

# Operational Plan

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2017-18



## PURPOSE OF THE DOCUMENT

The annual Operational Plan sets out the services and specific actions ACSA will deliver each year.

## OUR VISION

Aged & Community Services Australia – A strong industry delivering the services Australians want.

## ABOUT ACSA

Aged & Community Services Australia (ACSA) is the leading aged care peak body supporting over 700 church, charitable and community-based, not-for-profit organisations. Not-for-profit organisations provide care and accommodation services to about one million older Australians.<sup>1</sup>

ACSA represents, leads and supports its members to achieve excellence in providing quality affordable housing and community and residential care services for older Australians.

Aged care providers make a significant \$17.6 billion contribution to the economy by producing outputs, employing labour, paying wages and through buying goods and services.<sup>2</sup> This is akin to the contribution made by the residential housing, beef and dairy industries. In many regional and rural areas aged care is the largest employer, which is where the majority, if not all, providers are not-for-profit.

ACSA members are important to the community and the people they serve, and are passionate about the quality and value of the services they provide, irrespective of their size, service mix or location.

ACSA successfully transitioned from a federated model to a national model. The strength of the membership has enabled ACSA to become and continue to be the PEAK body in the aged care industry.

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<sup>1</sup> Australian Government, Department of Health, Report on the Operation of the *Aged Care Act 1997*, December 2016.

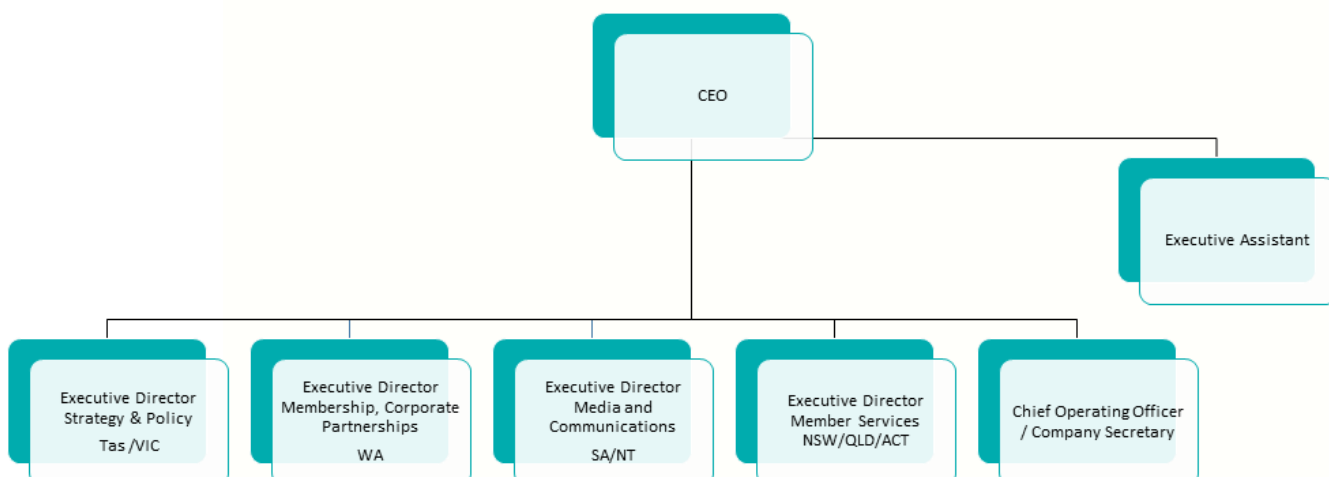
<sup>2</sup> Deloitte Access Economics, Australia's aged care sector: economic contribution and future directions, Aged Care Guild, June 2016, page 24.

## KEY SERVICES

ACSA provides a range of services to meet our member's needs, including:

- ❖ Strategic and responsive policy and advocacy;
- ❖ Employee relations;
- ❖ Member advice and assistance;
- ❖ Media and communications;
- ❖ Corporate partnerships;
- ❖ Events and education;
- ❖ Projects/Sector development; and
- ❖ Consulting to support smaller or rural and remote members.

## STAFF STRUCTURE



## KPIs - HOW WE WILL MEASURE ACSA

- ❖ Achieve budget targets
- ❖ 80% membership satisfaction – net promotor score
- ❖ Proportion of industry represented

## STRATEGIC DIRECTIONS

### BE THE LEADER

- ❖ Provide industry leadership
- ❖ Develop strategic policy
- ❖ Lead and respond to the reform agenda
- ❖ Own an information base (data and evidence)
- ❖ Advocate for the industry

### BE THERE FOR OUR MEMBERS

- ❖ Understand member needs
- ❖ Provide for Regional, Rural and Remote
- ❖ Develop the industry's workforce
- ❖ Improve the image of the industry

### BE THE CONNECTION

- ❖ Government
- ❖ Consumers
- ❖ Workers
- ❖ Peak bodies within and outside the industry
- ❖ Connection between members

### BE EFFECTIVE

- ❖ Effectively transition to a single national entity
- ❖ Leadership at all levels within ACSA
- ❖ Have the right people in the right jobs providing the right services
- ❖ Lead by example for our industry
- ❖ Enhance ACSA's service offering
  - Provide policy support
  - Generate opportunity for members
  - Support high-quality business practice
  - Assist in responding to changes in the market

**Please note:** Some actions cover more than one strategic outcomes but is listed only once.

BE THE LEADER								
What we will do	Service area	National / Divisions						
		National	QLD	VIC	NSW/ACT	WA	TAS	SA/NT
Develop strategic policy positions addressing current and emerging priorities and update all ACSA position papers (health, housing, retirement income policy, digital)	Strategy & Policy	X	X	X	X	X	X	X
Develop quality submissions that are seen as effective and leading the industry	Strategy & Policy	X	X	X	X	X	X	X
Enable proactive engagements with members discussing and debating policy options and industry issues	Strategy & Policy	X	X	X	X	X	X	X
Develop Government Relations Strategy – National and State	Government Relations	X	X	X	X	X	X	X
Organise effective federal parliamentary engagement activities that position ACSA as the ‘go to” organisation on aged care	Government Relations	X	X	X	X	X	X	X
Create a new structure and approach to working with corporates that ensures ACSA is the first choice for promoting their services to the aged care sector	Member & Corporate Partnerships	X	X	X	X	X	X	X

## BE THE LEADER cont.

What we will do	Service area	National / Divisions						
		National	QLD	VIC	NSW/ACT	WA	TAS	SA/NT
Develop a national events and education calendar	Education and Events	X	X	X	X	X	X	X
Develop and overarching Communications and Media Strategy	Media & Communications	X	X	X	X	X	X	X

## BE THERE FOR OUR MEMBERS

What we will do	Service area	National / Divisions						
		National	QLD	VIC	NSW/ACT	WA	TAS	SA/NT
Run a national information line covering members services, policy and employee relations advice	Strategy & Policy/Member Services, Employee Relations and Membership	X	X	X	X	X	X	X
Position ACSA as the contact for credible intelligence from the industry for policy	Strategy & Policy	X	X	X	X	X	X	X
Connect members with information, resources and industry best practice	Strategy & Policy	X	X	X	X	X	X	X
Build relationships with policy and decision makers at all levels of government, media and industry	Strategy & Policy	X	X	X	X	X	X	X
Represent members on industry, government committees and at consultations	Strategy & Policy	X	X	X	X	X	X	X
Educate Members about ACSA's political lobbying and approaches to working with politicians and respond to political enquiries from members in a timely manner	Government Relations Manager/CEO/National Directors	X	X	X	X	X	X	X

## BE THERE FOR OUR MEMBERS cont.

What we will do	Service area	National / Divisions						
		National	QLD	VIC	NSW/ACT	WA	TAS	SA/NT
Provide goods and services supply options (e.g. panel of providers) to meet members needs	Member services / Membership	X	X	X	X	X	X	X
Be a leader in education that is responsive to industry and members needs through a national calendar of events	Member Services	X	X	X	X	X	X	X
Provide an Employee Relations service nationally	Employee Relations	X	X	X	X	X	X	X



## BE THE CONNECTION

What we will do	Service area	National / Divisions						
		National	QLD	VIC	NSW/ACT	WA	TAS	SA/NT
Develop strong relationships with relevant public servants	Executive Leadership Team & Government Relations	X	X	X	X	X	X	X
Communicate outcomes of advocacy work being undertaken and involve members as appropriate	Government Relations	X	X	X	X	X	X	X
Provide business to business and business to member networking opportunities	Member & Corporate Partnerships	X	X	X	X	X	X	X
Connect with strategic partners to deliver events and education	Events & Education	X	X	X	X	X	X	X
Provide networking opportunities for members	Events & Education	X	X	X	X	X	X	X
Develop partnerships / alliances to strengthen the membership offer and / or ACSA's research capability.	Member Services and Member & Corporate Partnerships	X						
Develop a Member Engagement Framework	Member Services and Member & Corporate Partnerships	X						

## BE EFFECTIVE

What we will do	Service area	National / Divisions						
		National	QLD	VIC	NSW/ACT	WA	TAS	SA/NT
Rollout national services that meet member needs	Executive Leadership Team	X	X	X	X	X	X	X
Ensure the development of quality products and coverage of emerging, and current issues including measurable influence on Government policy and consumer advocacy	Strategy & Policy	X	X	X	X	X	X	X
Establish policy processes for role clarity, preparing position papers, member engagement, structure and protocols	Strategy & Policy	X	X	X	X	X	X	X
Address knowledge and information management including sharing / accessing information by members and staff	Operations	X	X	X	X	X	X	X
Provide feedback mechanism for member advice – member satisfaction tool	Member services / Operations	X	X	X	X	X	X	X
Reduce reliance on membership income to fund operations	Member & Corporate Partnerships	X	X	X	X	X	X	X
Develop overall communications strategy which ensures members and staff are informed and engaged	Media & Communications	X	X	X	X	X	X	X

## BE EFFECTIVE cont.

What we will do	Service area	National / Divisions						
		National	QLD	VIC	NSW/ACT	WA	TAS	SA/NT
Develop a Human Resources framework	Operations	X	X	X	X	X	X	X
Develop ACSA's finance and investment strategy	Operations	X	X	X	X	X	X	X
Set and review fees for members	Operations	X	X	X	X	X	X	X
Implement ACSA's governance framework	Operations	X	X	X	X	X	X	X
Implement new systems – MYOB, IMIS, Payroll, web improvements, staff training	Operations	X	X	X	X	X	X	X
Undertake business / continuous improvement across all service areas	Operations	X	X	X	X	X	X	X
Manage the overall brand	Media & Communications	X	X	X	X	X	X	X
Manage an informative and engaging website	Media & Communications	X	X	X	X	X	X	X
Ensure working effectively with the Board, Divisional Councils and Finance, Audit and Risk Committee	CEO	X	X	X	X	X	X	X