



STRATEGIC PLAN 22-24

Sirovilla Incorporated
ABN 41 901 391 780

32 - 52 Broughton Drive
Highton VIC 3216

32 - 34 Murray Street
Anglesea VIC 3230

2 Nelson Road
Point Lonsdale VIC 3225

sirovilla.org.au

STRATEGIC PLAN 2022-24



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 2022-2024 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:

Informed - That our people are empowered decision makers and are included in the community in which we operate.

Supportive - That our people thrive in an encouraging, caring, reassuring and sensitive environment

Affordable - That our people have access to a secure, comfortable, functional home

Respect - That our people are celebrated for their abilities, qualities and integrity

Trust - Our authenticity, empathy and sense of humour will support all our people

Accountability - We honour our commitments and are responsible for our decisions

Integrity - That our people benefit from ethical and responsible conduct and we act in good faith at all times

Excellence - That we focus on high quality and value for the services and facilities that are provided to support our people

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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 seniors in Highton (64 units), Angelsea (18 units) and Point Lonsdale (16 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 1983 and 4 larger one-bedroom units in 1993. In 2000, Stage 5 saw the construction of a further 7 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 and 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.

Angelsea

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 30th 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, 4 one-bedroom units, local up workshop, gazebo, central carports and two electric BBQ's for the residents to enjoy. Stage III was 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 Lions Club of Angelsea.



Point Lonsdale

In 2021, Bellarine Community Health (BCH) invited Sirovilla to submit a tender to take over the management and operation of 16 independent living units located on the BCH site in Nelson Street Point Lonsdale. These units are known as the Eric Tolliday Units, having been developed by the Point Lonsdale community under the guidance and initiative of a long-time resident, Eric Tolliday. The units are owned by BCH and located on crown land adjacent to BCH.

Sirovilla was selected by BCH as the successful tendered for these units based on our track record of providing safe and connected villages elsewhere, our strong and growing reputation and our positive connection to local communities across the Geelong region.

Throughout 2022 Sirovilla invested significant funds into refurbishing the units to ensure they are of a comparable standard to units at other Sirovilla villages. After a very robust, and competitive application process, Sirovilla has offered tenancy to new residents, and welcomed the previous 2 existing residents at Point Lonsdale.

All units will be fully refurbished and occupied by the end of 2022 and Sirovilla is looking forward to continuing to work with BCH and the Point Lonsdale community to support our new residents in this area.

QUOTE
HERE

SIROVILLA BOARD



Chair
Kate Kerkin



Deputy Chair
Brydon King



Treasurer
Michael Hogan



Shirley Rooney



Dennis Barker



Cynthia Scherer



Kathy Russell



Paul Jamieson

LIFE MEMBERS

Don Taylor	1988
Geoff Watson	1992
David Evans	2011
Geoff Naylor	2012
Hayden Smith	2015
Joy Leggo	2019
John Temple	2019
Nola Fort	2022

Sirovilla acknowledges the contribution of Graeme Howie and Julie Hope who retired from the Board during the year.

RESIDENTS

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

Action	Who	When	How will we know
1.1 SAFE: Foster well informed residential communities that know how to access services, and feel safe in their own units and village environments.	Resident Services Coordinator; Manager; Village Social Clubs	Ongoing	Resident Satisfaction Survey
1.2 CONNECTED: Continue to adopt a place making approach with residents across all vilages to plan for resident events, opportunities and connections.	Resident Services Coordinator; Manager; Village Social Clubs	Ongoing	Resident Satisfaction Survey
1.3 SUPPORTIVE: Support residents in the smaller and newer Sirovilla Villages at Point Lonsdale and Anglesea to develop place making events and processes.	Resident Services Coordinator; Manager; Point Lonsdale and Anglesea Village Social Clubs	Ongoing	Resident Satisfaction Survey - Point Lonsdale and Anglesea
1.4 SUPPORTIVE: Assist residents to develop and run place making events and programs that support social connections across the Sirovilla Villages	Resident Services Coordinator; Manager; Village Social Clubs	Ongoing	Resident Satisfaction Survey
1.5 SUPPORTIVE: Ensure residents have an opportunity to 'have a voice', contribute skills and inform decision making at Sirovilla through development of a resident advisory process.	Resident Services Coordinator; Manager; Village Social Clubs; Board	2023-2024 and ongoing	Resident Advisory Process implemented
1.6 SUPPORTIVE: Support the ability of residents to remain independent and to age in place through the provision of appropriate education and information regarding available home services and personal support options.	Resident Services Coordinator; Manager	Ongoing	Resident Satisfaction Survey



Manager
Vicky Chettleburgh

Residents Service Coordinator
Thabo Bergman

STAFF

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

Action	Who	When	How will we know
2.1 KNOWLEDGE: Ensure annual staff development opportunities that allow staff to keep informed of innovative practices in older persons affordable housing provision.	Board; Manager	Annually	Staff Performance Reviews
2.2 KNOWLEDGE: Support staff participation in sector and area networks.	Board; Manager	Ongoing	Staff Performance Reviews
2.3 KNOWLEDGE: Foster a culture of governance that continues to share Board members skills with the Manager.	Board; Manager	2022 - 2023 1st year of SP	Manager Performance Review Board Evaluations
2.4 SKILLS: Regularly review any new staffing arrangements implemented to support the growth of Sirovilla including the suitability of staffing/tenant ratio's.	Manager	Bi-annually	Manager KPI's; Staff Performance Reviews
2.5 SKILLS: Continue to seek and support student placements.	Manager	Ongoing	Staff Performance Reviews Resident Satisfaction Survey
2.6 SKILLS: Continue to ensure that all our contractor staff meet all regulatory compliances and reflect Sirovilla values.	Board; Manager	Ongoing	Staff Performance Reviews
2.7 PERFORMANCE: Ensure regular performance reviews in accordance with Sirovilla policies.	Board; Manager	Ongoing	Staff Performance Reviews
2.8 PERFORMANCE: Promote communications between the Board and Manager that support required staff performance	Board; Manager	Ongoing	Staff Performance Reviews

THE BOARD

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

Action	Who	When	How will we know
3.1 EXPERIENCE: 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 retirement villages/affordable housing housing sector, not-for-profit organisations, marketing, information technology, law, building and architecture, partnership building and project management.	Chair; Deputy Chair	Annually	Annual board evaluation survey
3.2 SKILLS: 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 SKILLS: Ensure contemporary awareness of the changing legislative context guiding older persons housing, aged care reform, Registered Housing Associations (RHA's) and appropriate funding opportunities through Board education.	Manager; Treasurer; Consultants where required	Annually	Annual board evaluation survey
3.4 PERFORMANCE: Investigate innovative approaches to the functioning of Boards to ensuring ongoing improvement of Board procedures and outcomes.	Manager; Chair; Deputy Chair; All Board Members; Consultants where required	Annually	Annual board evaluation survey
3.5 PERFORMANCE: Ensure that the Board has good insight into the relationship between governance and management through regular comprehensive reviews of the Managers Instrument of Delegation.	Manager; Board	Annually	Annual board evaluation survey Manager Performance Reviews
3.6 PERFORMANCE: Assist the new Sirovilla Manager to identify the functions of the role and how best to resource and prioritise these functions.	Manager; Manager Performance Working Group	6 Monthly	Manager KPI's developed and monitored

OUR PARTNERS

4. Establish partnerships with our stakeholders to achieve our Purpose.

Action	Who	When	How will we know
4.1 Regularly review our partnership network to: assess whether they are achieving our purpose, prioritise partnerships and identify improved partnership opportunities.	Manager; Board	Annually	Updated stakeholder analysis reflecting IAP2 guidelines
4.2 Cultivate partnerships with a view to increase revenue and future growth opportunities related to specific Sirovilla projects.	Manager; Board	Ongoing	Increased revenue and development opportunities
4.3 Use Sirovilla networks to conduct advocacy campaigns related to the need for increased affordable housing options for seniors.	Manager; Board	Ongoing	Increased revenue and development opportunities
4.4 Discuss and promote Sirovilla's history, strategic vision and plan with internal and external stakeholders.	Manager; Board	Ongoing	Increased networking, social media profile and favourable resident satisfaction survey
4.5 Build on existing networks with residents, staff, volunteers, life members and Board to honour Sirovilla's past and raise the profile of the organisation.	Manager; Board	Ongoing	Increased networking, social media profile and favourable resident satisfaction survey



PLACE

5. Optimise resources and development opportunities that are consistent with our Purpose.

Action	Who	When	How will we know
5.1 Implement the Sirovilla Eric Tolliday Unit (ETU) refurbishments, tenancy and ongoing operations	Manager; Board	2022	Successful refurbishment and tenancy of Eric Tolliday Units
5.2 Continue to review a cost benefit and risk analysis of any opportunities for the provision of increased accomodation	Manager; Client Services Manager; Residents; Contractors; Directors	Ongoing	Growth opportunity check list developed and implemented
5.3 Investigate diverse land opportunities and housing models, partnerships and funding opportunities to expand Sirovilla’s footprint for seniors’ housing	Manager	Ongoing	Proposals put to the Board
5.4 Implement the new Asset Management Plan	Manager; Board	Ongoing	Monitoring and Implementation of Asset Plan



CHAIRS'S STATEMENT

QUOTE HERE

I am proud to present the **Sirovilla Strategic Plan 2022 – 2024** which builds on Sirovilla's long history of providing affordable accommodation for independent seniors across the Geelong region.

From 2022 Sirovilla will be responsible for three villages, including Highton, Anglesea and our new village at Point Lonsdale. On behalf of the Sirovilla Board I welcome our new Point Lonsdale residents and their families to the Sirovilla community. We look forward to continuing to work in partnership with Bellarine Community Health to support this new village and our connections across the Bellarine Peninsula.

I thank the Sirovilla Board, Manager, staff and volunteers for the enormous commitment they have all made to support the growth of Sirovilla while continuing to provide safe, supported and connected living environments for our residents.



Dr Kate Kerkin
Chair Sirovilla



RESPECT INTEGRITY TRUST EXCELLENCE





Sirovilla Incorporated
ABN 41 901 391 780

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