



ACSWA CORPORATE PLAN

2013-2017

OVERVIEW

Aged & Community Services WA Inc (ACSWA) is the leading representative body for the aged and community care sector in Western Australia. It provides leadership, advocacy and training to not-for-profit organisations and groups to enable them to meet the challenges facing this dynamic industry.

Servicing primarily church and charitable organisations, our member facilities and organisations are located throughout the State, in metropolitan, rural and remote locations. They range from residential facilities (ie, nursing homes and retirement villages) through to community care organisations such as home care, respite services and meal delivery organisations.

We provide services to our members through:

- Representation & advocacy – ACSWA is a highly respected voice for our collective group of members. Representatives regularly meet with State and Federal Government ministers and interest groups to ensure the views and interests of ACSWA members are heard in the places where it counts.
- Information sharing- regular industry information communicated via e-Newsletters, e-News Flashes and our quarterly magazine, ACSWA News.
- Education & training - a full calendar of training on relevant industry issues at venues around Perth.

ACSWA's strong lobby/advocacy role is enhanced by our affiliation with the national body, Aged and Community Services Australia (ACSA). Collectively, ACSA represents over 1,100 church and charitable and community-based organisations providing accommodation and care services to over 450,000 older people, people with a disability and their carers.

REPRESENTATION

ACSWA is the largest aged care peak body in the State, representing and servicing over 130 not-for-profit organisations. ACSWA represents service providers across Western Australia, who in total manage:

- 8,148 Residential Aged Care Beds
- 8,389 Independent Living Units
- 51 Day Care Centres
- 5,284 Community Care Packages
- Over \$146 million in Community Care Funding

OUR PURPOSE

Our purpose is to make it easier for our Members to provide aged care and community services.

OUR VISION

Our vision is to be a dynamic, valued and influential industry leader.

ORGANISATIONAL VALUES

- ♦ The dignity and worth of all people
- ♦ The capacity and commitment of any member to make a contribution
- ♦ The diversity and individuality of members
- ♦ Adherence to high ethical and professional standards
- ♦ Working with others to achieve common goals

STAFF VALUES

- ♦ **Reliability** – we aspire to provide reliable services through strong relationship building
- ♦ **Respect** – we mutually respect each other's strengths, limitations and encourage sharing of ideas
- ♦ **Commitment** – we strive to add value and make a difference
- ♦ **Communication** – we commit to open, honest and meaningful dialogue
- ♦ **Pride and Recognition** – we collaborate to celebrate our successes

ENVIRONMENTAL SCAN OF THE BUSINESS

SWOT ANALYSIS

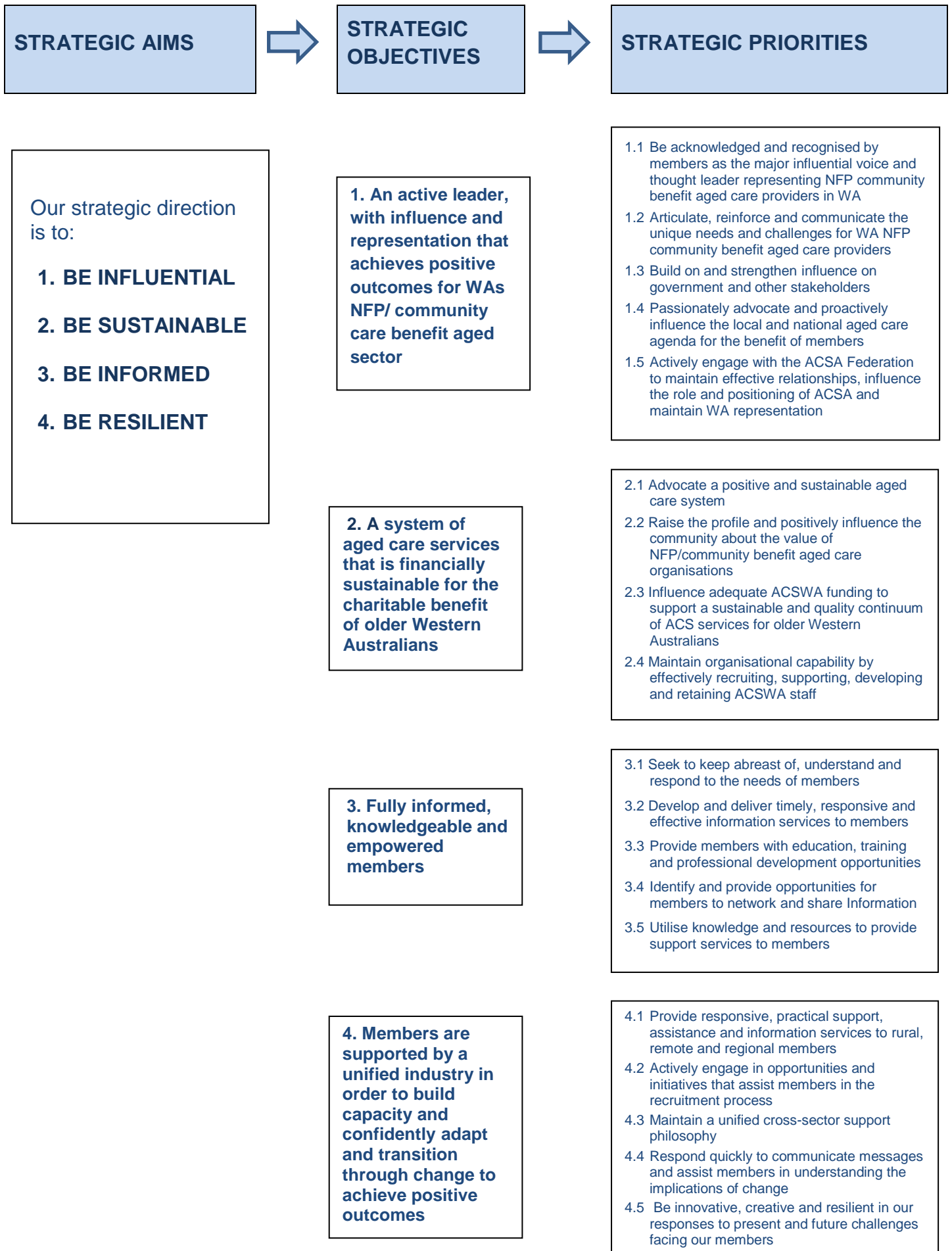
<p>Strengths</p> <ul style="list-style-type: none"> • Dissemination of info in a timely manner • Good relationships • Work collaboratively • Industry training/events • Listen & respond to members • Our staff – competent, passionate, professional, skilled • Recognised as ‘peak body’ • Diversity in our representation and PD • Size of membership • Reliable • Registration process/capability • Trusted and respected • Location • Strong advocates 	<p>Opportunities</p> <ul style="list-style-type: none"> • Research • Member Categories/benefits • Re-brand • Raising organisational awareness – community and member • Creating new relationships • Alternative funding • Expand small providers meeting • Retirement Living/Social Housing • Partnerships with other providers • Better marketing to non-members • Better utilisation of project databases • Jobs portal (expand marketing)
<p>Weaknesses</p> <ul style="list-style-type: none"> • Provision of services to R & R • Alliances with tertiary institutions • Succession planning • Internal policies/procedures • Database • Website • Planning • Social media • Research • Media profile • Collaborative opportunities • Organisational profile • ACSA relationship 	<p>Threats</p> <ul style="list-style-type: none"> • Size of membership • Narrow source of funding • Competition from external sources – events/training • More players entering market • Changing government policy/funding • Provider takeover small providers • Members growing/expanding across borders • ACSA operations eg. Sponsorship competition

ACSWA

OPERATIONAL

PLAN

STRATEGIC SUMMARY



1. Strategic Aim: TO BE INFLUENTIAL

Strategic Objective

An active leader, with influence and representation that achieves positive outcomes for WAs NFP/ community care benefit aged sector

Action Plan

Strategic Priorities	Actions
1.1 Be acknowledged and recognised by members as the major influential voice and thought leader representing NFP community benefit aged care providers in WA	A. Obtain, collate and disseminate information through committee representation, reference groups and working groups
1.2 Articulate, reinforce and communicate the unique needs and challenges for WA NFP community benefit aged care providers	B. Actively reinforce the unique needs of WA providers at a local and national level
1.3 Build on and strengthen influence on government and other stakeholders	C. Participate in lobbying and promoting ACSWA
1.4 Passionately advocate and proactively influence the local and national aged care agenda for the benefit of members	D. Actively work with WACOSS and other peak bodies to align communication strategies
1.5 Actively engage with the ACSA Federation to maintain effective relationships, influence the role and positioning of ACSA and maintain WA representation	E. Actively support the activities of the ACSA Federation

Management Operational Plan

	Measures	Lead
A1	Obtain, collate and disseminate information through committee representation, reference groups and working groups	Mgmt Team; CEO; All
A2	Undertake face to face meetings with members	Mgmt Team; CEO; All
A3	Engage targeted members in information sharing activities	Mgmt Team; CEO; All
B1	Reinforce the unique needs of WA providers at a local and national level	CEO; Chair
B2	Identify further opportunities to support R & R providers - meetings; special presentations; one on one meetings	Mgmt Team; All
B3	Build case studies to reinforce the unique needs of WA providers	CEO; Mgmt Team
B4	Use communications process to reinforce the unique needs of WA providers	All
C1	Development of Stakeholder Engagement Plan	CEO; Mgmt Team
C2	Use of external and social media as a medium for lobbying	CEO; Comms Officer
C3	Lobbying stakeholders, govt etc	CEO
C4	Preparation of submissions as form of lobbying	Mgmt Team
C5	All staff to be quick to identify media comment so that ACSWA can respond and leverage its position	All
D1	Actively engage with WACOSS and other peak bodies to align communication strategies	CEO; Mgmt Team
D2	CEO and Chair to be the first representatives of ACSWA to be called for comment	CEO; Chair

	Measures	Lead
E1	Work with ACSA to develop relationships with public/consumer groups in WA to rally their support for ACSAs advocacy to government	CEO; Mgmt Team
E2	Develop a business case to review opportunities to share resources through the Federation via the ACSA portal (i.e. presentations)	Mgmt Team

2. Strategic Aim: TO BE SUSTAINABLE

Strategic Objective

A system of aged care services that is financially sustainable for the charitable benefit of older Western Australians

Action Plan

Strategic Priorities	Actions
2.1 Advocate a positive and sustainable aged care system	A. Contribute to a sustainable aged care system
2.2 Raise the profile and positively influence the community about the value of NFP/community benefit aged care	B. Identify opportunities for promoting the NFP/community benefit sector
2.3 Influence adequate ACSWA funding to support a sustainable and quality continuum of ACS services for older Western Australians	C. Source opportunities for alternative funding Continuously review existing revenue streams to maximise ACSWA income
2.4 Maintain organisational capability by effectively recruiting, supporting, developing and retaining ACSWA staff	D. Review & update an attraction/retention strategy to identify and nurture talent

Management Operational Plan

	Measures	Lead
A1	Identify, review & recommend funding models to ensure sustainability of providers	CEO; Mgmt Team
A2	Ensure members are fully informed by providing prompt updates on funding changes	CEO; Mgmt Team
A3	Assist in providing resources (ie Funding Audit Processes)	CEO; Mgmt Team
A4	Provide advocacy and lobbying through submissions to government	CEO; Mgmt Team
B1	Promote the NFP/community benefit sector using social media	CEO, Comms Officer
B2	Maintain/promote the Jobs Portal	Mgmt Team; Project Mgr
B3	Expand the reach of the Jobs Portal to include volunteers	Mgmt Team; Project Mgr
C1	Continuously review existing revenue streams to maximise ACSWA income	CEO; BDM; Mgmt Team; Office Mgr; Project Mgr
C2	Expand capability of jobs portal – Training Directory	Training Mgr; Project Mgr
C3	Review other state's Govt/State funding and maintain appropriate links to alternative funding	CEO; BDM; Mgmt Team; Office Mgr; Project Mgr
D1	Conduct annual performance appraisals	Office Mgr; CEO
D2	Review roles, accountabilities authorities and interdependencies to ensure team cohesion	Office Mgr; CEO
D3	Encourage ACSWA staff to identify opportunities for continuous professional development/training	Office Mgr; CEO
D4	Development of Succession Plan	CEO; Mgmt Team

3. Strategic Aim: TO BE INFORMED

Strategic Objective

Fully informed, knowledgeable and empowered members

Action Plan

Strategic Priorities	Actions
3.1 Seek to keep abreast of, understand and respond to the needs of members	A. Consult with members on a regular basis
3.2 Develop and deliver timely, responsive and effective information services to members	B. Review & update communications plan to incorporate all possible formal and social communication channels
3.3 Provide members with education, training and professional development opportunities	C. Provide timely and topical education updates, training and professional development
3.4 Identify and provide opportunities for members to network and share Information	D. Maintain and promote what we are currently doing for the benefit of all members
3.5 Utilise knowledge and resources to provide support services to members	E. Utilise knowledge and resources to provide:: <ul style="list-style-type: none"> • Education • Advice • Information

Management Operational Plan

	Measures	Lead
A1	Actively seek to consult with members on a regular basis for feedback	CEO; Mgmt Team
A2	Ensure national committee perspectives are identified and relayed to members	CEO; Mgmt Team
A3	Conduct surveys/focus groups to obtain informal feedback	Training Mgr; Education & Events Co-ordinator
A4	Subject to capacity, undertake a disciplined process of identifying and attracting potential new members and participants/buyers of ACSWA services	CEO; Mgmt Team
A5	Nurture and promote existing member relationships	CEO; Mgmt Team
A6	Develop training needs analyses to target ACSWA training programs	Training Mgr, Mgmt Team
B1	Review applicability of electronic technology, such as use of Cyber Twins	Office Mgr; Comms Officer
B2	Utilise social media including Facebook and Twitter	Comms Officer; Office Mgr; CEO
C1	Conduct Training Needs Analysis	Training Mgr
C2	Schedule events bases on member requests	Training Mgr
C3	Keep abreast of industry updates	All
D1	Provision of community events: Member forums, public gatherings, education, breakfasts, general meeting & other events	Training Mgr; Mgmt Team; All
E1	Disseminate knowledge via Communication process: Link, eAlerts & emails	CEO; Mgmt Team; Comms Officer

4. Strategic Aim: TO BE RESILIENT

Strategic Objective

Members are supported by a unified industry in order to build capacity and confidently adapt and transition through change to achieve positive outcomes

Action Plan

Strategic Priorities	Actions
4.1 Provide responsive, practical support, assistance and information services to rural, remote and regional members	A. Identify opportunities to promote videoconferencing to R & R providers
4.2 Actively engage in opportunities and initiatives that assist members in the recruitment process	B. Lobby and advocate on behalf of the R & R organisations for work within the industry Build on and market Aged Care Jobs Portal Collaborate with other training organisations and bodies and external stakeholders who have a common interest – working in the aged care sector
4.3 Maintain a unified cross-sector support philosophy	C. Identify opportunities to promote a whole of industry approach
4.4 Respond quickly to communicate messages and assist members in understanding the implications of change	D. Provide information updates to members in a timely manner
4.5 Be innovative, creative and resilient in our responses to present and future challenges facing our members	E. Be adaptable and responsive to change Proactively, consistently and proactively communicate the benefits of change to members

Management Operational Plan

	Measures	Lead
A1	Conduct meetings/forums in regional areas	Training Mgr; Project Mgr; Office Mgr; Comms Officer; Mgmt Team
A2	Bring in partners to support R & R providers	BDM
A3	Review viability of establishing ACSWA connector-advisory network to refer R & R members to industry professionals: <ul style="list-style-type: none"> “ACSWA Connections” 1800 ACSWA connect 	CEO; Office Mgr; Mgmt Team
B1	Review ageing of aged care workforce and implications for member organisations	CEO; Board; Project Mgr; Mgmt Team
C1	Promote a whole of industry approach – events; LINK	CEO; Board; Mgmt Team
D1	Provide information updates to members in a timely manner via Events, Board; LINK; emails and disseminate info via website and eAlerts	All
E1	Keep abreast of challenges and issues that members are facing	CEO; Board; Mgmt Team; All
E2	Communicate benefits of change via Events; Link; website; eAlerts; emails	All