

MESSAGE FROM THE CHAIR



I am proud to present Seniors Rights Service’s Strategic Plan 2024-2028. This document sets out our vision for the operation of Seniors Rights Service for the next four years and reflects our commitment to working with clients and our staff as we progress in the years ahead. We commit to providing a client centred service that is effective, integrated and focuses on the voice of the older person and their loved ones.

The Strategic Plan 2024-2028 has been developed to best reflect insights acquired through extensive collaboration with our clients, staff, board and stakeholders and how we will put those insights into action. This strategic plan highlights the importance of two key themes of our work with a focus on the people we serve and the people we employ. We will grow relevance and reach to best serve the increasing population of diverse older people across NSW and we will build our staff’s capacity to meet this growing demand through a strong culture and flexible practices.

Seniors Rights Service recognises the importance of continuous improvement and this strategic plan highlights organisational sustainability and details high quality data collection to improve the efficiency of our services and maximise the impact of our work for our clients.

The goals articulated in the Strategic Plan 2024-2028 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 reach and engage older people and be an employer of choice for our excellent staff.

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

Importantly, I’d like to thank our clients for putting their trust in our services. We are a proud and committed organisation working for and with older people in NSW and the implementation of our Strategic Plan 2024-2028 will help us continue to provide valuable services for all our clients.

Hakan Harman

Chair, Seniors Rights Service

OUR PURPOSE

Why we exist

To advocate for older people, assisting them and their carers to claim their rights and supporting them in the exercise of those rights, so they enjoy a rich life as senior and respected members of the community with dignified and equitable access to the care and support they need.

Who we work with

All older people and particularly those who:

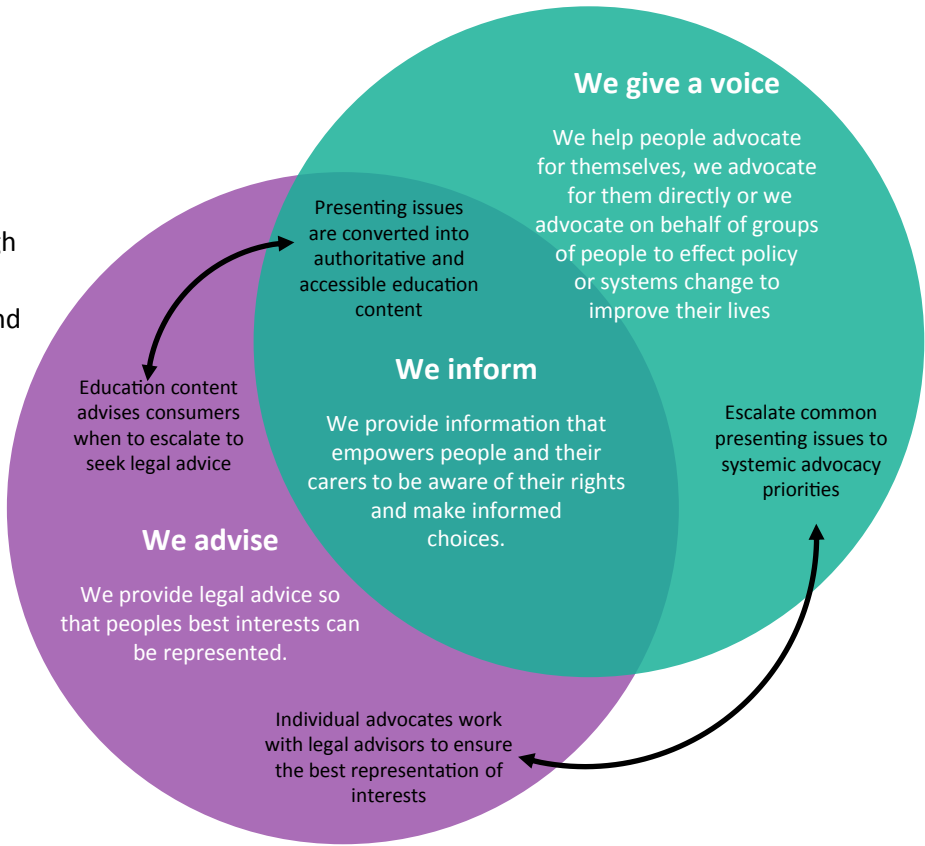
- Are isolated and disconnected
- Are in unstable or transient housing
- Have communication or cognitive limitations
- Are from First Nations communities
- Experiencing or at risk of experiencing violence or trauma



OUR ROLE

What we do

We give voice through advocacy, inform through education and advise through legal services.



We do so within the following principles:

- We embed a human rights approach in everything we do
- We maximise access by offering face-to-face, outreach, phone and online options
- We encourage early contact and intervention
- We work with older people irrespective of race, ethnicity, gender, age, disability, sexuality and culture
- We collaborate with other organisations to achieve what is in our client's best interests

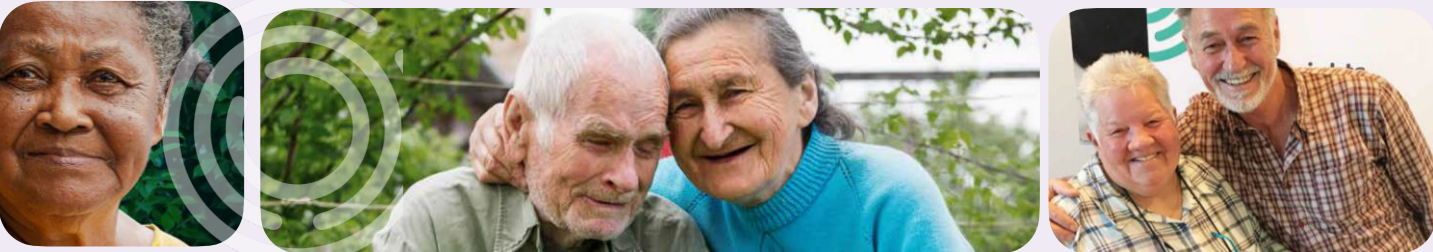
OUR FOCUS OF EFFORT

THEME 1

Focus on the people we serve

| So that we grow relevance and reach we will: | |
|--|---|
| a) Grow our visibility so that people who need us can reach us easily | Extend our communications to diverse organisations that support older people and those providing services already embedded in community |
| | Develop communications that reach ‘soon to be’ ageing groups and carers |
| | Promote our services to other organisations with a clear service offering and documented referral pathways |
| | Provide proactive outreach to vulnerable people and priority populations |
| b) Serve our clients better by growing our areas of specialisation and better connecting these | Review our internal referral criteria and workflow to better connect our own services |
| | Deliver service growth as per funder expectations |
| | Build relationships with key people in adjacent organisations |
| c) Define and act upon key systemic advocacy priorities | Identify key systemic advocacy priorities informed by our data |
| | Engage regularly with key stakeholders and funders |
| | Prioritise and develop high impact submissions and policy papers |
| d) Improve data collection linked to results, quality and compliance | Develop and continually improve systems that provide business insights, and meets regulatory/funder requirements across service streams |
| | Develop and collate organisational KPIs against benchmarked data and generate service improvement plans from these |

OUR RESULTS AND FUTURE VISION



| Assurance | Measure | Target by end 2028 |
|----------------|--|--|
| Awareness | Percentage of older people and carers who know about Seniors Rights Service | +20% against 2024 baseline |
| | Representation in residential aged care facilities each year | 100% |
| Uptake | Percentage of <i>vulnerable</i> older people utilising Seniors Rights Service | 8% of target population occasions of service |
| Service growth | Presence through physical locations and partnerships | Physical presence in Newcastle, Western Sydney, South Coast and one other regional site and through outreach sites |
| Satisfaction | Client and carer satisfaction: Willingness to recommend Seniors Rights Service | > 60% across all services |
| Influential | Unsolicited requests for policy or system design input | > 4 meetings/publications per year |
| | Number of sector policy position contributions | > 4 per year |

THEME 2

Focus on the people we employ

| So we have the human capability to meet growing demand we will: | |
|--|---|
| a) Build the capacity of teams and individuals aligned with a strong culture to meet growth demand | Identify leadership capability needs and gaps and invest to fill these with a range of learning and support options |
| | Develop structures and flexible practices to enable hybrid work including risk management, document accessibility and communication tools |
| | Develop organisational structures to match growth and expanded demand |
| | Articulate desired culture and enable staff to incorporate this into daily work practices |
| b) Build the essential capabilities and perspectives for a high performing organisation | Uplift data literacy capability of all staff |
| | Develop core data coordination role to support ownership and administration of organisational performance data |
| | Heighten accountabilities for performance and compliance and develop cultural standards for managing poor performance |
| | Provide internal education and capacity building for all staff to understand and ensure seamless service delivery |
| | Ensure internal capability to respond to grant and tender opportunities |
| | Heighten the Board’s skill base and facilitate strategic insight and foresight |



| Assurance | Measure | Target by end 2028 |
|--------------------|--|---|
| Workforce | Retention rate of staff | >80% |
| | Vacancies minimal because capable staff are attracted to work at Seniors Rights Service | < 2 key roles vacant at any one time |
| | Staff are engaged | < 60 days average to fill vacant roles |
| | Staff would recommend Seniors Rights Service as a good place to work | Staff engagement score > 70 > 60% favourable feedback from staff |
| Leadership | Staff perception of leadership is good or excellent | 80% (Subject to baseline) |
| Sound organisation | | |
| Finance | Acquit funding | 100% |
| | Consolidate, maintain and diversify existing funding sources | Additional 5% accumulated growth with funding pipeline developed |
| Compliance | Policies and procedures are current and fit for purpose Meet compliance requirements including financial and regulatory | Policy review schedule and accreditation Zero non-compliance |
| Good governance | Monitoring external environment and anticipate impacts on operations and results | Annual Board work plan delivered |
| Governance | Board carries out priority tasks and meets Board key performance indicators | |