



**Umbrella**  
Multicultural Community Care

A large, artistic photograph of several colorful umbrellas (rainbow spectrum) viewed from below against a clear blue sky. The umbrellas are arranged in a circular pattern, with their handles pointing towards the center. The image is partially obscured by a white, curved graphic element on the right side of the page.

# Strategic Plan **2024 – 2028**

# Kaya!

**Ciao** Dzień Dobry ЗДРАВО

**Hello** Bonjour

**Hola** Guten Tag Olà

**Namaste** سلام

こんにちは Ūdv Ahoj

你好 Γειά σου

**Shalom** Selamat Siang

Salve **Merhaba**



## Acknowledgements

We acknowledge the Noongar nation and the Whadjuk people as the traditional custodians of the land on which our services are based. We pay our respects to their elders past, present and emerging.

We acknowledge the LGBTIQA+ elders and express our gratitude for the recognition and acceptance that the LGBTIQA+ community receives today.

We also acknowledge the elders of the multicultural, multilingual and multifaith communities, who serve as the inspiration for our mission and values. As we stand on their shoulders today, we celebrate and continue to promote respect and inclusion for all.

# About Umbrella

**Australia has always been a mosaic of cultural diversity, yet the acknowledgment and integration of this diversity into mainstream services have historically lagged.**

Recognising the need for action more than two decades ago, a group of dedicated individuals championed the cause to better serve their own communities. This initiative led to the foundation of Umbrella Multicultural Community Care Services Inc. in 2000 to provide tailored care and support that truly reflects the diverse needs of Australia's ageing population.

Today, Umbrella Inc. is a leading not-for-profit organisation with 167 staff members, 80 volunteers, and over 1,000 clients from 71 overseas birthplaces. We are funded by the Commonwealth Government to deliver home care services to seniors across the Perth metropolitan area and Peel region. Our programs are designed to assist people to live independently in their homes for as long as possible.

Our services are provided by support staff who speak more than 40 different languages and are from migrant backgrounds themselves. Our multicultural volunteers speak 27 different languages. Clients are matched with carers based on religious, linguistic and cultural compatibility to ensure culturally responsive and appropriate services.

We have representation on both national and state advisory groups. We partner with various other organisations to deliver successful programs and projects such as care finder, home support services, social support groups and the Aged Care Volunteer Visitors Scheme.

Our commitment to community service is exemplified by our variety of innovative projects. As one of twelve Village Hubs in Australia from

2022-2024, funded by the Department of Social Services, we enhanced the wellbeing of residents in Bayswater and Belmont aged 55 years and over by helping them prepare for retirement and remain socially engaged and informed.

Additionally, our Rainbow Migrants project, supported by the Western Australian Office of Multicultural Interests, effectively raised awareness amongst service providers of the unique challenges faced by LGBTIQ+ migrants in Perth, enhancing inclusivity across various sectors.

Our present and past project portfolio also includes impactful initiatives such as the CaLD Elder Rights Pilot Project, the Over the Rainbow Project, the Dementia Roadshow and the EnCOMPASS Multicultural Aged Care Connector. These projects align with our mission to empower seniors and older Australians from culturally and linguistically diverse backgrounds, ensuring they receive culturally appropriate care and support.

*"Our services are provided by support staff who speak more than 40 different languages and are from migrant backgrounds."*

Umbrella has serviced thousands of seniors from CaLD communities over the past 23 years and provided advice regarding culturally appropriate care delivery to the Royal Commission into Aged Care Quality and Safety and numerous other industry and research projects around Australia.

In October 2023, we became a signatory to the joint statement on the rights of LGBTIQ+ seniors in aged care, developed by LGBTIQ+ Health Australia and service providers across Australia.

We are members of the Aged and Community Care Providers Association (ACCPA), the national association for providers of residential aged care, home and community care, retirement living and related services.

*“Our programs are designed to assist people to live independently in their homes for as long as possible.”*

Our innovation in the delivery of high-quality services to seniors from diverse backgrounds has resulted in Umbrella receiving several awards including:

- 2016 ACSWA Excellence in Care Award
- 2016 COTAWA Award
- 2017 HESTA Aged Care Award finalist
- 2018 Excellence in Service Delivery, Cultural Diversity in Ageing Excellence Awards
- 2019 ACSA Employee of the Year Award
- 2021 ACSA Provider of the Year Award and Employee of the Year Award
- 2022 CaLD Community Organisation Award, Office of Multicultural Interests
- 2023 Volunteering WA Awards finalist
- COTA WA Seniors Advocate of the Year 2023 – Board President Marika Krstevska
- COTA WA Senior of the Year (Metro) 2023 finalist – Board Secretary Dorota Pietowska
- WA Multicultural Awards 2024 finalist – Community Service and Support
- Order of Australia 2024 – Board Vice-President and former CEO Anna Harrison AM JP for service to the aged care and multicultural sectors.

## Umbrella’s Board

Umbrella’s Board is a supportive group of committed professionals with extensive experience in fields such as aged care, clinical care, law, governance, financial management, policy and strategy, and information management. Board members volunteer their time and provide important governance oversight to the organisation. Many Board members also come from culturally and linguistically diverse backgrounds and are active within their communities.





# President's message

On behalf of Umbrella's Board, CEO, members, staff, and volunteers, we are delighted to jointly present our Strategic Plan 2024-2028

The Strategic Plan 2024-2028 has captured feedback received from Umbrella's members, clients, staff, volunteers, and the Board of Management through surveys, workshops, and other consultation methods. The result is a Plan that aligns with Umbrella's mission and values and sets our priorities over the next four years.

Umbrella's previous Strategic Plan 2019-2024 was ambitious, and while we have achieved many of its objectives, we also experienced some setbacks due to the many changes the aged care sector has experienced recently.

These included, but were not limited to, the COVID-19 pandemic, recommendations made by the Royal Commission into Aged Care Quality and Safety, rapid growth in funding and service delivery and significant leadership changes within the organisation.

As we move forward, change in the community aged care sector is inevitable, and we know that the aged care reforms will keep us busy for the next few years. Therefore, having a new Strategic Plan will help Umbrella respond to these changes while remaining innovative.

In our new Strategic Plan, under four key objectives, we have several strategies to work through over the next four years:

- 1) **The Happiest Clients:** Provide flexible, safe, high-quality and culturally appropriate services, and always strive to make our clients feel that we care for them like family.
- 2) **The Best People:** Attract, recruit, and retain the best people to deliver quality, safe and caring services for our clients.
- 3) **Enabling Environment:** Ensure our assets, systems, and structures support us in achieving our goals
- 4) **Strong Governance and Brand:** Maintain effective governance, financial capacity and reputation to ensure our long-term sustainability.

While we work to implement these actions, we will maintain our strategic focus on quality and safety, ensuring we continue to provide high-quality, accessible and responsive services for the diverse communities we have the privilege of serving.

As we embark on a new strategic vision, we will do this with the passion and enthusiasm that is unique to Umbrella. It is this same passion with which we continue to deliver the best possible care for our clients, who are at the centre of everything we do.

Finally, we would like to thank the Umbrella Board of Management and Executive Team for their expertise and guidance in developing this Strategic Plan.

**Anna Harrison AM JP**  
Current Board  
President

**Marika Krstevska**  
Board President  
2021- 2024

*Umbrella Inc's Board of Management and Key Management Team would like to acknowledge our outgoing Board President, Marika Krstevska, for her dedication and volunteer efforts in bringing this Strategic Plan together. Her leadership and vision have been instrumental in making this Plan a reality. Our incoming president, Anna Harrison, the founder of the organisation, will now take on the challenge of guiding Umbrella Inc. towards achieving our new strategic goals.*



# CEO's message

Borhan Milani

CEO Strategy Update 2026

Umbrella's Strategic Plan 2024–2028 continues to provide a clear framework for the organisation's direction, priorities and decision-making. Its focus on quality service delivery, strong governance, financial sustainability and meaningful engagement with the diverse communities we have supported for more than 25 years remains both sound and relevant.

Since stepping into the Chief Executive Officer role, my priority has been to ensure this strategy is delivered in a way that is practical, sustainable and accountable within a changing operating environment. Like many organisations across the care and community sector, Umbrella is navigating heightened regulatory expectations, funding pressures and workforce challenges. Responding to these realities while remaining true to our purpose and commitment to clients has been central to our approach.

Over this period, we have concentrated on strengthening the organisational foundations that enable effective delivery of the strategy. This has included reinforcing governance arrangements, clarifying roles and decision-

making responsibilities, strengthening financial oversight and ensuring risk is proactively identified and managed. These measures support compliance, protect clients and staff, and position the organisation for long-term sustainability.

While the overarching goals of the Strategic Plan remain unchanged, delivery must continue to adapt to external conditions, funding settings and community needs. The strategy is not static, it is a framework that guides choices, prioritises resources and balances ambition with responsibility.

Looking ahead, our focus remains on delivering culturally safe, responsive and person-centred services while ensuring Umbrella operates as a well-governed and financially sustainable organisation. This includes building organisational capability, strengthening partnerships and maintaining the trust placed in us by clients, communities, funders and regulators. The Board and leadership team remain committed to the intent of this strategy and to delivering measurable outcomes for the communities we serve.

# Highlight of achievements – 2019 to 2024

During the delivery of the 2019-2024 Strategic Plan, Umbrella made significant progress in advancing its mission to provide comprehensive and culturally responsive services for seniors from diverse communities.

However, 2020 posed unprecedented challenges as the COVID-19 pandemic swept across the globe. In response, we demonstrated resilience and adaptability by swiftly implementing measures to protect the wellbeing of clients, staff, and volunteers. These measures included transitioning to digital communication, re-assigning support workers and providing alternative services to maintain client connections during lockdowns.

Despite these challenges, our commitment to inclusivity, quality care, and community engagement remained unwavering, and we continued to make remarkable progress under the 2019-2024 Strategic Plan.

A key accomplishment was the successful alignment of organisational structures, services, policies, procedures, and practices with the Commonwealth Aged Care Standards and the integration of several aged care reforms within the organisation, including the Code of Conduct for Aged Care and the Serious Incident Response Scheme.

In October 2022, Umbrella's Support At Home and Commonwealth Home Support programs were subjected to a quality review conducted by the Aged Care Quality and Safety Commission. These programs were found to be fully compliant in 81% (34 of 42) of outcome areas, and we successfully implemented a comprehensive Continuous Improvement Plan.

In our commitment to transparent and effective governance, we achieved the following milestones:

- A comprehensive review of Board governance processes and procedures, resulting in the revision of the Board Charter to encompass clinical governance and responsibilities.
- The organisation mandated that the Board include at least one member with clinical expertise.
- Developed a new Board Charter (Organisational Governance and Quality Framework).  
(*Goal 1: Review Board Governance*)

In November 2023, a follow-up audit was conducted, focusing on the areas previously identified as needing improvement. All previously unmet outcomes were successfully addressed, thanks to our concerted efforts to strengthen clinical governance and enhance overall service delivery. We passed this audit with flying colours, demonstrating our organisation's resilience and dedication to continuous improvement and high-quality care.

Amending Umbrella Inc.'s Constitution in 2019, we reinforced our commitment to robust and sustainable succession planning by nurturing in-house talents and leadership.  
(*Goal 2: Implement succession planning*)

A pivotal achievement was the development and execution of a comprehensive leadership training program tailored for key managers. The training has enhanced their capacity with essential skills and knowledge for stepping into critical roles within the organisation.

Performance appraisal processes were harnessed effectively to identify individuals demonstrating potential for advancement. As a result, individualised training plans were implemented to nurture and enhance their capabilities, ensuring a consistent pipeline of qualified staff poised for leadership positions.

To recognise and motivate potential leaders, the annual staff awards program was expanded to incorporate a specific award for staff members with leadership potential. Serving as both appreciation for outstanding performance and an incentive for staff to aspire to leadership roles.

Addressing the following workforce development needs was another vital aspect of the strategic plan.

The organisation continued ongoing recruitment of support workers, addressed staff shortages, and provided mandatory training and traineeships.

The appointment of a Compliance and Training Coordinator enhanced the provision of accredited training, including work health and safety training. This enables the growth and upskilling of staff to support the development of core services and to ensure that we are meeting industry standards.

The organisation's commitment to expanding its aged care programs and services has been remarkable and is highlighted below:

### **Support At Home (SAH) Client Growth**

*(Goal 5: Expand multicultural community services)*

Since 2019, the number of our clients across Levels 2 to 4 increased substantially. This growth underscores our ability to effectively respond to the evolving needs of our multicultural community by providing essential home support to an expanding client base. Additionally, there was a stable growth in the Commonwealth Home Support Program (CHSP) clients, confirming our ongoing relevance in meeting the needs of this group.

### **Social Support Group Enhancements**

*(Goal 15: Review and align services with aged care standards)*

Our Social Support Group programs have been highly praised by clients. In 2024 alone, we offered 15 diverse groups, focusing on cultural backgrounds, interests, and languages. These include half-day outings and full-day excursions, providing quality social interactions for seniors.

### **Program Optimisation**

*(Goal 15: Review and align services with aged care standards)*

We strategically closed some programs and merged them with newly launched projects to better align with the latest influx of clients from diverse backgrounds, including Asian, African and Arabic communities. New, innovative programs like the Party at Basia's dance group, mystery full-day excursions and the Italian and Macedonian high tea program have quickly gained popularity. This consolidation has also led to a significant reduction in hourly unit costs, enhancing our financial and operational efficiency.

### **Client Base Expansion**

*(Goal 13: Develop networks with under-represented and emerging group)*

Over the past few years, our client numbers have increased significantly, particularly amongst Italian seniors. We supported over 400 clients and provided more than 55,000 hours of social activities a year. Additionally, we expanded our brokerage services through partnerships with other service providers.

### **Enhanced Social Support Features**

*(Goal 4: Build workforce to support service growth)*

Our social support programs include transportation to and from home and typically feature a three-course lunch or light refreshments. We trained 16 staff members as dementia champions, who are crucial in our dedicated dementia program and across all other programs, ensuring specialised care for our clients.

### **Care Finder Program Success**

*(Goal 5 and 8: Expand services and explore service options for non-residential care)*

Launched in May 2023, our care finder program, operating through Primary Health Networks (PHNs) from North PHN (Two Rocks) to South PHN (Waroona), provides intensive support to vulnerable seniors. It helps them navigate the aged care system and community support, focusing on culturally and linguistically diverse (CaLD) seniors to ensure equitable access to essential services.

### **Aged Care Visitor Volunteer Scheme Growth**

*(Goal 5: Expand multicultural community services)*

We increased the number of volunteers in our Aged Care Visitor Volunteer Scheme, significantly enhancing the companionship and quality of life for more seniors.

### **Multicultural Village Hub Launch**

*(Goals 5 and 9: Expand services and engage in mental health service development)*

The launch of the Multicultural Village Hub was pivotal in addressing mental health and wellbeing, effectively reducing social isolation, amongst residents aged 55+ from the Belmont and Bayswater area. This initiative had exceptional results, enhancing our comprehensive approach to tailored mental health support.

### **Recognition as a Carer Gateway Champion**

*(Goal 6: Expand services for carers within the CaLD and LGBTIQ+ communities)*

We were honoured to be one of the Carer Gateway Champion organisations, highlighting our commitment to the welfare of carers and those they care for. The Carer Gateway provided tailored support, including phone and face-to-face consultations, with language support services ensuring that the unique needs of carers were met.

To illustrate our dedication to the CaLD and LGBTIQ+ communities through community development and outreach, the following projects were successfully delivered:

### **Rainbow Migrants Project (July 2022 – December 2023)**

*(Goal 14: Further develop and expand LGBTIQ+ services)*

Funded by the Office of Multicultural Interests, this initiative aimed to empower the multicultural LGBTIQ+ communities in Western Australia by enhancing access to services and expanding networks, fostering a more inclusive and supportive community environment.

### **Dementia Roadshow Project with CaLD Communities (July 2021 – June 2023)**

*(Goal 7: Develop services for early onset dementia in CaLD and LGBTIQ+ communities)*

In partnership with Dementia Australia, this project aimed to increase awareness and understanding of dementia within culturally and linguistically diverse communities. It focused on enhancing cultural understanding

and improving communication strategies, successfully reaching 22 communities.

**Culturally and Linguistically Diverse (CaLD) Cancer Information Needs Project (August 2022 – October 2022)**

*(Goal 12: Utilise expertise to provide cultural service consultancy)*

Supported by the WA Cancer Network and the WA Department of Health, this project focused on understanding the cancer information needs of CaLD consumers and carers, contributing to the WA Cancer Plan 2020-2025 and supporting improvements in the health system.

**EnCOMPASS: Multicultural Aged Care Connector (June 2021 – July 2023)**

*(Goal 8: Explore service options for non-residential care)*

Funded by the Federation of Ethnic Communities Councils, EnCOMPASS supported individuals from CaLD backgrounds in accessing the Australian aged care system, providing necessary

information and support to empower older people and their communities.

**Let's Get Social Project (January 2020 – March 2022)**

*(Goals 5 and 13: Expand multicultural community services and develop networks)*

Supported by the Department of Communities, this series of events and activities was designed to meet the diverse needs of seniors, enhancing skills and capacity for sustained community connection and social engagement.

**Aged Care System Navigator Trial (January 2019 – June 2021)**

*(Goals 5 and 12: Expand services and utilise expertise)*

Funded by COTA Australia, this trial provided essential information and support for accessing aged care services, catering to the needs of older people, their families, and friends, and helping them navigate care options.

We established partnerships with key organisations, including Dementia Australia, Carers WA, Injury Matters, and the Cancer Network under the Department of Health WA, along with major universities such as Curtin, Edith Cowan, University of Western Australia, and University of New South Wales.

These collaborations highlight Umbrella's commitment to delivering excellent care and fostering an inclusive environment. Our achievements showcase our deep understanding of our clients' diverse needs and our dedication to meeting these needs with compassion.

As we move forward, we are focused on enhancing service delivery and strengthening partnerships to improve the lives of those we serve, setting a benchmark for excellence in multicultural and community-oriented aged care.

**"We remain focused on enhancing our service delivery and strengthening partnerships that enrich the lives of those we serve."**

# Demographic profiles – predicting trends

## Population 65+

Australia's population aged 65 and over is **projected to grow to 6.7 million by 2041**, from an estimated 4.31 million in 2021, **an increase of 54%.**

## Population 85+

The increase is **estimated to be larger for Australians aged 85 and above**, from 534,000 in 2021 to 1.28 million by 2041, **an increase of 140%.**

## Population WA

For the **Western Australian cohort**, the increases during the same periods are **estimated to be 55.4% and 155.3%**, respectively.<sup>1</sup>

## CaLD Population

At the 2021 Census, there were **107,153 Western Australians aged 65 years and over**. Of this cohort, **19% were from CaLD backgrounds**.<sup>2</sup> CaLD seniors aged 85+ years comprised 20% of this age cohort in Western Australia.

## CaLD Growth

For CaLD seniors, the **rates of growth were 28.5% and 26.6% respectively** for those aged 65+ years and 85+ years.

## CaLD Growth WA

The corresponding figures for the **Western Australian cohort** were **23.8% and 18.1%**.

<sup>1</sup> Wilson, T. and Temple, J. (2022). *New population projections for Australia and the States and Territories, with a particular focus on population ageing*. ARC Centre of Excellence in Population Ageing Research Working Paper Series, Working Paper 2022/11. (WP2022\_11\_New projections of population ageing for Australia (10 Aug 2022).

<sup>2</sup> This section is heavily drawn on the Office of Multicultural Interests (2023). *Census 2021 Snapshot: Western Australian Seniors from Culturally and Linguistically Diverse (CaLD) Backgrounds*. Department of Local Government and Cultural Industries. WA: Perth (Available at [https://www.omi.wa.gov.au/docs/librariesprovider2/statistics/census-2021\\_cald-seniors'-snapshot.pdf?sfvrsn=370e33be\\_10](https://www.omi.wa.gov.au/docs/librariesprovider2/statistics/census-2021_cald-seniors'-snapshot.pdf?sfvrsn=370e33be_10))

The growing diversity of seniors (65+ years) can be noted from the following trends:

- The top 10 birthplaces of seniors from CaLD backgrounds were: Italy, Malaysia, India, Netherlands, Germany, Singapore, China, Vietnam, Croatia and Myanmar, showing a greater prevalence of Asian birthplaces over those from Europe in recent years.
- The 10 most common ancestry responses of seniors were: Chinese, Italian, English, Dutch, German, Indian, Polish, Croatian, Vietnamese and Portuguese.
- The top 10 languages other than English (LOTE) spoken at home by seniors from CaLD backgrounds were: Italian, Mandarin, Cantonese, Vietnamese, Croatian, Polish, German, Greek, Macedonian and Dutch, which shows a greater prevalence of European languages.
- However, if LOTE speakers aged 55 and 64 years are considered, then the whole dynamic is reversed. This is because the top 10 languages for the 55-64 years cohort were Mandarin, Italian, Cantonese, Vietnamese, Afrikaans, Tagalog, Arabic, Indonesian, Spanish and German.
- Two-thirds of CaLD seniors were affiliated with Christianity, followed by those who identified with secular beliefs or no religious affiliation (17.1%), Buddhism (7.1%), Islam (2.8%), Hinduism (2.1%), Sikhism (0.7%) and Judaism (0.4%).
- Almost 60% of CaLD seniors spoke a language other than English at home (LOTE), with 70.6% speaking English very well or well and 29.4% not speaking English well or at all.
- A majority (80%) of seniors from CaLD backgrounds arrived in Western Australia between 1950 and 1980, after which their migration declined to 8.6 % in the 1990s and 13.4 % in the 2000s.
- More than 90% of CaLD seniors live in Metropolitan Perth, with two-thirds living in the LGAs of Stirling, Wanneroo, Melville, Gosnells, Joondalup, Canning, Cockburn, Swan, Bayswater, and Armadale.
- Almost one-quarter of female seniors from CaLD backgrounds had low or no education (23.8%), a rate higher than for male seniors from CaLD backgrounds (18.6%) and when compared with Western Australian female (10.1%) or male seniors (9.6%) from all backgrounds.
- Two-thirds of female seniors from CaLD backgrounds (66.7%) had a weekly income of less than \$500, with 13.8% having a negative or no income at all. They comprised the largest group of low-income earners, compared with male seniors from CaLD backgrounds or the overall Western Australian cohort.
- The rates of disability were higher for female seniors compared with men, and highest for female seniors from CaLD backgrounds. A larger proportion of female seniors from CaLD backgrounds (22.6%) required assistance in core activities in the areas of self-care, mobility, and communication, compared with male seniors from CaLD backgrounds (16.8%) and their Western Australian counterparts (17.2% of women and 13.1% of men).
- For the 85+ cohort, the corresponding rates of needing assistance almost trebled across the board for female seniors (65%) and for male seniors from CaLD backgrounds (50.8%). For the Western Australian 85+ years cohort, 50.6% of females and 38.6% of males reported needing assistance with core activities.

# Alignment with national and state frameworks and policies

Umbrella's new Strategic Plan has been developed to align its goals and initiatives with key national and state government documents that address the diverse needs of seniors, promote digital inclusion, and support the unique needs of CaLD and LGBTIQ+ seniors in Australia.

The plan strengthens our business through alignment with the recommendations from the *Ageing in Multicultural Western Australia* (2020) report and the Aged Care Quality and Safety Commission's Governing for Reform agenda.

Workforce development remains a priority, acknowledging the importance of attracting and retaining a skilled, diverse, and culturally competent workforce, as highlighted in the *Aged Care Diversity Framework Action Plans* (2019).

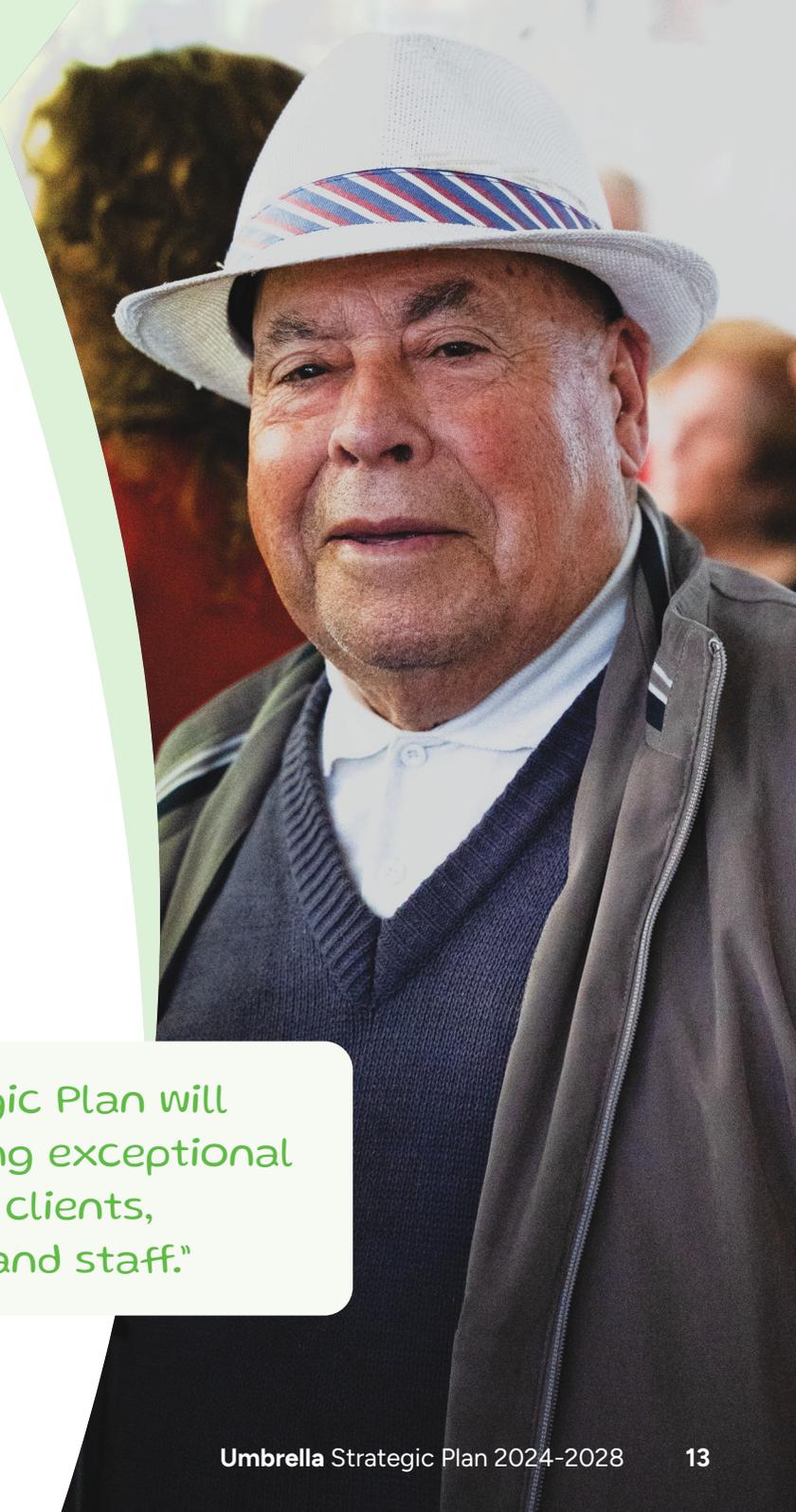
The Strategic Plan also focuses on innovation and partnerships, underpinned by the *WA Seniors Strategy 2023-2033*.

To ensure client satisfaction and inclusivity, the plan emphasises the importance of engaging, consulting, and retaining clients while maintaining Umbrella's multicultural and inclusive character, aligning with the *National Strategy for Volunteering 2023-2033*.

Digital inclusion is also prioritised, corresponding with the *Digital Inclusion in WA Blueprint* (2021). Lastly, the Strategic Plan acknowledges the importance of addressing the unique needs of LGBTIQ+ seniors, guided by *Actions to Support LGBTI Elders: A Guide for Aged Care Providers* (2019) and the *National Lesbian, Gay, Bisexual, Transgender, and Intersex (LGBTI) Ageing and Aged Care Strategy* (2012).

This holistic approach ensures that our strategies are comprehensive and inclusive, adapting to our community's evolving needs.

**"Implementing this Strategic Plan will propel us toward achieving exceptional outcomes for our valued clients, volunteers, communities and staff."**



## Our Vision

A world where everyone, regardless of language, gender identity, culture or financial status can fully enjoy their golden years with respect and dignity.

## Our Mission

Our mission is to deliver accessible, affordable, and high-quality community and aged care services that respect and honour linguistic, gender, cultural, and economic diversity.

## Our Values

Our mission is to deliver accessible, affordable, and high-quality community and aged care services that respect and honour linguistic, gender, cultural, and economic diversity.

### Compassion

We are passionate about helping people  
We work in a supportive, caring and culturally appropriate way  
We celebrate achievements

### Accountability

We do what's right and learn from mistakes  
We take responsibility  
We lead by example

### Respect

We are open and honest  
We embrace diversity  
We value our differences, like family

### Excellence

We provide quality and safe services  
We actively seek to improve  
We are dynamic, inclusive, and collaborative

## Our Strategic Objectives

### The Happiest Clients

Provide flexible, safe, high-quality and culturally appropriate services, and always strive to make our clients feel that we care for them like family.

### Enabling Environment

Ensure our assets, systems and structures support us in achieving our goals.

### The Best People

Attract, recruit, and retain the best people to deliver quality, safe and caring services for our clients.

### Strong Governance and Brand

Maintain effective governance, financial capacity and reputation to ensure our long-term sustainability.

# Strategies and **Performance Measures**

## **Objective 1: The Happiest Clients**

Provide flexible, safe, high-quality and culturally appropriate services and always strive to make our clients feel that we care for them like family.

Strategy	How We Achieve It	How We Will Know We Have Achieved This
Engage and consult clients	We develop and implement plans to actively engage our clients, ensuring their voices are heard and their needs are met. This includes regular surveys and a robust feedback system.	Success will be measured by the number of engagements and feedback, the adoption of client suggestions, and positive outcomes from complaints resolution.
Maintain strong social support programs	We will review, refine and promote our social support programs tailored to various cultural needs and extend our reach to new areas like Mandurah and the broader Peel region.	We will monitor changes in client attendance from new targeted locations. Referrals and feedback will indicate our success. An increase in service provision will demonstrate growth.
Foster a multicultural and inclusive culture	We provide continuous training in cultural awareness and promote diversity within our team. We maintain our credentials in CaLD and LGBTIQ+ specialised aged care services.	Our success will be evident through maintaining our CaLD and LGBTIQ+ specialised verification status on My Aged Care and positive feedback from staff and clients.
Attract and retain clients	We market our diverse programs to potential clients and improve our intake processes to ensure a smooth client experience from the start.	Growth in client numbers, as well as diversity in client demographics and referral sources, will track our success.

## Objective 2: The Best People

Attract, recruit, and retain the best people to deliver quality, safe and caring services for our clients.

Strategy	How We Achieve It	How We Will Know We Have Achieved This
Stay ahead of sector changes to ensure responsiveness, accountability, and compliance	We engage with industry developments through seminars and consultations, keeping our staff informed and adaptable.	Success will be measured by participation in industry events and positive feedback from implementing new practices.
Attract and retain high-quality staff to service existing and new client locations	We ensure our staff feel valued through continuous engagement, performance assessments, and clear career progression opportunities.	Staff retention rates and satisfaction from periodic staff surveys will indicate our success.
Maintain a well-trained and motivated team	We regularly analyse training needs and implement targeted development programs to enhance staff skills and motivation.	The alignment of staff qualifications with training standards and positive feedback on training effectiveness will be the measure of our success.
Build and retain a diverse pool of volunteers	We have a comprehensive plan for volunteer management which includes recruitment, training, and retention strategies to ensure a diverse and committed volunteer base.	The effectiveness of our volunteer program will be measured by recruitment numbers, training completion rates and retention statistics.
Maintain a workforce that is quality and safety conscious	Our policies and training are continuously updated to align with the highest standards of quality and safety in aged care.	Audit outcomes, incident reporting and compliance rates will serve as indicators of our success.

### Objective 3: Enabling Environment

Ensure our assets, systems and structures support us in achieving our goals.

Strategy	How We Achieve It	How We Will Know We Have Achieved This
Obtain our own permanent building/premises	We are developing a strategic approach to acquire permanent premises, including building a business case and seeking funding.	Progress will be measured by the steps completed on the road to asset ownership.
Advance digital empowerment and connectivity	We provide training to ensure all staff and clients are proficient in using digital tools effectively. We also enhance cybersecurity awareness among our staff and clients to strengthen our digital safety.	Success will be tracked through the usage rates of our digital systems by staff and clients and positive feedback on our cybersecurity measures.
Ensure systems support efficient operations and reporting	We streamline our operations and enhance systems to ensure efficient data handling and reporting.	Governance requirements being met, Board of Management satisfaction and reduced data handling issues will indicate successful implementation.
Ensure the organisational structure supports quality care	We regularly review our organisational structure to align with industry best practices and ensure optimal care delivery.	The completion of reviews and adjustments based on industry standards will signal our success.

## Objective 4: Strong Governance and Brand

Maintain effective governance, financial capacity and reputation to ensure our long-term sustainability.

Strategy	How We Achieve It	How We Will Know We Have Achieved This
Maintain a multicultural, LGBTQI+ and multi-disciplinary Board including a clinical professional	Ensure the Board is highly skilled and knowledgeable about current aged care reform, quality standards, mandatory requirements, and regulatory compliance.	Board members undertake relevant Governing for Reform training courses. Actively participate in the work of the Board of Management. Maintain Board diversity and skills matrix.
Ensure regulatory compliance and continuous improvement	Monitor the organisation to ensure it delivers a safe and client-centred care. Ensure the organisation meets all reporting obligations and audit requirements.	Policies are developed and implemented in accordance with the Aged Care Quality Standards. The CEO reports to the Board on changes and potential risks. Plans for continuous improvement are achieved.
Build the diversity of income streams	We explore and implement varied revenue-generating strategies to strengthen financial stability.	We will measure the diversity and security of our income sources as a percentage of total revenue.
Strengthening financial reserves	We manage our finances to ensure a robust reserve fund, aligning with our policy of maintaining a minimum operating reserve.	Our financial health will be assessed by achieving reserve targets and monitoring cash flow forecasts.
Optimise financial resources	We aim for cost-efficiency in all operations, refining our resource management strategies.	Success will be measured by savings achieved and improvements in financial ratios.
Retain our position as an industry leader in both aged care and the multicultural sector	We enhance our brand and community engagement through our client engagement strategy, participation in sector events and by growing our client base.	Indicators of success include media engagement, social media performance, the number of strategic partnerships developed, policy influence and advocacy outcomes, and increased client participation in our home and social support programs.

# Reporting on completed actions

We are committed to transparent and timely reporting as we work towards completing the strategies outlined in our plan by June 2028.

To keep our community informed and engaged, we will communicate our progress and key achievements through a variety of platforms:

- **Annual Reports:** Our yearly summaries will detail the milestones reached and the impact of our initiatives.
- **Board Meetings and Annual General Meetings:** These forums will serve as vital platforms for discussing progress, sharing insights, and gathering feedback.
- **Funding Acquittals:** We will provide comprehensive reports to our funding bodies and partners, ensuring they are informed of how their contributions are facilitating our mission.
- **Committees and Network Meetings:** Regular updates in these meetings will help maintain alignment with our strategic goals and foster collaboration.
- **Conferences, Workshops and Seminars:** We aim to share knowledge and best practices with the broader community by presenting our work at various professional gatherings.

- **Digital Outreach:**

- Social media: Follow our journey and join the conversation on platforms like Facebook, Instagram and LinkedIn for real-time updates and community engagement.
- Newsletters: Subscribe to our Golden Times newsletter for in-depth articles, success stories, and upcoming events.
- Website: Visit our website for comprehensive information on our programs, services, and the latest news updates.

Stay connected with Umbrella Inc. as we strive for excellence in providing multicultural and community-oriented aged care. Your support and engagement are invaluable as we enhance our services and expand our impact.

For more information and to follow our progress, please visit our website, and don't forget to follow us on our social media platforms.





**Phone:**

(08) 9275 4411 General enquiries

(08) 6155 6793 Social Support Group



**Email:** [enquiries@umbrellacommunitycare.com.au](mailto:enquiries@umbrellacommunitycare.com.au)



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