

Aged & Community Care Providers Association

Annual Report 2023-24

We are stronger together

ACCPA 
Aged & Community Care Providers Association



Acknowledgement of Country

ACCPA acknowledges Traditional Owners of Country throughout Australia and recognises their continuing connection to land, water and the community. We pay our respect to Aboriginal and Torres Strait Islander cultures, and to Elders past and present.

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2023-24 highlights

As we embark on our four-pillar strategic plan, we acknowledge the work we have achieved to date, and look forward to an exciting future that brings strong outcomes for our members and the wider aged care services sector.



Our members

- Record membership of 1,086 aged care providers, with many of them multi-site operators
- 93% of members have a positive experience with ACCPA
- 78% of members felt they were maximising their membership benefits
- An impressive net promoter score of 44+, indicating most members are pleased with ACCPA
- We proudly represent three in four aged care providers, and 60% of retirement communities, across Australia



Member support

- 11,360 record member interactions across ACCPA
- 5,428 member support requests actioned
- 4,726 state-based member interactions
- 2,091 separate employment relations matters actioned



Our advocacy

- 31 national submissions and 17 state-based submissions
- 257 meetings with politicians and ministerial advisors
- 26 media releases and 1,351 media mentions
- \$2.2 billion additional funding for 5.75% wage increase
- Government commitment to fund Stage 3 Fair Work Commission Work Value Case



Our people

- Expanded to 112 talented individuals who bring a wealth of knowledge, skills and experience to our team
- New ACCPA values guiding our work
- New Flexible Working Policy supporting the choice of work in the office or remote work from home



Education and training

- 3,832 participants from member and non-member organisations accessed the 65 ACCPA learning and professional development courses available
- 7,000+ visitors and 1,400+ users accessed resources on our CHSP Advisory Hub
- 12,011 candidates registered for the Home Care Workforce Support Program nationally
- 77 partner organisations participated in the Nursing Transition to Practice Program and 60 nurses completed the program
- 35 training workshops for residential services with 545+ participants
- 2,045 delegates at our ACCPA National Conference 2023, making it the largest aged care services sector event
- 2,199 delegates across all ACCPA state conferences



Driving continuous improvement

- 90+ new and updated resources added to ACCPA SQMS
- 266 ACCPA SQMS subscribers, 91 ACCPA Quality Portal subscribers, 151 ACCPA Member Support Portal registrations
- Resources available in the ACCPA Governance Portal and Governance Framework
- New ACCPA Innovation Strategy and Memorandum of Understanding with Aged Care Research & Sector Innovation Australia to enhance workforce capability and support innovation



Building partnerships

- 307 associate partners (217 retained and 90 new)
- 387 exhibition stands at conferences with support from 82 sponsors, including 60 major sponsors
- 22 stakeholder industries represented



Supporting consumers

- New ACCPA Consumer Advisory Committee to ensure ACCPA's policy positions support our members and are aligned to the needs of older Australians engaging with aged care services
- Two ACCPA Care & Ageing Well expos (Melbourne and Perth) to provide valuable information about aged care services to individuals and families

About us

Who we are

ACCPA is the national sector association for aged care providers offering retirement living, seniors housing, residential care, home care, community care and related services.

ACCPA exists to unite aged care providers under a shared vision to enhance the wellbeing of older Australians through a high performing, trusted and sustainable aged care sector. We support our members to provide high quality care and services while amplifying their views and opinions through an authoritative and comprehensive voice to the government, community and media.

Our sector serves to make better lives for older Australians, and so do we.

Our history

ACCPA was formally established in June 2022 after strong support from aged care providers and stakeholders for a united voice for the sector in Australia.

We have grown rapidly over the past two years and now represent a majority of providers of aged care services – from urban centres to remote locations.

We proudly continue the legacy of two former leading peak bodies for the aged care services sector – Leading Age Services Australia and Aged & Community Services Australia – and express our gratitude to all who worked to build the foundations of a better ageing future for this nation.

Our pillars

Our four strategic pillars and their sub pillars underscore our approach to everything we do and drive ACCPA's work.

Pillar 1: Purposeful advocacy, informed by evidence and the views and experiences of our members and consumers.

- 1.1 Build an evidence-based vision and roadmap for the future of aged care and housing that places older people at its heart.
- 1.2 Position ACCPA as a credible, influential and trusted voice.
- 1.3 Provide proactive and responsive advocacy on the issues that matter most to our members and consumers.
- 1.4 Call out ageism wherever and whenever we see it and make meaningful progress towards a society that truly values and respects older people and those who support them.
- 1.5 Create a positive profile for our members and the aged care, retirement living, and seniors housing sectors.

Pillar 2: Unite, through leadership and alliances, the voices of aged care reform.

- 2.1 Ensure that the voices of our members guide everything we do.
- 2.2 Actively listen to the voices of residents, consumers and carers and engage them in co-design.
- 2.3 Build alliances and partnerships that drive positive change and sector sustainability.
- 2.4 Collaborate with stakeholders to raise the profile and reputation of our sector.
- 2.5 Engage globally to share, develop and define leading practice.

Pillar 3: Encourage a capable, innovative and trusted sector that has continuous improvement at its heart.

- 3.1 Attract, retain and upskill the aged care workforce to meet the needs of the sector.
- 3.2 Drive a culture of continuous improvement to support the delivery of high quality, safe and sustainable services.
- 3.3 Facilitate and encourage partnerships that nurture innovation and deliver purposeful change.
- 3.4 Enable learning, collaboration and sharing of knowledge, experience and world-class practice across the sector.
- 3.5 Support aspiring and current leaders in all roles to learn, practice and be recognised for effective and contemporary leadership and governance.

Pillar 4: Build ACCPA's capability and culture to deliver for members.

- 4.1 Build an empowered and collaborative, learning culture that celebrates our vision, purpose and values.
- 4.2 Invest in our people and create an environment with innovation and experimentation at its core.
- 4.3 Value the diversity, wellbeing and talent of our people.
- 4.4 Deliver excellent member experience and value, that positions ACCPA membership as indispensable.
- 4.5 Position ACCPA as an agile organisation with capacity for growth.

Chairman's message

As the aged care services sector in Australia turns a pivotal corner, this poses both challenges and opportunities for our members.

In the face of ongoing legislative reform and in an environment of shifting community expectations, it is vital we remain united and speak with one voice.

With a membership base spanning three-quarters of all aged care providers – across residential care, home and community care, and retirement living and seniors housing – it is our responsibility to consult broadly on the issues that matter most, both internally with our members and externally with other stakeholders including consumers.

The work of our ACCPA team has been instrumental in securing the collective voice of this vital sector, and throughout 2022-23 our people have worked diligently to not only assist and support members but also to effectively respond to government policy initiatives – ensuring aged care providers are heard at the highest level.

ACCPA has been dedicated to campaigning strongly particularly in the areas of workforce recognition, attraction, retention and professional development, as well as the upcoming Support at Home program, the pending new Aged Care Act and funding reforms.

We developed and delivered numerous networking and information sharing opportunities for our members and the wider sector through online and face-to-face events, including the ACCPA National Conference – Australia's largest aged care event.

Our work in supporting innovation underscores the ongoing need for new strategies, cutting-edge technologies and progressive management approaches to address the evolving challenges and opportunities within aged care.

Our commitment to presenting a strong, united voice to the media and to reframe the public perception of aged care by highlighting positive stories and celebrating excellence is proving successful, while also serving to position ACCPA as the first option for media comment.

Our ongoing engagement with our members and stakeholders through effective communications in a range of formats and delivered across various channels means we are adept at disseminating important information widely.

It has been an enormous honour to serve as inaugural chairman on the Board of ACCPA and to help shape the organisation into the effective powerhouse for aged care that it is today – in just two years.



**Dr Graeme Blackman AO FTSE FAICD, Chairman
Aged & Community Care Providers Association**

CEO's message

It has been an incredible privilege to continue serving as ACCPA's Chief Executive Officer over the past 12 months.

In 2023-24, we developed and launched a three-year strategy anchored by four key pillars: purposeful advocacy; unifying the voices of aged care reform; driving continuous improvement in the sector; and building internal capability to serve members.

Our work throughout the year was guided by these strategic priorities, and I am pleased to report significant progress across all areas.

We focused on uniting the voices of aged care reform, embodying our tagline 'we are stronger together'. By listening to members and collaborating with stakeholders, we presented impactful, purposeful and well-considered policy positions, strengthening this sense of unity.

A major focus was on delivering authoritative, robust and evidence based advocacy and guidance to policy makers, both proactively and responsively – informed by the experiences and perspectives of our members.

A key part of our success is the idea of 'many voices, one message', which saw us work collaboratively with members to deliver consistent and undivided messages to as many stakeholders as possible through our collective networks.

Over the year, we worked diligently to advocate for our members, workers and the older people who require aged care services – acknowledging the role of our sector as the provider of best-practice, high-quality care to older Australians, and our role as facilitator.

Our contribution to the development of a new Aged Care Act is something I consider one of our most important pieces of work that will herald a new era for aged care in Australia.

Like all our advocacy efforts, we looked to our members for their input in carefully structured workshops and this collective opinion proved invaluable to our submission to government on the

Exposure Draft and our unwavering advocacy to achieve bipartisan support for the Act.

I was honoured to represent the views of our members as part of the Aged Care Taskforce – another key initiative that produced a report containing 23 recommendations to support the financial sustainability of aged care in this country and consider the potential role for consumer contributions.

When we were given the green light to discuss the Taskforce after the release of the report, we hit the airwaves hard to voice the position of ACCPA members and with our help, it became the biggest story of the day across the country.

This is just one example of our ongoing commitment to becoming the singular voice for aged care in Australia.

Through our advocacy work, we engaged with policy makers to influence key decisions, achieving notable successes such as the Australian Government's decision to fully fund the 5.75 per cent wage increase for aged care workers and fully fund Stage 3 of the Fair Work Commission Work Value Case.

In response to challenges with 24/7 registered nurse and care minutes requirements, particularly in remote areas, our efforts helped secure \$85.6 million over four years to develop virtual nursing support and refine these requirements.

With the upcoming establishment of the new Support at Home program, we successfully sought more time for reform to allow home care providers to prepare for significant adjustments and called for more clarity and information along the way.

Our new State Member Councils and National Member Council have given members an even greater chance to provide strategic feedback on the direction of ACCPA and to highlight areas of specific need in individual states and territories, further enhancing our ability to provide dedicated advocacy and support.

We continued strong engagement with members on the ground, both face-to-face and remote, while our communications continued to provide a single source of truth to members. A national organisation, we worked hard throughout 2023-24 to reach as many members as possible, holding 152



state forums as well as regional tours and on-site visits across Australia.

We were delighted to hold our second ACCPA National Conference, attracting over 2,000 delegates, and increase of around 300 from the previous year, and cementing the event as the largest gathering of aged care professionals in Australia.

Throughout the year, our professional development and events offerings provided numerous training and networking opportunities for the aged care workforce – from executives and boards to direct care workers.

We launched the innovAGEING program to create collaboration across the sector by facilitating innovation and digital transformation, and we maintained a presence on the global stage.

I was honoured to present at the World Ageing Festival in Singapore in May 2024 and also act as a judge at the Eldercare Innovation Awards. I was delighted to see more Australian entrants than last year, and we are excited to be partnering with Ageing Asia, the event organisers, to increase this even further in 2025.

Through our work this year, we made significant progress in clarifying our vision, identity and operational approach – a credit to our highly motivated, passionate, caring and skilled staff.

Our achievements have positioned us as a strong, member-focused, highly engaged and agile organisation – and we plan to capitalise on this momentum into the future.

Tom Symondson, Chief Executive Officer, Aged & Community Care Providers Association

Our members

In 2023-24 we supported 1,086 members across Australia from residential care, home care, community care, seniors housing and retirement living, with the majority located in New South Wales, Victoria and Queensland.

With almost three-quarters of all aged care providers represented by ACCPA, we support not-for-profit entities, as well as private and public operators.

We were pleased to see significant member retention and an increase of 93 members compared to the previous financial year.



1,086

members across Australia from residential care, home care, community care, seniors housing and retirement living



ACCPA represents

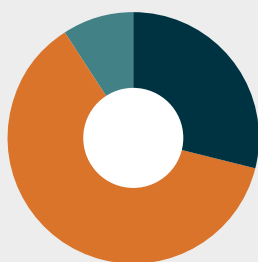
74.35%

of Australia's aged care sector service providers

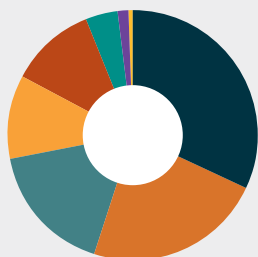


93

new members



● **31.4%** private
● **60%** not-for-profit
● **8.6%** public



● **32.5%** NSW
● **24.1%** VIC
● **16.4%** QLD
● **11%** SA
● **10.4%** WA
● **3.7%** TAS
● **1.4%** ACT
● **0.5%** NT

Growing our communication channels

Digital communications

Our digital communications are designed to deliver unparalleled member value by ensuring members stay informed, connected and empowered within the aged and community care, retirement living and seniors housing sectors.

Our commitment is to provide timely and relevant information, ensuring members have the knowledge and support they need when they need it, through targeted electronic member eNewsletters, social media updates, our website and our sector magazine.

Throughout 2023-24, we continuously refined and enhanced our communication strategies in response to member feedback.

In our 2024 second quarterly member pulse survey, member communications were ranked as ACCPA's most valued and utilised member benefit and service, achieving an impressive rating of 87 out of 100. This high level of satisfaction was consistently reflected across surveys throughout the financial year.

Member eNewsletters

In 2023-24, we issued approximately 405 member communications, representing a strategic 17 per cent reduction from the previous financial year's total of 486 communications.

This reduction was aimed at enhancing the quality and relevance of each communication, ensuring our members receive the most impactful and necessary information.

Our eNewsletters consisted of the following digital communications:

- ACCPA Informer for keeping members up-to-date about important information and news
- Member Alert for timely information about immediate issues
- Media Bulletin delivered every weekday to member CEOs and nominated voting representatives
- What's On dedicated to ACCPA events and professional development
- CEO Insights to provide high level advocacy updates and connect with member CEOs and nominated voting representatives.



Social media

Over the past year, our social media presence experienced substantial growth across all platforms.

On LinkedIn, our followers increased by an impressive 80 per cent, growing from 6,699 to 12,055. This significant rise reflects our enhanced engagement strategies and higher content quality, resulting in a high post engagement rate of 5.48 per cent, well above the average.

Our Facebook community also expanded significantly, with a 48 per cent increase in followers, rising from 3,383 to 4,992. Our posts on Facebook enjoyed a strong engagement rate of 3.88 per cent, indicating our ability to connect meaningfully with our audience.

Our content on LinkedIn and Facebook reached 273,582 and 359,266 individuals, respectively. This extensive reach underscores our commitment to broadening our impact and engagement with stakeholders.

On X (formerly Twitter), our smallest platform, we saw a 29 per cent increase in followers, growing from 453 to 588. The engagement rate on X was 4.22 per cent, surpassing the typical range and demonstrating effective audience interaction.

These metrics highlight not only our successful social media strategies but also our dedication to maintaining and growing our community.



Followers **6,699 to 12,055**

increase of **80%**▲

▶ Page impressions **562,549**

▶ Post impressions **539,986**

▶ Page reach **273,582**



Followers **3,383 to 4,992**

increase of **48%**▲

▶ Page impressions **484,984**

▶ Post impressions **149,128**

▶ Page reach **359,266**



Followers **453 to 588**

increase of **29%**▲

▶ Post engagement **4.22%**

▶ Post impressions **44,229**

- **Followers:** The number of people who followed our social media account.
- **Average post engagement rate:** The average engagement rate for the posts published to our pages or accounts
- **Page impressions:** The number of times any content from or about our page or account was displayed on a person's screen.
- **Post impressions:** The number of times our posts appeared on someone's screen.
- **Post reach:** The number of people who saw our posts.
- **Page reach:** The number of people who saw any content from or about our page or account.

Website

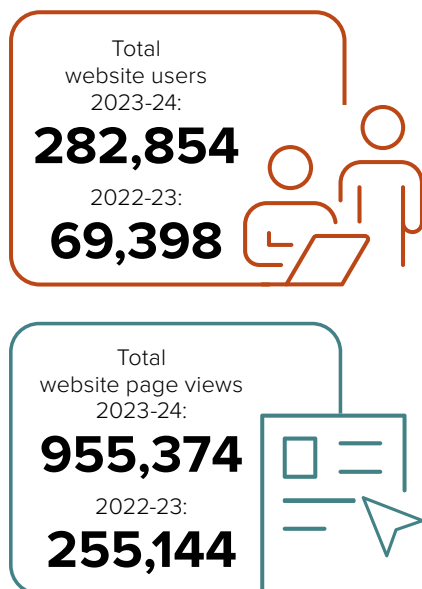
We witnessed remarkable growth and engagement from our online community since the launch of our website on 1 July 2022.

Over the 2023-24 financial year, our website (accpa.asn.au) achieved significant milestones in user engagement and activity, with 282,854 website users and close to one million total page views.

These statistics reflect our commitment to providing valuable content and resources, along with an outstanding user experience.

The substantial increase in both users and page views highlights the effectiveness of our digital strategies and the growing interest in our offerings.

We look forward to continuing this positive trajectory in the coming year.



ACCPA magazine

ACCPA's official magazine, *Aged Care Today* is a quarterly publication launched in September 2022.

The leading magazine for the aged care services sector in Australia, it features informative articles from providers, suppliers, innovators and thought leaders across aged and community care and seniors housing – providing an opportunity for ACCPA members, ACCPA partners and other stakeholders to showcase their best-practice efforts, initiatives and new ideas.

We also published articles from Minister for Health and Aged Care Mark Butler and Minister for Aged Care Anika Wells, as well as Aged Care Quality and Safety Commissioner Janet Anderson PSM.

Four issues were published in 2023-24 with an electronic distribution of more than 20,000 across the sector and related stakeholder groups for each issue.

All issues of *Aged Care Today* are available online (issuu.com) and on the ACCPA website (accpa.asn.au), while printed copies are delivered by direct mail to ACCPA members, ACCPA partners, key stakeholders and magazine contributors.

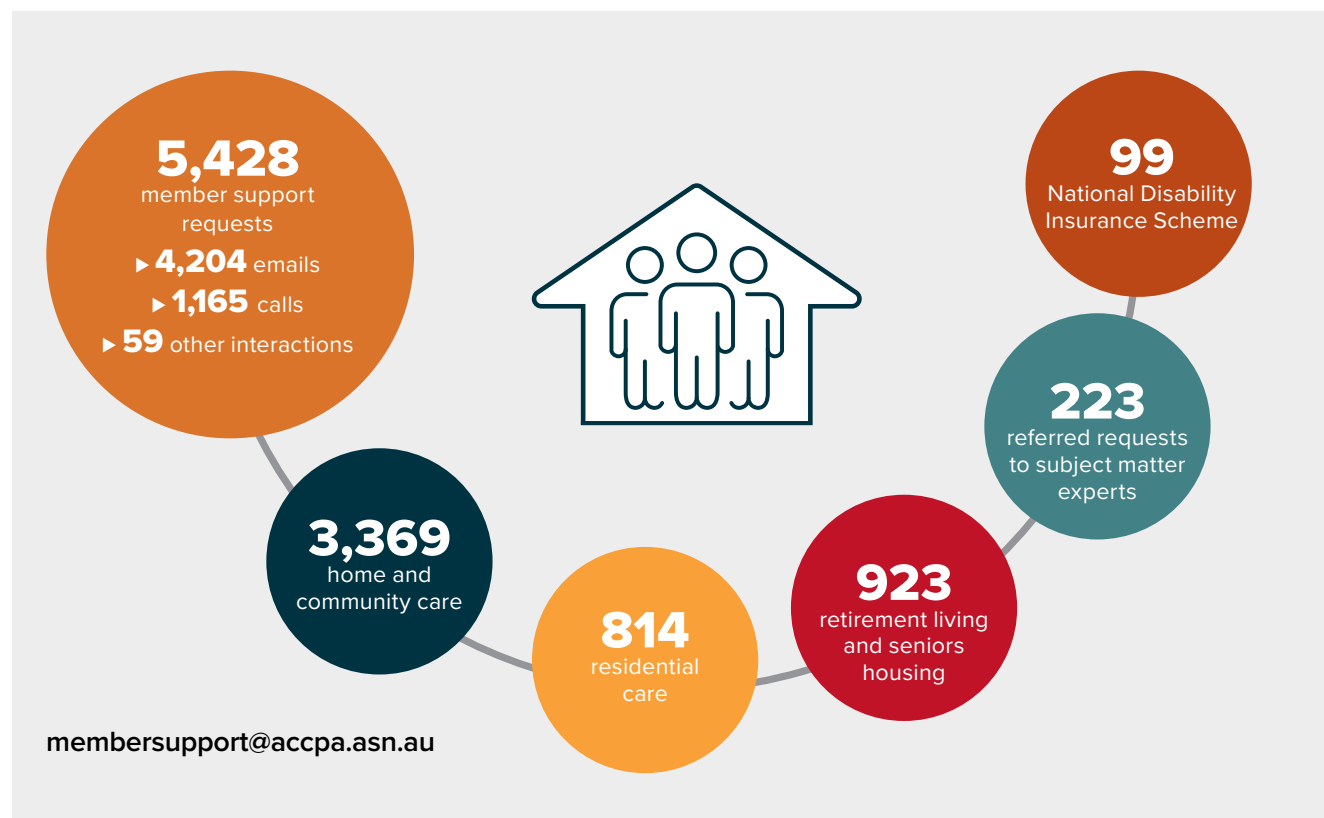


Member support

Our members are the reason we exist, and we are committed to providing an outstanding member experience.

In 2023-24 we responded to a total of 5,428 unique instances of member support requests, with the majority of them (3,369) related to the home and community care sector.

Our subject matter experts responded to 223 requests for assistance, while 99 were related to the National Disability Insurance Scheme.



We work hard to help aged care providers deliver an outstanding ageing experience. Photo credit: Whiddon (ACCPA member)

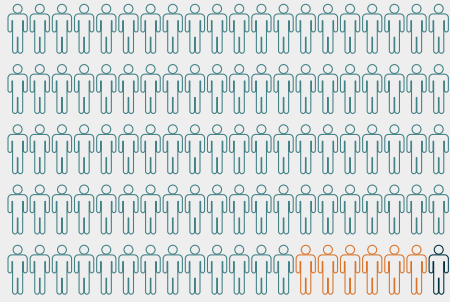
Member survey

We measure our success not only in the work we do, but to the degree to which our members are satisfied with the direction we are taking and the benefits they are receiving.

Our quarterly pulse survey from quarter two in 2024 showed 93 per cent of ACCPA members have a positive experience with us. This score was six per cent higher than a year ago.

Overall, the survey showed a rating of 81 out of 100 members are satisfied with our products and a rating of 84 out of 100 are satisfied with our people, with an overall Net Promoter Score of 44+ meaning the majority of ACCPA members believe we are 'awesome'.

The feedback we get from our quarterly surveys is extremely valuable because it helps us improve and develop our products and services.

**93%**

of members have a positive experience with ACCPA.

We continue to see an increase in member engagement and satisfaction, with our member experience score **up 6%** from Q2 2023.



+10
points from
Q2 2023

Net Promoter Score (NPS)

44

NPS represents member experience and loyalty ranging from -100 to +100.

An NPS higher than 30 indicates that **the majority of members feel that ACCPA is awesome.**

Satisfaction score of member benefits

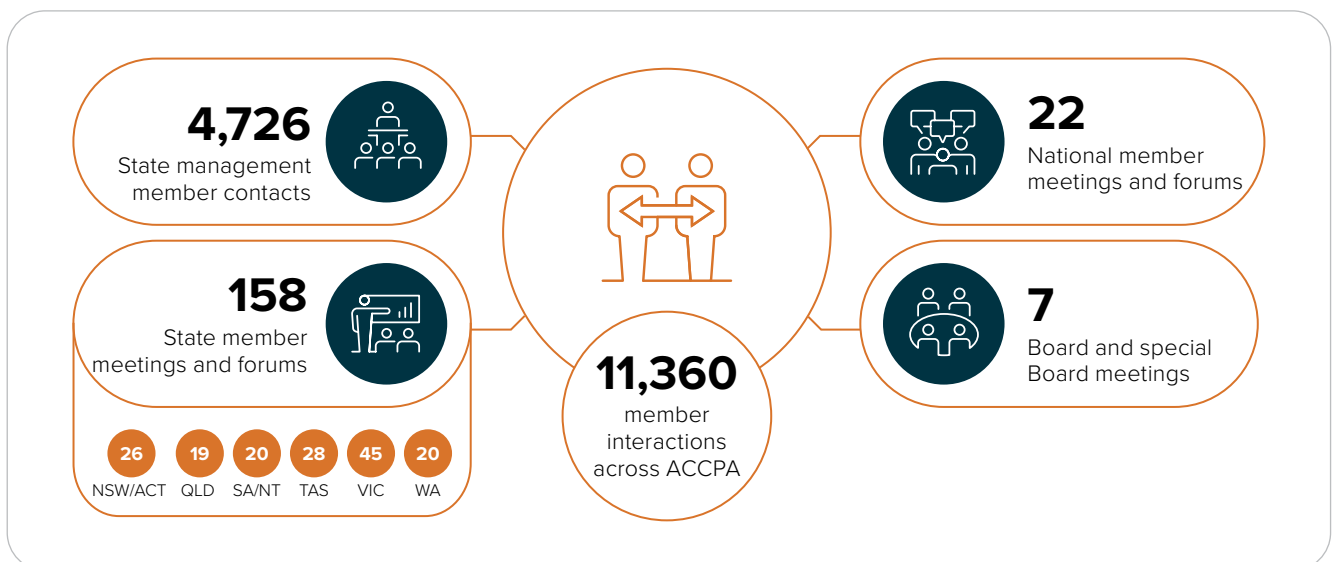


Member engagement

Member engagement is a particular focus for ACCPA, and we offer many different opportunities for members to engage with and contribute to our work.

Our activities include national and state-based member meetings and forums, one-on-one contact with members including direct support through our state-based teams, and specific board meetings that members are welcome to attend.

We are located in every state capital city in Australia, while the territories are supported by our South Australia and New South Wales state teams – enabling us to maximise accessibility for members.



You've got no idea how much I appreciate you doing this precis.

Jenni Hutchins, Chief Executive Officer of Warrigal and ACCPA member, after receiving a summary on the government's Report on the Operation of the Aged Care Act 1997.





Purposeful advocacy

Our first strategic pillar, purposeful advocacy, informed by evidence and the views and experiences of our members and consumers underpins our work in relation to policy and advocacy.

As the peak body for the aged care services sector, we represent providers at the state and national level and develop solutions for policy development and sector challenges – a role we take seriously.

Working in collaboration with our members and stakeholders as well as our consumer advisors, we are determined to develop future-focused solutions that can be applied efficiently and effectively today.

Our work is both responsive and proactive, and we take a very conscious and intentional approach to everything we say and do. We are dedicated to promoting examples of excellence in this sector – demonstrated by the vast majority of providers and aged care workers.

Informing and influencing policy design

At ACCPA, our policy approach includes gathering insights from members to inform a range of activities and outputs at key stages such as design, public consultation, government decision and implementation.

We proactively built our presence and created opportunities to engage with politicians and government departments at multiple levels, providing solutions to the challenges faced by the sector. We are pleased to report we engaged in meeting with politicians and ministerial advisors on 257 separate occasions.

We also produced focused and meaningful submissions into government policy, with a total of 31 national and 17 state-based submissions completed in 2023-24.

In addition to proactive engagement, we participated in numerous advisory groups and consultation opportunities of the Department of Health and Aged Care, Department of Home Affairs, Universities Accord Review, NDIS Review, Aged Care Quality and Safety Commission, Independent Health and Aged Care Pricing Authority and the Office of the Inspector-General of Aged Care (among other government bodies) to inform policy design.

ACCPA's [Pre-Budget 2024-25 Submission](#) to Treasury recommended a blueprint to herald the next generation of ageing and aged care in Australia. We saw the 2024 Federal Budget as an opportunity to invest in the future of aged care and housing for older people, which would place older people at its heart.

Our 10 recommendations were informed by our members and their insights, providing solutions that would drive momentum in the transformation of aged care services to meet the future demands of our population – demonstrating our members' commitment to achieving care outcomes for older people that will truly enhance our aged care system.

ACCPA's 10 pre-budget recommendations

1. Fund quality and sustainable aged care services.
2. Implement independent pricing determinations for aged care.
3. Support increased demand for home care and the transition to the new Support at Home program.
4. Improve access to oral health care for older Australians.
5. Address and alleviate additional cost pressures on aged care from state-based taxes.
6. Boost the aged care workforce (and others in the health sector and care and support economy) across regional Australia through incentives and housing options.
7. Support aged care providers to access and retain migrant workforce.
8. Support quality of care for older Australians through innovation and technology transformation.
9. Choice for older Australians to age confidently wherever they want to live, and for whatever life and care needs they may have.
10. Productive care and support services supported by effective regulation and transparency.

National submissions in 2023-24

Draft National Strategy for the Care and Support Economy	13 July 2023
National Health and Climate Strategy consultation	1 August 2023
IHACPA's Consultation Paper on the Pricing Framework for Australian Residential Aged Care Services 2024-25	7 September 2023
ACCPA Feedback on 2026 Census topic consultation	8 September 2023
A New Aged Care Act: the foundations Consultation Paper 1	11 September 2023
ACCPA Submission: Aged Care On-site Pharmacist Measure	16 September 2023
Australian Universities Accord Interim Report	21 September 2023
ACCPA Submission to Joint Standing Committee on Migration – Migration, Pathway to Nation Building Inquiry	27 September 2023
NDIS Review – What We Have Heard Report	12 October 2023
Unleashing the Potential of our Health Workforce – Scope of Practice Review	19 October 2023
National Housing Homelessness Plan	23 October 2023
Work Value Case Submission	3 November 2023
ACCPA Feedback Standards Guide for Ambulance Services	15 November 2023
Draft Aged Care Data and Digital Strategy	30 November 2023
ACCPA submission to COVID-19 inquiry	14 December 2023
ACCPA feedback of the General Practice incentives review	21 December 2023
Australia's 2024-25 permanent Migration Program consultation	17 January 2024
ACCPA Submission on the Exposure Draft of the new Aged Care Act February 2024	7 March 2024
Phase 1 Consultation: Scope of Practice Review – Issues Paper 1	12 March 2024
ACCPA Pre-Budget 2024-25 Submission – January 2024	12 March 2024
Submission to Inspector-General of Aged Care consultation for the 2024 Progress Report on Implementation of the Royal Commission's recommendations	28 March 2024
ACCPA Feedback on the Aged Care On-site Pharmacist Measure Implementation Plan	9 April 2024
ACCPA Submission to IHACPA Draft Work Program and Corporate Plan 2024-25	23 April 2024
ACCPA Submission on the Strengthened Standards Guidance	13 May 2024
Submission to the Retirement Villages Amendment Bill 2024, Western Australia	30 May 2024
ACCPA Submission for Inspector-General review of the administration of My Aged Care	18 June 2024
Interim First Nations Aged Care Commissioner consultation – ACCPA response	24 June 2024
ACCPA Submission National Allied Health Workforce Strategy Draft Outline	1 July 2024
ACCPA submission to the Star Ratings evaluation consultation	2 July 2024
Automated External Defibrillators (Public Access) Act – Draft Amendment Bill	4 July 2024
Inquiry into National Disability Insurance Scheme Amendment (Getting the NDIS Back on Track No. 1) Bill 2024	8 July 2024

State submissions in 2023-24

Victorian Sick Pay Guarantee	August 2023
TAS Review of Regional Migration Settings Submission	August 2023
Tasmanian Retirement Villages Amendment Bill Submission	September 2023
NSW Consultation on Medicines, Poisons & Therapeutic Goods Regulations Submission	December 2023
Letters to all State Premiers & Chief Ministers on Migration Issues	December 2023
VIC Portable Long Service Leave Review Submission	December 2023
TAS Housing Strategy Submission	December 2023
Letters to all State Premiers & Chief Ministers on Health-Aged Care Interface	February 2024
TAS Election Policy Proposals	February 2024
SA Portable Long Service Leave Submission	February 2024
QLD Pre-Budget Submission	March 2024
NSW Portable Long Service Leave Submission	April 2024
SA Retirement Villages Act (Miscellaneous) Amendment Bill Submission	April 2024
WA Retirement Villages Amendment Bill	May 2024
VIC Improving Medication Management in Victorian Residential Aged Care Services Submission	May 2024
TAS Preventative Pathways - in Partnership with OneCare regarding the bed block issue	June 2024
SA Automated External Defibrillator (Public Access) Act Amendment Bill Submission	June 2024



257
meetings with
politicians and
advisors

Policy and advocacy

48
submissions
(31 national,
17 state)



Proactive contributions to aged care policy

We utilise advocacy not just as a response to proposed changes to legislation or other reforms, but strategically as a proactive way to influence a better aged care system, based on sound evidence and considered consultation.

In 2023-24, our proactive policy work included an inaugural *State of the Sector: Aged Care 2024* report (not published during the financial year).

This baseline document was developed using the results of an extensive member survey which addressed four key challenges for the aged care services sector: future directions, funding, workforce and reform matters.

As part of our Vision and Roadmap project, which will focus on the 'next generation of aged care' into the middle of this century, and in response to Australia's rapidly ageing population, we also began developing a 'Continuum of Ageing' service model.

The model aims to redefine 'ageing in place' to ensure a confident future for older Australians, supporting their life and care needs wherever they choose to live.

Unlike traditional models that often result in reactive and segmented services, this model will focus on proactive, integrated solutions catering to the full spectrum of living, lifestyle and healthcare needs, including aged care services.

These projects will continue into 2024-25.



I truly value the work of the policy and advocacy team at ACCPA. I feel the people in the roles listen, take on board what is being said or asked by their members, and then work hard to get the word across to the desired decision makers.

ACCPA member

New Aged Care Act and Aged Care Taskforce

Two of the most significant reforms supported by ACCPA policy and advocacy activity in 2023-24 were the development of a new Aged Care Act and representation on Minister Wells' Aged Care Taskforce.

An Exposure Draft of the new Aged Care Act was released in December 2023 and hundreds of ACCPA members contributed insights in workshops to support our advocacy.

Key issues included opposing a proposal to introduce criminal penalties that would deter board directors and leaders from working in the sector, an aspirational definition of high quality care that was not clearly funded, rights and responsibilities that did not include expectations for care recipients, and the need for harmonisation of legislation for supporters and representatives with state-based legislation.

The Aged Care Taskforce was a significant initiative to explore the future sustainability of aged care in Australia in the face of significant demographic demands as an ageing nation.

ACCPA CEO Tom Symdonson was appointed to the 16-member taskforce comprised of sector and consumer leaders and experts.

Their final report contained seven principles and 23 recommendations including that government should continue to be the majority funder of aged care, with a focus on care costs and a strong safety net, while also supporting an increased role for consumer contributions for expenses that we have funded all our adult lives such as everyday living and accommodation.

The development of these reforms is ongoing beyond this financial year, and ACCPA is continuing to call for all politicians to work together to achieve a result that will support a viable aged care services sector that delivers safe and quality care into the future, for those who need it.

A credible, influential and trusted voice

As the voice of aged care in Australia, it is imperative ACCPA demonstrates a willingness to actively engage with the media to promote key issues, address misinformation and elevate the status of the sector.

By continuing to speak with integrity and on the basis of sound evidence, we have positioned ourselves as the go-to source for information and comment for matters related to aged care.

Our media team has extensive experience across all levels of media and this expertise has been instrumental in harnessing greater media interest during 2023-24.

With most interest coming from *ABC News* and trade media *The Weekly Source* and *Australian Ageing Agenda*, we also featured prominently in commercial media including *The Australian*, *Channel 7* and *Channel 9*.

We were pleased to see an expansion in media mentions compared with last year, with 1,351 recorded media mentions.

Media



26
media releases

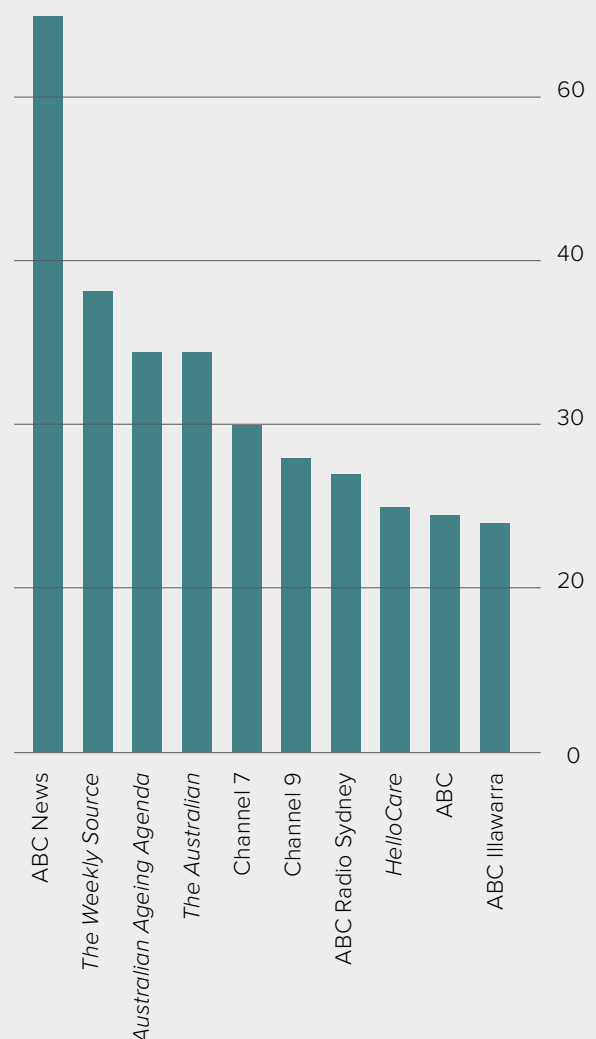


1,351
media mentions



77,827,914
potential reach

Top mentions



Millions reached on one day

ACCPA CEO Tom Symondson was at the forefront of national debate in the media with the release of the Australian Government's Aged Care Taskforce report in March.

As a vital member of the Taskforce, Tom was prohibited from commenting on the group's deliberations until the report's final release.

When finally given the green light, he hit the airwaves on 12 March 2024 with a coordinated media plan to voice the position of ACCPA members.

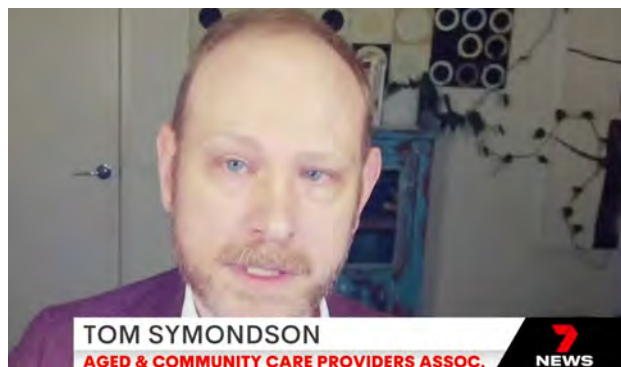
ACCPA's CEO featured prominently in *The Australian* newspaper that morning, followed by breakfast television appearances on the ABC and the Seven Network's *Sunrise* program.

He also featured in morning radio news broadcasts across Australia on public and commercial networks, and in long-form interviews with talkback radio outlets in every state of Australia.

Tom also featured prominently on television networks 10, 7, 9 and the ABC in their morning and lunchtime bulletins.

Through this media activity, Tom helped create a groundswell of interest in the Taskforce's findings, championing ACCPA members' support for co-contributions to help fund aged care now and in the future.

With the help of our CEO, the Taskforce's findings became the story of the day on afternoon and evening television news bulletins. ACCPA achieved the equivalent of about \$25 million in free advertising on that one day alone.



Tom being interviewed by Channel 7 news on 12 March 2024.

Proactive and responsive advocacy

Through our work in policy and advocacy, we were delighted to achieve significant 'wins' for our members and the wider aged care services sector in 2023-24.

Additional mid-year funding

The annual Fair Work Commission Annual Wage Review in June 2023 gave aged care workers a 5.75 per cent wage increase, however there was a shortfall in the AN-ACC price for residential care that had been set at the May Budget for 2023-24. ACCPA worked tirelessly, successfully calling on the government to cover the shortfall and fully fund the increase – including backpay from 1 July 2023 and a change in process to avoid a similar situation in future years.

Advocacy win: \$2.28 billion additional funding in the Mid-Year Economic and Fiscal Outlook 2023-24 to residential aged care for annual wage review increase.

Funding wage increases

Following the handing down of the Stage 3 Decision by the Fair Work Commission, ACCPA pursued the government to commit to fully fund the outcomes of that decision as part of the Aged Care Work Value Case. We secured this commitment, which gave members and the wider sector reassurance that the funding would be made available. ACCPA continues to advocate on the delivery of the additional funding to aged care providers.

Advocacy win: Government commitment to fund Stage 3 Fair Work Commission Work Value Case.

My Health Record expansion

To date, implementation of the My Health Record (MHR), including hands-on MHR registration support, has focused on residential care. ACCPA strongly advocated that implementation of the MHR should include home care. The Australian Digital Health Agency has now confirmed that MHR registration support will be available for home care providers in 2024-25. This will improve connected care for home care consumers.

Advocacy win: Extension of MHR registration support to home care providers.

More GP services in residential care

Access to GP care for aged care residents can be difficult for many providers especially those on regional, rural and remote areas. In 2023, ACCPA met with the then First Assistant Secretary of the Primary Care Division in the Department of Health and Aged Care, Simon Cotterell, to discuss this issue and advocated that GPs should be better incentivised to deliver services in residential aged care homes. The Practice Incentive Program has since been redesigned to the General Practice in Aged Care Incentive (GPACI) with more funding to support GP to deliver services in residential aged care home.

Advocacy win: Introduction of the GPACI to expand delivery of GP services in residential aged care homes.

On-site pharmacists in residential care

During the development of the Aged Care On-site Pharmacist (ACOP) program, ACCPA strongly argued the services should be delivered by an accredited or credentialed pharmacist, similar to the residential medication management review (RMMR) program. The ACOP program which commenced on 1 July, required that pharmacists participating in the program to be credentialed and also provided choice for providers who cannot reach agreement with a community pharmacy.

Advocacy win: Requirement that ACOP services be delivered by a credentialed pharmacist.

Funding for nursing in residential care

ACCPA engaged with the Department of Health and Aged Care on an ongoing basis about the difficulties of complying with the 24/7 Registered Nurse (RN) and care minutes responsibilities, particularly in rural, regional and remote areas impacted by workforce shortages. We have been calling for more nuanced policy settings, including exemptions from the 24/7 RN requirement for services in regions with persistent workforce shortages, irrespective of their size or location, and recognition of virtual solutions that facilitate alternative clinical models of care.

Advocacy win: The Mid-Year Economic and Fiscal Outlook 2023-24 included \$85.6 million over four years (and \$10.8 million ongoing) to develop and test a framework for the delivery of virtual nursing support in aged care, and for refinements and ongoing operation of the 24/7 RN and care minutes requirements. This included an additional two years of exemptions for small providers unable to meet the 24/7 RN requirement.

Flexibility to meet nursing targets

ACCPA advocated for greater recognition of Enrolled Nurses (ENs) in the calculation of nurse minutes. This policy change will enable more residential aged care providers to comply with the care minutes requirements, particularly those in rural, regional and remote areas affected by workforce shortages. It also provides greater recognition of the expertise of ENs and their important role in delivering care.

Advocacy win: In May 2024, the Department of Health and Aged Care announced that residential aged care providers will have the flexibility to meet up to 10 per cent of their service-level RN minute targets with care time provided by ENs from 1 October 2024.

Financial support for nursing students

In our Pre-Budget Submission and our submission to the Universities Accord Review, ACCPA recommended providing financial support for nursing students to reduce placement poverty. This measure is likely to encourage more people to enrol in and complete nursing degrees, which will help address the nursing workforce shortages in the aged care sector.

Advocacy win: The 2023-24 Federal Budget included a commitment of \$427.4 million over four years from 2024–25 (and an additional \$1.2 billion from 2028–29 to 2034–35) to

establish a new Commonwealth Prac Payment of \$319.50 per week for students who must undertake mandatory placements as part of their nursing, teaching or social work studies.

Retirement village redevelopment reform

ACCPA advocated for the removal of any barriers for re-development of villages and removal of criminal liability with respects to breaches of the Code of Conduct as well as a reduced strain on training requirements for the workforce. In related to South Australia's Retirement Villages (Miscellaneous) Amendment Bill 2024, ACCPA prepared a submission advocating for the removal of the 10-year waiting period in relation to village redevelopment.

Advocacy win: On 11 April 2024 we received notification that the waiting period in relation to village redevelopment has been waived. The other change that has direct impact on operators is the exclusion of volunteers and contractors who provide a service who are not part of the ordinary operations of the village are excluded from criminal liability with respect to breaches of the Code of Conduct, as well as an exclusion from training requirements.

Advocating for a fair deal for workers

We started the financial year with the implementation of the Stage 2 decision of the Aged Care Work Value Case and the Department of Health and Aged Care (DoHAC) guidance on use of the additional funding. This was a complicated process and we provided education and support to members to help them successfully increase wage rates for the staff covered by the Stage 2 decision.

Our educational resources included a booklet on how to calculate the new rates using the DoHAC guidance document as well as template letters to explain the changes in wage rates to individual staff members.

The historical leave liabilities grant was an important part of the funding for the Stage 2 decision and it was deeply disappointing for members and ACCPA that the Government did not fully fund this increase. However, we proceeded to provide support to members to secure their maximum benefits from the grant process.

We then started preparing for the Stage 3 FWC hearing which took place in December 2023, ensuring the voice of members was heard. We kept members up-to-date with our submissions and the timetable for the proceedings.

On 15 March 2024 the Stage 3 decision in the Aged Care Work Value Case was handed down. This provided varying increases to different award classifications and changes to award classification structures. It did not however provide more direction on how registered nurse and enrolled nurse classifications would be treated moving forward and placed that matter with the Australian Nursing and Midwifery Federation's (ANMF's) other work value case application for non-aged care nursing classifications.

We issued an analysis of the decision on 26 March 2024 which also included template letters to help members to inform staff of the impact of the Stage 3 decision, and we made further submissions to the FWC on the draft determinations from the Stage 3 decision and other matters.

A further decision was handed down by the FWC on 27 June 2024 which provided the operational dates for the Stage 3 increases and some clarity on changes to award classifications. We are now awaiting the final decision with new wage rates and the new award classification structure to be implemented from the first full pay period on or after 1 January 2025.

During these past months we have also been acting to separate the remaining aged care enrolled nurse and registered nurse classification matters from the ANMF's other work value case application for non-aged care nursing classifications.

During FY24 we were also represented in the FWC for an application to vary the Social, Community, Home Care and Disability Services Industry Award 2010 (SCHCDSI Award) in relation to travel payments. We are still awaiting a decision on that application.

We appeared in the preliminary hearing for the FWC Gender Undervaluation Review that is focusing on five modern awards including the SCHCDSI Award and the Health Professionals and Support Services Award 2020. This matter will impact members with NDIS clients and those who directly employ health professionals.

Creating a positive profile for our members and the aged care services sector

The past year saw a renewed effort to transform and enhance public perception of aged and community care through proactive storytelling.

Our positive media strategy was designed to balance the media narrative by actively identifying and promoting good news stories that reflect the dedication, compassion and innovation that is at the heart of the sector.

There are many wonderful stories which demonstrate the enormous efforts made to improve the lives of older people by dedicated aged and community care workers.

Those we shared included stories that promote the human element of aged care, call out ageism, highlight successful innovations and reveal the positive impact aged care workers make on the lives of Australia's older people.

Our strategy involved writing stories in an engaging news style with images and quotes, and pitching these to hyper-local, regional and trade media.

From highlighting the excellent teamwork of aged care workers in a bushfire evacuation to celebrating a champion footy tipping centenarian and the heart-warming tale of an aged care volunteer with her four-legged companion, these good news articles generated more than 50 individual stories in traditional print, digital, radio and television media Australia-wide.

The 54 years of dedication to nursing by West Australian enrolled nurse Cathy Buick, 71, who cared for Mandurah's older generation at Coolibah Care for 17 years until her retirement, shone a light on the work of enrolled nurses.

"Caring for people from babies to aged care and everyone in-between has been so rewarding," she said.

An important element of our stories was to promote aged care careers. Ahmed Loze (Banksia Villages, Broulee) from New South Wales, started as a personal care worker and progressed to studying to be a Registered Nurse. His story emphasised the importance of talent identification, retention and training to fill critical nursing shortages.

"Banksia (Villages) encouraged me to give it a crack... I am not academically inclined at all, but I can make a connection with people which is what I really enjoy about the work," he said.

Highlighting continual innovation and improvement, the work of Chef Manager Amit Jyoti (Palm Lake Care, Queensland) empowered residents to have a greater say in what they want to eat, right down to how the food is cooked.

"Cooking is one thing, but love is the secret ingredient and that is what I think makes all the difference. If you love it, it will show up on the plate," he said.

We also published numerous good news stories in Aged Care Today, our popular member magazine. Four issues of the magazine were published in 2023-24 with a distribution of more than 20,000 individuals across the sector and related stakeholder groups for each issue.



Enrolled Nurse Cathy Buick cuts her retirement cake after 17 years with Coolibah Care.



Registered Nurse Ahmed Loze from Banksia Villages, pictured with residents Sylvia (left) and Alice, enjoys the connection he shares with residents.



Chef Manager Amit Jyoti from Palm Lake Care holds a winter menu tasting session with residents.

You are ACE!

ACCPA developed a new recognition program, called 'You are ACE!', to identify and celebrate excellence across residential aged care, home and community care, retirement living and seniors housing.

We received a total of 460 nominations from ACCPA members, with the strongest submissions received by 30 June 2024 going into the running to become finalists in the inaugural 2024 ACCPA Excellence Awards and winners announced on Aged Care Employee Day on 7 August 2024 (outside the scope of this report).

The categories for submissions were individual, team and organisation, with a specific sub-category for volunteers as well as rural and remote organisations.

Submissions were also used to create 'good news' media stories, which resulted in 52 media articles, as well as magazine articles for Aged Care Today magazine.



Intergenerational play takes off

When home care provider Comlink Australia's Regional Manager Leah Randle caught up with Edge Early Learning's Area Manager Peta Rix, to talk about their ideas around intergenerational initiatives, they never imagined they would be looking to expand it across Queensland 18 months later.

Co-designing a program with the Australian Institute of Intergenerational Practice, they ran a pilot at North Harbour Edge Early Learning centre in Brisbane, drawing from Comlink Australia clients and children enrolled at the centre.

They then received funding from Brisbane North Primary Health Network to continue the program at North Harbour and Edge Early Learning Zillmere, and funding from the Commonwealth Home Support Programme for another Edge Early Learning centre at Brisbane's Strathpine.

For each location, they recruited six older men and women from the local area who were living at home and feeling isolated, selected based on the 'Three-Item Loneliness Scale'. The children were all preschool aged, about four years old.

The three separate locations allowed the program to be run in different ways, to assess its effectiveness, finding it most effective when the six adults joined the entire preschool classroom.

Coining their initiative the Paper Planes Intergenerational Play Program, it has proven results for the older people, their carers and the children.

The intergenerational initiative was nominated in the You Are ACE! recognition program and featured in *Aged Care Today*.



Lizzy with preschooler Ava at Edge Early Learning North Harbour.

Humans of aged care

Humans of Aged Care is an online storytelling platform (humansofagedcare.com.au) designed to celebrate the people at the heart of aged care in Australia.

It offers real stories about the hard work and dedication of passionate aged care workers and volunteers, and also enables individuals to nominate aged care workers whose stories should be shared.

ACCPA is currently reviewing opportunities to enhance and further develop the initiative.



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Unite the voices of aged care reform

Our second strategic pillar, unite, through leadership and alliances, the voices of aged care reform, underscores the strong mandate that led to the creation of ACCPA as the one peak body for the aged care services sector.

It is vital that as a sector we are working together for the benefit of every provider, which in turn creates positive outcomes for all users of aged care services in Australia.

Our work is not done in isolation of our members or other stakeholders, rather we actively seek input when it comes to matters of advocacy and the policy directions we are taking.

We elicit the views of consumers and actively support the community in making choices about aged care, particularly through our ACCPA Consumer Advisory Committee and consumer expos.

We value our relationship with our ACCPA associate partners and collaborate with them on important matters including some of our member engagement opportunities.

Through our commitment to supporting a world-class sector, we engage globally to stay up-to-date with best-practice and innovative aged care services around the world, and recognise Australian talent in this space.



ACCPA State Manager VIC/TAS Danni Campbell-Manley chats with members at a forum in Daylesford, Victoria.

Member forums

ACCPA member forums are designed to create face-to-face networking opportunities and provide members with critical updates and advice – giving them direct access to leading experts and organisations in the aged care services sector.

This helps our members stay informed, compliant and better equipped to deliver quality care, while fostering collaboration, sharing best practices and building strong, supportive professional relationships within the sector.

Throughout 2023-24 we ran national and state-based bi-monthly member forums, to provide an easily accessible way for members to engage with our team, find out the latest information, as well as get their questions answered and network with sector colleagues.

These member forums included regular updates from ACCPA's policy and advocacy team, employment relations, and member and advisory support, as well as guest speakers who offered insights, information and advice in relation to specific content as needed.

In addition to these, we ran three separate bi-monthly member forums for our members in either residential care, home and community care, and retirement living and seniors housing.

These member engagement opportunities were well attended and well received.

**Total
state forums
152**

Member forums in 2023-24

NATIONAL

National Home and Community Care Forum	6
National Residential Care Forum	6
National Seniors Housing and Retirement Living Forum	6
National Member Council Forum	6
National Advocacy Member Engagement Forum	3
Total national forums	27

NSW/ACT

NSW/ACT Home and Community Care Forum	6
NSW/ACT Residential Care Forum	6
NSW/ACT Seniors Housing and Retirement Living Forum	5
NSW/ACT Member Council Forum	6
NSW/ACT Member Meetings	12
Total	35

VIC

VIC Home and Community Care Forum	6
VIC Residential Care Forum	6
VIC Emerging Issues Member Meeting	25
VIC Member Council Forum	6
Total	43

TAS

TAS Monthly Member Forums	11
TAS Member Council Forum	6
Total	17

SA/NT

SA/NT Home and Community Care Forum	5
SA/NT Residential Care Forum	5
SA/NT Seniors Housing and Retirement Living Forum	5
SA/NT Member Council Forum	6
Total	21

WA

WA Home and Community Care Forum	5
WA Residential Care Forum	5
WA Seniors Housing and Retirement Living Forum	5
WA Member Council Forum	6
Total	21

QLD

QLD Home and Community Care Forum	6
QLD Residential Care Forum	3
QLD Member Council Forum	6
Total	15

Regional tours and forums

For members in regional areas, face-to-face gatherings are particularly valuable by making sector expertise more accessible and offering information to address specific local challenges.

Throughout 2023-24, we held regional tours in each state to enable face-to-face member contact and discuss the specific issues and opportunities faced by our members delivering aged care and retirement living and seniors housing solutions to older people in regional locations.

Key issues highlighted during the year focused on attracting and retaining workforce, access to GPs, integration with state health systems, increased costs associated with building, access to CHSP packages and financial sustainability.

Our regional tours included opportunities for one-to-one interaction between ACCPA and our members, as well as regional forums and other networking events.

These tours were led by our state managers supported by our member relations officers, accompanied at times by the ACCPA CEO or the general manager for member relations.



ACCPA State Manager VIC/TAS Danni Campbell-Manley with ACCPA members at a regional forum in Morwell, Victoria.



Esteban Cox, CEO of Southern Cross Care TAS, presents an Acknowledgement of Country.



L-R: CEO Emmerton Park Ian Adams, CEO Baldwin Living Paul Baldwin, Board Chairperson Christian Homes Tasmania Mark Hochman, Executive Director Consumer Building and Occupational Services Brad Wheeler, CEO Corrumbene Nursing Home Alison Standen and CEO Christian Homes Tasmania Glenn Hardwick.

CEO luncheon in Launceston

Our CEO luncheon held at Launceston's Southern Cross Care in May 2024 attracted three-quarters of ACCPA members from across the state. They gathered to network and hear presentations from State Minister for Health the Hon Minister Guy Barnett, Executive Director of Consumer, Building and Occupational Services Brad Wheeler and guest speaker and aged care executive Janine Healey. The luncheon was held onsite at Southern Cross Care in Launceston.



L-R: State Minister for Health the Hon Guy Barnett, ACCPA Board Director Jackie Howard, CEO of District Nurses Tasmania Justine Barwick, Board Director OneCare Lou Johnson, CEO Southern Cross Care, Esteban Cox, Board Chair District Nurses Tasmania Tim Booker.

Regional forum highlights

In 2023-24, we held two regional tours in New South Wales – the state with the largest number of individual ACCPA members – and one in the Northern Territory – the state with the fewest members – to gain new perspectives and provide support.

While our members in the Top End make up less than one per cent of our total membership base, we recognise the unique challenges they experience, and the value of face-to-face contact, particularly as we do not have a physical office in Darwin.

During these visits by our state managers and member relations officers, we also ran a regional forum. In New South Wales, one regional forum was held in Newcastle (Hexham) in the Hunter Region and one in Wagga Wagga in the Riverina, while in the Northern Territory the regional forum was held in Darwin.

Newcastle's forum focused on home and community care as well as the Commonwealth Home Support Programme (CHSP), while in Wagga Wagga the presentations focused on workforce solutions within the Riverina region.

ACCPA was joined at both New South Wales forums by key stakeholders including iCare, NSW Health, the Ageing and Disability Commission, and the Aged Care Quality and Safety Commission. There were also presentations by ACCPA specialists from the member advisory and support team, the CHSP support hub and workforce development teams.

Our regional forum in Darwin proved an invaluable way to engage with members and prospective members and better understand their needs challenges. There were more than 30 face-to-face participants as well as 12 online. We had presentations from the Department of Health and Aged Care and the Aged Care Quality and Safety Commission, as well as our own specialists and Lesley King from End-of-Life Directions for Aged Care (ELDAC).



ACCPA team at the Hexham Regional Home Care Forum in NSW. The people in the photo are: General Manager Member Relations, Geraldine Ellis-Maguire, Member Relations Officer NSW/ACT, Mathew Campbell, NSW/ACT State Manager, Anne King, Member Relations Officer NSW/ACT, Rebecca Campbell, Services and Sector Capacity Officer, Julie Dunne, Member Advisor Home and Community Care, Tim Moore, Member Advisor Home and Community Care, Jane Floyd.



Our regional forum in Darwin was a valuable engagement opportunity with members and prospective members.



I'm grateful for the opportunity to participate in today's Home and Community Care Forum hosted by ACCPA in Hexham. The discussions were thought-provoking, and it was energising to connect with fellow professionals dedicated to improving the sector. Here's to future collaborations and positive change!

Ashleigh Ford, Senior Manager, Integratedliving



L-R: ACCPA MRO SA Bev Malone, Maya Murphy and Danni Humphries from the NT Department of Health and Aged Care who both gave presentations, ACCPA State Manager WA/NT Liz Behjat and ACCPA MRO WA Ruth Metcalf at the Darwin forum.

Member visits

In 2023-24 we expanded the role known as 'member relations officer' (MRO) to support state managers with one-to-one member support and site visits within individual states and territories.

Established via a process of external recruitment or reassigning roles internally, by the end of the financial year we had seven MROs – two in ACT/NSW (one covering the northern and one covering the southern parts of the state), and one in each of our SA, WA, Queensland, Victoria and Tasmania offices.

They contributed to our 4,726 state management member contacts throughout the year, which included hundreds of site visits to members to ensure they are maximising their membership benefits, and that state management teams stay current with all member issues.

Some of the site visits coincided with regional tours, while others were organised on a one-to-one basis.



L-R Roseneath Aged Care Facility Service Manager Janelle Veale with ACCPA MRO Rebecca Campbell during a member visit in Glenn Innes on the Northern Tablelands of NSW.



ACCPA State Manager VIC/TAS Danni Campbell-Manley (2nd from left) and ACCPA CEO Tom Symondson (3rd from left) with Member for Shepparton Kim O'Keeffe (4th from left) and the team from Harmony Village in regional Victoria.



ACCPA MRO NSW/ACT Mathew Campbell visited Inasmuch in Sussex Inlet CEO Michala Page on the South Coast of NSW to discuss pressing challenges as well as present their ACCPA Excellence Awards certificates.



ACCPA State Manager QLD Ian Poalses (left) and ACCPA CEO Tom Symondson (second from right) with representatives from St John's Community Care in Brisbane.



ACCPA State Manager QLD Ian Poalses visited CEO of The Good Shepherd Lodge Athena Ermides (left) in recognition of their 50th anniversary.



ACCPA MRO NSW/ACT Mathew Campbell with Dr Katrina Cubit, General Manager of Villaggio Italiano in Canberra.



ACCPA MRO QLD Megan Hobson (left) presented ACCPA certificates of appreciation to Nicole Borosak and Katie Melrose from Baldwin Living (Sequana) on the Gold Coast.



ACCPA State Manager WA/NT Liz Behjat (third from left) presents an ACCPA certificate of appreciation to Albany Community Care.



L-R: Benetas General Manager Residential Services Verity Leith, Benetas Kangaroo Flat Clinical Services Manager Kirsten Moss, Benetas Kangaroo Residential Manager Flat Cindy Nicholls, ACCPA CEO Tom Symondson, ACCPA State Manager VIC/TAS Danni Campbell-Manley and Benetas CEO Sandra Hills OAM.



L-R: ACCPA State Manager WA/NT Liz Behjat and MRO WA Ruth Metcalf pictured with Lana Warren Regional Manager of Kimberley Aged Care Services at WA Country Health Service and her team during a member engagement visit to Broome in 2023.



L-R: ACCPA's Mark Prosser and Tom Symondson inspecting South Australia's Barossa Village expansion plans with their CEO Ben Hall.



L-R: ACCPA CEO Tom Symondson, CEO Murray Mallee Aged Care Anna Howard and ACCPA State Manager WA/NT Liz Behjat in regional South Australia's Murray Bridge.



ACCPA GM Member Relations Geraldine Ellis-Maguire (left) with team members from neighbourhood houses in Parkes, New South Wales.

**5,045+**

total individual participants

**28**

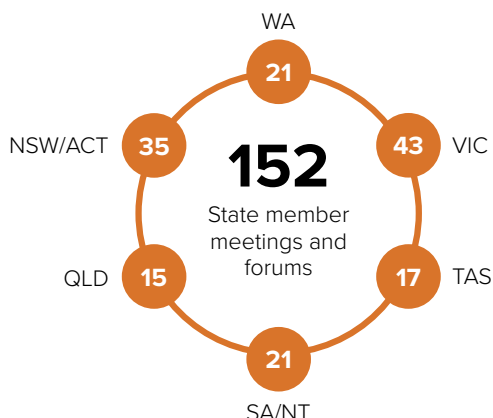
special interest group meetings

**11**

policy and advocacy sessions

**6**

workplace relations special interest group meetings



Special interest groups

ACCPA special interest groups cover a broad range of topics related to aged care.

These groups give ACCPA members the chance to inform policy and advocacy, provide sector intelligence and deliver advice to ACCPA on specific topics, through feedback to inform ACCPA's submissions, identify emerging issues and enabling members to share their experiences to support development of case studies.

Comprised of providers from a variety of service types, locations and different sized organisations for adequate representation, there were a total of 28 meetings and 1,576 individual participants during 2023-24.

There was also a dedicated workplace relations special interest group, with six meetings and a minimum of 70 participants at each meeting.

Policy and advocacy sessions

In 2023-24 we developed a new online member forum focused on ACCPA advocacy, which provided a critical member engagement service to discuss important updates on topics such as the new Aged Care Act, the Aged Care Taskforce, the new Support at Home program and Independent Health and Aged Care Pricing Authority funding.

The policy and advocacy team held several consultation meetings, member engagement sessions and webinars to disseminate this vital information as well as seek insights and input from members.

Through these exchanges, ACCPA was able to refine its advocacy efforts on behalf of members and the wider aged care services sector.

Sessions held in 2023-24:

- **New Aged Care Act Foundations.** Two consultation meetings attracting 91 registrations.
- **New Aged Care Act Exposure Draft.** Four member engagement sessions, attracting 1155 registrations.
- **Silver Rainbow Rights.** Webinar with 363 registrations.
- **Migration.** 'Migration - Recent Advocacy and Future of Australia's Migration System' member workshop with 157 registrations.
- **Aged Care Taskforce Final Report.** 'Release of the Aged Care Taskforce Final Report' webinar with 231 registrations
- **Home care.** 'CHSP above award wage - Impact of funding shortfall' member engagement workshop with 48 registrations.
- **Federal Budget.** 'ACCPA Federal Budget' webinar with 1,004 registrations.

Listening to consumers

ACCPA Consumer Advisory Committee

Acknowledging the importance of incorporating the voice of the consumer at a governance level, we continued the ACCPA Consumer Advisory Committee.

The Committee plays an important role in ensuring ACCPA's policy positions support our members and are aligned to the needs of older Australians engaging with aged care services.

The Committee raises issues and ideas of strategic importance to older Australians, especially where an aged care national policy or program response is being formulated, offering the consumer perspective to current issues and acting as a conduit to the ACCPA Board on navigating the needs of older Australians.

Meeting quarterly, the Committee is made up of representatives from:

- Carers Australia
- Council for the Ageing
- Dementia Australia
- Federation of Ethnic Communities Councils of Australia
- LGBTIQ+ Health Australia
- National Advisory Group for Aboriginal and Torres Strait Islander Aged Care
- National Seniors Australia
- Older Persons Advocacy Network
- Returned and Services League Australia
- Committee nominated consumer representatives.

ACCPA Independent Director Sue Peden AM, who has extensive experience in consumer advocacy, is the committee chair.

One of the most well received topics from ACCPA's National Conference 2023 was a session titled 'Building Trust – how do we build trust between older people, as active participants in the aged care system, and aged care providers?'

The session was facilitated by Sue Peden AM and included Benetas CEO Sandra Hills OAM, OPAN CEO Craig Gear OAM, and OPAN National Older Persons Reference Group members Gwenda Darling and Lesley Forster.

Consumer expos

We held two ACCPA Care & Ageing Well Expos – one in Perth 2-3 August 2023 and one in Melbourne 10-11 February 2024.

These free events provided a platform to provide valuable information about aged care services to individuals and their family members to help them make informed choices about their ageing journeys.

A trade hall with over 80 exhibitors at each event showcased comprehensive living solutions for older Australians through the display of products and services, giving ACCPA partners an opportunity to promote their businesses.

There was also a speaking program where experts spoke about the latest trends, and shared valuable advice and information with participants.

These events were very well attended, with the Perth event attracting 2,400 visitors and the Melbourne event attracting 2,205 visitors.

4,605

consumers reached
via ACCPA Care &
Ageing Well Expos



ACCPA State Manager WA/NT Liz Behjat with guest presenter Jean Kittson at the ACCPA Care & Ageing Well Expos in Perth.



ACCPA State Manager WA/NT Liz Behjat with Juniper CEO Russell Bricknell one of the exhibitors and ACCPA member from Western Australia.



Audience listening to one of the many presentations at the ACCPA Care & Ageing Well Expo.

Member council

In September 2023, ACCPA formalised our National Member Council (NMC) to give a representative voice to our members.

The NMC is made up of our six State Member Councils (SMCs):

- **NSW/ACT State Member Council**
- **VIC State Member Council**
- **QLD State Member Council**
- **WA State Member Council**
- **SA/NT State Member Council**
- **TAS State Member Council**

This first NMC and SMC election process held under the ACCPA terms of reference was overseen by ACCPA's General Manager Member Relations and it resulted in many new individuals being successful with their nomination, with strong representation across the spectrum of the aged care services sector.

Our SMCs comprise of a maximum of 15 member representatives plus the ACCPA Board director for that state. In cases where more than 15 nominations were received, the successful members were elected via a ballot process to determine the one-, two- and three-year terms. In Tasmania and SA/NT, we received 13 and 12 nominations respectively, and all nominees were accepted. Within each SMC, a chairperson was also elected.

ACCPA sincerely thanks all SMC participants for their ongoing support and contribution. Many have participated beyond the standard meetings by ensuring their availability for critical meetings, workshops and other discussions.



“It was very pleasing to see so much interest from such a broad cross section of members. This ensured diversity across residential aged care, home care, community care, retirement living, seniors housing, metropolitan, rural and regional, stand-alone, multi-site and CALD providers.”

Geraldine Ellis-Maguire, General Manager Member Relations, ACCPA



The SMC chairs



Kerry Mann (NSW/ACT SMC)



Tim Humphries (VIC SMC)



Melissa Argent (QLD SMC)



Liam Mayo (QLD SMC)

The SMC chairs



Mark Gummer (WA SMC)



Sarah Blunt (SA/NT SMC)



Peter Williams (TAS SMC)

Council objectives

Our NMC and SMCs are critical channels for member feedback and help to highlight issues related to individual states and territories, as well as identify opportunities for improved harmony between aged care and state and territory governments.

Specifically, the prime objectives of the NMC and SMCs are to:

- provide a conduit to the ACCPA board via the ACCPA CEO and executive leadership team (ELT) on issues of strategic importance to members and matters that affect the sector nationally and locally
- provide feedback on issues of significance referred to the NMC and SMCs by the ELT (such as policy development)
- provide to the ACCPA state managers and ELT information on operational challenges, performance and areas of potential opportunity which would be of benefit to members
- act as a point of reference to ensure ACCPA's key activities are reflective of, and responsive to, the needs of members.

Key outcomes for 2023-24

- SMC workshops to discuss strategic directions for the sector, SMC interaction and capturing the views of the broader ACCPA membership.
- Hospital to aged care transition, including preventative pathway, opportunities and supports available.
- Retirement living legislation changes and council rates relating to retirement living.
- Engagement with state health ministers and addressing the interface between aged care and state health.
- Home care program and Commonwealth Home Support Programme funding and package availability.
- Voluntary assisted dying legislation and implementation.
- Engagement with other peak body representatives to explore opportunities for improved interaction between consumer and provider.
- Robust discussions regarding ACCPA policy directions with regard to the new Aged Care Act.
- Workforce and skills development including training pathways available within the state/territory.
- Migration of a skilled workforce including general practitioners, registered nurses, personal care workers, and allied health professionals.
- Cost of agency nurses and identifying alternative solutions for securing workforce.
- Housing availability for workforce and the impact this has on the attraction of new staff to particular locations.

Council representatives

State Member Council NSW/ACT

Tony Bidstrup	CEO	Mercy Services
Michael Darragh	CEO	Sawtell Catholic Care
Godwin D'Amato	CEO	SWIAA Villages
Richard de Haast (SMC Deputy Chairperson)	CEO	Scalabrini
Steve Gordon	Director	Mareeba Aged Care
Kate Hurrell	CEO	ThreeTreeLodge
Stephen Holmes	CEO	Goodwin
Jenny Hutchins	CEO	Warrigal
Michael Kresner	Managing Director	Advantaged Care
Kerry Mann (SMC Chairperson)	Executive Director	Cranbook Care
Chris Marmarelis	CEO	Whiddon
Lucy O'Flaherty	CEO	Columbia Nursing Homes
Robert Orié	NSW/ACT Elected Director	ACCPA
Angie Robinson	National Executive Advisor Home Care	Calvary
Raad Richards	Chief Executive	Carrington Care
Michelle Sloan	CEO	SummitCare

State Member Council Victoria

Tanya Abramzon	CEO	Emmy Monash
Craig Bardrick	CEO	BassCare
Peter Clarke	CEO	Aunty Grace
Ingrid Harvey	CEO	BlueCross
Sandra Hills	CEO	Benetas
Tim Humphries (SMC Chairperson)	CEO	Homestyle
Geraldine Lannon	VIC Elected Director	ACCPA
Carol-Anne Lever	Executive Director Chief Nursing & Midwifery Officer	Bendigo Health
Nick McDonald	Founder and CEO	Prestige Inhome Care
Dan Parsons	Director of Public Affairs	Bupa
David Reece	CEO	AdventCare
Eva Simo	CEO	Accent Home Care (TTHA)
Faye Spiteri	CEO	Fronditha Care
Paul Sutton	Head of Business Development	Ryman Healthcare
Janna Voloshin	CEO	Vasey RSL Care
Natasha Wilkinson	CEO	Donwood Aged Care

State Member Council Queensland

Anne Ahern	General Manager	Hinterland Community Care Inc
Daniel Aitchison	CEO	Palm Lake Care
Melissa Argent (SMC Co-Chair)	CEO	Rockpool Residential Aged Care
Rachael Cook	CEO	Inclusee
Sue Cooke	QLD Elected Director	ACCPA
Mary Anne Edwards	CEO/Director	Resthaven Aged Care Facility Pty Ltd
Athena Ermides	CEO	Good Shepherd Lodge
Donna Hart	Executive Director – Seniors Living	Churches of Christ
Liam Mayo (SMC Co-Chair)	CEO	ComLink
Adrian Morgan	General Manager	Flexi Care Inc
Dina Ranieri	CEO	CO.AS.IT.
Grant Simpson	CEO	NoosaCare
Cherylee Treloar	CEO	Footprints Community Ltd
Lisa Ward	CEO	ECCQ
Kris Whitehead	CEO	Home Instead
Shane Winterton	Business Director	CPSM Care

State Member Council Western Australia

David Cox	Managing Director	Curtin Heritage Living
Amanda Crook	CEO	Coolibah Care
Maria Davison	CEO	Melville Cares
Enda Fahy	CEO	Southcare
Clare Grieveson	CEO	Southern Cross Care (WA)
Mark Gummer (SMC Chairperson)	CEO	Astley Care
Philippa Hall	CEO	Maurice Zeffert Home
Daniel Hitchcock	Corp Services Mgr	Hall & Prior
Marcelle James	Director Residential Operations	Juniper
Rena Lavell	Executive Director, WA	Silverchain
Sean Mahoney	General Manager	Geegeelup Village
Irene Mooney	CEO	MYVISTA
Natasha Morgan	CEO	Cura-In Home Care
Chris Roberts	CEO	Meath Care
Yvonne Timson (SMC Deputy Chair)	CEO	Community Vision Australia
Shane Yensch	WA Elected Director	ACCPA

State Member Council Tasmania

Justine Barwick	CEO	The District Nurses
David Brennan	CEO	Huon Regional Care
Jason Binder	CEO	Respect
Catherine Daley	CEO	Integrated Living
Esteban Cox	CEO	Southern Cross Care
Kelly Frerk	Manager Aged and Community Services	Migrant Resource Centre Tasmania
Glenn Hardwick	CEO	Christian Homes
Jackie Howard	TAS Elected Director	ACCPA
Damien Jacobs	CEO	Glenview
Fiona Onslow-Agnew	CEO	Mayshaw
Nadine Ozols	CEO	Aged Care Deloraine
Alison Standen (SMC Deputy Chair)	CEO	Corumbene
Allyson Warrington	CEO	Community Based Support
Peter Williams (SMC Chairperson)	CEO	OneCare

State Member Council South Australia and Northern Territory

Darren Birbeck	CEO	Resthaven
Sara Blunt (SMC Chairperson)	CEO	Kalyra
Sharyn Broer	CEO	Meals on Wheels
Michelle Church	CEO	St Basil's Homes
Andrew Curle	CEO	Warrina Homes
Beth Davidson-Park	General Manager	Alwyndor
Jenny Deer	CEO	Mt View Homes
Anna Howard	CEO	Murray Mallee Aged Care
Nicolle Jachmann	CEO	Riverview Lutheran Rest Home
Lee Martin (Feb – June 24)	CEO	Lutheran Homes Barossa
Jane Pickering	SA Elected Director	ACCPA
Jane Pappin	Managing Director	Pop-Up Health
Claire Scapinello	CEO	ECH
Chris Stewart	CEO	Helping Hand
Frank Weits (Sep/Oct/Nov 23)	CEO	ACH Group

Building sector partnerships

Associate partner program renewal and expansion

Our ACCPA associate partner program brings together suppliers of products and services making a positive contribution to aged care services sector in Australia. These businesses are able to build brand awareness and share expertise through their relationship with ACCPA, and are elevated as suppliers of choice for our members.

The 2023-24 financial year marked a significant milestone for ACCPA, boasting an impressive 80 per cent retention rate in our associate partner program. This achievement underscores our commitment to nurturing long-term relationships and sustaining mutual growth.

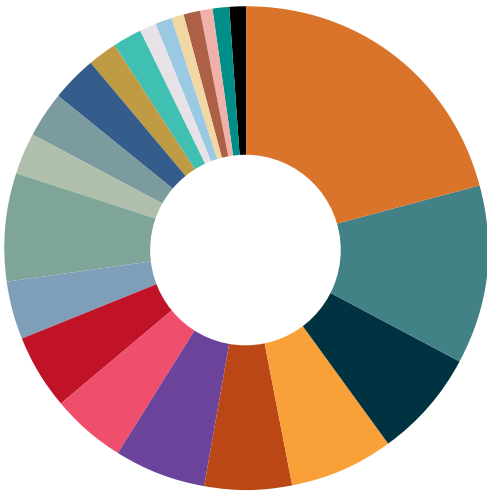
In total the ACCPA associate partner program proudly welcomed a total of 307 partners. This figure includes 217 associate partners that renewed their commitment from the previous year and an additional 90 new associate partners that joined our community.

Our associate partner network spans a diverse array of industries, giving ACCPA members access to a wide range of quality products and services from leading suppliers. The breakdown of industries represented in our associate partner program showcases our alignment across various sectors crucial to our members’ needs.

This diverse representation underscores the ability of our associate partners to cater comprehensively to the multifaceted needs of our membership base, ensuring robust support and value.



Diverse partnerships representation



IT Systems & Software	21%
HR & Recruitment Services	12%
Education & Training	7%
Financial Services	7%
Healthcare Aids & Equipment	6%
Healthcare Services & Human Support Services	6%
Architecture, Building & Construction	5%
Legal Services	5%
Business Planning & Finance	4%
Age Care Consultants	3%
Allied Health Services	3%
Building Maintenance & Cleaning Services	3%
Catering & Food Services	3%
Insurance	2%
Not for Profit Organisations	2%
Infection Control	1%
Governance	1%
Nutrition & Healthy Food Services	1%
Oral Health	1%
Real Estate Services	1%
Superannuation Services	1%
IT Management Services	1%

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Aged Care Advisory Service has partnered with ACCPA since the new entity was formed. We have been grateful for the opportunity to meet and greet members through our sponsorship and attendance at conferences in all states of Australia, and have been able to establish a number of new clients as a result. The web and print presence is important to us to maintain awareness among ACCPA members, and the conference content has been topical and relevant to the sector and to our work. Aged Care Advisory Service really values our partnership with ACCPA, and we appreciate not only the opportunities and value it represents, but the great level of responsiveness and care from the ACCPA team.

John Moore, Director and Principal Consultant, Aged Care Advisory Service (ACCPA associate partner)


217

renewed associate partners

+

90

new associate partners

=

307

total associate partners

Conference and event alliances

ACCPA conferences and events provide an opportunity to expand our engagement with sector partners and other stakeholders, through sponsorships, speaking opportunities, co-branded offerings and trade hall exhibits.

During the year ACCPA hosted 387 exhibition stands at conferences and we greatly appreciated the support we received from 82 sponsors, including 60 major sponsors.

ACCPA major sponsors in 2023-24

- | | |
|-------------------------------|---|
| ■ Aged Care Advisory Service | ■ HLS Healthcare |
| ■ Alayacare | ■ HNS Australia |
| ■ Alexys | ■ Iagehealth |
| ■ Altaira | ■ Ideagen CompliSpace |
| ■ Anchor Excellence | ■ Independent Health and Aged Care Pricing Authority (IHACPA) |
| ■ Ansell Strategic | ■ Lenexa Medical |
| ■ Ansvar Insurance | ■ Lite n' Easy |
| ■ Arrotex Pharmaceuticals | ■ Martian Logic |
| ■ AUCloud | ■ McArthur |
| ■ Ausmed | ■ Moa Benchmarking |
| ■ Aussie Pharma Direct | ■ Mobility Australia |
| ■ Autumncare | ■ MPS Connect |
| ■ Aware Super | ■ National Networks Plus |
| ■ BestMed | ■ Nightingale |
| ■ Care Systems | ■ Novata Solutions |
| ■ CareVision | ■ Optimum Allied Health |
| ■ Ceridian | ■ Palliative Care Victoria |
| ■ Contemporary Catering | ■ Pen Underwriting |
| ■ Dementia Support Australia | ■ Person Centred Software |
| ■ Dementia Training Australia | ■ Plena Healthcare |
| ■ Encara | ■ Provider Assist |
| ■ Epicor | ■ Redmap |
| ■ Fire Up Solutions | ■ Resolute Painting & Projects |
| ■ Foxtel | ■ ReturntoWorkSA |
| ■ G5 Strategic | ■ Riskteq |
| ■ Global Talent Agency | ■ Talius |
| ■ Groworx | ■ Telstra Health |
| ■ Health Generation | ■ The Lookout Way |
| ■ Health Metrics | ■ Westpac Group |
| ■ HESTA | ■ Zipline |

Collaborating with stakeholders

ACCPA collaborates with many different sector stakeholders to share expertise and achieve better outcomes for aged care providers and consumers of aged care services.

Our collaborative work includes sharing knowledge, data and insights; undertaking research; delivering projects and initiatives; and building sector capacity.

Key collaborations in 2023-24:

- **StewartBrown Advisory.** StewartBrown's Aged Care Financial Performance quarterly survey is the largest financial benchmark in the aged care services sector and provides invaluable insights into the trends and drivers of financial performance, giving overall metrics as well as data at the level of aged care homes and programs. ACCPA's policy and advocacy team engaged StewartBrown as consultant advisor on funding and finance matters including on modelling related to Aged Care Taskforce recommendations and other areas of importance such as home care packages investment.
- **LGBTIQ+ Health Australia (LHA).** LHA is a member of ACCPA's Consumer Advisory Committee and together with ACCPA, we collaborated on a Joint Statement on Aged Care to affirm the fundamental human rights of LGBTI people in aged care, developed in association with members and stakeholders of both organisations.
- **Supporting migration for aged care.** ACCPA established robust linkages with the migration function of the Australian Government, both politically as well as through the Department of Home Affairs. This assisted discussions on the Aged Care Industry Labour Agreement (ACILA) and the future of the migration system, promoting the need to consider aged care as a sector in need within the complexity of the migration system. ACCPA is now regularly engaged on relevant consultations in these matters.
- **Russell Kennedy.** Our associate partner Russell Kennedy is a market leader in specialist legal advice in relation to aged care. Their legal team supported ACCPA's submission on the Aged Care Act.
- **BNG Online and Centro Assist.** ACCPA's quality partners BNG Online and Centro Assist provide the platforms we use for our quality products the ACCPA Safety & Quality Management System (SQMS) and the ACCPA Quality Portal to help providers monitor and manage their quality requirements. (See page 48 for more information about these products.)
- **Convene.** Our partner for the ACCPA Governance Portal, a Board management software platform, is powered by Convene software. (See page 49 for more information about this product).

Advocating for inclusiveness in aged care

ACCPA partnered with LHA to develop a Joint Statement to affirm the human rights and needs of LGBTI older people.

This statement is an invitation to aged care providers to affirm the fundamental rights and freedoms of all older people in Australia, including lesbian, gay, bisexual, transgender, intersex, and other sexuality, gender and bodily diverse people.

Aged care providers that sign up to the statement are signalling a willingness to build their capacity to provide safe and appropriate care to LGBTI older people, both in home care and residential care.

This requires services and practices that are inclusive and respectful, and embrace the enormous diversity of LGBTI older people's backgrounds, life experiences and individual characteristics.

A webinar launching the statement and encouraging providers to sign up was held on 31 October 2023 with over 160 attending to hear about the lived experience of older LGBTI people and from ACCPA members about their tailored services and programs. The launch webinar is available online.

lgbtiqhealth.org.au/lgbtiagedcarejointstatement

Engaging globally

In Australia, we are working hard to deliver a better ageing future defined by quality care and healthy ageing.

By 2057, Australia is projected to see 22 per cent of its population aged over 65 – and engaging with other countries facing an ageing population can offer a range of benefits and insights.

Participating in international events offers important opportunities for information gathering and knowledge sharing, as well as potential for collaboration globally.

World Ageing Festival

ACCPA CEO Tom Symondson delivered a presentation at the World Ageing Festival (hosted by Ageing Asia) 'Redefining Care: Activating Communities of the Future' in Singapore in May 2023, showcasing the ways in which Australia is achieving excellence in aged care.

Our CEO was joined by ACCPA General Manager Services & Sector Capacity Belinda Allen and together they participated in a sector tour of local aged care facilities; an Ageing Asia Policy Roundtable of experts sharing insights from a variety of countries; and an Ageing Asia Innovation Forum and Exhibition, showing innovative products and solutions for Asia Pacific's rapidly growing ageing population.

At the Ageing Asia event, our CEO was honoured to receive the Global Ageing Influencer Award, while Australian aged care providers and suppliers took out 46 finalist places and 14 separate winner awards across 10 categories in the 12th Asia Pacific Eldercare Innovation Awards – demonstrating our global impact.

Leading the way were ACCPA members, with achievements recognised from Ryman Healthcare, Bolton Clarke, Mark Moran Group, Rockpool Pelican Waters, McLean Care with iAgeHealth, Kalyra and the Australian Nursing Home Foundation (ANHF).

Ryman Healthcare Australia won four separate award titles, while Bolton Clarke won two.

12th Asia Pacific Eldercare Innovation Award – Australian winners

- Ryman Healthcare Australia
- Bolton Clarke
- Mark Moran Group
- Rockpool Pelican Waters
- The Pure Food Co
- Kradal Flooring
- McLean Care with iAgeHealth
- mCare Digital
- Kalyra
- Australian Nursing Home Foundation

“

As a business we're constantly looking for innovative solutions to enhance freedom, connection and wellbeing for people as we grow older. While innovation comes in many different forms, the best innovations are always simple and intuitive, and have people at their heart.

Cameron Holland, CEO, Ryman Healthcare Australia



Sydney aged care home wins Asia-Pacific Innovation Award

The Australia Nursing Home Foundation (ANHF) was awarded the 'Innovation of the Year – Rehabilitation Programme' title at the 12th Asia Pacific Eldercare Innovation Awards, announced at the World Ageing Festival in Singapore in May 2023.

A New South Wales provider offering culturally specific residential care and community support to over 1,500 seniors and their families, most of whom have Chinese heritage, their award-winning 'Senior Boxing and Technology Enhanced Exercising Programme' at the Huang Ying Jung Nursing Home in Sydney combines traditional exercises with modern technology.

ANHF CEO Ada Cheng said, "Life in aged care homes is often perceived as inactive and dull. However, innovation and technology can change this perception."



ANHF CEO Ada Cheng pictured with ACCPA CEO Tom Symondson and the 'Innovation of the Year - Rehabilitation Programme' trophy.



Eighty-eight year-old Sue Yui Chan is a resident at the Australia Nursing Home Foundation's Huang Ying Jung Nursing Home in Sydney and enjoys their boxing program.



Pillar

Encourage continuous improvement

Our third strategic pillar 'encourage a capable, innovative and trusted sector that has continuous improvement at its heart' is largely focused on building workforce capacity and fostering a culture of innovation in the aged care services sector.

With an ageing population and the number of people aged 80-plus projected to double by 2050, along with informal family care becoming less available, it is estimated Australia will require double the number of aged care staff in the next 25 years compared with today.

This shortfall of 400,000 aged care workers must be addressed now, through focused attraction and retention strategies.

Increased use of effective technologies and innovations in service delivery will also play a key role, by freeing up staff time to provide quality care.

The calibre of staff demanded by consumers and government regulations is also changing. Today and into the future more nuanced skillsets are in demand, particularly in relation to aged care nursing and enhanced awareness of people's needs, such as trauma-informed and dementia-aware training.

Doing our part, we are committed to the important role of supporting the expansion of a highly skilled aged care workforce and an agile sector – because our future depends on it.

Building workforce capacity

Workforce issues are consistently identified as a key challenge for aged care – Australia's fastest growing sector.

While increased remuneration as a result of the Work Value Case has elevated the status of roles in aged care, Australia is still facing a lack of supply of skilled aged care workers.

A key role for ACCPA is to help address this workforce challenge by encouraging more people to consider a career in aged care as well as build capability and capacity across the spectrum of workforce – from executives and leaders to direct care workers.

In 2023-24, we were pleased to facilitate a number of workforce-related projects in relation to recruitment, retention and capacity-building for the benefit of members and the wider aged care services sector.

Learning and professional development

ACCPA's Learning and Professional Development team plays a vital role in our commitment to building capacity in the aged care workforce.

Delivering a range of learning and professional development products for all tiers of staff – from executives to direct care workers – we specifically cater to identified areas of need as well as emerging issues.

While products are heavily discounted for ACCPA members, they are also open to non-members, and we are pleased to provide this valuable service for the wider sector.

In 2023-24, 2,987 staff from member organisations and 845 staff from non-member organisations (a total of 3,832 participants) accessed the 65 learning and professional development products available on ACCPA's training calendar, with 167 different delivery dates offered.

Of the 65 unique products delivered across the period, 51 of these were relevant across all areas of aged care while the remainder were specific to individual sectors, as follows:

- 51 broad topics
- one product for CHSP only
- seven products for home care only
- four products for retirement living only
- two products for residential care only.

Key outcomes for 2023-24:

- **WA Home Care Workforce Support Program.** Access was provided to 375 participants from 48 West Australian organisations (264 ACCPA members and 111 non-members) under a procurement agreement. Prior to the procurement agreement, an additional 47 participants under this program accessed a different ACCPA product.
- **VIC/TAS Home Care Workforce Support Program.** Access was provided to 1,177 participants (1,018 ACCPA members and 158 non-members) from 170 organisations (128 ACCPA members and 41 non-member organisations, one had undisclosed membership status). The number

of organisations in each state was 125 (VIC), 27 (TAS), eight (NSW/ACT), five (QLD), two (SA) and two (WA).

- **Settlement Services International for the NSW Home Care Workforce Support Program.** Access was provided to 22 participants (20 participants from seven ACCPA members and two participants from two non-member organisations).

Leadership programs

ACCPA offers two professional development opportunities for leaders, the Leadership Accelerator Program and Foundational Leaders Program.

Designed to build leadership capability of the sector, each program offers a unique learning experience and model that enable participants to choose what best suits them.

While both are designed for new and emerging leaders, the Foundational Leaders Program is more suited to leaders at the beginning of their journey without previous leadership training. It was offered once during 2023-24 for 29 learners from 13 organisations.

The Leadership Accelerator Program was delivered five times for new and seasoned leaders to enable learners to grow their professional leadership capability in a quick and easy way, with practical skills.

In 2023-24 we were pleased to train 211 aged care leaders from 43 organisations across Australia in the full Leadership Accelerator Program plus another 29 learners who undertook individual modules.

Of the 43 organisations, four ACCPA members opted for exclusive delivery for their leadership teams.

Our exit reviews showed that in 2023-24, both programs received outstanding feedback, rating of 4.6-5 out of a maximum of five stars.

During 2023-24 we also developed a Governance Framework to build governance capacity among executive leaders, as well as a governance portal to help with administration of governing bodies.



The Leadership Accelerator Program was well balanced and delivered in an interactive way and the presenter has an enormous amount of knowledge.

Christine Sheppard, Executive Manager of Care Services, Meath Care (ACCPA member)

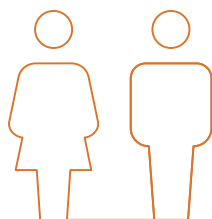


ACCPA Leadership Accelerator Program:

- for new and emerging leaders who want to grow their professional leadership capability with minimum downtime
- for seasoned professionals who want to refresh their understanding and update their leadership toolkit
- mapped against the Australian Aged Care Leadership Capability Framework
- designed as a 'pick and pack' model as a discounted whole program or single module purchase, with or without Care Industry Leadership Capability Assessment (CILCA 360) tool
- online public access or face-to-face exclusive option (for organisations that would like to train groups of 18 or more leaders).

ACCPA Foundational Leaders Program:

- for new and emerging leaders at the beginning of their leadership journey in aged care
- introductory program with sector-specific coaching from experts
- six online modules delivered over 18 weeks
- Care Industry Leadership Capability Assessment (CILCA 360) tool to give insight into individual's strengths and capabilities
- offered once per year.



211 learners from **43** organisations across six states completed the Leadership Accelerator Program

29 learners registered for individual Leadership Accelerator Program modules

Four ACCPA members with a total of **87** learners opted for exclusive delivery of the Leadership Accelerator Program (19 from VMCH (VIC), **21** from Meath Care (WA), **27** from Suncare Community Services (QLD) and **20** from Red Cross (National))

One Foundational Leaders Program for **29** learners from **13** organisations across five states (**7** participants accessed coaching)



The Foundational Leaders Program content was invaluable and served to strengthen my knowledge and leadership skills.

Catherine Bubb, Clinical Care Manager,
Mclean Care (ACCPA member)



I would recommend the Foundational Leaders Program course to anyone. It has changed the way I lead my team.

Kassandra Schultz, General Manager,
MyHomecare Group (ACCPA member)



Exclusive customised leadership delivery

Suncare Community Services, a Queensland home care provider and ACCPA member, initially approached ACCPA with the view of registering 11 employees in a public access Leadership Accelerator Program.

ACCPA Manager Learning & Professional Development Tegan Roberts and program facilitator Bruce Williams then consulted with Suncare executives to carefully identify the key leadership capabilities they wanted to address.

Within a week, arrangements were confirmed to deliver an exclusive customised program to 27 participants. We restructured the delivery modality from six two-hour online modules delivered fortnightly, to a face-to-face model delivered across three days.

We divided the 27 leaders into two cohorts that received half-day sessions over two days and then one full day session on the identified area for development.

Our training resources were co-branded with the Suncare logo, fostering a sense of ownership and reinforcing the program's customised approach.

ACCPA engaged with Suncare to incorporate 'real world' examples from the organisation, and importantly the customised program provided a confidential space for participants to unpack case studies and scenarios.

Suncare Manager of Talent and Capability Laura Gay said the practical elements underpinned by academic frameworks were instrumental in helping their leaders apply concepts effectively.



Partnering with ACCPA to deliver a Leadership Accelerator Program has proved to be a game-changer for Suncare Community Services.

Laura Gay, Manager of Talent and Capability, Suncare (ACCPA member)



"The comprehensive modules, interactive discussions, team collaboration, hands-on customised workshops and expert guidance helped boost our leadership training offering significantly.

"Our people leaders now feel more confident and skilled, thanks to the training and resource toolkit support. Bruce Williams led engaging presentations which were positively received by his audience."

Suncare have booked a second exclusive LAP program for a further two cohorts of 25 employees, to take place in September 2024.

ACCPA state conferences

ACCPA ran two-and-a-half-day state conferences from March to June 2024 in Queensland, Western Australia, Victoria and New South Wales, and one-day conferences in Tasmania and South Australia.

These conferences gave state-based providers and suppliers the opportunity to come together and hear from an impressive line-up of speakers covering the most pertinent topics in the sector, from a local perspective.

The conferences operated under the theme 'From Vision to Reality: Aged Care's Journey Forward', which encapsulated the dynamic evolution of the sector, reflecting a commitment to transforming visionary ideas into tangible, impactful outcomes – through innovative strategies, cutting-edge technologies and progressive management approaches.

Each conference addressed key subject areas such as finance and funding, workforce, the aged care standards, elder abuse, findings from the Council of Elders, as well as a series of sessions specifically relevant to each state. They also featured an extensive trade exhibition and numerous networking opportunities.

With a predominantly operational focus, the conferences were attended by a range of aged care executives and operational staff.

ACCPA Victorian Conference 2024





ACCPA National Conference

The ACCPA National Conference 2023 was the largest gathering of aged care professionals at a national conference on record, attracting 2,045 delegates.

Running over three days 23-25 October at the Adelaide Convention Centre, with optional sessions on the day prior to the event, it offered a platform for networking, learning and inspiration.

The conference program delivered 93 speaking sessions with 166 speakers across seven concurrent streams and plenary sessions.

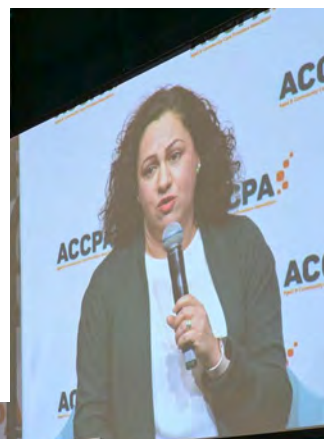
Consistent with the conference theme 'The Age of Change', presenters were encouraged to delve into inventive concepts to help delegates embrace a time of significant transformation.

With a wide range of presentations encompassing governance, leadership, digital advancements, financial considerations, retirement communities, senior housing, care models, and cutting-edge technology, there was something to engage the curiosity of every professional working in the sector.

Networking was a key feature of the event, while journalist and media personality Tony Jones acted as Master of Ceremonies for the conference and facilitated a number of panel sessions.

There was also an extensive trade exhibition showcasing over 180 trade booths and sponsored areas to allow delegates to experience and engage with new products and services for the sector.







The ACCPA Queensland Conference is a fantastic event I attend each year. This is an opportunity for me to engage with other services, learn from sector leaders and have access to the latest products and services available within the aged care sector.

Anne Ahern, General Manager, Hinterland Community Care Inc (ACCPA member)

ACCPA National
Conference (Adelaide)

2,045
delegates

Tasmanian
Conference (Hobart)

96
delegates

South Australian
Conference (Adelaide)

127
delegates

Queensland
Conference (Gold Coast)

462
delegates

Western Australian
Conference (Perth)

467
delegates

Victorian
Conference (Melbourne)

536
delegates

New South Wales and
Australian Capital Territory
Conference (Sydney)

511
delegates

Total registrations
4,244

Sector support and development

ACCPA's Sector Support and Development (SSD) team is funded by the Department of Health and Aged Care (DoHaC) to offer support to Commonwealth Home Support Programme (CHSP) providers. The SSD team works with providers to strengthen and improve practice including building providers capacity to prepare for the aged care reforms.

In 2023-24, the SSD team developed a CHSP Advisory Hub as a designated location for providers seeking information on aged care reforms, providing access to various resources and tools, as well as training, webinar and workshop opportunities taken up by thousands of participants.

With more than 7,000 visitors and over 1,400 users accessing resources, the hub also allowed home care providers to contact the SSD team directly to discuss individual issues and needs.

CHSP Advisory Hub



7,000+
visitors*



1,400+
users accessing
resources



2,000+
registrations to
attend webinars



450+
participants at CHSP
online conference



18
mental health
series webinars



47 training
sessions delivered
to **688** participants
from **249** providers



6 CHSP webinars
for **1698** CHSP
providers

*Nine-month period

SSD Deliverables

Home Care Workforce Support Program

The Home Care Workforce Support Program was launched mid-2022 as an Australian Government initiative to be delivered by various project partners nationwide.

ACCPA secured delivery of the program in Victoria and Tasmania – which we called Home Care Careers – in partnership with the Human Services Skills Organisation and PowerHouse Hub.

The program's ambitious goal was to grow Australia's home care workforce by 13,000 by June 2024, with a specific target of 3,888 Personal Care Workers (PCWs) across Victoria and Tasmania.

We were pleased to surpass this goal, by placing 4,764 additional carers with home care providers through our recruitment and engagement channels, which reached the majority of aged care providers in the two states.

Key outcomes for 2023-24:

- 12,011 candidates registered for the Home Care Workforce Support Program nationally
- 4,764 skilled PCWs recruited and placed to support the growing demand for home care services in the aged care sector across Victoria and Tasmania
- improved delivery of aged care services through professional development of home care PCWs and support staff
- strengthened supports for PCWs in the home care sector through a variety of engagement channels, effectively reaching 82 per cent of aged care providers across Victoria and Tasmania.

As part of our commitment to supporting home care providers as they begin their transition to the new Support at Home program, during 2023-24 we held six 'CHSP - Transitioning to the Home Support Program' webinars, with a total of 1,698 registrations.

Nursing Transition to Practice program

Consistent with the recommendations from the Royal Commission into Aged Care Quality and Safety, ACCPA recognises the importance of building a strong and sustainable aged care nursing workforce.

Running nationally since February 2022, our Nursing Transition to Practice program is proving an important way for providers to leverage their ability to attract, retain and upskill their nursing workforce.

Aged care providers from every state and territory in Australia have taken up the opportunity to upskill their nurses through our program, with hundreds of nurses having been enrolled or completing the course since its inception.

The program offers specific training in aged care for newly graduated registered nurses or enrolled nurses in their first two years of work, as well as registered nurses with prior experience who are new to the sector.

By supporting organisations, providing professional development opportunities and nursing mentorship, the program is helping providers overcome some of the barriers to recruitment and retention of aged care nurses and building capacity within the sector.

Key outcomes for 2023-24:

- 77 partner organisations participated in the program
- 60 nurses successfully completed the program (graduate registered and enrolled nurses, and transitioning registered nurses)
- 123 nurses are currently enrolled with 42 due to complete the program August 2024.

Building nursing capacity in the bush

With one in four Australians in the aged care target population living in rural or remote communities (GEN Aged Care Data 2019-20), the current shortage of nurses can threaten the access these communities have to adequate aged care services.

Tailored support through ACCPA's Nursing Transition to Practice program – which includes mentorship and professional development – is helping to fill the gap.

Running nationally since February 2022, the program is proving an important way rural and remote providers can leverage their ability to attract, retain and upskill their nursing workforce.

Registered Nurse Amber Ferguson is enrolled in the ACCPA Nursing Transition to Practice program through her employer Quirindi Care Services, which operates in the small town Quirindi with a population of 2,602 (at the time of the 2021 census) in regional New South Wales.

Quirindi Care Services was able to secure Amber by supporting her career progression through seamlessly transitioning from her role as a member of care staff to a registered nurse after completing her qualifications while working part-time.

"My manager and colleagues were understanding and flexible and this contributed to me being able to complete my studies, graduate and then transition to the role of Registered Nurse," said Amber.

"It is very reassuring that not only am I supported in my workplace but also externally by ACCPA.

"The weekly professional development sessions are fantastic as they deliver information specific to the aged care sector, presented by knowledgeable professionals."



Registered Nurse Amber Ferguson says the support from her employer and ACCPA has been invaluable in her aged care career.

Workforce Hub

ACCPA's Workforce Hub is an online platform that supports the sector with attraction, recruitment, retention and ongoing development of the aged care workforce.

Another solution to the workforce challenge for providers, it allows people looking for employment opportunities in aged care as well as aged care organisations and service providers to register on the site.

The platform has become a trusted resource for all stakeholders, offering easily accessible information, programs and listed training and events, and providing career resources and direct program access to current and prospective job seekers.

The Workforce Hub is available at employment.agedservicesworkforce.com.au

Aged Care Is the Place to Be

In November 2023 we commenced delivery of the 'Aged Care Is the Place to Be' initiative in Queensland with funding from the Queensland Government.

Aiming to enhance recruitment and retention in the state's aged care sector, the initiative targets four underrepresented cohorts in the aged care workforce: young individuals aged 15-24, First Nations people, people with disability and those experiencing long-term unemployed.

Providers in specific Queensland Local Government Areas are eligible to participate with 31 providers enrolled in the 'Aged Care Is the Place to Be' program.

After careful planning, in May 2024 we launched an introductory micro-credential (module) to aged care with 16 candidates successfully completing it since release. Additionally, 136 candidates looking for work registered for the program and 85 completed a survey assessing their experiences.

We also facilitated job readiness for 29 jobseekers through curriculum vitae creation, employer presentations and micro-credentialing, resulting in one candidate securing employment with an aged care provider.

Acknowledging employers also need specific support, we also ran eight workshops for employers to help them create a better employee experience and workplace culture:

- 'Dementia care essentials: charting the path to understanding and empowerment' (two deliveries)
- 'Asking the Question – creating culturally safe spaces for First Nations people'
- 'Employee experience'
- 'Psychological safety'
- 'Trauma-informed care'
- 'Managing conflicts and disputes'
- 'Essential knowledge on restrictive practices in home care'.

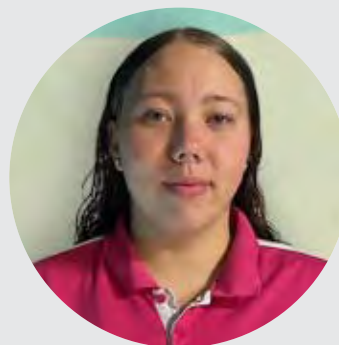
To date, the initiative provided recruitment assistance to seven providers while 22 existing employees benefitted from capability uplift products, aiming to improve their skills and job satisfaction.

This comprehensive approach ensures both new entrants and current workers are supported, ultimately strengthening the aged care workforce in Queensland.

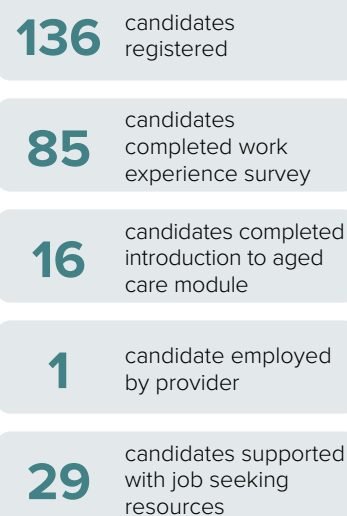


When I saw the information about the program, I instantly felt like it was the right choice. The best part is, there's still so many more moments to enjoy and learn.

Shaye Pedler, Aged Care is the Place to Be Program participant.



Attraction



Retention



Incontinence Management Micro-Credential Program

In October 2023, ACCPA partnered with the Queensland Government to supply free incontinence training to nurses, care workers and job seekers in Queensland, under the Incontinence Management Micro-Credential Program.

This eLearning initiative aims to bridge the knowledge gaps in continence management, offering a standardised, sector-specific approach.

Launched on 30 October 2023, the self-paced eLearning program is specifically designed for job seekers who wish to upskill and those currently working as registered nurses, personal care workers and home care support workers.

While addressing a critical aspect of elder care, the program provides a vital professional development opportunity for workers in both residential and community care settings in Australia. Learners receive a digital badge to acknowledge their credentials, providing recognition of authenticity.

In 2023-24, the program trained 649 registered nurses and personal care workers in Queensland.

Of these, 71 learners completed the 'Best Practice' survey, which showed:

- 79 per cent of learners surveyed felt confident in applying the skills and knowledge acquired to improve the quality of care for older persons
- 90 per cent of learners surveyed agreed the micro-credential encouraged reflective practice and contributed to their personal growth as a healthcare professional.

End of Life Direction for Aged Care

End of Life Direction for Aged Care (ELDAC) is an Australian Government program that provides information, guidance and resources to health professionals and aged care workers to support palliative care and advanced care planning.

ACCPA provides a conduit for the ELDAC Linkage Program, encouraging aged care providers to access the program for their staff, to help them build confidence in providing end-of-life care and helping care recipients navigate end-of-life decision making.

ACCPA is committed to ongoing collaboration with ELDAC, through promotion and dissemination of ELDAC resources and information via a variety of channels, including face-to-face meetings, online meetings and webinars.

Key outcomes for 2023-24:

- Ongoing provision of ELDAC information through social media and ACCPA Informer newsletter, reaching over 10,000 newsletter recipients, and over 11,000 social media followers.
- Regional presentations were undertaken in southwest Western Australia, an aged care forum in Darwin and attendance at several regional aged care and disability expos across South Australia.
- ELDAC resources were made available at all ACCPA state conferences and the ACCPA National Conference 2023.



ACCPA State Manager WA/NT Liz Behjat (second from left) presents an ACCPA certificate of appreciation to the Shire of Manjimup Care Team.

Supported residential services training

Funded by the Department of Families, Fairness and Housing, ACCPA conducts specialised training workshops for Supported Residential Service (SRS) staff and proprietors based in Victoria.

These online and face-to-face workshops focus on critical areas essential for enhancing safety and service quality:

- Supporting Resident Health
- Responding to Challenging Behaviours
- Facilitating Access to Health and Support Services
- Preparing for and Responding to Incidents
- Supporting Resident Choice and Independence
- Mental Health.

Mental health training is a cornerstone of this ongoing work, which aims to ensure all residential care staff are equipped to address resident needs effectively.

Key outcomes for 2023-24:

- 35 training workshops conducted
- More than 545 participants accessed training.

Driving continuous improvement

Quality services

Supporting providers in the delivery of high quality, safe and sustainable services is the core focus of ACCPA's consultancy and quality programs, which offer systems and tailored supports that guide best-practice service delivery.

ACCPA offers two robust and effective quality management solutions to help providers remain compliant with changing regulations and legislation. During 2023-24 the focus for these tools was preparing for the introduction of the proposed new Aged Care Act and associated strengthened Aged Care Quality Standards.

The ACCPA Safety & Quality Management System (SQMS) contains full suites of policies, processes, forms and audits with separate versions for residential care, home care, retirement living and disability providers. We provide frequent updates to ensure they reflect the regulatory requirements, current best practice and operational needs of providers.

In 2023-24, we added more than 90 new and updated policies, processes, documents and audits to the SQMS, which focused on clinical care, human resources, governance and other operational areas. A further 260 were reviewed and updated pending release.

The ACCPA Quality Portal and free trial site the Member Support Portal offer assessments against a range of community standards including the current Aged Care Quality Standards. These enable providers to determine their level of compliance with the requirements and track their progress in

preparing for an accreditation review. Questions are mapped across standards saving significant time for organisations operating under multiple compliance regimes.

Key outcomes for 2023-24:

- 90+ new and updated resources added to ACCPA SQMS
- ACCPA SQMS supported 266 subscribers (252 members and 14 non-members)
- ACCPA Quality Portal supported 91 subscribers
- 151 registrations of the ACCPA Member Support Portal.

ACCPA SQMS:

- over 450 aged care specific policies, processes and resource templates
- internal audits program
- real-time recording and management of incidents, complaints, feedback and improvements.

ACCPA Quality Portal:

- over 500 resources and policy templates
- separate module for governing bodies
- saves 80 per cent of work time on compliance reporting.



We subscribe to ACCPA's SQMS and their consultancy service, both of which have been incredibly valuable to us. The user-friendly SQMS encompasses all the necessary policies and processes, which we can customise for our home care and NDIS services. It's comforting to know that our staff are guided by best practices and that we will receive timely updates as needed. Additionally, the consultancy team was instrumental in helping us prepare for a quality review, ensuring our confidence in our practices and our readiness for audits at any time.

Abdul Yusuf, Halo Care Services (ACCPA member)

ACCPA consultancy

A key focus for the consultancy team in 2023-24 was quality and continuous improvement, with more than 40 per cent of requests related to compliance obligations.

Our consultancy service supports providers through:

- guidance and advice on all areas of operation
- quality reviews, gaps analysis, achieving compliance and responding to adverse audit outcomes and complaints
- governance and leadership coaching and mentoring
- workforce reviews and staff training and development.

The service has a particular interest and expertise in supporting rural, remote and First Nations providers with this cohort representing 26 per cent of clients – many of which are the only aged care services in their community.

Through this, we contributed to the sustainability of nine providers at risk of closure.

Key outcomes for 2023-24:

- 41 components of work for 34 providers across residential care and home care
- five providers engaged the team on a retainer arrangement for ongoing support
- helped prevent the closure of nine providers.

Consultancy services



Compliance	17
Quality reviews	10
Capacity building	10
Complaints and incidents	6
CILCA debriefs	6
Clinical governance	8
Board governance	5
Post audit support	4
Audit preparation	3

Building governance capability

In 2023-24 we released a Governance Framework to support members build their governance capacity and implement the Strengthening Provider Governance reforms.

The Framework is presented as an interactive PDF and covers the three governance domains of corporate (relating to the governing body), operational (running the business) and clinical care (care quality).

We also developed a suite of tools and templates to support the framework, including an 'Aged Care Governance' manual, a 'Towards Good Governance' workplan, a skills assessment and skills matrix.

During the year we also launched our ACCPA Governance Portal, delivered in partnership with Convene.

The platform offers members access to a private and secure online hub to manage aged, community care and seniors housing governing body and related committee meetings efficiently and effectively. It streamlines processes for scheduling meetings, creating agendas and board packs and managing meeting outcomes plus enables real-time collaboration and annotation of papers.

This platform includes aged care specific resources and provides a revenue share component for ACCPA.



The support we received from ACCPA consultancy has been invaluable in helping us meet our compliance obligations and build the capability of our inexperienced team for accreditation reviews.

ACCPA member

Nurturing innovation

Helping to build a capable and innovative sector with continuous improvement is a key element of the third pillar of ACCPA's four-pillar strategy.

The current period of aged care reform – one of the most significant in its history – is occurring against a backdrop of ongoing advancements in technology.

This is an important intersection of thought, which is resulting in an increasing number of aged care providers investing in new technology-enhanced systems and processes.

However, innovation is more than just technology, it is about rethinking and reinventing the way aged care is provided – from beginning to end.



Excellent presentation. Fantastic display of innovative ideas and thinking more simplistically. Inspiring, thought provoking and empowering. Brought the idea of innovation within reach for us all.

ACCPA state conference delegate's response to a presentation of ACCPA's strategic innovation programs

InnovAGEING

Supporting vital sector-led innovation is an important part of ACCPA's work, through our InnovAGEING program strategy.

Launched in March 2024, our focus is to create opportunities for collaboration across the sector by facilitating innovation and digital transformation, provoking innovative thinking among aged care leaders, and translating research and data insights to inform decision making and drive continuous improvement.

Through InnovAGEING, our role is to unify the many voices in aged care to provide a single, authoritative and trusted message to build capacity, secure funding and reduce barriers to innovation and scalable technology transformation.

Key outcomes for 2023-24:

- ACCPA Innovation Strategy launched (March 2024)
- ITAC conference (26-27 March 2024)
- Memorandum of Understanding established with Aged Care Research & Industry Innovation Australia, aiming to build aged care workforce capability enabling innovation and translational research to improve quality care (March 2024)
- Memorandum of Understanding established with iAgeHealth, with a focus on regional, rural and remote areas (March 2024)
- InnovAGEING information session with 44 registrations to provide an overview of ACCPA's innovation strategy and introduce the team (May 2024)
- InnovAGEING supplier and vendor consultation session with 28 registrations for external vendors, researchers and suppliers to co-design ACCPA's innovation initiatives including mutually beneficial partnerships (May 2024)

InnovAGEING and iAgeHealth

InnovAGEING is proud to engage with iAgeHealth through a Memorandum of Understanding established in March 2024, demonstrating our support for sector-led innovation and advocating for policy change to enable sustainable and viable, nationally and internationally recognised innovation.

iAgeHealth – award winners at the 2024 ITAC and Ageing Asia conferences - aim to bridge the gap in healthcare services for seniors residing in regional, rural, and remote areas bringing about a multitude of benefits, including improved accessibility to clinicians, reduced wait times for critical interventions and decreased healthcare costs.

By leveraging a virtual multidisciplinary health hub, iAgeHealth ensures round-the-clock access to a spectrum of healthcare professionals, seamlessly integrated with IoT (Internet of Things) devices for timely diagnosis, treatment and monitoring.

The scalability of iAgeHealth presents an opportunity to extend its reach across Australia and to home and community care clients. By harnessing the power of innovation and collaboration, iAgeHealth has set an excellent example for delivering better care through transformative technology.

Aged Care Industry Information Technology Council

Since 2007, the Aged Care Industry Information Technology Council (ACIITC) has worked to elevate innovation and digital transformation, with recognition both nationally and internationally for their impactful efforts.

In 2023-24, we worked with the ACIITC to embed its operations within ACCPA – signifying a unified approach and ensuring a seamless continuation of efforts to foster one strong voice in innovation and technology advancement.

In March Dr George Margelis, Chair of ACIITC, joined ACCPA as Chief Technology Advisor. Dr Margelis is a medical practitioner with 30 years' experience in technology and digital solutions, and is a strong advocate for value-based innovation in aged care.

With the knowledge and resources developed over the years through ACCPA now accessible through the InnovAGEING program, this transition became official on 1 July 2024.

ACCPA is set to continue the ACIITC's legacy of empowering aged and community care providers with the knowledge and resources to leverage innovation and technology, ensuring a smooth transition and a bright future for the sector.

Innovation and Technology Across Care conference

On 26-27 March 2024, InnovAGEING along with the ACITTC co-produced the Innovation and Technology Across Care (ITAC) conference to provide a platform for sector leaders to exchange insights and showcase advancements.

The Gold Coast event attracted over 500 delegates and more than 50 exhibitors, and was supported by 12 sponsors – highlighting broad sector commitment to improving quality care through technological advancements.

The ITAC awards were presented during the conference, with 13 winners identified from over 50 nominations recognising sector-led innovation.

This vital event will continue under the InnovAGEING banner in 2025.



Sharing world best practice

ACCPA is keen to position and promote Australia's aged care leaders as world-class innovators.

As we seek to collaborate with other countries, learn from them and share knowledge, we are actively supporting investment opportunities for the Australian aged care sector.

ACCPA has a particular interest in establishing connections locally in the Asia-Pacific region, while more broadly we support the work of study tours such as the SAGE Study Tour Program which offers global insights for Australia's aged care executives, including ACCPA members.

Our partnership with SAGE saw us promote the program to members who wish to learn about how French aged care providers have faced the challenges of moving to a predominantly home care sector. Several members signed up to participate in the seven-day program, which included an exclusive tour of the globally acclaimed Alzheimer's village situated just outside Bordeaux.

In May 2024, we began working on a feasibility study for an Aged Care Roundtable, to better understand the strategic value, structural options and priority metrics for benchmarking – to help us develop a baseline from which to pursue world-class best-practice.

Data roundtables are powerful knowledge networks that enable participants to contribute and extract valuable information from standardised, risk adjusted and benchmarked data, which then can be shared to inform decision making.

The feasibility study will also explore opportunities to leverage from existing, enhanced platforms and data collection, and learn from similar programs as Health Roundtable and Ability Roundtable, with possibilities to align data sets and linkages to a broad range of health outcomes.

Workplace relations

Our Employment Relations Advisory Service supports aged care leaders with matters related to employment relations, giving practical and professional advice to help maximise employee performance and create positive people and culture workplaces.

In 2023-24, we provided support to members for 2,091 separate employment relations matters including: the interpretation of awards, enterprise agreements and employment-related legislation; COVID-19 matters; wages, allowances and leave entitlements; attendance and absenteeism; disciplinary issues and staff performance; bullying complaints and other grievances; responding to union correspondence; new employment contract templates; and termination of employment.

Our fee-for-service consultancy service dealt with more complex matters, including enterprise bargaining, tribunal representation and compliance issues.

We also worked on over 70 enterprise agreements for members, which were subsequently approved by the Fair Work Commission.



Employment relations advisory service



2,091

separate employment relations matters



70+

enterprise agreements



7

Aged Care Work Value Case member alerts published



Thank you. Your employment template saved me close to \$1,000 if I had to go to an outside organisation for help.

ACCPA member

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Build internal capability

Our fourth strategic pillar 'build ACCPA's capability and culture to deliver for members' underscores the need for a skilled internal workforce that is both agile and visionary, and able to pivot according to the changing needs of providers and individual sectors within the aged care services sector.

In 2023-24 we grew our workforce to 112 talented individuals who bring a wealth of knowledge, skills and experience to our team.

We collaborated internally to develop new values to drive our visionary culture and we made sure to invest in our people by supporting clear pathways to success.

With this expansion in our capability, we were able to do more for our members than ever before – maintaining an impeccable engagement rate through our multi-platform communications delivery channels.

We were also able to pivot to the demands of one of the most dynamic sectors in our sector – retirement living and seniors housing – by expanding the level of support and services we provide for these members.

New values

The development of the new ACCPA values included four staff workshops, consultation with the Executive Leadership Team (ELT) on a set of draft values, a behaviours and rituals workshop with the ELT and Senior Leadership Team (SLT), and a final all-staff workshop.

All staff were encouraged to actively participate in the process from April to June 2024. Across the four staff workshops, 83 out of 117 team members attended, including all members of the ELT.

The process and workshops were guided by an external facilitator with extensive experience in supporting organisations to develop employee-driven, meaningful core values.

During the workshops, several key themes emerged, including a visionary approach, fostering a growth culture, promoting optimism, taking responsibility and enhancing collaboration.

The workshops also helped to define our organisational tone and personality, emphasising qualities like friendliness, approachability, focus, open-mindedness, light-heartedness, and willingness to participate.

Drawing on these themes and tone, our new values are:

- Lead bravely
- Be curious
- Take responsibility, share ownership
- Connect, communicate and collaborate
- Together we will always find a way

Going forward, a group of volunteer 'culture champions' will identify projects and activities that will help to embed these values in our daily work.



As ACCPA grows and evolves, it is my hope that the new values will serve as a catalyst for positive change, promoting unity and coherence. These values encapsulate our commitment to each other and our mission. They help clarify and communicate our priorities, ensuring we are aligned and working towards common goals.

Tom Symondson, CEO, ACCPA



Investing in our people

At ACCPA we work to create an environment where our people are inspired to be innovative and empowered to deliver an excellent member experience.

We work proactively to invest in our people so that fear of failure does not stop us from trying new things and reaching new heights of success.

Our human resources policies and procedures are aligned with this goal, supporting people to thrive and succeed in their work while keeping our organisation focused on delivering a supportive workplace culture.

In 2023-24, we developed five new important policies, including our Sexual Harassment and Sex-based Harassment Prevention Policy, in accordance with new government regulations.

We also developed our Flexible Working Policy, which gives our people clear guidelines on expectations around flexible work, and we are proud to offer the choice of work in the office or remote work from home.

ACCPA's annual professional development allowance enables staff to contribute more of their skills and knowledge to make a difference, and they are encouraged to attend our conferences and participate in our training offerings and workshops.

In 2023-24, nine individuals secured career progression opportunities through promotion, transfer or secondment, and we welcomed 29 new staff to our team.

New policies in 2023-24:

- Talent Acquisition Policy
- TOIL Policy
- Flexible Working Policy
- Professional Development Policy
- Sexual Harassment and Sex-based Harassment Prevention Policy

“I joined ACCPA a few months ago and I've experienced an amazing level of support from day one. The policies create a safe and inclusive environment, I have found work-life balance in having the option to work from home or the office. I am proud to have benefited from the professional development allowance which gave me an opportunity to develop my skillset and knowledge, and I'm happy to be part of an organisation that values its people.

Corrin Muzondo, People & Culture Advisor, ACCPA



Valuing our people

We have positioned ACCPA as an employer of choice where we strive to create an environment where our people feel safe, included and valued – regardless of the roles they perform.

Because our people are our greatest asset, we provide equitable remuneration for staff and access to great benefits in a workplace that supports inclusivity and diversity.

Our benefits include the choice of work in the office or remote work from home, as well as five weeks of annual leave, leave for important medical checks and generous parental leave entitlements of 10 weeks for the primary care giver and three weeks to the secondary care giver.

We understand our people and their ability to be their best is often dependent upon their personal lives.

Our Employee Assistance Program, managed by our delivery partner Assure Programs, offers confidential no-cost mental health and wellbeing support, including counselling, financial coaching, wellbeing coaching, nutritional coaching, referral for legal advice and manager support.

Keen to continuously improve our work culture, our people have the opportunity to voice their feedback through regular de-identified workplace surveys.

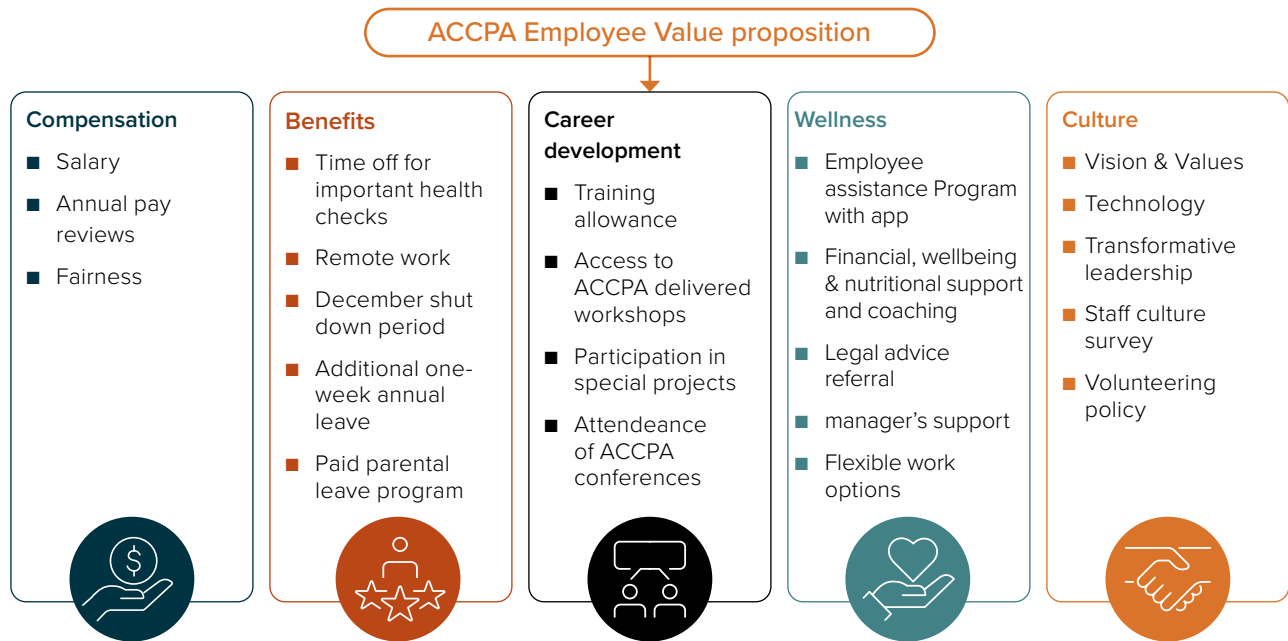


“We have an incredible depth and breadth of skills and experience across our teams, which helps us foster a culture of innovation and collaboration, and deliver great value for our members.

Tom Symondson, CEO, ACCPA



The ACCPA team at the ACCPA National Conference 2023.



At ACCPA, we believe our people are our greatest asset.



ACCPA in collaboration with the ABLA produced a sexual harassment positive duty 'how-to' guide.

Being agile and responsive

As we enter our second year as ACCPA, we continue our efforts to grow and evolve. By fostering innovation, embracing flexibility and encouraging strong collaboration across the ACCPA teams, we have been able to respond effectively to emerging issues impacting the sector while seeking out and seizing new opportunities.

Supporting 'positive duty' obligations

Following the introduction of new workplace sexual harassment laws in 2023, employers are now required to protect workers and future workers from sexual harassment, as well as create a harassment-free environment in connection with work.

To support aged care providers navigate this reform, we established a partnership with Australian Business Lawyers and Advisors (ABLA) for the sale of a toolkit to help them

meet their new 'positive duty' obligations regarding managing sexual harassment and sex-based harassment.

The toolkit contains 15 tools including templates, emails and other resources, a workplace sexual harassment health check tool and a sexual harassment policy checklist.

The kit is available to members and non-members and it has received great reviews from those who have purchased it.

Environmental, social and governance compliance

Modern slavery is a fundamental aspect of respecting human rights and an essential element of Environmental, Social and Governance (ESG) strategies in organisations committed to supporting human rights.

In 2023-24, ACCPA commenced our modern slavery procurement pilot with the generous support and assistance from four ACCPA members: Wesley Mission, Fresh Hope Communities, Uniting NSW/ACT and RFBI.

Our mission is to bring together aged care providers to initiate a collaborative effort aimed at building a socially and environmentally sustainable supply chain within our sector.

To facilitate this process, ACCPA engaged external platform Supplier Ethical Data Exchange (SEDEX, which is a global, non-profit membership organisation that hosts one of the world's largest collaborative platforms for sharing data on value chains. Currently, it serves over 60,000 members across 180 countries.

For the pilot, we sent invitations to approximately 50 of our common suppliers inviting them to join the SEDEX platform. The goal is to allow supplier information to be shared among our ACCPA membership to assist with modern slavery reporting requirements, rather than providers having to access this data on an individual basis.

This study is ongoing, with results to be delivered in 2024-25.

Retirement living and seniors housing

The Australian retirement village sector is experiencing a significant shift in focus as it prepares to meet the demands of the baby boomer generation and beyond.

Born between the mid-1940s and early 1960s, baby boomers bring with them unique expectations and preferences. This generation has redefined various life stages throughout their lives, and their approach to retirement living is no exception.

To thrive in the future, the retirement village sector must adapt to the evolving needs and desires of baby boomers, while remaining open to the demands of subsequent generations.

From active lifestyles and social engagement to luxury inclusions and sustainable living, the Australian retirement village sector is being redefined.

As older Australians show an increasing desire to age in place, there is also demand for co-locating retirement living and residential aged care services along with options for customisable care needs.

In this scenario, it is critical that retirement living and seniors housing providers get the support they need to innovate and remain sustainable.

This is why in 2023-24 we established a dedicated retirement living and seniors housing team to provide a nuanced level of support to this sector, as well as more accurately represent ACCPA members across the continuum of care.

Our expanded team includes specialist member relations and policy and advocacy roles focused on seniors living and retirement housing, who work across the organisation to help ACCPA provide political and public leadership in this space.

Across Australia, ACCPA represents 60 per cent of Australia's retirement living communities, and more than 75 per cent in both Western Australia and Tasmania.

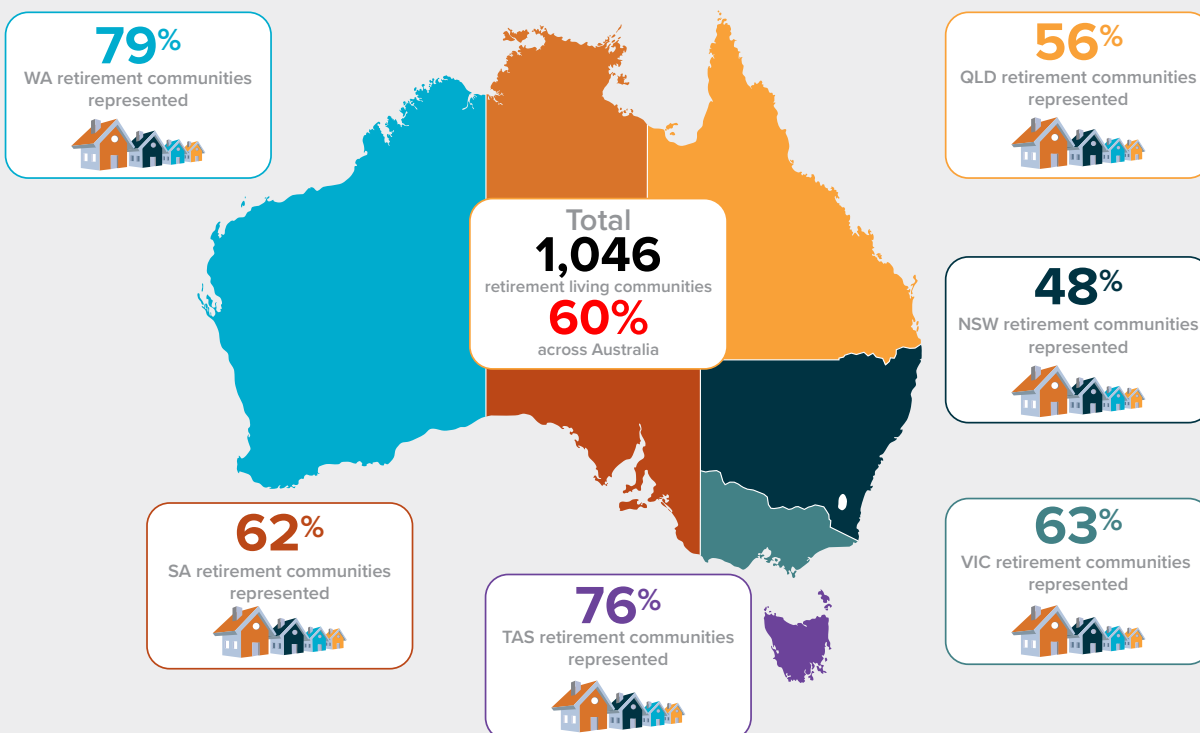
Through our enhanced level of internal expertise, in 2023-24, we provided them with dedicated support, advice and guidance through emails, calls, on-site visits and other contacts, totalling 923 unique interactions.

With our increased focus on retirement living and seniors housing, there is capacity to grow our member base and provide support and services across the full spectrum of care.

We are proud to know our work is helping create a viable, dynamic and effective retirement living and seniors housing sector.

Retirement living and seniors housing support

ACCPA has a dedicated retirement living and seniors housing team servicing communities across Australia.



“

The retirement living and seniors housing team at ACCPA has been a really important way for me to keep informed and up to date on legislative changes and on emerging issues and trends. It has also been a great source of operational advice.

The team are knowledgeable and helpful and are a great resource for those working in the sector. The state and national forums provide regular opportunities to collaborate with peers and hear from sector leaders. It has assisted me a lot in my own personal professional development.

Tony Mercorella, Operations Manager, Paradise Gardens Village (ACCPA member)



Supporting retirement living compliance

As more people look for safe, active, engaging retirement living communities, there is a strong desire for communities that are well run, have a good reputation and can demonstrate a commitment to quality improvement.

ACCPA, in conjunction with the Retirement Living Council, helped develop the Retirement Living Code of Conduct, which is focused on supporting the wellbeing of residents, fairness in marketing and sales practices, and maintaining good relationships with residents and stakeholders.

With the Property Council of Australia, we developed the Australian Retirement Village Accreditation Scheme (ARVAS). Now in its second edition, the ARVAS standards are designed to work with the Code of Conduct to help retirement communities remain compliant and provide quality services, facilities, support and communication.

ARVAS is a voluntary accreditation and any retirement village operator that chooses to undertake this initiative sets themselves apart as doing so for the benefit of their residents.

There are eight ARVAS standards that operators need to comply with and our ACCPA Safety & Quality Management System (SQMS) contains process and policy templates that will assist them in achieving this. (See page 48 for more information about the SQMS.)

ACCPA's involvement with these two important initiatives demonstrates our commitment to elevating the performance of retirement living and seniors housing communities.



Accredited retirement villages can display these logos in their marketing collateral.

From traditional nursing home to seniors living community

Benevolent Living in Rockhampton wanted an aged care offering for the people of central Queensland that provides a continuum of care focusing on health and wellbeing, while being aspirational and very much connected with the local community.

The new state-of-the-art development is comprised of two parts – a premium residential aged care building alongside a vertical retirement living village.

The residential aged care home offers one-bedroom apartments fit out with kitchenettes and living areas, allowing for up to 148 residents depending on occupancy.

The adjoining five-storey building houses the retirement living component with 40 apartments which are 100 per cent sold, with more people on the waiting list.

The 40 premium quality apartments have been constructed to Gold Living Standards for liveability design and are either two- or three-bedroom with two bathrooms and secure basement parking.

Designed to cater to independent living, there is also the option for additional support if and when necessary, such as ordering meals, cleaning, laundry and care services.

On the ground floor of the vertical village are community spaces including a hairdresser, coffee shop, gymnasium, beauty and massage therapy salon, town hall space and art gallery.

With visual and pedestrian access from the street, these spaces are designed to bring people into the village and encourage community integration.

“From the start, we got really clear about our vision and our mission. We shifted the focus from just providing clinical care, to offering a lifestyle, a vibrant and connected community,” said Alison Moss, CEO of Benevolent Living.

“Our planning was rigorous – from rebranding our organisation at the outset and getting staff to embrace our new vision, to conducting a market analysis and determining the right financial model that would secure our future.

“Once we were clear on where we were headed, the rest just flowed from developing a new strategic plan through to seeking approvals and infrastructure concessions from council and then onto the build itself – it was all relatively easy.”

“For Benevolent, this was a huge team effort – from the board, the executive team, our staff, design and construction teams as well as our consumer focus groups.

“What we have today is a fabulous resource that matches the best lifestyle offerings from larger urban centres.”

Paul Murphy, ACCPA's Principal Advisor Retirement Living & Seniors Housing said the new development by Benevolent Living is a triumph for regional Rockhampton.

“Benevolent Living has defied the stereotype that high-end seniors living communities thrive only in metropolitan areas,” said Paul.

“This development exemplifies how thoughtful design and quality construction can flourish outside the city, offering seniors a luxurious and convenient retirement lifestyle.

“This success story serves as a beacon for other regional operators, demonstrating that exceptional senior living communities can be cultivated anywhere in Australia.”



Retirement village apartments at Benevolent match the luxury inclusions and lifestyle benefits found in larger urban centres.



Alison Moss, CEO of Benevolent Living, is delighted with what the organisation has achieved for the people of Rockhampton.

ACCPA governance

We are honoured to operate under the guidance and leadership of our distinguished ACCPA Board of Directors, who have wide-ranging expertise in aged care, governance and business administration.

Our Board consists of independent directors and elected directors, who bring a wealth of experience particularly from their in-depth knowledge of the aged care services sector at a state and territory level.

The principal role of our Board is to oversee, approve and provide direction on ACCPA's activities.

The Board met every two months across 2023-24, including two face-to-face meetings and a strategy workshop with the Executive Leadership Team.

Additional meetings were held via videoconference for the Finance, Audit & Risk Management Committee and the Governance & Nominations Committee.

Our Board is also represented on ACCPA's Consumer Advisory Committee through Sue Peden AM who is the Chair, along with at least one other ACCPA Director on a roster system. This committee met online four times over the course of the financial year.

Governance & Nominations Committee

- Dr Graeme Blackman AO (Chair)
- Sue Cooke
- Jackie Howard
- Geraldine Lannon
- Mark Sewell

Finance, Audit & Risk Management Committee

- Dr Saranne Cooke (Chair)
- Jane Pickering
- Robert Orie
- Shane Yensch

Consumer Advisory Committee

- Sue Peden AM (Chair)
- Remaining Directors attend on a roster system



Executive leaders



Tom Symondson

Chief Executive Officer

Tom Symondson is a respected voice for aged care as the inaugural Chief Executive Officer of ACCPA, joining in 2022 to help shape and advocate for a high performing, trusted and sustainable aged care sector.

Tom's experience on matters relating to advocacy, government and aged care policy and strategy contribute to supporting an aged care system that improves the lives of over 1.5 million older Australians in care.

In January 2024, Tom was appointed to represent ACCPA and its members on the National Aged Care Advisory Council. The council was established in response to the Royal Commission into Aged Care Quality and Safety, and council members provide expert advice to government on key matters relating to the aged care sector.

With diverse expertise in the local government, public health and aged care sectors, Tom has been at the fore of policy reform, through driving thoughtful and effective advocacy, for two decades in both Australia and the UK.

Before joining ACCPA, Tom led the Victorian Healthcare Association as Chief Executive Officer, and prior to that he held senior policy positions in one of the United Kingdom's largest local councils before moving to Australia in 2011.

Tom has also served on a range of government boards and taskforces, including the Australian Government's Aged Care Taskforce and as a Board Director of one of the largest superannuation funds in Australia, Aware Super.



Arzu Haylaz

Chief Financial Officer

Arzu Haylaz is a CPA-qualified finance professional with extensive experience in financial, strategic and commercial leadership.

Arzu has close to 20 years' experience in finance roles across manufacturing, local government, broadcast media and most recently in sport.

Arzu is passionate about strengthening the role of finance in supporting organisational goals, working collaboratively and finding the balance between short-term initiatives and long-term sustainability.



Belinda Allen

General Manager – Services & Sector Capacity

Belinda Allen is an accomplished executive leader with expertise in strategy development, large transformation projects and teams, marketing and business development, and significant community sector reform.

With over 20 years' experience in government, corporate and for-profit settings, she is passionate about the delivery of quality services to the most vulnerable people in our community.

Belinda leads ACCPA's Services & Sector Capacity division consisting of funded programs, member services, consultancy, learning and events, workplace relations and innovation.

Belinda was previously Director of Member Services and Marketing at the National Disability Services peak.



Geraldine Ellis-Maguire

General Manager – Member Relations

Geraldine Ellis-Maguire has extensive executive leadership experience in professional services and recruitment, addressing workforce shortages, workforce planning and building talented teams.

Geraldine previously led a Tasmanian peak body which successfully advocated for Tasmania to be the first state to raise the out-of-home care age from 18 to 21 years. She was previously a State Manager with ACCPA.

Geraldine leads ACCPA's Member Relations division which includes state managers, member administration, member advisory, member support and communications. She also oversees ACCPA's National and State Forums and National Member Council.



Abderazzaq Noor

General Manager – Communications & Marketing

Abderazzaq Noor has extensive experience in managing integrated communication, marketing and stakeholder engagement portfolios across various sectors. With a career spanning three decades, he has worked with diverse organisations – government, non-profit and corporate – across Australia, New Zealand, Africa and Asia.

His passion for health, aged care and education shines through his extensive work in sectors such as health, retirement living and aged care, alongside his engagements in education, financial services, advertising and manufacturing.

Abderazzaq holds a Masters in Media and Communication and has a background in journalism and education.



Roald Versteeg

General Manager – Policy & Advocacy

Roald Versteeg is an executive with almost 20 years' experience in health related government and non-government organisations, including roles in advocacy, policy, regulation, general practice education, practice standards and health funding.

Roald is a fierce advocate for a quality and sustainable health and aged care systems. He leads ACCPA's Policy and Advocacy division and is responsible for the organisation's policy, advocacy, government relations and media functions.

Roald is currently studying a Master of Health Economics.

Concise Financial Report

ABN: 19 659 150 786

For the Year Ended 30 June 2024

Important information about this concise financial report

The concise financial report is an extract from the full financial report of Aged & Community Care Providers Association Limited and Controlled Entities. The financial statements, specific disclosures and other information included in the concise financial report are derived from, and are consistent with, the full financial report. The concise financial report cannot be expected to provide as detailed an understanding of the financial performance, financial position and financing and investing activities of Aged & Community Care Providers Association Limited and Controlled Entities as the full financial report. A copy of the full financial report and auditor's report will be sent to any member, free of charge, upon request by calling 1300 222 721.

Aged & Community Care Providers Association Limited is a company limited by guarantee incorporated and domiciled in Australia. Its registered office and principal place of business is:
Aged & Community Care Providers Association Limited, Level 2, 176 Wellington Parade, East Melbourne VIC 3000.

The financial statements were authorised for issue by the directors on 08 October 2024. The directors have the power to amend and reissue the financial statements.

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Directors' Report

30 June 2024

The Directors' present their report on Aged & Community Care Providers Association Limited (the "Company" or "ACCPA") for the period from 1 July 2023 to 30 June 2024.

Directors

The names of the Directors in office at any time during, or since the end of the year to the date of this report are:

Names	Position	Commencement and Cessation (if applicable)
Dr Graeme Blackman AO	Independent Chairman	Appointed 3 May 2022
Geraldine Lannon	Deputy Chairperson VIC Elected Director	Appointed 21 March 2023
Daniel Aitchison	SA/NT Elected Director	Appointed 3 May 2022 Ceased 24 November 2023
Dr Saranne Cooke	Independent Director	Appointed 3 May 2022
Sue Cooke	QLD Elected Director	Elected 7 December 2023
Jackie Howard	TAS Elected Director	Elected 3 May 2022
Nick Loudon	QLD Elected Director	Appointed 3 May 2022 Ceased 24 November 2023
Lee Martin	SA/NT Elected Director	Appointed 3 May 2022 Ceased 24 November 2023
Dr Linda Mellors	Multi State Director	Appointed 3 May 2022
Stephen Muggleton	Multi State Director	Appointed 3 May 2022
Robert Orie	NSW/ACT Elected Director	Appointed 3 May 2022
Jane Pickering	SA/NT Elected Director	Elected 24 November 2023
Sue Peden AM	Independent Director	Appointed 3 May 2022
Mark Sewell	NSW/ACT Elected Director	Appointed 3 May 2022
Cherylee Treloar	Deputy Chairperson QLD Elected Director	Appointed 3 May 2022 Ceased 24 November 2023
Shane Yensch	WA Elected Director	Appointed 3 May 2022

Thomas Symondson was appointed Company Secretary on 17 June 2024. George Andreola ceased in this position on 6 June 2024.

Information on directors



Dr Graeme Blackman AO

Independent Chairman (appointed 3 May 2022)

Dr Graeme Blackman AO FTSE FAICD is an experienced company director and trustee. Prior to the establishment of ACCPA, Dr Blackman was Chairman of Leading Age Services Australia since 2014. Dr Blackman is currently the Chancellor of the University of Divinity, Chairman of the National Stem Cell Foundation of Australia and immediate Past President of the Victorian Council of Churches. Dr Blackman is a Trustee of numerous trusts including Chairman of the Anglicare Victoria Community Services Trust, Chairman of Trustees of the Journal of Anglican Studies Trust and a trustee of the Leith Trust and the Johnston Collection of Fine and Decorative Arts.

A former Professor of Pharmaceutical Chemistry in the Victorian College of Pharmacy, Dr Blackman has served on the boards of several publicly listed technology companies. He was a member of the Board of Stem Cells Australia, the Chairman of the National Trust of Australia (Victoria), Chairman of the Australian Council of National Trusts and Chairman of Victoria's Heritage Restoration Fund. He was previously the Deputy Chairman of the Australian Youth Orchestra, the Chairman of Anglicare Victoria, a Director of Benetas Aged Care, a member of the Council and Board of Trinity College at the University of Melbourne, Chairman of the Trinity College Foundation, a Director of the Melbourne Anglican Diocesan Corporation and a member of the Chapter of St Paul's Cathedral Melbourne. He was for several years a member of Archbishop in Council of the Anglican Diocese of Melbourne. Dr Blackman is an Officer of the Order of Australia (AO) for distinguished service to the pharmaceutical industry, to scientific research and policy development, to theological education and the Anglican Church of Australia, and to aged care.



Geraldine Lannon

Deputy Chairperson and VIC Elected Director (appointed 21 March 2023)

Geraldine joined Baptcare as CEO in 2022. She has more than 25 years of executive leadership experience, predominantly across metropolitan and rural Western Australian public health and community services. Geraldine holds clinical, management and governance qualifications including a Master of Business Administration and has been a finalist in the Telstra Women's Business Awards. She was also the recipient of a scholarship awarded through the Harvard Club of Victoria where she participated in the Harvard Strategic Perspectives in Nonprofit Management course at the Harvard Business School.

Geraldine holds Directorships of the national peak body, Aged & Community Care Providers Association (ACCPA) and the Health Round Table. Geraldine is committed to empowering staff to achieve excellence in caring for our customers.



Dr Saranne Cooke

Independent Director (appointed 3 May 2022)

Dr Saranne Cooke is a professional director and chair with experience on a variety of boards across the research and education, health, sport, financial and not-for-profit sectors. Saranne is the Deputy Chancellor of Charles Sturt University, Chair of the Australasian College of Sport and Exercise Physicians, Chair of Racing NSW, Chair of the Royal Flying Doctor Service (South Eastern), a director of Australian Meat Processing Corporation and Fisheries Research and Development Corporation. Dr Cooke chairs ACCPA's Finance, Audit and Risk Management Committee and was formerly a director of Leading Age Services Australia from 2016 to 2023.

Prior to her career as a professional director, Dr Cooke also held a number of senior roles within energy, banking and manufacturing industries. She holds a PhD in Board Governance, a Master of Business (Marketing), a Master of Commercial Law and a Bachelor of Commerce. Dr Cooke is a Graduate Member of the Australian Institute of Company Directors, a Fellow Certified Practising Accountant, and a Fellow of the Australian Marketing Institute.



Sue Cooke

QLD Elected Director (elected 7 December 2023)

Sue is an experienced aged, health and education executive with current responsibility for the leadership and stewardship of the delivery of aged, community and social services to more than 45,000 Queenslanders annually.

She has held the position of CEO, Anglicare Southern Queensland for two years since 2021, having held the position of Director of Services for Anglicare SQ since 2012 with accountability for the overall operational management of Anglicare's diverse services and programs including eight aged care facilities, 30,000 in-home care clients, 1,200 young people in out-of-home care, homelessness services and multiple human service programs.

Prior to joining Anglicare, Sue held the position of Director of the Australian Institute for Care Development, the RTO of Aged Care Qld Inc. In this role, she held advocacy and representative positions on aged care workforce issues and priorities. Prior to this, she held education and health care management roles in both the aged care and acute care sectors.

As a registered nurse, Sue carries a deep understanding of the client journey which informs her leadership and advocacy roles and influences positive outcomes for those she serves.

Sue is a Graduate of the Australian Institute of Company Directors, and amongst her other qualifications, Sue holds an MBA, a Masters of Education (Honours) and a Bachelor of Nursing.



Jackie Howard

TAS Elected Director (elected 3 May 2022)

Jackie is an experienced executive and non-executive director with an extensive career in health, aged care, community services and clinical governance. She worked in the public and private health sectors, in acute and primary healthcare, and the not-for-profit aged and disability sectors in the UK, Germany and Australia, formerly serving in the role of CEO Masonic Care Tasmania.

Jackie is committed to, and driven by, getting better outcomes for customers, and helping organisations deliver exceptional services, while achieving sustainable change through focusing on continuous improvement.

Jackie is currently a Director of Aged & Community Care Providers Association (ACCPA) and serves on several Boards across Australia, including the Aged and Community Services Australia, The District Nurses (Tasmania), Resthaven Inc. (South Australia) and Uniting NSW/ACT.

Jackie is a Nurse by background, holds a Master of Business Administration and is a Graduate of the Australian Institute of Company Directors.



Dr Linda Mellors

Multi State Director (appointed 3 May 2022)

Dr Linda Mellors is Managing Director and Chief Executive Officer of Regis Aged Care Pty Ltd, one of Australia's largest providers of aged care services.

With more than 20 years of executive experience in health and aged care, including chief executive of a group of hospitals and health services, and operating a national aged care service, Dr Mellors is committed to person-centred care models, workforce support, and a philosophy of continuous improvement.

Dr Mellors is a Director of Regis Healthcare Ltd and more recently became a Director of Mercy Community Services Australia Limited (incorporating Mercy Services Ltd, Mercy Connect Ltd and McAuley Services for Women) and who operate MacKillop Family Services.

She was the inaugural Chair of the Aged Care Reform Network, formerly Chair of the Aged Care Guild, Co-Chair of the Victorian Metropolitan Hospital Chief Executive group, Chair of the North Eastern Metropolitan Integrated Cancer Service, Board Member of the Parent Infant Research Institute and Board Director of the South West Melbourne Medicare Local.

Dr Mellors holds a PhD in cardiac physiology, Bachelor of Science with first class Honours, Bachelor of Arts and is a Graduate of the Australian Institute of Company Directors. She is also a graduate of the Williamson Community Leadership Program, operated by Leadership Victoria.

Information on directors



Stephen Muggleton

Multi State Director (appointed 3 May 2022)

Stephen is Group Chief Executive Officer of Bolton Clarke, a not-for-profit aged care company with nursing homes, retirement villages and home care services in every Australian state, and subsidiary operations in New Zealand, Singapore, and the UK.

He is currently the Australasian Services Care Network representative on the National Aged Care Alliance, Co-Chair of Trade Investment Queensland's Health Export Advisory Committee and a member of the Ageing Asia Global Advisory Board.

His contributions to health and aged care have been recognised with an Adjunct Professor title from The University of Queensland, a Queensland Reconciliation Award, a Prime Minister's Award, and an Institute of Management Award for not-for-profit Manager of the Year. In 2019, he was named a Global Ageing Influencer.

Amongst his qualifications, Stephen holds a Bachelor of Applied Science, Master of Health Administration, and is a Graduate of the Australian Institute of Company Directors.

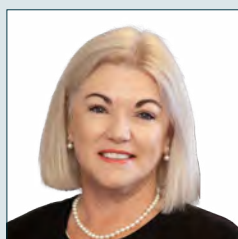


Robert Orie

NSW/ACT Elected Director (appointed 3 May 2022)

Robert has been associated with the aged care sector in a senior management capacity for the past 40 years and, during that time, has developed a broad insight and knowledge of the sector at both an operational and policy level. His career has spanned both the private and not-for-profit sectors.

Robert is currently the Chief Executive Officer of Montefiore, a Sydney based provider of residential aged care, home-care, retirement living and outreach services. As NSW representative Director on the ACCPA Board, Robert strongly advocates for a financially sustainable sector with adequate income streams to support the delivery of quality outcomes for all care-recipients. Robert is also committed to a regulatory framework that enables greater efficiency through reduced paperwork and a sensible approach to compliance.



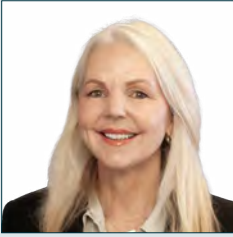
Jane Pickering

SA/NT Elected Director (elected 24 November 2023)

Jane has been the Chief Executive of Eldercare Australia Ltd since 2013 and has held several Executive and Chief Executive positions in the health and aged care sectors prior to her appointment there.

She has undergraduate and post graduate qualifications in Nursing, Education, Leadership and Business and is a graduate of the Australian Institute of Company Directors, a Fellow of the Australasian College of Health Services Management, and a Justice of the Peace for SA.

Jane has held several Board positions in the community housing and health sectors and is a member of industry advisory Boards for both Flinders University of South Australia and the University of Adelaide. She was the private sector representative on the Workplace Equality and Respect Project Governance Group for the SA Government and is a member of the SA Gender Pay Gap Task Force. Jane is also the Chair of SA Leaders for Gender Equity. This group of Executives aims to increase women's representation in leadership roles in business and addressing the gender pay gap in business.



Sue Peden AM

Independent Director (appointed 3 May 2022)

Sue's executive career has focused on brand strategy development and advertising – both traditional and digital. She worked for some of the country's most respected agencies on many iconic brands for almost 25 years before co-founding her own business, which was sold five years later. She currently consults for clients ranging from large multinationals to start-ups.

Sue is Chair of Carers Victoria and is also a Board Member of the Ballarat General Cemeteries Trust, appointed by the Victorian Government. She also serves as Deputy Chair of Unlabelled. Sue was Director of Leading Age Services Australia from 2019 to 2023. Sue also chairs ACCPA's Consumer Advisory Committee.

Sue has a Bachelor of Commerce from the University of Melbourne, is a Fellow and Graduate of the Australian Institute of Company Directors, as well as a Fellow of the Governance Institute of Australia. She is a Member of the Order of Australia (AM), awarded for Significant Service to Community.



Mark Sewell

NSW/ACT Elected Director (appointed 3 May 2022)

Mark is an inaugural director on the ACCPA board as a representative for NSW/ACT. He is also a Board Director for Wesley Mission Community Services and Grand Pacific Health. Before retirement, he was the CEO and Company Secretary of Warrigal, a large aged care and retirement living provider and previously has worked for the NSW government departments of DoCS and DADHC in the areas of child protection and disability services in regional and state management roles.

His other board and committee experience includes: Quality Advisory Committee for Access Care Network Australia, NSW Regional Councillor on the Illawarra Business Chamber, member of the NSW Ministerial Advisory Council for Minister for the Illawarra, Aged Care Qualifications Industry Reference Council, ACSA Board member, ACSA NSW Divisional Councillor and Illawarra Regional Chair. He is also the former Board Chair of Lighthouse Church and Community Care Services; and Chair of Cedars Christian College.



Shane Yensch

WA Elected Director (appointed 3 May 2022)

Shane is currently Executive Director at Alinea Inc. where he has worked in various roles for the past 35 years. Alinea is a provider of residential aged care and operates a small retirement village. Alinea provides employment services to people with a disability through ParaQuad Industries along with recreational services and Home Care for spinal injured people under the NDIS.

As part of the role at Alinea, Shane was also the CEO of the Quadriplegic Centre, a 100 bed State Health Facility for the sub-acute care of High-level spinal cord injured people providing long term rehabilitation. Shane also worked at the State Health Department, in a Chartered Accounting practice and private investment business.

Shane is a past State President of CPA Australia and has also chaired the CPA Western Australian Divisional Council which services 10,000 WA members. He was elected to the ACSA WA Divisional Council in 2017 and served as ACSWA Treasurer until his election to the Chair of the ACSA WA Divisional Council in November 2021.

Shane holds Bachelor of Business degree, a Master of Business Administration, is a Fellow Certified Practising Accountant and a member of the Institute of Company Directors.

Meetings of Directors and Board Committees

During the financial year, seven meetings of the Board of Directors, seven meetings of the Finance, Audit and Risk Management (FARM) Committee and four meetings of the Governance & Nominations Committee (GNC) were held. Furthermore, there was one matter decided by circular resolution for the period for the Board of Directors, none for the GNC and none for the FARM Committee. Attendances by each Director to Board, FARM Committee and GNC meetings are represented in the table below:

	BOARD		FARM		GNC	
	No. eligible to attend	No. attended	No. eligible to attend	No. attended	No. eligible to attend	No. attended
Dr Graeme Blackman AO	7	7	-	-	4	4
Cherylee Treloar	3	2	3	2	-	-
Daniel Aitchison	3	3	-	-	2	2
Dr Saranne Cooke	7	7	7	7	-	-
Jackie Howard	7	6	-	-	2	2
Geraldine Lannon	7	7	-	-	2	2
Nick Loudon	3	2	-	-	2	2
Lee Martin	3	3	-	-	-	-
Dr Linda Mellors	7	5	-	-	-	-
Stephen Muggleton	7	5	-	-	-	-
Robert Orie	7	6	7	7	-	-
Sue Peden AM	7	7	-	-	-	-
Mark Sewell	7	7	-	-	4	4
Shane Yensch	7	6	7	7	-	-
Sue Cooke	4	4	-	-	2	2
Jane Pickering	4	4	2	2	-	-

Vision

To enhance the wellbeing of older Australians through a high performing, trusted and sustainable aged and community care sector.

Purpose

The Aged & Community Care Providers Association's (ACCPA) purpose is to lead, advocate and provide support, advice and guidance to aged care providers to ensure a high performing and sustainable aged care sector so that older Australians can live their best lives.

ACCPA's supporting purposes are to:

- represent, advocate for and provide guidance and encouragement to a diverse range of Australian care providers and the broader community to improve the care being provided to older Australians;
- advocate to influence, shape and develop the immediate and long-term strategic direction, policies and vision for the betterment of care for older Australians in Australia;
- work collaboratively with and provide support to other stakeholders to build a diverse and dedicated workforce responsible for providing care to people in need; and
- coordinate, promote and influence the development and delivery of research, education and other key programs aimed at the continuous improvement of services and care outcomes for older Australians in need.

Accountability

To members, sector partners, the government, older Australians and the wider community for the quality and efficiency of our services.

Short and Long-term Objectives

The objects for which ACCPA was established is to be a not-for-profit institution whose purposes are:

- to encourage, promote and assist in the delivery of equitable and high-quality services related to the health, community and accommodation needs of older Australians, irrespective of their financial or other means, geographical or remote location, cultural orientation, mental state or degree of disability;
- to the extent necessary to fulfil the objectives, to facilitate effective representation for and on behalf of its members before governments and to advocate to governments in relation to age services on policy development with the aim of improving, broadening or enhancing the services being provided to older Australians;
- to influence, shape and develop the immediate and long-term strategic direction and vision for the betterment, care and wellbeing of older Australians;
- to nationally represent and support the interests of and provide guidance and encouragement to all providers of age services, for the benefit of older Australians;
- to coordinate the development, provision and delivery of educational programs aimed at improving standards of service and quality of care for older Australians including improved understanding of the issues facing older Australians in the community;
- to work collaboratively with and provide support to other stakeholders engaged in age and ancillary services whose objects are substantially similar to those of the ACCPA; and
- to promote the work of and encourage cooperation between and to provide a focus for the exchange of information and ideas to assist its members in fulfilling their role at a National, State or Territory level.

Strategic Objectives and Priorities

ACCPA's strategic objectives and priorities are:

- **Purposeful advocacy, informed by evidence and the views and experiences of our members and consumers**
 - Build an evidence-based vision and roadmap for the future of aged care and housing that places older people at its heart
 - Position ACCPA as a credible, influential and trusted voice
 - Provide proactive and responsive advocacy on the issues that matter most to our members and consumers
 - Call out ageism wherever and whenever we see it and make meaningful progress towards a society that truly values and respects older people and those who support them
 - Create a positive profile for our members and the aged care, retirement living, and seniors housing sectors
- **Unite, through leadership and alliances, the voices of aged care reform**
 - Ensure that the voices of our members guide everything we do
 - Actively listen to the voices of residents, consumers and carers and engage them in co-design
 - Build alliances and partnerships that drive positive change and sector sustainability
 - Collaborative with stakeholders to raise the profile and reputation of our sector
 - Engage globally to share, develop and define leading practice
- **Encourage a capable, innovative and trusted sector that has continuous improvement at its heart**
 - Attract, retain and upskill the aged care workforce to meet the needs of the sector
 - Drive a culture of continuous improvement to support the delivery of high quality, safe and sustainable services
 - Facilitate and encourage partnerships that nurture innovation and deliver purposeful change
 - Enable learning, collaboration and sharing of knowledge, experience and World-class practice across the sector
 - Support aspiring and current leaders in all roles to learn, practice and be recognised for effective and contemporary leadership and governance
- **Build ACCPA's capability and culture to deliver for members**
 - Build an empowered and collaborative, learning culture that celebrates our vision, purpose and values
 - Invest in our people and create an environment with innovation and experimentation at its core
 - Value the diversity, wellbeing and talent of our people
 - Deliver excellent member experience and value, that positions ACCPA membership as indispensable
 - Position ACCPA as an agile organisation with capacity for growth

Principal Activities

During the period, ACCPA's principal activity was to serve as the national association representing and supporting providers of aged care services across residential care, community care, retirement living, seniors housing, including providing a range of complementary services, which assisted in achieving ACCPA's objectives.

Measurement of Performance

The Directors measure the performance of the Company through an ongoing critical assessment utilising a range of indicators including:

- outcomes and impact on policy changes;
- engagement level of members;
- number of committees, reference groups, consultations and meetings;
- membership numbers and growth including retention;
- member satisfaction;
- growth in access to services;
- retention of staff with sector expertise; and
- financial metrics.

Operating Result

The consolidated surplus of the Company and its controlled entities (the Group) for the period from 1 July 2023 to 30 June 2024 amounted to \$4,488,161 (3 May 2022 to 30 June 2023 amounted to \$1,465,047).

Events Subsequent to reporting date

Subsequent to year end, the Board resolved to deregister Aged Care Industry I.T Company Limited in an orderly manner. This is expected to be completed during the year ending 30 June 2025.

No other matters or circumstances have arisen since the end of the financial year which may significantly affect the operations of the Group, the results of those operations or the state of affairs of the Group in future financial periods.

Members' Guarantee

The liability of the members is limited. When the Company is wound up, its Constitution states that each member is required to contribute an amount not exceeding \$10 towards meeting any outstanding obligations of the Company.

Auditors Independence Declaration

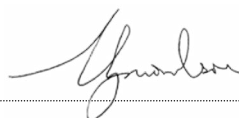
The Auditor's Independence Declaration as required by sub section 60-40 of the Australian Charities and Not-for-profits Commission Act 2012 for the period ended 30 June 2024 has been received and is attached to this Directors' report.

Signed in accordance with a resolution of the Board of Directors:

Director



Company
Secretary



Dated this 8th day of October 2024

**Nexia Canberra**

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 Canberra ACT 2601
 GPO Box 500
 Canberra ACT 2601
 P: +61 2 6279 5400
nexia.com.au

**Auditor's Independence Declaration
 Under Subdivision 60-40 of The Australian Charities and Not-for-Profits
 Commission Act 2012 to the Directors of
 Aged & Community Care Providers Association Limited and Controlled
 Entities**

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2024 there have been no contraventions of the auditor independence requirements as set out in any applicable code of professional conduct in relation to the audit.

Nexia Duesburys (Audit)
 Canberra, 08 October 2024

Rod Scott
 Partner

Audit. Tax. Advisory.

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Discussion and Analysis of the Financial Statements

Consolidated Statement of Profit or Loss and Other Comprehensive Income

The Aged & Community Care Providers Association Limited & Controlled Entities (ACCPA) reported a consolidated surplus of \$4.5 million for the year ended 30 June 2024. For the prior reporting period 3 May 2022 to 30 June 2023, the reported surplus was \$1.5 million.

The surplus for the 2023-24 financial year has been strongly influenced by deferred growth plans, due to significant pressures to deliver on key advocacy outcomes for members. Over the past financial year, ACCPA has primarily focused on a small number of strategic priorities, such as targeted advocacy for major sector reforms including the Aged Care Taskforce and Aged Care Act. While these targeted activities have been critical to delivering on our strategic priorities, it has meant that ACCPA deferred some plans for growth and expansion during the reporting period. Further, we have seen some financial gains resulting from the merger of the previous organisations, as well as investment and interest income.

ACCPA will be investing a proportion of this income to build further value for members in the following two-year period. In addition to strengthening membership support through investment in our advocacy, member services and sector education, we will be keenly focused on expansion and growth, broadening our reach into new markets within the sector.

Consolidated Statement of Financial Position

ACCPA's consolidated financial position improved in 2024 by \$4.5 million to \$17.7 million. Total assets decreased \$3.6 million mainly relating to service contract payments made in advance (these relate to grant funds paid to consortium partners for services to be delivered for the Home Care Workforce Support Program), whilst total liabilities decreased by \$8.1 million, relating to grants received in advance. ACCPA maintains a strong cash balance and is debt free, indicating a strong financial position.

Consolidated Statement of Changes in Equity

The total equity increased \$4.5m to \$17.7m in 2024 (2023: \$13.3m), being the net surplus for the year.

Consolidated Statement of Cash Flows

Cash flows indicate an overall net increase in cash and cash Equivalents of \$7.6 million. The contribution from operating activities was \$1.5 million, cash flows from investing activities contributed \$6.7 million, mainly relating to funds released from term deposits offset by \$0.6 million net cash used in financing activities- mainly relating to the repayment of lease liabilities.

Consolidated Statement of Profit or Loss and Other Comprehensive Income

For the Year Ended 30 June 2024

	2024 \$	3 May 2022 to 30 June 2023 \$
Revenue		
Revenue from contracts with customers	35,891,235	16,791,928
Other income	929,607	464,147
	36,820,842	17,256,075
Expenses		
Depreciation expense	170,216	88,329
Amortisation expense	461,104	329,046
Employee benefits expense	13,738,751	6,479,385
Events, training and business services expenses	6,602,112	3,319,943
Finance costs	50,796	24,314
Media Services	45,442	26,044
Occupancy expenses	218,065	114,331
Operating expenses	2,234,928	1,409,332
Project expenses	7,886,162	3,781,978
Superannuation contributions	1,373,203	616,591
	32,780,779	16,189,293
Surplus/(deficit) before gain/(loss) on re-measurement of investments to fair value	4,040,063	1,066,782
Gain on remeasurement of investments	448,098	398,265
Surplus before income tax expense	4,488,161	1,465,047
Income tax expense	-	-
Surplus for the period	4,488,161	1,465,047
Other comprehensive income	-	-
Total comprehensive income for the period	4,488,161	1,465,047

The accompanying notes form part of these financial statements

Consolidated Statement of Financial Position

As At 30 June 2024

	2024 \$	2023 \$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	15,677,334	8,109,296
Trade and other receivables	303,038	619,485
Other assets	2,186,615	7,157,408
Financial assets	15,540,319	21,702,028
TOTAL CURRENT ASSETS	33,707,306	37,588,217
NON-CURRENT ASSETS		
Property, plant & equipment	1,118,087	1,170,347
Right-of-use assets	971,420	672,997
TOTAL NON-CURRENT ASSETS	2,089,507	1,843,344
TOTAL ASSETS	35,796,813	39,431,561
LIABILITIES		
CURRENT LIABILITIES		
Lease liabilities	127,109	324,681
Trade and other payables	1,770,516	1,656,245
Provisions	1,803,892	1,676,823
Contract liabilities	13,344,254	21,892,645
TOTAL CURRENT LIABILITIES	17,045,771	25,550,394
NON-CURRENT LIABILITIES		
Lease liabilities	855,300	453,039
Provisions	158,631	179,178
TOTAL NON-CURRENT LIABILITIES	1,013,931	632,217
TOTAL LIABILITIES	18,059,702	26,182,611
NET ASSETS	17,737,111	13,248,950
EQUITY		
Issued capital	2	2
Retained surplus	17,737,109	13,248,948
TOTAL EQUITY	17,737,111	13,248,950

The accompanying notes form part of these financial statements

Consolidated Statement of Changes in Equity

For the Year Ended 30 June 2024

2024

	Issued Capital	Retained Surplus	Total
	\$	\$	\$
Balance at 1 July 2023	2	13,248,948	13,248,950
Surplus/(deficit) for the year	-	4,488,161	4,488,161
Balance at 30 June 2024	2	17,737,109	17,737,111

2023

	Issued Capital	Retained Surplus	Total
	\$	\$	\$
Balance at 3 May 2022	-	-	-
Equity acquired on amalgamation	2	11,783,901	11,783,903
Surplus/(deficit) for the year	-	1,465,047	1,465,047
Balance at 30 June 2023	2	13,248,948	13,248,950

The accompanying notes form part of these financial statements

Consolidated Statement of Cash Flows

For the Year Ended 30 June 2024

	2024 \$	3 May 2022 to 30 June 2023 \$
CASH FLOWS FROM OPERATING ACTIVITIES:		
Receipts from members and others	30,615,024	16,567,472
Payments to suppliers and employees	(29,584,718)	(12,252,212)
Interest received	455,256	146,907
Net cash provided by/(used in) operating activities	1,485,562	4,462,167
CASH FLOWS FROM INVESTING ACTIVITIES:		
Net proceeds from / (payments for) investments	(132,682)	2,881,838
Investment income received	182,918	56,552
Proceeds from sale of plant and equipment	2,746	10,638
Purchase of plant and equipment	(119,330)	(34,424)
Receipts from / (payments for) other financial assets	6,742,489	(2,926,212)
Net cash provided by/(used in) investing activities	6,676,141	(11,608)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Cash and cash equivalents acquired on amalgamation	-	4,038,357
Repayment of lease liabilities	(542,869)	(355,306)
Interest on lease liabilities	(50,796)	(24,314)
Net cash provided by/(used in) financing activities	(593,665)	3,658,737
Net increase/(decrease) in cash and cash equivalents held	7,568,038	8,109,296
Cash and cash equivalents at beginning of period	8,109,296	-
Cash and cash equivalents at end of financial year	15,677,334	8,109,296

The accompanying notes form part of these financial statements

Notes to the Concise Financial Statements

For the Year Ended 30 June 2024

1 Material Accounting Policy Information

Basis of Preparation

The concise financial report relates to Aged & Community Care Providers Association and the entities it controlled during and at the end of the year ended 30 June 2024.

The concise financial report has been prepared in accordance with Accounting Standard AASB 1039: Concise Financial Reports and the Corporations Act 2001.

On 20 December 2022, Aged & Community Care Providers Association (ACCPA) acquired control of Leading Age Services Australia (LASA) and Aged & Community Services Australia (ACSA). Along with the subsidiary, Leading Age Services Australia - Victoria (LASA VIC), and Aged Care Industry I.T Company (ACIITC). As part of the amalgamation, ACCPA acquired 100% of the voting rights over all its controlled entities. As a result, comparative figures only incorporate revenue and expenses of the full group from 20 December 2022 to 30 June 2023.

The financial statements are presented in Australian currency and are rounded to the nearest dollar.

Events After the End of the Reporting Period

(a) Basis for consolidation

The financial statements were authorised for issue by the Directors on the date of signing the attached Directors' Declaration.

Subsequent to year end, the Board resolved to deregister Aged Care Industry I.T Company Limited in an orderly manner. This is expected to be completed during the year ending 30 June 2025.

No other matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Group, the results of those operations or the state of affairs of the Group in future financial years.

Directors' Declaration

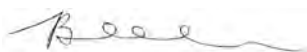
The directors of Aged & Community Care Providers Association Limited declare that:

The concise financial report of Aged & Community Care Providers Association and Controlled Entities for the year ended 30 June 2024, as set out on pages 73 to 77:

- a. complies with Accounting Standard AASB 1039: Concise Financial Reports; and
- b. is an extract from the full financial report for the year ended 30 June 2024 and has been derived from and is consistent with the full financial report of Aged & Community Care Providers Association and Controlled Entities.

This declaration is made in accordance with a resolution of the Board of Directors.

Director



Director



Dated: 8th October 2024



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Independent Auditor's Report to the Members of Aged & Community Care Providers Association Limited and Controlled Entities

Report on the Concise Financial Report

Opinion

We have audited the concise financial report of Aged & Community Care Providers Association Limited and Controlled Entities (the Group) which comprises the consolidated statement of financial position as at 30 June 2024, the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and related notes, derived from the audited financial statements of the Group for the year ended 30 June 2024.

In our opinion, the accompanying concise financial report, including the discussion and analysis, is consistent, in all material respects, with the audited financial report, and complies with Accounting Standard AASB 1039: Concise Financial Reports.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibility for the Audit of the Concise Financial Report section of our report. We are independent of the Group in accordance with the auditor independence requirements of the Corporations Act 2001 and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (including Independence Standards) (the Code) that are relevant to our audit of the concise financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Concise Financial Report

The concise financial report does not contain all the disclosures required by the Australian Accounting Standards. Reading the concise financial report and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements and the auditor's report thereon.

The Audited Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the audited financial statements in our report dated 08 October 2024.

Directors' Responsibility for the Concise Financial Report

The directors are responsible for the preparation of the concise financial report in accordance with Australian Accounting Standard AASB 1039: Concise Financial Reports, and the Corporations Act 2001, and for such internal controls as the directors determine are necessary to enable the preparation of the concise financial report.

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Auditor's Responsibility for the Audit of the Concise Financial Report

Our responsibility is to express an opinion on whether the concise financial report, complies in all material respects, with AASB 1039: Concise Financial Reports based on our procedures, which were conducted in accordance with Auditing Standard ASA 810: Engagements to Report on Summary Financial Statements.

A handwritten signature in blue ink that reads "Nexia Duesburys".

Nexia Duesburys (Audit)
Canberra, 08 October 2024

A handwritten signature in blue ink that reads "Rod Scott".

Rod Scott
Partner



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ABN: 19 659 150 786

We are stronger together