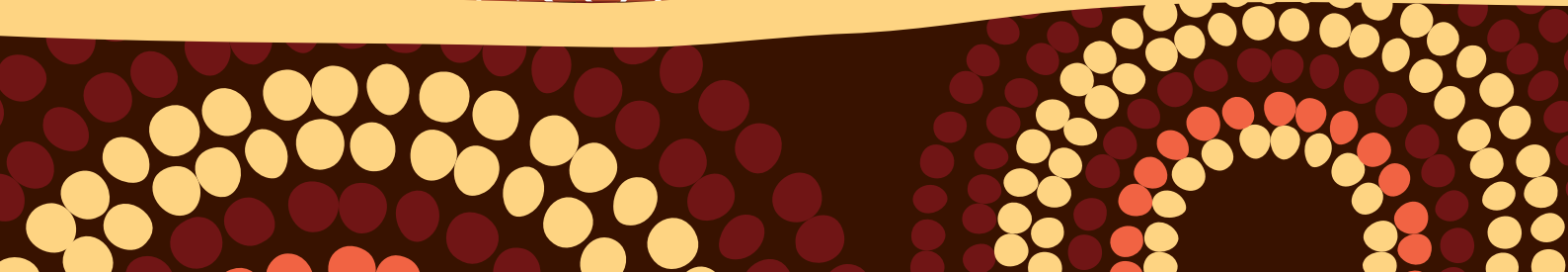
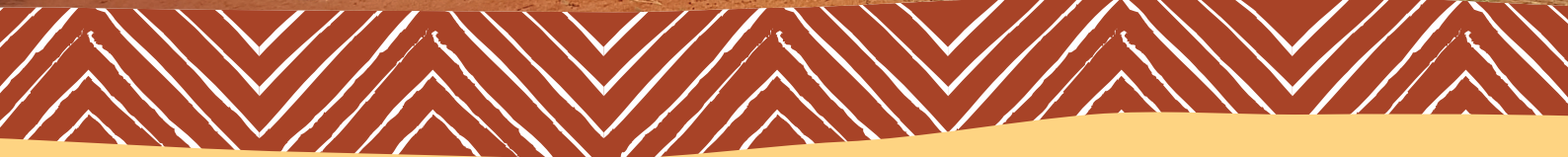




STRATEGIC PLAN 2023 - 2027

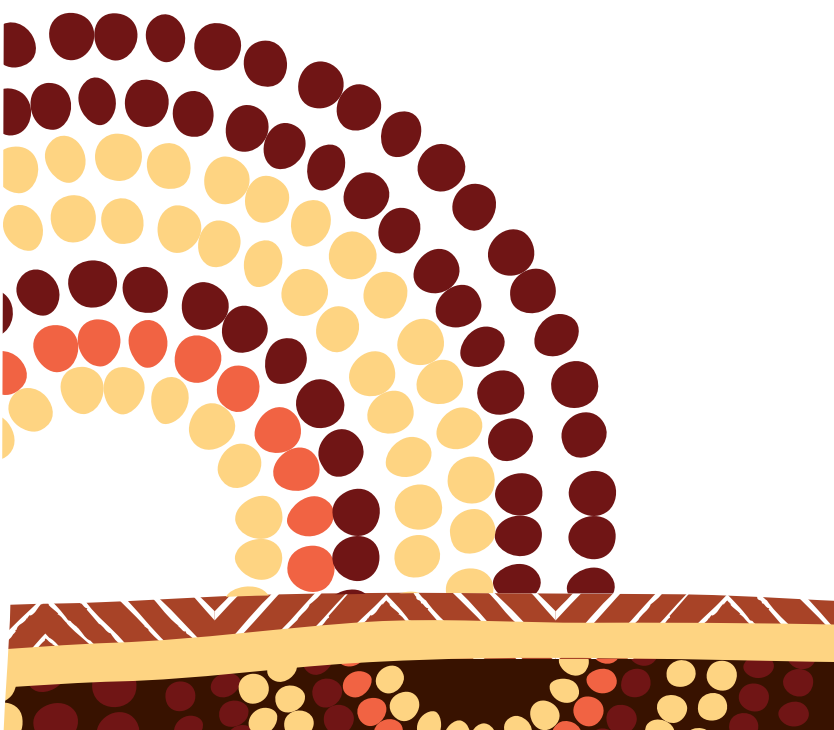
Aboriginal Community Services





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Introduction

This Strategic Plan of Aboriginal Elders and Community Care Services Inc. (ACS), was developed by the ACS Board and it sets out ACS's objectives and goals for the next four years. It also draws on objectives in the previous Strategic Plan.

The former Strategic Plan covered the years 2016-2021 and established a firm foundation for the growth of ACS. This Strategic Plan has dual focus of both achieving growth and also achieving excellence in what we currently do.

The Strategic Plan will be our key guide in how we will focus people, policies, practices, programs and priorities. The Plan will: assist the Board in their leadership responsibilities in reviewing our progress and direction; will assist management in aligning budgets to strategic outcomes; and; will assist our people see how their hard work is contributing to a sustainable organisation capable of assisting generation after generation of Aboriginal Elders.

3

The Purpose of the Plan

- Creates the foundation for high quality Governance meeting our requirements to Government and Aboriginal People
- Involves Aboriginal Elders in our Decision Making
- Provides an inspiring, ambitious and realistic platform to continually enhance our Social Impact and deservedly grow our Community reputation
- Tracks and celebrates our progress
- Continues to build on our history of achievements
- Provides a clear pathway to the future of ACS

How this Plan is Organised

The Strategic Plan contains several key elements:

- A Social Impact Statement of where we have been, who we want to be, who we are here for and why we are here
- Statements on the Values of ACS – the overriding principles that guide all ACS People, Practices and Decisions
- Our Four Strategic Pillars – Community, Culture, Corporate and Capability under which all of our strategic goals are aligned to
- The goals of ACS that combined form our Strategic Plan
- The ways we will measure success against the Plan



Social Impact Statement

Our Purpose

Aboriginal Community Services supports the growth of progressive and prosperous Aboriginal communities that are built on a foundation of respect, self-determination and accountability.

By empowering individuals, families and communities through choice and control of their needs, we connect our expertise, knowledge, passion, corporate and governance structures to build sustainable programs.

The lives of our clients are enriched through the delivery of cultural appropriate services that are continuously improved and represent value for money.

Our Vision

Our vision is to be a national service provider, recognised for the cultural and professional integrity and commitment to the self determination of current and future generations of Aboriginal communities, families and individuals.

Cultural Integrity

ACS is guided by our obligations and responsibilities in our decision making and activities to maintain, protect, preserve, promote, and adhere to First Nations cultural practices, lore and customs.

These obligations and responsibilities underpin our policies, service delivery and practices in the way we conduct ourselves when engaging with the consumers we serve and the communities we operate in. This extends to our business practices and advocacy with our partners, stakeholders and agencies we work with.



Our Values

We Value



Self-determination
Our clients have the right to choice control over their lives



Respect
Having regards for others feelings, choices, decisions and culture



Accountability
Accepting decisions have consequences



Sustainability
What we do will stand the test of time



Continuous Improvement
Always seeking ways to do better



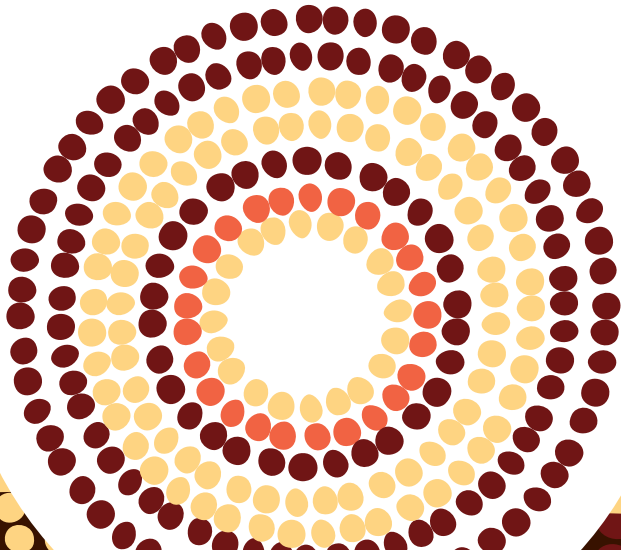
Value for money
Where efficiency and effectiveness are balanced



Connection to community
Fostering close connections and maintaining social interaction, interests and activities



Honesty and transparency
Being open with all the facts



The Four Strategic Pillars



ACS - Strategic Plan 2023 -2027

Social Impact Statement

Strategic Pillars

Actions

Milestones

Social Impact Statement

The lives of our clients are enriched through the delivery of cultural appropriate services that are continuously improved and represent value for money

Community

- Increased consultation and networking between ACS Leaders and Elders
- Community visits for all staff
- Undertake and respond to Community surveys
- Hold and support community events
- Audit cultural safety of work practices and client services
- Review service contracts
- Less reliance on contractors and contracted front line Community Workers
- Attract sponsors
- Pursuing grant opportunities that benefit community and align with ACS purpose.

Culture

- Elders representation on Board
- Elders voice to Board
- Elders feedback to Board
- Cultural Respect - core value
- Aboriginal Employment Leader – mentoring, traineeships, sponsorships
- Aboriginal Services Leader
- Undertake benchmarking research against national and international providers to First Nations Peoples
- Language and translation resources
- Advocate for Elders
- Donation program enhanced
- More team exchange between regional and metro services
- Celebrate our cultural competence and cultural safety
- Document, video and promote ACS stories and history
- Keep newsletter frequency and quality
- Improve uniforms.

Corporate

- Aged care industry leader
- Identify and pursue grant and funding opportunities that align with ACS purpose
- Develop strategic sub committees (SSC's) including strategic Plan SSC
- Establish risk sub-committee; Develop risk framework; Increase risk education
- Grow data appetite and systems
- Clinical governance framework and culture
- Recognition for industry firsts
- Investing in Innovation
- Regular self auditing against aged care standards
- Positive press releases
- Celebrate and recognise successes
- World-Class website
- Continually review social media impact
- Geographical expansion
- Stronger partnerships with funders.

Capability

- Grow Board skills and competence
- Clinical governance education
- Develop workforce plan and forecasts for 2023-2025
- Invest in staff training
- Enhance financial security and sustainability
- Build improvement opportunity pipeline
- Review systems against industry best
- Agility and pace to achieve grant and funding opportunities aligned to ACS purpose
- Investing in systems to improve client focus and work flows
- Review activities and focus on sustainable activities
- Business driven budgeting
- Identify what can be streamlined, automated, discontinued, replaced, undertaken less expensively

- Measurable improvement in community satisfaction and client satisfaction
- Cultural Competence accreditation
- Retention of Aboriginal staff
- Purpose linked and funded growth

- Public, SBS, ABC and NITV interest in ACS stories, successes and history
- Value of donations exceed former years
- Growth in APY Lands employment
- Meeting aged care standards
- International benchmark as provider to First Nations Peoples

- Transition to ASIC company
- Purpose aligned constitution
- Positive media releases publishing
- Continual improvement in website visits
- Revenue and reserves enhanced
- Continually improving quality and compliance within budget

- Healthy report card from Aged Care Commission
- Industry leader recognition
- Staff retention and engagement
- Board Member retention
- Increase in internal to external appointment ratio
- Excellence in governance
- Legal requirements consistently met



Aboriginal Community Services

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