSHIP, ALLIANCES AND AMALGAMATIONS
To be the pre-eminent peak organisation for providers of aged and community care services in NSW and ACT.

LOOKING OVER THE HORIZON FOR EMERGING OPPORTUNITIES
To lead the aged and community care industry in identifying and responding to future industry dynamics and conditions.

Members and Stakeholders

Developing a networked industry

Connect with Government

- Be proactively involved in public debates, lobbying and policy setting, particularly in the areas of:
 - Funding to ensure the ongoing viability of the industry;
 - Minimising regulations and reducing red tape;
 - Workforce challenges and alternative models of care;
 - Systematic policy and program reform.

Connect with other industry bodies

- Influence and support ACSA national lobbying efforts.
- Seek out industry alliances and amalgamations.
- Develop broader sector alliances.

Targeting services to a diversified member base

Large Members

Rural, Regional and Smaller Members

Industry Advice Scheme

Residential Care

Community Care

Retirement Villages

Demonstrating value for money

Maximise quality of services delivered for fees received

- Clearly differentiate between services delivered to members for which membership fees have been paid and other services for which discretionary fees should be charged.
- Determine appropriate pricing model for each service delivered.
- Maximise ACS returns through effective leveraging of available resources and developing alternative sources of revenue (eg. corporate supporters).
- Manage expenses within agreed budgets.

Innovating & adapting

Seek out emerging market trends & opportunities

- Gather data and synthesise emerging industry demographics and trends.
- Grow opportunities for corporate supporters.
- Identify and target non-members as future members of ACS and/or avenues for cross-subsidising member services.

Service Delivery Units

POLICY & LOBBYING

EMPLOYEE RELATIONS

LEARNING CENTRE

CONSULTANCY SERVICES

Internal Enabling Processes

Relationship Management

- Maintain close working relationships with ACSA and other industry bodies.
- Encourage & support ACS Advisory Committees.
- Maintain open dialogue with other external bodies & agencies involved in the industry.

Service Delivery Management

- Coordinate service delivery across Units.
- Ensure procedures and practices are applied consistently across Units.

Administrative Support

- Continuously seek new ways to effectively and efficiently support service delivery across each Unit.
- Continuously improve the IT and Internet platform.

Knowledge Sharing

- Encourage open and collegial sharing of knowledge and experience between ACS staff and Units.
- Maintain contemporary library and internal research capability to support service delivery.

Looking Forward

- Lead industry policy agenda and thinking through:
 - published internal research; and
 - influencing external research priorities.

Staff Learning & Growth

Create an environment that enables staff to feel valued and committed to achieving ACS's goals

- Ensure staff understand ACS purpose and direction and how their work contributes to it.
- Respond to Employee Survey findings through agreed Action Plans.

Build a culture that values collaboration, communication and staff development

- Encourage communication and collaboration across Units.
- Identify and agree learning and development needs and expectations of each staff member.

Develop future leadership

- Identify, develop and mentor emerging leaders in ACS.
- Develop a succession plan.

<p>2006-2009</p> <p>STRATEGIC DOMAINS</p>	<p>1. BEING THE INDUSTRY'S VOICE AND NOT-FOR-PROFIT SECTOR ADVOCATE</p> <p>To set the policy agenda with government on behalf of church, charitable and not-for-profit aged and community care providers.</p>	<p>2. SERVING AND EQUIPPING MEMBERS FOR GROWTH</p> <p>To understand and respond to the needs and expectations of all our members, wherever they may be.</p>	<p>3. GROWING THROUGH MEMBERSHIP, ALLIANCES AND AMALGAMATIONS</p> <p>To be the pre-eminent peak organisation for providers of aged and community care services in NSW and ACT.</p>	<p>4. LOOKING OVER THE HORIZON FOR EMERGING OPPORTUNITIES</p> <p>To lead the aged and community care industry in identifying and responding to future industry dynamics and conditions.</p>
<p>THE PRESENT</p> <p><i>"Where are we today?"</i></p>	<ul style="list-style-type: none"> ACS is the leading State Peak Body for church, charitable and not-for-profit aged and community care providers. Public profile and influence is high. Strong position with governments, although gaps exist in their strategic directions. Challenges include: <ul style="list-style-type: none"> ACS's role in engaging with governments - determining the extent to which ACS should be seen to be partnering with government whilst not being perceived to be "too close" – that is, balancing "going with the flow" as against "being contentious" in the eyes of members. Being vulnerable to political agenda of government. 	<ul style="list-style-type: none"> Diverse range of services offered to members – including employee relations; continuous learning and education programs; and consultancy. High quality services delivered for level of membership fees paid. Industrial Award reform. Increased level of Certificate III qualified staff. ACS in step with direction of large members. Most ACS members are relatively smaller organisations (our largest 20% of members provide over 60% of ACS membership fees whilst the 80% of smaller members provide less than 40% of fee revenue). Challenges include: <ul style="list-style-type: none"> Providing increasing support to smaller members as the industry evolves and consolidates. Providing services to an increasing number of 'non-members' who are attending courses and programs. 	<ul style="list-style-type: none"> Growth and consolidation within the industry is accelerating. In January 2006, ACS had 294 members who managed 1,642 services; 11,849 high care places; 21,728 low care places; 14,850 self care units; and 8,048 CACPs and 487 EACH packages (an aggregated 57,000 places). This compares with 324 members in February 2003 managing an aggregated 46,800 places. Continuing consolidation of the industry is expected to lead to further reduction in the number of members but an increasing number of service outlets making enquiries and seeking ACS support. As the leading State Peak Body for church, charitable and not-for-profit aged and community care providers, ACS is in a strong position to grow through further alliances and amalgamations. 	<ul style="list-style-type: none"> Predicting and responding to: <ul style="list-style-type: none"> Emerging changes in the aged and community care funding model. Increasing involvement in the industry by for-profit organisations, which is expected to lead to increasing consolidation through acquisition of smaller members. Possible reducing presence (at least in terms of market share) of church and community-owned aged and community care providers.
<p>THE FUTURE</p> <p><i>"What do we want to achieve by 2009?"</i></p>	<ul style="list-style-type: none"> ACS to be respected as leading the industry in: <ul style="list-style-type: none"> Not-for-profit issues – both economic and social; Funding levels – alternatives and application; Alternative models of care – particularly in response to ACS member experiences; Market 'failure' areas – R&R; CALD; ATSI; homeless; Customer responsiveness. ACS Consultancy services to be respected as equivalent to the best private consultancies in the industry. Legislative flexibility in implementing government policy. Public image of ageing as a positive influence on Australia's social fabric. 	<ul style="list-style-type: none"> Provide high quality but cost effective services at two levels: <ul style="list-style-type: none"> Core – eg. information; IR support; education programs; policy templates; lobbying as part of the membership fee; and Value Add – eg. benchmarking; specialist IR advice; and consultancy services for which a discretionary fee would be charged. The industry to have adequate numbers of well trained, multi-skilled, competent, flexible staff. Effective response to the recent Workplace Legislation changes introduced by Federal Government. Roll out of Certificate IV and medication policies achieved. Community care career pathways established and in place. 	<ul style="list-style-type: none"> Ensure that as the industry continues to consolidate, ACS maintains its position as the peak body for church, charitable and not-for-profit aged and community care providers. Encourage all church, charitable and not-for-profit aged and community care providers to be members. Grow Industry Advice Scheme for for-profit organisations. Expand partnerships with other peak bodies. 	<ul style="list-style-type: none"> Professional research strategy for identifying, analysing and interpreting emerging issues. Effective local networking between members sharing intelligence and experiences. Enhanced capability to draw market intelligence from corporate supporters and the 'for-profit' sector. ACS website providing: <ul style="list-style-type: none"> regular market intelligence updates; capability for members to 'chat' to other members; and E-learning modules and programs.
<p>RISKS AND CONSEQUENCES</p> <p><i>"What are the strategic risks in pursuing, and consequences if we don't follow through?"</i></p>	<ul style="list-style-type: none"> The major consequence of not following through is that ACS is perceived to lose its relevance as a respected voice for the industry and advocate for its members. The major risk is that ACS reputation is adversely affected if the key people delivering services in this area decide to leave the organisation. 	<ul style="list-style-type: none"> Loss of members through consolidation together with increasing demand for services may place increasing pressure to raise membership fees to cover. Danger of perception that large members will receive preferential treatment and smaller members may be disadvantaged in the services they receive. 	<ul style="list-style-type: none"> Alliances and amalgamations with other aged and community care associations provides an opportunity for ACS to broaden its member (and hence fee) base, but at the risk of losing its perceived 'peak' position in the church, charitable and not-for-profit aged and community care industry. 	<ul style="list-style-type: none"> The major risk is that targeted research can be expensive to design and conduct, and difficult to justify in tangible terms. The major consequence of not looking forward in a disciplined, planned way is that ACS may find itself "on the back foot" if other associations take the lead.
<p>RESOURCES REQUIRED</p> <p><i>"What resources do we need?"</i></p>	<ul style="list-style-type: none"> ACSA federation. Government grants. Partnerships - large members; corporate. Additional media support. 	<ul style="list-style-type: none"> Staff to develop templates, particularly in IR. Contractors in IR to negotiate new agreements. Funding to develop Certificate IV implementation. Communication revamp – web; regional meetings. Changed delivery modes – e-learning; aged care channel Promotion – ACS value for \$ for R&R 	<ul style="list-style-type: none"> As required to support alliances or amalgamations. Strategic partnerships 	<ul style="list-style-type: none"> Staff/resources to identify, design, conduct, analyse and publish research studies, in cooperation with other parties such as universities. Funding and/or alliance with corporate supporters to identify and acquire market research studies for use by ACS and its members.
<p>MEASURES (Key Performance Indicators)</p> <p><i>"How will we know we have succeeded?"</i></p>	<ul style="list-style-type: none"> Policy proposals adopted by governments. Invitations from government to provide papers and advice to assist policy formulation. Number of invitations to speak in public forums and the media on issues affecting the aged and community care industry. 	<ul style="list-style-type: none"> Existence of template agreements. 90% Cert III qualified workers. Certificate IV job role development and industry implementation. CI systems in place. 	<ul style="list-style-type: none"> Sustainable membership numbers. Financial indicators meet or exceed expectations. Common issues for all members regardless of size. "Best practice" – ACS meets/exceeds – replicate for members. Attendance numbers to ACS Learning Centre programs, ACS conferences, and ACSA National Conferences. 	<ul style="list-style-type: none"> Number of research articles and papers published in the media or other recognised publications.

2006-2009 BUSINESS UNIT STRATEGIES	A. POLICY AND LOBBYING	B. EMPLOYEE RELATIONS	C. LEARNING CENTRE	D. CONSULTANCY	E. ADMINISTRATION
MAJOR ACHIEVEMENTS TO DATE <i>"Let's celebrate our achievements."</i>	<ul style="list-style-type: none"> <i>Residential Care</i> <ul style="list-style-type: none"> Major funding injection by Federal Government Repeal of NSW Nursing Homes Act Generally positive outcomes for members in accreditation process High profile in RCS Review <i>Community Care</i> <ul style="list-style-type: none"> Significant role in lobbying for reform at Commonwealth and State level Developed significant policies in collaboration with CCIC Achieved positive changes to VHC Managing Change Project funded by DADHC <i>Self Care</i> <ul style="list-style-type: none"> Promoted review of NSW Retirement Villages Act Launched Australian Retirement Villages Accreditation Scheme for ACS members 	<ul style="list-style-type: none"> 4 WorkCover ASSIST grants, including development of agedcareohs.info website Nurses Award IRC decision recognising aged care as a separate industry ACT Enterprise Bargaining Agreement Template Promotion of Remuneration Packaging for PBIs and in various awards Advocating for workers compensation system reform Supporting many members with a range of industrial and HR issues 	<ul style="list-style-type: none"> High positive feedback from conference and course delegates Funding and project management to the value of approximately \$500k for training projects for the industry Learning Centre Business Unit core activities achieved \$1 million turnover in the 2004/2005 Financial Year Hosting the 2005 ACSA National Conference Launch of the ACSA E-learning platform Increase in corporate supporters 	<ul style="list-style-type: none"> Successful establishment of ACS Consultancy service 	<ul style="list-style-type: none"> Varied fee structure to help retain members and attract new members Established long term financial plan integrated into a revised monthly reporting cycle Progress on creation and updating of internal policies and procedures Revamped <i>ACS Update</i> incorporating cost savings and full colour format Software upgrades: Microsoft Office; iMIS. Fitout and relocation to new premises on time and within budget Hardware Upgrade I.T Security and Disaster Recovery programme implemented. Upgraded phone and other office systems
VISION FOR THE NEXT THREE YEARS <i>"What is our three-year Vision for our Business Unit?"</i>	<ul style="list-style-type: none"> Proactively lobby State and Federal Governments to influence the policy directions on behalf of ACS members which will enhance service delivery and ensure future viability of the sector. 	<ul style="list-style-type: none"> To continue to provide professional, accurate and timely advice to members in all areas of employee relations and to be proactive in identifying opportunities to empower members to more productively manage their workforce. 	<ul style="list-style-type: none"> Provide quality, industry specific, education, events and business development activities, to support member services and the Associations long term viability. 	<ul style="list-style-type: none"> To provide an up-to-date and comprehensive service that allows clients to maximize their potential in providing quality aged and community care. 	<ul style="list-style-type: none"> Maintain and enhance all services currently provided effectively and efficiently Utilize advancements in technology.
FUTURE CHALLENGES <i>"What challenges lay before us in achieving our Vision?"</i>	<ul style="list-style-type: none"> <i>Residential Care</i> <ul style="list-style-type: none"> Outcomes of Pricing Review Government response to ACFI pilots Future changes to accreditation process Lobby to address needs of younger people with disabilities in nursing homes <i>Community Care</i> <ul style="list-style-type: none"> Outcome of Community Care Reform agenda Monitoring the impact of early discharge on members providing community care Impact on changes to OHS legislation Support members to implement accountability framework Lobby to identify and address needs of people ageing with a disability <i>Self Care</i> <ul style="list-style-type: none"> Implementation of quality framework Possible tax changes and impact on members Changes from review of NSW R/V Act Challenges affecting all ACS Business Units: <ul style="list-style-type: none"> Balancing needs of large and small members Member viability Rural and remote issues CALD and ATSI policies 	<ul style="list-style-type: none"> Facing the major task of assisting members to manage the transition to the new Federal industrial relations regime under WorkChoices Maintaining involvement with State Awards in NSW Achieving further reduction in costs of workers compensation premiums and improvements to OHS and workers compensation systems Including Remuneration Packaging to other Awards Balancing needs of large and small members 	<ul style="list-style-type: none"> Building relationships with members and regional committees to ensure industry learning remains our primary focus Ongoing professional development and formal training in an increasingly competitive market Registered Training Organisation extension to scope and audit to expand services Review of the Community Services Training Package 	<ul style="list-style-type: none"> Ongoing industry consolidation Affordability for smallest services 	<ul style="list-style-type: none"> Enhance and modify financial and management controls to ensure financial viability with ACS now entering a growth period with higher fixed overhead costs to be recovered Staff development: <ul style="list-style-type: none"> Retention of knowledge and succession planning Skills development to support ACS growth Technology enhancement: <ul style="list-style-type: none"> Move database from manual to online for both membership and Learning Centre transactions Keep up-to-date for other items such as telephone, email, IT, etc.

2006-2009 BUSINESS UNIT STRATEGIES	A. POLICY AND LOBBYING	B. EMPLOYEE RELATIONS	C. LEARNING CENTRE	D. CONSULTANCY	E. ADMINISTRATION
<p>SHORT TERM PRIORITIES FOR ACTION</p> <p><i>"What are the key priorities for action over the next twelve months?"</i></p> <p>(These are a summary of actions from each Business Unit's Business Plan.)</p>	<p>Retirement Villages:</p> <ul style="list-style-type: none"> Respond to and inform members on changes to the NSW / ACT Retirement Village Act & regulations Monitor and influence the changes to the accreditation process. Continue with representation on key government & ACSA committees <p>Residential Care</p> <ul style="list-style-type: none"> Monitor the impact of the introduction of the new funding tool Monitor and respond to the outcomes of accreditation round 3 Continue representation on government and ACSA Committees in order to influence the agenda. <p>Community Care</p> <ul style="list-style-type: none"> Monitor and respond to State and Federal Initiatives Continue representation on government and ACSA Committees in order to influence the agenda. <p>All Members</p> <ul style="list-style-type: none"> Respond to members by the provision of timely information and up to date resources. 	<ul style="list-style-type: none"> Assist members to understand the implications of WorkChoices legislation to enable them to take advantage of the opportunities presented. Development of template enterprise agreement and kit that provide generic conditions to cover aged and community care staff for members in State or Federal system. Successfully conclude the projects commenced under the WorkCover Assist 2005-06 Grant. Make application for WorkCover Assist 2006-07 Grant. Ensure the topics, content and speakers of the 2006 OHS & HR Conference are appropriate to the needs of members. Continue input into the Federal Government's Award Rationalisation and Rationalisation of Award Wage and Classification Structure to ensure that the interests of aged care are represented. 	<ul style="list-style-type: none"> Undergo audit by VETAB and achieve an extension to the RTO's scope of registration. Provide conference organising services to ACSA for the 1st National Community Care Conference in May 2006 and HMMS for their bi-annual State Conference in September 2006. Update IMIS to include non-member contacts to use for marketing Implement use of a mail house for large Learning Centre mail outs. Implement online course and conference registrations and payments. Meet the outcomes (performance and budgetary) of funded projects on Palliative Approach, Support for Aged Care Workers and Better Skills for Better Care. 	<ul style="list-style-type: none"> Recruit a new aged care consultant. Ensure the service has an appropriate mix of skills to support the industry and client need. To develop and document administrative and accounting procedures that supports a quality service. To review the consultancy current performance and client satisfaction. Develop financial targets. 	<ul style="list-style-type: none"> Revised 3 year Financial Plan Incorporate new infrastructure and greater staff numbers into the next annual budget. Develop communications, cooperation and knowledge sharing within ACS. Contribute and participate in this process. Implement on line registrations and membership data updates.

<p>MEDIUM TO LONG TERM PRIORITIES FOR ACTION</p> <p><i>"What are the key priorities for action over Years 2 and 3 of our Plan?"</i></p> <p>(These are a summary of actions from each Business Unit's Business Plan.)</p>	<ul style="list-style-type: none"> • Monitor ongoing viability issues for small providers especially in rural areas • Monitor and respond to possible changed methods of funding residential and community services • Monitor and respond to future housing needs of older people. • Monitor and review ACS's involvement in internal and external research projects and develop further strategies to influence the research agenda. • Continue to negotiate for legislative reform both at State and Federal levels. • Continue to pursue strategies for a seamless integration between acute, community and residential services • In consultation with ACSA, continue to negotiate with State and Federal Government to expand the accreditation options for residential and community care services. • Review and implement strategies to maintain a future workforce for Residential and Community care services. • Monitor and influence the further development and introduction of E-business. • Review job roles and staffing levels with a view to recruiting a residential aged care advisor. 	<ul style="list-style-type: none"> • Assist members to lodge their workplace agreements under the WorkChoices legislation. • Continue to roll out education and information on the WorkChoices legislation. • Review and update the ACS Employee Relations Manual. • Develop a new course titled, eg "Maximise Your Workplace Agreement" to compliment and/or replace the existing Effective Award Implementation Course. • Seek opportunities to apply for grants to assist members, eg. WorkCover Assist. • Monitor and respond to legislative changes, eg. Workers compensation, OH&S and industrial relations. • Review the demand for a training program designed to provide members with the skills required to negotiate workplace agreements appropriate to their needs. • Review the application of fee for service for specialised industrial services. • Undertake a review of the services provided to members as part of their membership fee with a particular focus on the stage at which fee for services is charged. 	<ul style="list-style-type: none"> • Maintain a quality and responsive program of education and events • Implementation of the reviewed Community Services Training Package. • Undertake full review and analysis of pricing for LC services • Expand the range of accredited programs offered by the RTO. • Continue to make good returns to the Association inline with budget and financial plans. • Apply for relevant project funding as it becomes available. • Increase State Corporate Supporter numbers. • Further develop and increase alliance relationships. • Expand profile through promotion and marketing. • Up to date and effective website. • Use of technology and flexible delivery methods. 	<ul style="list-style-type: none"> • Ensure the service is a sustainable quality service that responds to the needs of its clients • Clarify and define the services provided by the service • Develop strategic partnership • Raise profile of service within aged care industry. 	<ul style="list-style-type: none"> • Staff Development Plan incorporating a succession plan to ensure long term quality administrative support. • Review long term technology needs including Web based communication systems.
---	---	--	--	--	--