



# Strategic Plan

2020-2024



**Seniors Rights  
Service**

# Message from the President

**I am proud to present Seniors Rights Service's Strategic Plan 2020-2024. This document sets out our vision for the operation of Seniors Rights Service for the next three years, and reflects our commitment to working with clients and stakeholders as we progress in the years ahead.**

The Strategic Plan 2020-2024 has been developed to best reflect insights acquired through extensive collaboration with, and contributions from, our clients, staff, board and stakeholders, and how we will put those insights into action. This strategic plan identifies innovative ways in which Seniors Rights Service will continue to do its work and reach many older people in need in New South Wales.

As our target population of those aged 65 and over continues to grow, with many from culturally and linguistically diverse backgrounds being increasingly recognised, our strategic plan addresses the need to meet the core challenge of effectively catering to this diverse and changing population. Through actively listening to and representing the older people of NSW, and empowering older people and their support networks to exercise their rights through educational and legal initiatives, Seniors Rights Service undertakes to consistently deliver high quality, equitable services to all older people.

Further, Seniors Rights Service recognises the importance of continuous improvement. This strategic plan prioritises streamlining our organisation's service delivery and fostering organisational sustainability in order to improve the efficiency of our services and maximise the impact of our work for our clients. Additionally, through identifying a number of focus areas and strategic priorities, including such goals as increasing strategic collaboration with other agencies and groups in NSW, we aim to provide more effective, integrated and client-centred services for older people.

The goals articulated in the Strategic Plan 2020-2024 demonstrate Seniors Rights Service's dedication to providing our clients with equitable, high quality services and codifies our service principles of empowering older people as active contributors to society. Our strategic plan will serve to guide us into the future as we continue to build upon our achievements and find more ways to improve our performance and service reach.

I want to thank the staff and volunteers of Seniors Rights Service, as well as our stakeholders and clients.

Importantly, I'd like to thank our clients for putting their trust in our services. We are a proud trusted organisation for older people in NSW, and the implementation of Strategic Plan 2020-2024 will help us continue to provide effective services for our clients.



**Margaret Duckett**  
President, Seniors Rights Service











The Strategic Plan 2020-2024 has been produced through the efforts of a number of individuals and representatives of organisations.

Seniors Rights Service would like to thank all involved for their contributions, including the Seniors Rights Service staff and key stakeholders.

Seniors Rights Service recognises and acknowledges Aboriginal and Torres Strait Islander peoples as Australia's First Peoples. We pay our respects to Elders – past, present and emerging – and to the Aboriginal and Torres Strait Islander peoples and communities on whose lands we work.

The strategic planning process was facilitated by:



Jenny Bray Training & Consulting

## Acronyms

|        |  |
|--------|--|
| ACNC   | Australian Charities and Not-for-profits Commission  |
| ACQSC  | Aged Care Quality and Safety Commission              |
| CALDB  | Culturally and Linguistically Diverse Background     |
| CoSec  | Company Secretary                                    |
| CEO    | Chief Executive Officer                              |
| CHSP   | Commonwealth Home Support Programme                  |
| CLC    | Community Legal Centre                               |
| EAAA   | Elder Abuse Action Australia                         |
| HCP    | Home Care Package                                    |
| ICT    | Information, Communication and Technology            |
| LBGTIQ | Lesbian, Bisexual, Gay, Transgender, Intersex, Queer |
| MOU    | Memorandum of Understanding                          |
| NACA   | National Aged Care Alliance                          |
| NFP    | Not-For-Profit                                       |
| OFT    | Office of Fair Trading (NSW)                         |
| OPAN   | Older Person's Advocacy Network                      |
| QA     | Quality Assurance                                    |
| RACF   | Residential Aged Care Facility                       |
| SRS    | Seniors Rights Service                               |
| WCAG   | Web Content Accessibility Guidelines                 |

# About Seniors Rights Service

Seniors Rights Service has been assisting older Australians as the leading provider of advocacy and rights information to older persons in New South Wales since 1986. Seniors Rights Service provides support and resourcing to older people to know their rights, and to be empowered and supported to insist on the enactment of their rights.

Seniors Rights Service has offices in Sydney and advocates in Port Macquarie, Ulladulla, Dubbo, Wagga Wagga and Lismore.

These sites were carefully selected to provide Seniors Rights Service optimal access to population groups described under the Aged Care Act 1997 as groups of people with special needs.

Supporting us in these aims, the NSW and Commonwealth governments provide a range of funding to deliver various services.

## Our Services

- Legal advocacy and legal information and education services for seniors;
- Advocacy services, delivered to people using, or wishing to access, in-home or residential aged care services;
- Education and information for seniors and service providers;
- Systemic advocacy.

## Our Vision

A society that respects and upholds the rights of older people.

## Our Purpose

The purpose of Seniors Rights Service is to raise awareness and empower older people to activate, uphold, extend and defend their individual rights. We foster communities to respect and value seniors and their rights. We achieve our purpose by providing legal services, aged care advocacy and community education.

## Our Service Principles

In all of its endeavours, Seniors Rights Service will:

- empower older people as rights holders and active contributors to society;
- provide high quality and timely service;
- provide access and equity in service to seniors, regardless of race, colour, national or ethnic origin, gender, marital status, disability, religion, political beliefs, sexual preference, or any other characteristic;
- support capacity development of staff to ensure they can deliver high quality service;
- collaborate with other organisations in pursuit of common goals;
- work with broader civil society to foster respect for older members of society and their individual rights.

## Our Priority Populations

Seniors Rights Service will prioritise engagement with older people who are:

- disadvantaged and vulnerable
- in regional, rural and remote locations
- culturally and linguistically diverse
- Aboriginal or Torres Strait Islander
- lesbian, gay, bisexual, transgender, intersex, queer or others.





# Uluru Statement from the Heart

We, gathered at the 2017 National Constitutional Convention, coming from all points of the southern sky, make this statement from the heart:

Our Aboriginal and Torres Strait Islander tribes were the first sovereign Nations of the Australian continent and its adjacent islands, and possessed it under our own laws and customs. This our ancestors did, according to the reckoning of our culture, from the Creation, according to the common law from 'time immemorial', and according to science more than 60,000 years ago.

This sovereignty is a *spiritual notion: the ancestral tie between the land, or 'mother nature', and the Aboriginal and Torres Strait Islander peoples who were born therefrom, remain attached thereto, and must one day return thither to be united with our ancestors. This link is the basis of the ownership of the soil, or better, of sovereignty.* It has never been ceded or extinguished, and co-exists with the sovereignty of the Crown.

How could it be otherwise? That peoples possessed a land for sixty millennia and this sacred link disappears from world history in merely the last two hundred years?

With substantive constitutional change and structural reform, we believe this ancient sovereignty can shine through as a fuller expression of Australia's nationhood.

Proportionally, we are the most incarcerated people on the planet. We are not an innately criminal people. Our children are alienated from their families at unprecedented rates. This cannot be because we have no love for them. And our youth languish in detention in obscene numbers. They should be our hope for the future.

These dimensions of our crisis tell plainly the structural nature of our problem. This is *the torment of our powerlessness.*

We seek constitutional reforms to empower our people and take a *rightful place* in our own country. When we have power over our destiny our children will flourish. They will walk in two worlds and their culture will be a gift to their country.

We call for the establishment of a First Nations Voice enshrined in the Constitution.

Makarrata is the culmination of our agenda: *the coming together after a struggle.* It captures our aspirations for a fair and truthful relationship with the people of Australia and a better future for our children based on justice and self-determination.

We seek a Makarrata Commission to supervise a process of agreement-making between governments and First Nations and truth-telling about our history.

In 1967 we were counted, in 2017 we seek to be heard. We leave base camp and start our trek across this vast country. We invite you to walk with us in a movement of the Australian people for a better future.







Ms Maureen Walsh and Dr Elizabeth McEntyre at the Reconciliation Action Plan launch, Seniors Rights Service, November 2019







## Focus Areas and Strategic Priorities (2020-2024)

| 1. Inform and Empower   | 2. Listen and Represent  | 3. Collaborate Strategically   | 4. Effective Sustainability  |
|---|--|--|--|
| Inform older people across NSW about their rights and empower them to exercise and/or defend their rights.                            | Actively listen to older people of NSW and advocate for or represent them effectively and diligently.        | Collaborate and partner with other agencies and groups to better serve the interests of older people of NSW.   | Continuously improve service quality and value in the organisation, build capacity and manage risk.  |
| <b>1.1</b><br>Ensure older people in NSW have access to information about their rights and available supports to defend them.         | <b>2.1</b><br>Identify what older people are telling us directly and indirectly and align service responses. | <b>3.1</b><br>Collaborate and partner with other agencies and groups to better serve the interests of older people who face additional barriers to service access and rights protection.         | <b>4.1</b><br>Develop and align resources to organisational objectives and industry standards.   |
| <b>1.2</b><br>Target education and support to those who may face additional barriers to accessing rights information and/or advocacy. | <b>2.2</b><br>Provide appropriate and quality advocacy services, legal advice and legal representation.      | <b>3.2</b><br>Form alliances with other agencies and groups to represent the issues of older people at local, state, Commonwealth and international levels, broaden reach and maximise resources | <b>4.2</b><br>Anticipate and prepare for increased service demand and complexity of issues, resulting from changing demographics and policy reforms. |
|   | <b>2.3</b><br>Accurately represent the issues and experiences of older people to all stakeholders.           |  | <b>4.3</b><br>Effectively manage organisational risk.  |

The Seniors Rights Service Strategic Plan 2020-2024 is a living document that will be reviewed each year. Seniors Rights Service will compare how the organisation is tracking against the strategic plan and adjust its rights-based approach.

## Strategic Priority 1: Inform and Empower

**Inform older people across NSW about their rights and empower them to exercise and/or defend their rights.**

**Strategy 1.1**      **Ensure older people in NSW have access to information about their rights and available supports to defend them.**

**Line #**      **How will we do this?**

1      Maintain current knowledge and information on the rights of older people and associated organisations.

2      Produce information products to effectively communicate to older people about rights and complaints or advocacy bodies.

3      **Develop and implement a communication and engagement strategy to ensure the information and education needs of diverse individuals living in all parts of NSW are addressed.**

4      Deliver information sessions about rights, self-advocacy and advocacy to older people receiving home-based aged care services or living in residential aged care facilities.

**Strategy 1.2**      **Target education and support to those who may face additional barriers to accessing rights information and/or advocacy.**

5      Progress the Seniors Rights Service Reconciliation Action Plan and, guided by Aboriginal people, provide information and advocacy resources to address their aged care rights and related needs.

6      **Adopt an Inclusion Plan to increase engagement and consider inclusion strategies from an external and internal perspective.**

7      **Consult with key client groups to develop and implement an Action Plan, outlining how Seniors Rights Service will reduce barriers to access for CALD clients and Lesbian, Gay, Bisexual, Trans and Gender Diverse, and Intersex elders.**

8      Ensure website is accessible and compliant with the Web Content Accessibility Guidelines 2.1.



## Strategic Priority 2: Listen and Represent

Actively listen to older people of NSW and advocate for or represent them effectively and diligently.

**Strategy 2.1** Identify what older people are telling us directly and indirectly and align service responses.

**Line #** **How will we do this?**

9 Develop a Listen-Respond-Listen Strategy to identify client expectations and find effective ways to respond and seek feedback on our efficacy.

**Strategy 2.2** Provide appropriate and quality advocacy services, legal advice and legal representation.

10 Deliver Strata, Retirement Village and General Legal Services to older people.

11 Deliver aged care advocacy services to older people accessing Commonwealth funded aged care services.

12 Provide Social Support for older people at risk of, or experiencing abuse.

8 Ensure website is accessible and compliant with the Web Content Accessibility Guidelines 2.1.

**Strategy 2.3** Accurately represent the issues and experiences of older people to all stakeholders.

13 Provide input into legislative or policy reviews, discussion papers, consultations relating to aged care, elder abuse and related issues.

14 Leverage media to represent the issues of older people of NSW at local, state, Commonwealth and international levels.

## Strategic Priority 3: Collaborate Strategically

**Collaborate and partner with other agencies and groups to better serve the interests of older people of NSW.**

**Strategy 3.1** Collaborate and partner with other agencies and groups to better serve the interests of older people who face additional barriers to service access and rights protection.

**Line #** **How will we do this?**

15 Partner with organisations that represent Aboriginal and Torres Strait Islanders, culturally and/or linguistically diverse communities and other priority populations to extend our service delivery further into these communities.

**Strategy 3.2** Form alliances with other agencies and groups to represent the issues of older people at local, state, Commonwealth and international levels, broaden reach and maximise resources.

16 Collaborate with government, NFPs and other non-government agencies, networks and advisory bodies of influence at local, state and federal levels.

17 Contribute to international efforts to protect the rights of older people.  
Continue to foster Australian civil society to ensure our national and international efforts are maximised.

18 Work effectively with government to improve the quality and safety of aged care for older people, through the Aged Care Quality and Safety Commission.



## Strategic Priority 4: Effective Sustainability

**Continuously improve service quality in the organisation, build capacity and manage risk.**

**Strategy 4.1      Develop and align resources to organisational objectives and industry standards.**

**Line #              How will we do this?**

19              Analyse gaps between current and required staff skills and plan to develop or hire appropriately.

20              Ensure all Board directors understand their Australian Charities and Not-for-profits Commission (ACNC) responsibilities and attend relevant courses.

21              Ensure organisational sustainability by maintaining, growing and diversifying funding sources.

22              Optimise assets and resources for all regional centres.

23              Meet legal and regulatory requirements by establishing a framework for managing, monitoring and reporting on compliance.

**Strategy 4.2      Anticipate and prepare for increased service demand and complexity of issues, resulting from changing demographics and policy reforms.**

24              Develop a plan which matches future services demand and capacity to respond, including growth in regional capability.

**Strategy 4.3      Effectively manage organisational risk.**

24              Develop, update and manage a detailed Risk Management Plan.

# Your rights Your voice

Legal | Advocacy | Education



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