



ENGAGEMENT PLAN

with stakeholder map for ACWIC Strategic
Actions

2020-22



Overview

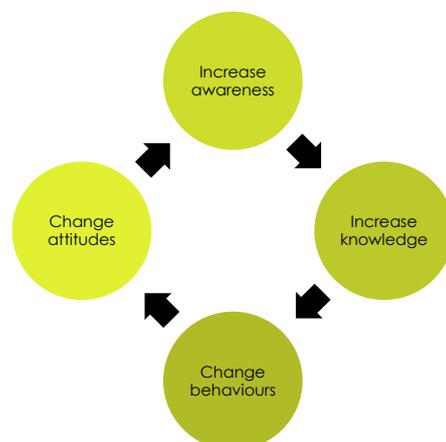
The Aged Care Workforce Industry Council is committed to the delivery of effective stakeholder engagement as it drives reform that shifts negative public perceptions of aged care, embeds consumer-centred care in practice and creates a workforce more responsive to changing service demands.

The Aged Care Workforce Industry Council (the Council) is committed to working with a broad range of stakeholders to create a better, more sustainable aged care system.

We undertake a range of engagement activities to ensure stakeholders understand, collaborate and inform the Council's work on the 14 Strategic Actions and recommendations arising from [A Matter of Care, Australia's aged care workforce strategy \(the Strategy\)](#).

The principles of engagement outlined in this Plan are universal, but based on the issue, the level of engagement, governance and process, and how we engage with stakeholders will vary. We also recognise that stakeholder engagement is an evolving process and that our approach will continue to mature as we learn and build on our engagement programs.

The Council has four core communication and engagement objectives:



Plan Purpose

This Plan reflects our commitment to continue to:

- work with our stakeholders;
- build on past engagement experiences; and
- continue to embed effective stakeholder engagement practices across Industry.

It also reflects our intent to implement a more strategic and tailored approach to how we engage with our stakeholders to implement 'A Matter of Care'.

The Council acknowledges the need for a different type of engagement given Industry and Government is leading the Strategy's implementation. It recognises there are a number of stakeholders who play key roles in implementing strategic actions, including aged care providers, consumer organisations, workforce representatives and Government.

Engaging well, every time

The overall objective of this Engagement Plan is to improve how we engage with our stakeholders and ensure their views and needs are an integral part of our implementation of 'A Matter of Care'.

Our underlying intent is to work with stakeholders to drive the Industry-led implementation of the 14 Strategic Actions and supporting recommendations of the Strategy.

Our engagement will:

- Support the sustainability of aged care reforms in the long-term;
- Meet changing consumer, Industry, Government, workforce and community expectations of aged care services;
- Underpin an improved relationship between industry organisations, workforce and consumers;
- Ensure we meet best-practice engagement and show leadership in the aged care industry.

A principled approach

These key principles underpin industry-led engagement. They are universal to all types of engagement undertaken by the Council and are used to guide all engagement activities, from informing strategic Council decision making to the delivery of our key projects aligned to the Strategic Actions.

Best Practice	Follow regulatory & best practice guidelines & show leadership in the industry in stakeholder engagement.
Inclusive	Be inclusive, inviting stakeholders' views where appropriate.
Inform	Inform our stakeholders via open, clear, relevant & timely communication.
Transparent	Be transparent, clearly outlining what stakeholders can expect from us & how their views will be taken into account.
Listen	Listen to & seek to understand our stakeholders' views & concerns.
Responsive	Consider & respond to concerns, providing prompt and clear feedback.
Consistent	A proactive, coordinated & consistent approach to engagement across the business.
Prioritise	Engage early & ensure engagement is prioritised and tailored to specific issues, audiences and projects.
Measureable	Measure the success of engagement and apply learnings in designing & developing future engagement.

Our Stakeholders

We have a broad and diverse range of stakeholders across Australia. They include workforce, service providers, consumers and their families, government, regulators, higher education providers, corporate organisations, health professionals and community organisations.

More than 1.3 million people access or use some form of aged care.¹ They are supported by their families, carers and entities trusted or designated to act on their behalf, and the local community. Each has a perspective that needs to be heard.

A stakeholder is anyone who has an interest in our activities, whether they are an individual or a representative of a group or organisation and includes people who are affected by our actions as well as people who may influence our decisions.

The Council values stakeholder engagement highly because of the positive impact quality engagement will have on the implementation of 'A Matter of Care'.

¹ Aged Care Workforce Strategy Taskforce (2018) *A Matter of Care: Australia's Aged Care Workforce Strategy*, June 2018,

Stakeholder identification

In order to drive the effective implementation of the Strategic Actions, the Council recognises the need to engage beyond the aged care sector itself and build strong relationships employment, education and industrial relations stakeholders.

Engaging these stakeholders, as well as our traditional aged care base, will ensure workforce reforms are both relevant and sustainable.

Details of the specific key stakeholders we have identified for each Strategic Action are provided in the 'Stakeholder Maps'. These Maps are working documents that are maintained by Council staff in close consultation with Council Directors.

Both the Stakeholder Engagement Plan and Maps are 'living' documents and will be updated as new engagement priorities emerge during the Industry-led implementation of the Strategic Actions.

<https://www.health.gov.au/resources/publications/a-matter-of-care-australias-aged-care-workforce-strategy> (accessed 5 August 2020).

Our Engagement Priorities

Based on our understanding of the key implementation challenges facing the Council, we have identified five key themes as priority areas for engagement over the next three years.

Stakeholders with an interest in, or connection to, these identified themes are a priority for Council engagement and are listed in our Stakeholder Maps.

Key themes:

➤ **Leadership**

Embedding long-lasting cultural change and galvanising industry leadership to be visible, collaborative, and unified.

➤ **Workforce**

Creating consistent aged care approaches to job families, job design, jobs pathways, career development and succession planning in aged care.

➤ **Fit**

Attracting and keeping the right people who are the right fit for the industry and the workplace.

➤ **Future**

Coordinating complex care needs for the elderly.

➤ **Collaboration**

Shifting community attitudes and changing the way the industry presents itself to the community.

Tailoring our approach

The creation of Stakeholder Maps aligned to each Strategic Action, enables Council to develop tailored approaches to stakeholder engagement. Executing these maps will enable Industry to respond to specific stakeholder engagement needs associated with certain activities.

For each Strategic Action, the Stakeholder Map identifies:

- **the key stakeholders;**
- **area of influence and interest;**
- **engagement approach;**
- **key engagement tools;**
- **project phase of engagement; and**
- **frequency of engagement.**

This granular approach to engagement allows us to customise when, how and who should be engaged in the implementation of each strategic action.

Progress on implementing Strategic Actions

The Council, together with Industry and Government, has already commenced work in support of several strategic actions.

This work has been informed by significant and ongoing stakeholder engagement that has been fundamental to the success of progress to date.

The Council, Industry and Government has involved stakeholders in:

-  Undertaking a workforce study to provide a quantitative and qualitative analysis of the aged care workforce. This supports Strategic Actions 7 and 12 and includes the capacity to track workforce attitudes over time. Engagement has been with Government and analytics research companies who have received input from over 120,000 respondents;
-  Piloting an aged care digital learning platform. This supports Strategic Action 6 and gives providers the capacity to tailor training to their specific learning needs and track the benefits of that training. It includes engagement with

education specialists and aged care providers;

-  Supporting the Aged Services Industry Reference Committee (IRC) and SkillsIQ to reform national training qualifications and skill sets as well as examine improved career structures, including progression. These activities align to Strategic Actions 3 and 4 and includes engagement with higher education, health, assistive technology and aged care and other IRCs.
-  Leading Industry sign-up to a Voluntary Industry Code of Practice that establishes key standards for aged care providers to meet. This is Strategic Action 2 and includes strong Council engagement with Industry peak organisations and wider collaboration with providers and consumers through workshops and webinars, the latter facilitated by an independent facilitator;
-  Developing a plan for a social change campaign in line with Strategic Action 1. This focuses on shifting negative perceptions of aged care, with implementation over the next three years. Initial engagement has been with Industry and Government with extensive, wider engagement; planned;

-  Developing a plan for Strategic Action 6 to drive the information collection on current workforce planning practices, identify those most effective and incorporate them into a best practice workforce planning booklet for providers. Early engagement has been through a working group comprised of Industry representatives with plans for an Industry-wide survey;
-  Creating a Remote Accord to address aged care matters specific to remote areas. This aligns to Strategic Action 11 and has included national and local consultations across Industry Government and consumers; and
-  Identifying the best organisation to be a Centre for Translational Research to provide quality, current data for service providers to base improvements (Strategic Action 12). This has included preliminary Government and Industry engagement as well as the establishment of an evaluation panel to consider recent responses to the request for quote.

Our Measures of Success

The primary measure of the Council's success in stakeholder engagement will be its standing within the sector and with Government.

We hope this standing will be driven by the Council's success in assisting both Industry and Government to engage the right people at the right time as they implement the Strategic Actions. Our aim is to help drive implementation in a manner that is both valued and effective.

The Council's secondary measure of success is that because of its strong engagement, the Industry sees value in ACWIC's continued role as a key player in the sector.

