



Strategic Plan

2026–2031

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A shared framework for the National Aged Care Alliance — our vision, purpose, principles, aims and strategic priorities for the next five years.

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SECTION A

Introduction

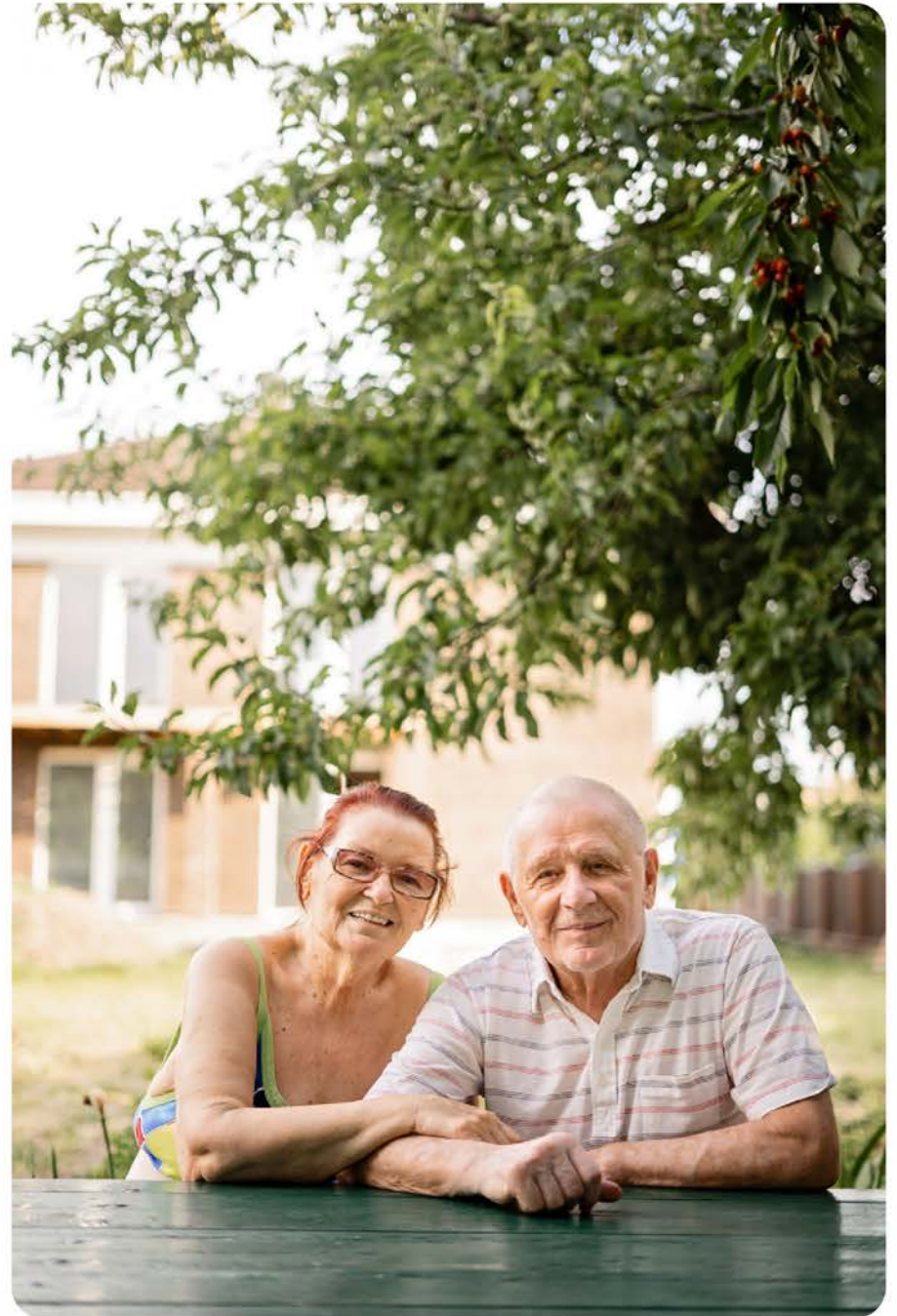
This Strategic Plan sets out a strategic framework for the National Aged Care Alliance (the Alliance) for 2026–2031. It has been developed through collaboration with Alliance members and outlines our shared understanding of the Alliance's vision, purpose, aims, strategies and strategic priorities.

The Plan guides the work of the Alliance — in particular, decision-making about the Alliance's strategic priorities — and provides the framework to track the Alliance's effectiveness in making progress towards the vision and purpose.

The Alliance will structure its work around its Aims, Strategies and Strategic Priority Working Groups (SPWGs) over the five-year plan, with a review of the SPWGs in the middle year.

How to read this Plan

The **Vision** outlines our shared view of the future of aged care. The **Purpose, Principles, Aims and Strategies** outline the role the Alliance will play to achieve the Vision.



WHO WE ARE

About the Alliance

The Alliance is a unique and independent group of more than 35 peak national bodies within aged care working through a consensus model. The Alliance's Membership collaborates within and across four key aged care constituencies.

35+

peak national bodies

FOUR KEY CONSTITUENCIES

Consumers

Providers

Unions

Professionals

SECTION B

Our Vision for Aged Care in Australia

Every older person in Australia lives with autonomy, purpose, dignity of risk, and a sense of belonging.

Society values and engages older people, recognises their contributions, and supports them to lead fulfilling lives, including connections with loved ones and community. This includes having a good death.

High quality and sustainable care and support for older people's needs are provided when, where and how they choose, ensuring their rights are met.



The Alliance wants to see aged care systems that:

- Provide uncapped and timely access to care, based on need not affordability
- Are funded to provide the care that people need when they need it
- Are rights based, upholding the rights of older people, and are shaped by their wishes and preferences
- Are transparent and accountable
- Are alert to and seek out unmet needs
- People trust to deliver high quality care
- Provide care that is proactive, preventative and cost effective, with public funds used wisely, supporting the delivery of safe and quality care
- Are funded to support a workforce with appropriate staffing levels and skill mix
- Are staffed by a workforce that is valued, skilled and supported to deliver safe and quality care
- Define performance measures, transparently report against those measures, and respond to identified issues
- Are easy to understand and access
- Are efficient, adaptable, responsive, innovative and sustainable
- Support older people to receive services that are integrated as part of the broader network of health, housing and social service systems
- Value First Nations worldviews of ageing, kinship, and community responsibility, as well as concepts of wellbeing such as connection to Country, spirit, and community
- Are planned and managed in accordance with an integrated and comprehensive system of strategies, plans and frameworks
- Acknowledge and embrace the role and support of families and unpaid carers as integral to the care of older people

The Alliance wants aged care to be delivered so that:

- Older people are leaders of decisions about their lives, supported by systems of care that are co-designed with them
- Older people are supported to have purpose and meaning in their lives
- Diverse models of care are delivered that meet different people's needs in ways that are culturally safe, trauma aware and healing informed
- Care supports cultural and spiritual wellbeing, values the diverse attributes of older people, and ensures their needs are met — including meaningfully listening to and ensuring the needs of First Nations, CALD, LGBTIQ+, people with low means, and isolated community members are met
- Relational care is valued and prioritised. Models of care and funding allow workers to have time to care
- Connection and relationships with family, carers and community are facilitated as desired
- People are supported to understand their rights and to express what they need to live the best life possible for them. These rights and needs are articulated and measured, and are respected and complied with
- Communications about services are co-designed with users. They are right sized and accessible to older people and their families and carers
- Aged care workers are empowered, valued, well trained and skilled, with career pathways and flexible training
- Death is acknowledged and honoured as part of life, and people's end of life wishes are discussed and supported

SECTION C

Purpose of the Alliance

The Alliance consists of representatives from across the aged care sector, with constituencies representing consumers, providers, professionals and unions. The Alliance is a unifying force, bringing the sector together to improve the quality, sustainability and delivery of aged care.

We elevate the lived experience of people who receive and provide care, and empower older people and their supporters to be heard, live autonomously and age well.

A forum for shared insight and collective intelligence

Insight, lived experience and professional perspectives are shared across the sector. The Alliance builds relationships, networks, capability and understanding, and provides a safe space to innovate, test ideas, and share perspectives.

A bridge between people and policy

The Alliance elevates diverse voices and champions the needs, wishes, preferences and human rights of older people, their families and carers — bringing together lived experience with the professional expertise of the sector. We develop evidence-informed, solutions-focused, independent policy and advice.

A platform for collective progress

Our members' diverse voices come together to shape ageing and care policy and practice in Australia, building evidence that informs government and community understanding of the aged care sector.

A vehicle for sector-wide advocacy

Including through political engagement, communications and campaigning, on key consensus issues.

SECTION D

Principles of the Alliance

The Alliance is committed to:

01 Inklusivity

02 Engaging and respecting diverse voices

03 Ensuring the voices of First Nations Peoples are heard and acted on

04 Consensus decision-making

05 Collective output

06 Solidarity in negotiating positions

07 Independence from government and political parties

Aims and Strategies

1 Be a hub for the sector

Bringing people, organisations and expertise together to build professional networks, relationships, members' capacity, and understanding of the experiences of people seeking, receiving or providing care — including the lived experiences of frontline workers, older people and their support networks.

STRATEGIES TO ACHIEVE AIM 1

1.1 Create spaces that bring diverse constituencies together to share information, question ideas, interrogate evidence, break down silos, acknowledge intersectionality, and foster understanding and consensus.

1.2 Develop Alliance processes that have clear goals and purposes, with space to ensure underrepresented voices, marginalised views and a mix of specialised and mainstream issues are explored.

1.3 Ensure the Alliance maintains a representative membership of the aged care sector that is actively engaged in its work.

1.4 Maintain relationships with other relevant health and care sectors.

2 Be a respected voice of the aged care sector

Influencing policy and decision makers, and supporting members to advocate together on issues of mutual interest.

STRATEGIES TO ACHIEVE AIM 2

2.1 Communicate the work of the Alliance to members, decision makers, the aged care sector and the Australian community.

2.2 Strengthen the Alliance's position as a respected forum for the sector to raise and debate issues of concern with government entities and other key stakeholders, and as a mechanism for these bodies to consult with the sector.

2.3 Support Alliance members to be represented on key bodies, and for these representatives to report back to the Alliance.

2.4 Develop syntheses of experiences and evidence on key issues that articulate the diversity of opinions across the sector.

2.5 Collaborate, develop and adopt shared positions on key issues.

2.6 Encourage and support members to advocate together on shared priorities, including a whole-Alliance consensus approach where agreed.

3 Maintain the Alliance as an efficient, effective organisation

Sustaining clear processes, financial viability and impactful, strategic activity.

STRATEGIES TO ACHIEVE AIM 3

- 3.1** Support members with clear communication to enable member representatives to promote the work of the Alliance within their organisation, and between members of the Alliance.
- 3.2** Ensure the organisation's ongoing financial viability.
- 3.3** Maintain our Alliance terms of reference, with clear processes, roles and procedures to deliver our work in efficient and consistent ways.
- 3.4** Undertake Alliance activities that both respond to government needs, and advance proactive, strategic areas that are most impactful and influential.

SECTION F

Strategic Priorities 2026/27 and 2027/28

The Alliance has agreed to six priority areas of work; how each will be progressed will be determined in the operational plan. Strategic priorities will be reviewed in 2027/28.

Aboriginal and Torres Strait Islander Peoples

Equity of access

- Specialist services
- Diverse populations
- Regional and remote
- Interface with health
- CALD workforce diversity and language capacity

Homecare

- Implementation of SAH Reforms
- Future CHSP transition policy
- Commitment to care within 30 days
- Ensuring a continuum of care (including transition from acute health settings)
- Improving consumer-to-government IT

Rights based care / people-led decision making

- Belonging and culturally appropriate care
- Listen to and value lived experience
- Dignity and autonomy
- Consumer protections, including clearer, understood information

Evaluation, transparency, accountability, value for money

- Data and evidence
- Monitoring
- Legislated Aged Care Act review
- Consumer contributions
- Workforce utilisation and retention
- Government spending across portfolios

Workforce

- Capability, capacity and mobility
- Empowered, valued and skilled workers and carers
- Wellbeing and sustainability
- CALD workforce diversity and language capacity

SECTION G

Members of the Alliance





Together, we influence the future of ageing in Australia — strengthening support systems, shaping better outcomes, and keeping older people's voices central to every decision and reform.

CONTACT

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