Vision

The rights, needs and interests of older people are valued across the South Australian community

Mission

We will listen to older South Australians.

We will be an independent voice for all older South Australians, whatever their background and wherever they live.

We will advance the rights, needs and interests of older people through policy development, advocacy and targeted programs and activities.

Who we are

COTA SA is the peak body representing the interests of older South Australians.

It has 17,000 individual members and 250 seniors’ organisations, such as aged care providers, councils and educational institutions, with a combined membership of more than 60,000.

Through our membership in the national COTA federation we influence national policy that affects older Australians and draw on the resources and expertise of our national body.

COTA SA’s strategic plan is for a four-year period, from 2014 to 2017.
Strategic aims

Our aim is to advance the rights, needs and interests of older South Australians.

To do this, we will pursue five key strategies:

1. Profile & reputation
   - Promote COTA SA as South Australia’s peak body on ageing through highly regarded policy, programs, and services that reflect the diversity of South Australia’s older population

2. Advocacy & policy
   - Influence decision-makers in government, business, the community and the media through our high-quality research, policy, advocacy and communication

3. Programs & activities
   - Develop and deliver a suite of programs and activities tailored to promote the participation, rights, needs and interests of older people

4. Business & commercial development
   - Increase and diversify the revenue stream to the organisation to ensure its long-term viability

5. Capacity & sustainability
   - Invest in innovation, best-practice contemporary management, technology and our human resources to ensure we have the skills and means to achieve our goals over the medium to long term

These aims will be supported by two-year operational plans.

We will review our progress on an annual basis and, aware of the environment in which we operate, will revise these goals and operational plans as necessary.
### Strategic aim 1: Profile and reputation

**Profile & reputation**

Promote COTA SA as South Australia’s peak body on ageing through highly regarded policy, programs, and services that reflect the diversity of South Australia’s older population

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<th>FOCUS</th>
<th>STRATEGIES</th>
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| **Key relationships** | • Develop and deliver a key relationships strategy that:  
  • Identifies, targets and influences key relationships within the government, not-for-profit, research, service delivery and business sectors  
  • delivers funding, revenue, partnerships and collaboration  
  • maximises COTA SA’s influence in ageing policy and advocacy  
  • is supported by the resources, including human resources, to be delivered effectively |
| **Membership** | • Develop and deliver a membership strategy that increases individual and organisational members and maximises COTA SA’s peak body status and influence by:  
  • undertaking market research  
  • providing greater value to all members  
  • contributing to increased organisation resources, including financial resources  
  • maximising COTA SA’s influence in ageing policy and advocacy  
  • maximising uptake of services and programs |
| **Profile and communication** | • Develop and deliver a targeted communications and media strategy that:  
  • reaches older people, those engaged with older people, and decision-makers  
  • promotes recognition of COTA SA as the peak ageing policy and advocacy body in the state  
  • advances opportunities for partnership, revenue, collaboration and funding,  
  • promotes awareness and uptake of COTA SA services and programs  
  • provides the resources, including human resources, to be delivered effectively  
  • Build COTA SA’s communication capacity, including through social media  
  • Maximise the opportunities for the COTA SA Board to promote the |
organisation through existing networks and participation in communications activities

**Strategic aim 2: Advocacy and policy**

**Advocacy & policy**

Influence decision-makers in government, business, the community and the media through high-quality research, policy, advocacy and communication

**FOCUS**

**STRATEGIES**

**Policy**

- Deliver policy that influences decision-makers in all sectors through its clarity of purpose and sound evidence base through:
  - identifying and prioritising issues for policy focus
  - facilitating the input of older people, including those from Indigenous and culturally and linguistically diverse backgrounds, into policy development through effective listening and engagement
  - drawing on the best research to develop evidence-based, reliable and highly regarded policy positions
  - renewing the Policy Council’s role to assist in developing and influencing policy positions at the state and national level
  - effectively managing and delivering the required resources and skills

**Research**

- Influence the research agenda on ageing, including through partnering with research bodies

**Advocacy**

- Renew and consolidate COTA SA’s advocacy at a systemic level through:
  - prioritising areas for advocacy in which COTA SA can maximise its influence, including for Indigenous and culturally and linguistically diverse older people
  - identifying and establishing productive working relationships with key decision-makers and bodies and with the media
  - building partnerships with individuals and organisations to undertake joint opportunities for advocacy
  - reviewing the capabilities and resources required to support our advocacy effort
  - Develop and deliver a targeted communications strategy to support policy and advocacy priorities

**Representation**

- Review our system of representation to better manage, support and maximise the input of external representatives
  - Prioritise and take up opportunities for representation on a range of external advisory and advocacy bodies
Strategic aim 3: Programs & activities

**Programs & activities**

Develop and deliver a suite of programs and activities tailored to promote the participation, rights, needs and interests of older people

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**FOCUS**

**STRATEGIES**

**Program development**

- Develop innovative and responsive programs and activities for our stakeholders that reflect their diversity and support COTA’s policy objectives through:
  - reviewing the current suite of programs and activities to ensure effectiveness
  - identifying current organisational skills and resources in the programs and projects area
  - assessing the market demand and available opportunities for programs and activities
  - developing programs and activities based on market demand, effectiveness, organisational strengths, and organisational priorities
  - addressing the gaps in resources and skills to support new and existing programs

**Program delivery**

- Deliver a suite of programs and activities that responds to the needs and interests of older people by:
  - developing models for the financial sustainability of programs and activities
  - ensuring the greatest reach of programs, including to those from Indigenous and culturally and linguistically diverse backgrounds, regional and remote areas, and areas of social and economic disadvantage
  - effectively managing and delivering the required resources and skills for the delivery of quality services
  - adopting organisation-wide quality improvement models to increase the effectiveness and efficiency of programs

**Financial viability**

- Contribute to COTA SA’s financial viability through programs and activities, including by:
  - actively pursuing government funding and grants
  - further developing user-pays models of service delivery
  - seeking sponsorships and partnerships including the private sector
  - leveraging off opportunities from individual and organisational memberships
Strategic aim 4: Business & commercial development

**Business & commercial development**

Increase and diversify the revenue stream to the organisation to ensure its long-term viability

### FOCUS

#### Business development

- Develop a business model that establishes new income streams, builds on existing streams and supports COTA’s policy objectives, including through:
  - undertaking market research to identify revenue opportunities and program and service demand
  - working with existing partners to maximise and diversify business opportunities
  - seeking out new partners, clients and revenue sources
  - developing new revenue-generating products and services
  - increasing the number of fee-for-service programs and services offered
  - leveraging existing organisational capacity and building new capacity

#### Membership

- Contribute to the development of a membership strategy that increases individual and organisational members and maximises membership revenue, with an emphasis on:
  - targeting the new cohort of the baby boomer generation
  - increasing the value of membership to individuals and organisational members
  - developing new products, services and benefits for members, in association with the COTA federation and CMS

#### Partnerships and alliances

- Increase the range of business partnerships and alliances that add value to COTA SA services while spreading risk
- Pursue joint venture partnerships which allow COTA SA to draw on the expertise, expand the consumer market, and accelerate commercial activity

#### Intellectual property

- Develop and protect intellectual capital and property
- Maximise commercial return from intellectual property
Strategic aim 5: Capacity & sustainability

Capacity & sustainability

Invest in innovation, best-practice contemporary management, technology and our human resources to ensure we have the skills and means to achieve our goals over the medium to long term

FOCUS

STRATEGIES

Governance

- Develop a governance framework for the organisation by:
  - reviewing the current governance arrangements of the organisation
  - developing and putting in place policies and procedures identified within the framework
  - developing a cohesive and comprehensive compliance management system, including for legislative compliance
  - strengthening the governance oversight role of the COTA SA Board, including in areas of audit, risk management, and financial management
  - providing training for staff, board members and other volunteers on issues of governance and governance management

Financial management

- Ensure adequate revenue at all times to cover the organisation’s activities
- Continuously improve the financial management system and resources of the organisation to ensure best practice and reduce financial risk

Quality improvement

- Develop a culture and system of quality improvement that streamlines work, adopts best practice management across the organisation, and improves effectiveness and efficiency in program delivery

Risk management

- Develop a risk management policy and system that identifies and prioritises risk, manages risk and delivers the resources to minimise risk for the organisation

Information management

- Design and deliver in an information technology strategy to improve and modernise the effectiveness and efficiency of COTA SA’s internal management and external communications through:
  - targeted investment in IT
  - training and skills development for staff and volunteers
  - growth of social media and other emerging technology capacity for both internal and external activities
  - Design and deliver an intellectual property management
system, supported by the required resources

Human resources

- Develop a cohesive human resource management strategy and management system that:
  - strengthens and maintains a culture of high productivity, including through review of job descriptions and staff roles
  - identifies the skills needs and gaps within the organisation
  - recruits and retains high-calibre paid staff and volunteers
  - invests in the skills development of staff and volunteers to meet the aims of the organisation
  - develops succession plans for key positions
  - recognises and supports flexible working arrangements
  - ensures compliance with all work health and safety requirements.