



STRATEGIC PLAN 2019-2021



I am proud to be the Chair of Sirovilla with its long history of providing affordable housing. Our mission of providing comfortable, secure and affordable housing to the active aged relieves the long-term rental stress the elderly experience. The Sirovilla Strategic Plan is focused on further development of affordable housing stock to meet the growing need within the community.

Sirovilla Incorporated is a beautiful haven of well-presented gardens, community minded individuals, providing financial and long-term security to its residents. The plan outlines how

we respectfully and transparently engage with our stakeholders to develop additional housing stock.

Our residents are individuals from all walks of life which enhances the community perspective. Our volunteers and other supporters are an outstanding group of people from within our villages as well as the wider G21 community. We pride ourselves on community integration and participation.

Dennis Barker
Chair, Sirovilla Incorporated
October 2019

OUR STORY SO FAR...

SIROVILLA RETIREMENT VILLAGE providing and developing affordable housing for independent seniors in connected village communities. Sirovilla provides retirement village housing for lower income older people in Highton (64 units) and Anglesea (18 units).

Highton:

As a result of the great vision and enthusiasm of the CSIRO Division of Textile Industry* Social Club led boldly by Geoff Watson, along with several other CSIRO staff, the concept of affordable accommodation for the elderly became reality at Highton.

The Sirovilla Village, originally known as the Sirovilla Elderly People's Homes was officially opened in November 1975 comprising of 8 one-bedroom units. A further 6 one-bedroom units were built in 1979, 15 one-bedroom units in 1983 and 4 larger one-bedroom units in 1993. In 2000, Stage 5 saw the construction of a further 6 two-bedroom units along with three maintenance sheds.

A joint venture between Sirovilla and the Victorian Office of Housing delivered Stages 6 and 7. Stage 6 was completed in 2003 with 5 two-bedroom, 5 large one-bedroom units as well as an office and communal hall. Stage 7 completed in 2008 saw the construction of 8 two-bedroom and 7 large one-bedroom units.

Anglesea:

The Lions Club Village was established under the leadership of Brian and Betty Butterworth. An agreement between the Lions Club and the Shire of Barrabool (now Surf Coast Shire) finalised the purchase of land in Murray Street on 30 October 1987.

The opening of Stage I on 7 April 1990, consisted of 4 two-bedroom units, each with a garage, as well as 3 one-bedroom units (funded by the Director of Housing for the purpose of providing housing for elderly and disabled applicants) along with a communal hall.

Stage II completed in March 1994 consisting of a further 3 two-bedroom units with garage, 5 one-bedroom units, lock up workshop, gazebo, central carports and two electric BBQ's for the residents to enjoy. Stage III was in completed in 2003 with 3 one-bedroom units funded by a State Government Grant.

Negotiations started in 2012 and in August 2014 Sirovilla Incorporated proudly took over from the good works undertaken by the Lion's Club of Anglesea.

* (now CSIRO Textile and Fibre Technology)

OUR PURPOSE

To provide and further develop affordable housing for independent seniors in connected village communities.

We will do this by acting in accordance with our values. Our governance will reflect **integrity** and **transparency**. We will be **respectful** in all our interactions. We will ensure that our residents are **supported equitably** and **empowered** by being **engaged** and **informed**.

Sirovilla's Strategic Objectives 2019-2021 centre on our:

People - our residents, staff, volunteers, stakeholders and board.

Partners - our community standing.

Place - our properties, facilities and services.

OUR VALUES

At Sirovilla our values are a direct reflection of our philosophy:

Respect

Accountability

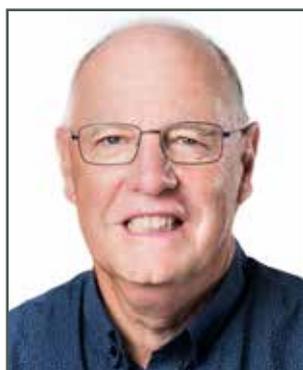
Trust

Integrity

Transparency

Excellence

OUR BOARD



Chair
Dennis Barker



Deputy Chair
Kate Kerkin



Treasurer
Graeme Howie



Karen Pritchard



Shirley Rooney



Paul Jamieson



John Temple



Austin Paterson



Joy Leggo

LIFE MEMBERS

- Geoff Watson (Passed away 8th Feb 2018)
- Geoff Naylor
- David Evans
- Hayden Smith

RESIDENTS

1. Ensure that Sirovilla provides a safe, connected and supportive community for our residents.

Action	Who	When	How will we know
1.1 Continue to adopt a place management approach with residents at Anglesea to plan for resident events, opportunities and connections.	Resident Services Co-ordinator/EO/ Village Social Club	Ongoing	Resident Satisfaction Survey
1.2 Develop and implement the 'Resident Engagement Policy' to ensure that residents have an opportunity to share information, raise issues with management, plan activities and events within each site and between each site.	Resident Services Co-ordinator/EO/ Residents Committee	Feb-19	Resident Satisfaction Survey





STAFF

2. Provide a working environment that fosters the best skills and knowledge amongst our staff.

Action	Who	When	How will we know
2.1 Ensure annual staff development allow staff to keep informed of innovative practices in older persons housing provision and draw on the expertise of the board where possible.	Chair/ Deputy Chair/ EO	Annually	Staff Performance Reviews
2.2 Support staff participation in sector and area networks.	Chair/ Deputy Chair/ EO	Annually	Staff Performance Reviews
2.3 Continue to seek and support student placements and volunteers to enhance Sirovila.	EO	Bi-annually	Stakeholder feedback
2.4 Continue to ensure that all our contractors meet all regulatory compliances.	EO	Ongoing	Stakeholder feedback



Executive Officer
Michelle Ball



Residents Service Coordinator
Chris Bubb

THE BOARD

3. Ensure that our Board reflects the appropriate skills and experience needed to support a growing and innovative provider of housing for older years residents.

Action	Who	When	How will we know
3.1 Continue to implement an effective and appropriate approach to board recruitment to ensure that the Sirovilla values and obligations are matched by core skills amongst management including experience in: governance, the social housing sector, not-for-profit organisations, marketing, information technology, law, building and architecture, and project management.	Chair/ Deputy Chair	Annually	Annual board evaluation survey
3.2 Ensure a board orientation process that provides a comprehensive briefing of the organisation including operational and strategic policies and plans, site and property visits and, where possible, informal meetings with residents.	Chair/ Deputy Chair/ Treasurer	Annually	Annual board evaluation survey
3.3 Ensure contemporary awareness of the changing legislative context guiding older persons housing, Registered Housing Association (RHA) and appropriate funding opportunities through Board education.	EO/Treasurer/ Consultants where required	Annually	Annual board evaluation survey
3.4 Plan to achieve the above goals through an annual calendar that schedules workshops/information sessions on each alternate months to board meetings.	EO/Chair/ Deputy Chair	As per Board Calendar	Annual board evaluation survey
3.5 Review the related and development of new policies under the framework as required ie Allocations, Place, Action and Engagement.	Chair/ Deputy Chair/ Treasurer	Annually	Annual board evaluation survey

OUR PARTNERS

4. Establish partnerships with our stakeholders.*

Action	Who	When	How will we know
4.1 Contribute to the COGG Social Housing Plan.	Board/ EO	March- Aug 2019	Increased network
4.2 Send letters of introduction to developers, Councils and Shires.	EO	Apr-19	Proposals put to the Board
4.3 Discuss and promote Sirovilla's strategic vision and plan with internal and external stakeholders.	Chair/ EO	Apr-19	Increased network, Facebook following and favourable resident satisfaction survey
4.4 Build on the networks that Sirovilla has currently with residents, staff, volunteers, stakeholders and board.	Board/ EO	Ongoing	Increased network, Facebook following and favourable resident satisfaction survey
4.5 Consider crowd funding, annual giving process, government grants.	Board/ EO	Annually	Increased revenue

*Sirovilla services the Geelong Region Alliance (G21) region.



PLACE

5. Optimise resources and development opportunities.

Action	Who	When	How will we know
5.1 Make application to become an approved Aged Care Provider to expand the range of services Sirovilla provides for residents.	EO & Board	Nov-19	Application lodged
5.2 Review a cost benefit and risk analysis of the Highton site for the provision of increased accommodation.	Treasurer/ Consultant	Apr-19	Desktop benchmark document developed
5.3 Undertake financial modelling for a range of ongoing resident contributions.	Treasurer	Jun-19	Business Plan developed
5.4 Undertake a competitor scan and encourage an active awareness about changes in the retirement village sector through board contribution to, and review of, Business Plan.	EO/Board/ Relevant key external parties	Jun and Dec 2019	Annual board evaluation survey
5.5 Review resident lease policy with regard to relocation and development requirements.	EO & Board	Sep-19	Policy amended
5.6 Investigate possible land purchases; partnerships and funding opportunities to expand Sirovilla's footprint in seniors' housing.	EO & Board	Oct-19	Board proposals received
5.7 Develop a staged asset management plan for existing buildings, unit renewal and maintenance.	EO	Mar-20	Business Plan developed
5.8 Prepare an investment and savings strategy to resource further housing developments.	EO	Mar-20	Business Plan developed



Sirovilla Incorporated

ABN 41 901 391 780

Locations:

32 - 52 Broughton Drive, Highton, VIC 3216

32 - 34 Murray Street, Anglesea, VIC 3230

Incorporating the Lions Village Anglesea.

Managed by Sirovilla.

sirovilla.org.au