

WE ARE EFFECTIVE AND ENDURING IN ALL WE DO

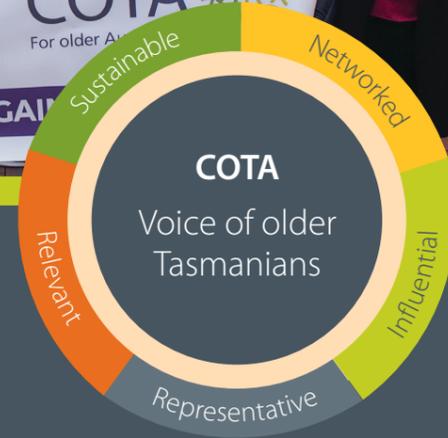
3	Strategic Objectives	Strategies
3.1	Increase and diversify our revenue base and secure consistent and stable income streams	<ul style="list-style-type: none"> • Increase our funding through sponsorships, bequests and philanthropy • Explore and develop fee for service income streams • Secure and increase grant income from a range of funding organisations
3.2	We are recognised as a professional, skilled and innovative organisation	<ul style="list-style-type: none"> • Continue to build governance processes that reflect best practice. • Actively monitor our effectiveness in achieving our strategic objectives and key outputs • Further develop our skills and knowledge in outcome measurement • Proactively encourage diversity on the COTA Board and among our volunteers. • Identify and proactively manage key person dependencies

WE ATTRACT, VALUE AND RETAIN PASSIONATE PEOPLE

4	Strategic Objectives	Strategies
4.1	We have an ethical, flexible and positive workplace culture	<ul style="list-style-type: none"> • Our team is supported and nurtured in their roles • Ensure our organisational policies reflect contemporary, flexible workplace practices • Ensure our recruitment practices and professional development procedures support staff and volunteers and reflect the values of the organisation • Create strong interest in volunteer and staff positions at COTA
4.2	We demonstrate contemporary workplace practice and outstanding support for staff and volunteers	<ul style="list-style-type: none"> • Our team is active and enthusiastic in fulfilling our mission • Review and update COTA's volunteer management strategy and practices and increase our volunteer cohort • Strengthen systems that facilitate staff and volunteer input to the way we work • Work towards achieving an employer of choice award



COTA Tasmania Strategic Plan 2020–2025



VISION: Ageing in Australia is a time of possibility, opportunity and influence.

MISSION: We advance the rights, interests and futures of Australians as we age.

VALUES:

Respect

We respect and value the contribution and lived experience of Australians as they age and support each person's right to make choices and to participate in their community.

Diversity

We value the great diversity that characterises Australians of all ages and are committed to genuine exchange and engagement with all older people in Australia.

Collaboration

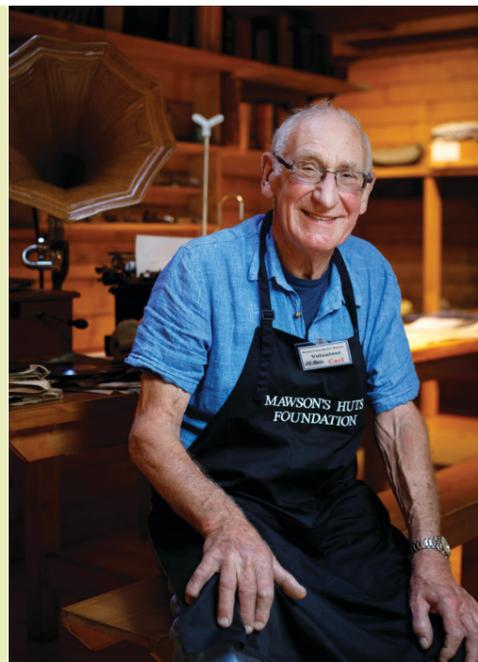
We communicate and work collaboratively with older people, with each other, with our partners, and with the Australian community to achieve the vision and mission of COTA.

Integrity

We operate accountably, ethically, honestly and openly and strive for excellence in all our interactions.

PRIORITY AREAS 2020–2025:

- Making ageism a thing of the past
- Positive reform in aged care
- Claiming a space for mature age workers in the workforce
- Increasing online access for older people
- Prevention of elder abuse



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WE ARE WELL KNOWN AND VALUED

1	Strategic Objectives	Strategies
1.1	We expand our activities, community involvement and supporter base to all regions of Tasmania	<ul style="list-style-type: none"> Develop a plan to deliver more events in regional Tasmania Build and expand partnerships with community organisations, businesses and local governments throughout Tasmania Develop a model to expand community engagement in targeted areas
1.2	COTA's role, aims and activities are well communicated to Tasmanians, government, the business sector and the media	<ul style="list-style-type: none"> Ensure our marketing and communication plan clearly articulates our role, aims and activities and is reviewed annually by the Marketing and Communications Committee.



1	Strategic Objectives	Strategies
1.3	We build a strong, diverse supporter base that engages regularly and endorses our organisation	<ul style="list-style-type: none"> Build our capacity in customer relationship management Provide relevant and regular information and news to our stakeholders with a variety of opportunities for them to engage Facilitate civic engagement for Tasmanians as they age Actively participate in and formalise relevant communities of interest, and seek public acknowledgement of these partnerships Establish a community of interest about workforce participation of older Tasmanians
1.4	COTA Tasmania is recognised as an authoritative and credible source of comment and information on issues facing Tasmanians as they age	<ul style="list-style-type: none"> Raise awareness of COTA's role, value proposition, activities and achievements in the community Be a source of information that will improve the wellbeing of Tasmanians as we age Increase our participation at conferences and seminars Build relationships with Government, community organisations and the media based on trust and open communication.
1.5	Advocate effectively for Tasmanians as we age and take a leadership role lobbying and campaigning on priority issues	<ul style="list-style-type: none"> Take a leadership role in systemic advocacy to protect the rights and interests of Tasmanians as we age Lead the debate to address ageism in Tasmania Support national campaigns conducted by the COTA Federation Actively participate in public inquiries and consultations to ensure the voices of older Tasmanians are heard and acted upon by government, business and service providers.

WE CONNECT WITH, LISTEN TO AND LEARN FROM OUR COMMUNITY

2	Strategic Objectives	Strategies
2.1	We expand our research capacity through partnerships with universities and research organisations within Tasmania and across Australia	<ul style="list-style-type: none"> Explore internship opportunities with the University of Tasmania and other academic institutions Establish strong academic links across Australia through networking, collaboration and presentations Lead the COTA Network to establish a research foundation funded through philanthropy, donations and bequests Work with the COTA Federation to establish a unified, minimum national data set to be used for research about older Australians
2.2	Improve opportunities for Tasmanians to engage with COTA and contribute to our advocacy and strong understanding of the diverse interests of Tasmanians as they age	<ul style="list-style-type: none"> Plan and execute a series of relevant and concise stakeholder surveys and focus groups Increase opportunities for Tasmanians in isolated, remote and regional communities to participate in COTA activities Partner with community groups to improve communication with hard-to-reach members of the community Actively engage with organisations representing the diversity of older Tasmanians Advocate to achieve aged care reform with the COTA Federation
2.3	Build on our skills base using new approaches to community engagement	<ul style="list-style-type: none"> Explore narrative, arts based and innovative approaches to community engagement Explore new technological solutions to increase community engagement and manage data Recruit and train COTA people to build our skills in community engagement
2.4	Build on our connections within our COTA network	<ul style="list-style-type: none"> Share information with the COTA Network in a timely manner Continue to work on existing joint COTA Federation projects, actively participate in working groups and support COTA team members in their roles