

# Vision 2026

A place to belong





## Our Vision

Through independent community living  
and care we enrich the lives of our people

## Our Values

**Respect** – We appreciate, embrace and celebrate our differences

**Community** – We work collaboratively to foster open, inclusive and engaged communities

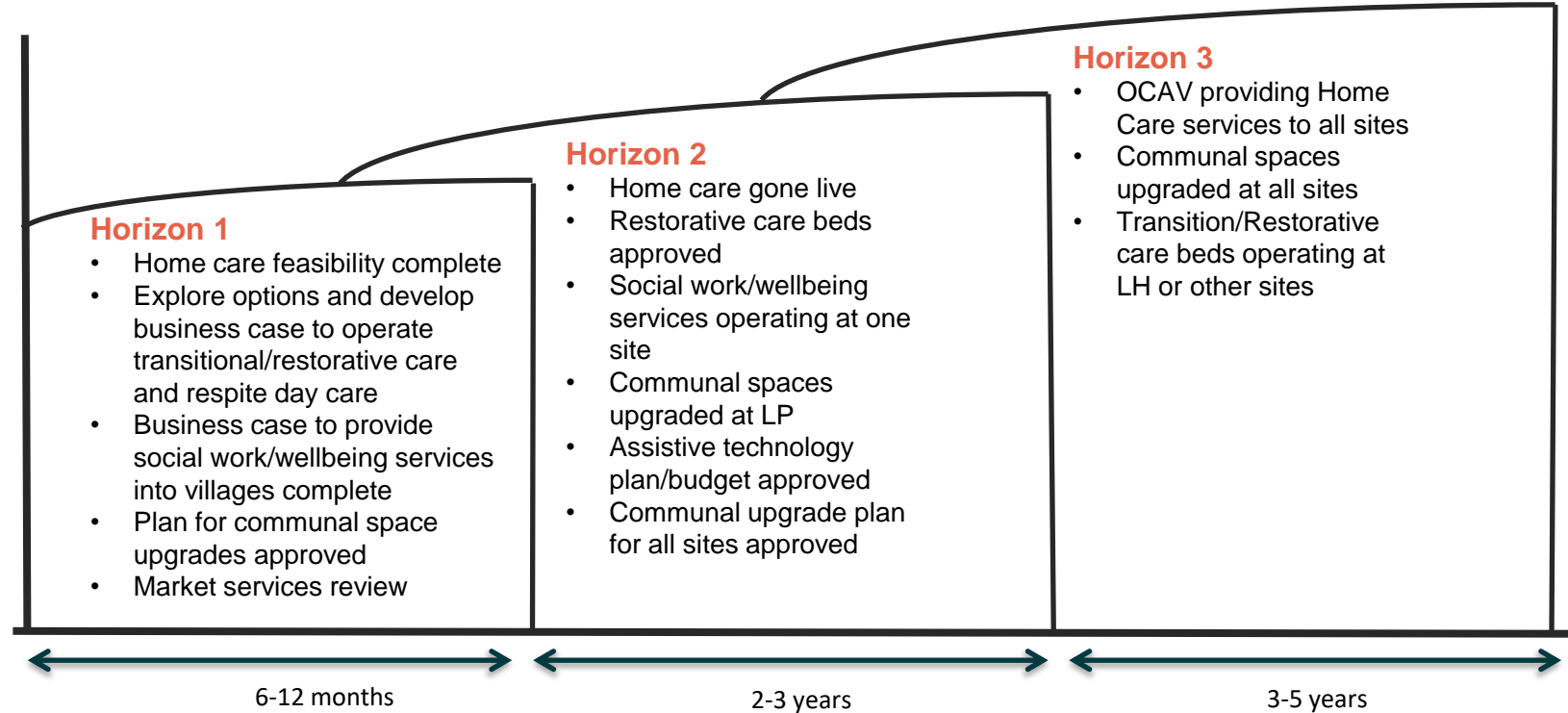
**Kindness** - We care about people and have a shared passion to support people to live fulfilling lives

**Integrity** – We are open, trustworthy and take responsibility for our actions

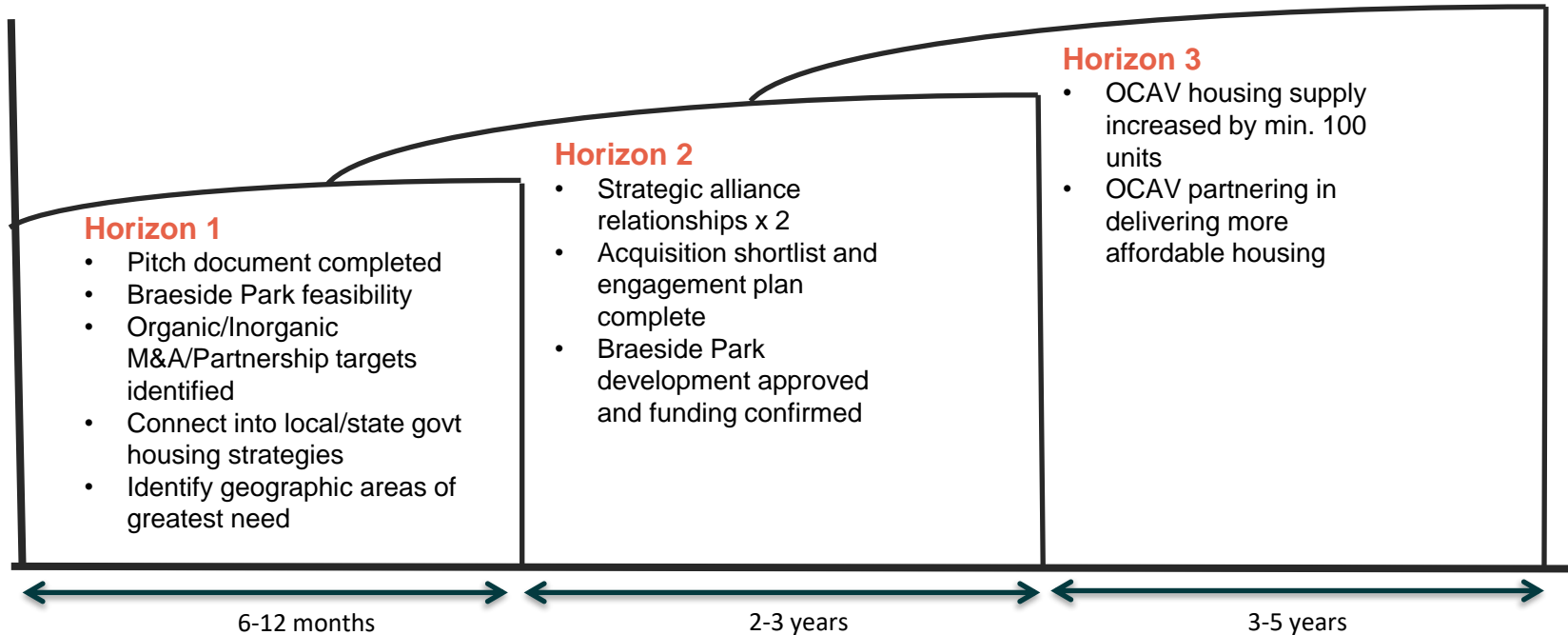
## Vision 2026 – Key platforms

- Broaden our service offering
- Develop new innovative ways to deliver more affordable housing
- Establish funding/philanthropy connections to deliver more
- Improve the existing operational & built environment
- Develop/invest further in our people
- Build a culture of innovation

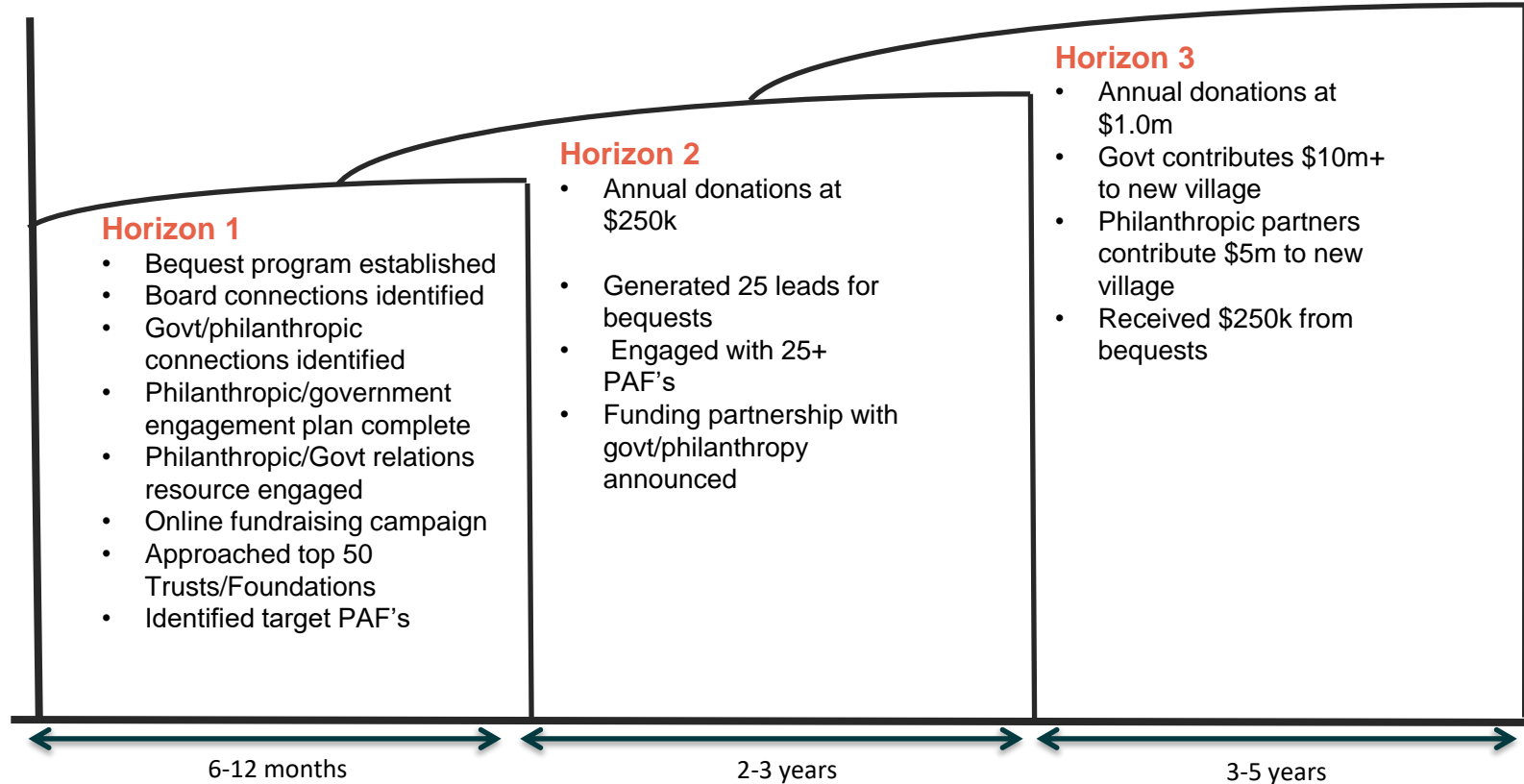
# Service offering



# Deliver more housing



# Funding & Philanthropy



# Operations

## Horizon 1

- New Risk management platform in place
- Identify under-performing segments and map plan for improvement
- Review operating model structure
- Establish KPI's
- Actively review fin performance and reporting
- Systems review
- Supplier review
- Environmental management review
- Internal comms review
- Clarity of offer

6-12 months

## Horizon 2

- Successful reaccreditation (no non-compliance)
- Engage the team in the process
- Continuous improvement culture
- Review internal business process
- New/existing systems implemented
- New resident/staff comms platform launched
- New supplier agreements in place
- New comms strategy in place
- Review pricing model

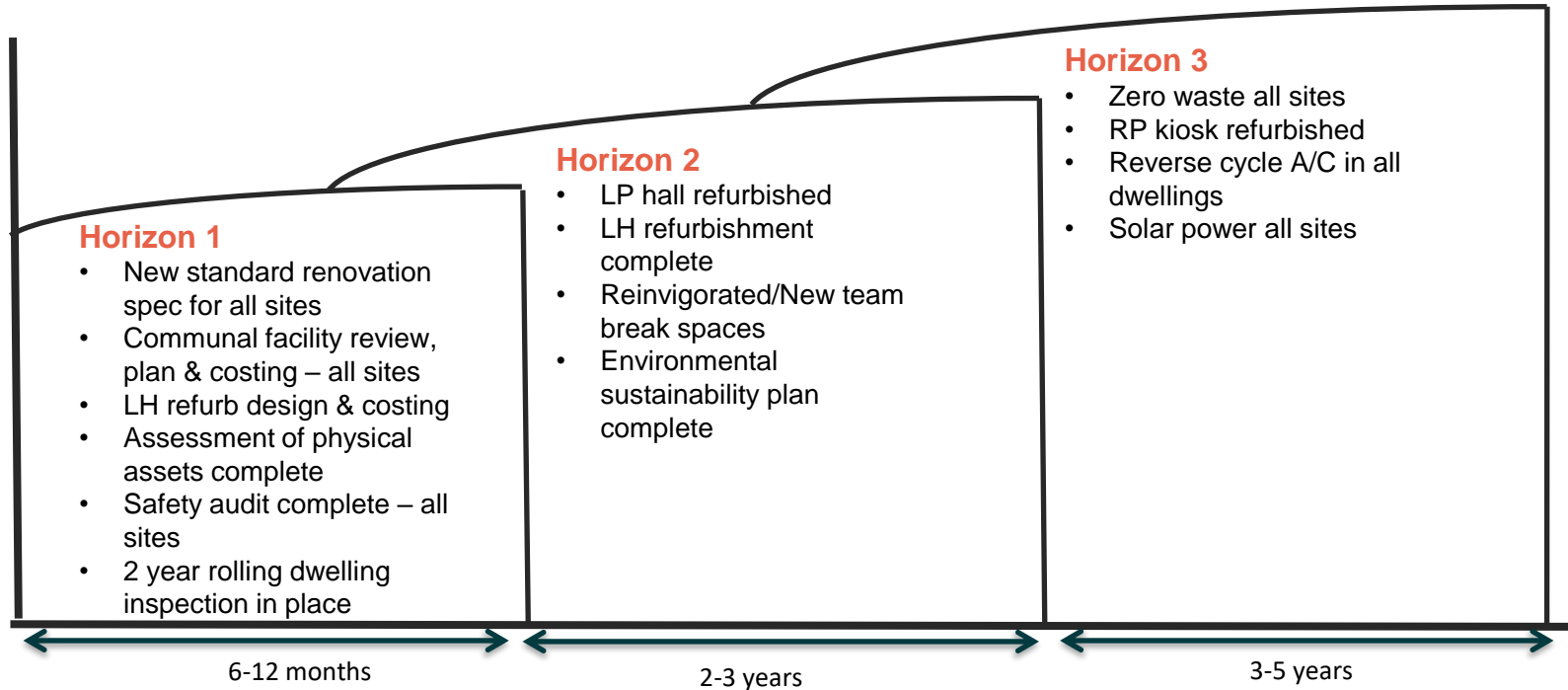
2-3 years

## Horizon 3

- Resident satisfaction up min 10%
- Waitlists established at LP ILU and CP ILU and ALU
- Operating performance up 15%
- 20% reduction in renovation time
- 20% reduction in OCAV residents coming into LH

3-5 years

# Built environment





# People, Culture & Innovation

## Horizon 1

- Review & commence implementation of HR Strategy
- New recruitment & induction program complete
- Emergency succession and business continuity plan complete
- Renewed HR policy suite rolled out, accreditation compliant
- Employee engagement survey complete
- Wellbeing program finalised
- Leadership training for managers & supervisors
- Staff/volunteers engagement events x 4
- Volunteer survey
- Stakeholder engagement plan complete

6-12 months

## Horizon 2

- Technology/Innovation plan approved
- Mentoring/development program implemented
- Zero agency usage
- Redefined role of HR
- Wellbeing program 100% implemented
- Performance management/measurement system in place for senior team
- Renewed comms & feedback mechanisms
- Reward & recognition program launched
- Innovation fund launched and first recipients approved

2-3 years

## Horizon 3

- 20+ volunteers at all sites
- Established HR partnerships with like organisations
- Recognised as employer of choice
- Ageing workforce strategy complete

3-5 years

# CEO Goals

Goals	Activities	Measure of success	Target date
1. Develop the 2025 Strategy	<ul style="list-style-type: none"> <li>Review 2020 strategy &amp; set strategic goals for the next 5 years</li> <li>Confirm Vision/Mission/Values</li> <li>Engage leadership team and ensure input and buy-in</li> <li>Council presentation</li> <li>Execution plan</li> </ul>	<ul style="list-style-type: none"> <li>Strategy complete</li> <li>Approved by council</li> <li>Execution plan complete</li> <li>Embedded in exec/team goals</li> </ul>	<p>June 2021</p> <p><b>Complete</b></p>
2. OCAV Rebrand	<ul style="list-style-type: none"> <li>Stakeholder engagement</li> <li>Agency brief &amp; engagement</li> <li>Shortlist options</li> <li>Provide recommendation to Council</li> <li>Launch</li> <li>Roll out</li> </ul>	<ul style="list-style-type: none"> <li>Council approved</li> <li>Rebrand launched</li> <li>Positive stakeholder feedback</li> <li>All comms/marketing materials etc updated</li> </ul>	<p>August 2021</p> <p><b>Rebrand approved, rollout to be completed March</b></p>
3. Broaden the OCAV service offering	<ul style="list-style-type: none"> <li>Home care feasibility</li> <li>Explore options and develop business case to operate restorative/transitional care and respite day care</li> <li>Explore options to deliver social work/wellbeing services into villages</li> <li>Plan for communal space upgrades</li> </ul>	<ul style="list-style-type: none"> <li>Home care                             <ul style="list-style-type: none"> <li>Feasibility complete</li> <li>Business case presented and approved</li> <li>Application approved</li> <li>HC Manager appointed</li> <li>Service commenced</li> </ul> </li> <li>Options paper for additional services presented</li> <li>Concept plan and costing for communal spaces completed</li> </ul>	<p><b>Feasibility &amp; business case complete. HC Manager appointed. Application underway</b></p> <p><b>Maddisons engaged to develop concepts</b></p>

Goals	Activities	Measure of success	Target date
4. Housing & Funding	<ul style="list-style-type: none"> <li>Develop the Abound Communities sell story</li> <li>Identify M&amp;A/partnership opportunities</li> <li>Identify geographic areas of greatest need</li> <li>Identify key government and philanthropic stakeholders</li> <li>Bequest program</li> </ul>	<ul style="list-style-type: none"> <li>Pitch document complete</li> <li>Engagement plan complete</li> <li>Mapping complete</li> <li>Board connections identified</li> <li>Govt/philanthropic connections identified</li> <li>Bequest program launched</li> </ul>	<p>June 2021</p> <p>A key focus for 2022</p>
5. Operations & built environment	<ul style="list-style-type: none"> <li>Waitlist development</li> <li>Explore risk management platforms</li> <li>Identify underperforming business segments</li> <li>Technology strategy</li> <li>Scope environmental/sustainability review</li> <li>Liscombe House accreditation</li> <li>Assessment of communal spaces</li> <li>Liscombe House refurbishment design and costing</li> </ul>	<ul style="list-style-type: none"> <li>Plan approved and execution commenced</li> <li>New risk management system in place</li> <li>Business improvement plan and KPI's developed &amp; approved</li> <li>Liscombe House accredited for three years</li> <li>Environment mgt review commissioned</li> <li>LP &amp; RP design &amp; costing complete</li> <li>LH refurb approved</li> </ul>	<p>Key priority for 2022</p>
6. People, culture & innovation	<ul style="list-style-type: none"> <li>Review and update People Strategy</li> <li>Reassess business continuity risks</li> <li>People engagement &amp; development</li> </ul>	<ul style="list-style-type: none"> <li>People Strategy implementation commenced</li> <li>Emergency succession and business continuity plan complete</li> <li>Employee/volunteer engagement survey complete</li> <li>Wellbeing program approved</li> <li>Stskehoder engagement plan complete</li> </ul>	<p>Team priority for 2022</p>



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[aboundcommunities.org.au](https://aboundcommunities.org.au)

