

**Uniting Aged Care**



YOUR CHOICE – OUR PRIORITY

## **Strategic Planning: 2009 to 2012**

*our future*

Approved May 2009



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## Context

UACVT is a leading provider of quality aged care services in metropolitan Melbourne, Geelong, Bendigo and Tasmania. We offer a full range of services including: community aged care packages, residential aged care, day therapy services, planned activity groups, respite care and independent retirement accommodation.

UACVT is a not-for-profit organisation of the Uniting Church in Australia that continues the Church's long history of providing care and support services to older people.

We provide our services to older Australians from different cultures and faiths and to non-believers. We have a policy of non-discrimination.

## Philosophy

The Uniting Church in Australia (UCA) seeks to give contemporary expression to the ancient Christian tradition that a creative and inspiring God brings life and hope to communities and individuals. The work and teaching of Jesus provides a clear framework for our identity and mission: we discover who we truly are when we give ourselves in love and service of God and neighbour.

Drawing on the vision and values of the Basis of Union, the Uniting Church is committed to helping people in their spiritual growth and physical wellbeing through worship, prayer and service. This commitment leads us to seek deeper partnerships with other churches and all people of goodwill, our involvement in community services, and action and advocacy for a just society. Today, 'love for neighbour' extends to future generations and our non-human neighbours in God's creation by developing environmentally sustainable practices.

Within UACVT the commitment of the Uniting Church finds its lived expression as we provide a variety of environments where older members of the community can experience a quality of care which is inclusive, compassionate and respectful of individual needs.

In 2009/10 UACVT will work with the Centre for Theology and Ministry to create a theological statement expressing UCA's understanding of ageing in the 21<sup>st</sup> Century and of the church's commitment to the provision of services for older people consistent with this position.

## Environment

The development of this strategic plan was based on sound evidence including predictions of the future needs for aged care, research into consumer expectations and an assessment of the changes in the environment in which we operate. Predicted trends and impacts include:

<b>Trends:</b>	<b>Impacts:</b>
<ul style="list-style-type: none"> <li>▷ Increasing no of older people</li> <li>▷ Increasing longevity</li> <li>▷ Increasing prevalence of dementia and chronic conditions of ageing</li> <li>▷ Greater CALD diversity</li> <li>▷ Changing preferences and aspirations from next generation of older people</li> <li>▷ Funding restraint and limitations</li> <li>▷ Greater spread of income and wealth.</li> </ul>	<ul style="list-style-type: none"> <li>▷ Residential services will become increasing specialised focused on more complex health needs - dementia care, palliative care, CALD</li> <li>▷ Consumers will prefer to continue to live at home with support</li> <li>▷ More consumer involvement</li> <li>▷ Higher expectations</li> <li>▷ Healthy ageing &amp; wellbeing</li> <li>▷ Availability of carers</li> <li>▷ Affordability</li> <li>▷ Alternative funding arrangements</li> </ul>

(Extracted from a 2008 Productivity Commission report)



## Our vision

Uniting Aged Care aspires to transform the experiences of ageing. We will:

- **Support people**, their partners, families and carers.
- **Involve service users**, particularly the vulnerable and disadvantaged, in the design of services and in choosing the support they need.
- **Collaborate with others** -service providers, suppliers and stakeholders.
- **Engage with local communities** – ensuring relevant local service choices.
- **Advocate to government**, funding and regulatory agencies.

## Our services

- **Support at home** – enabling people to have independent and active lives
- **Community services** – facilitating activities of interest and valued interactions
- **Support for chronic conditions** – promoting evidence-based approaches to wellbeing in ageing
- **Restorative services** - assisting people regain and maintain their independence
- **Residential services** - caring for people who need full time support
- **Palliative care services** - ensuring the right environment for people to die with dignity

## Our resources for independent living:

- **Housing options** – places for people who need or wish to move from their family home
- **Technology for independence** – aids to support wellbeing and quality of life
- **Planning for whole-of-life** – advice that promotes physical, emotional and financial security and well being
- **Information and self-help guides** – resources that build knowledge and strengthen self management
- **Communities of interest** – opportunities to connect with families and communities

Our services and resources are grounded in the mission and values of The Uniting Church in Australia, the strengths and aspirations of local communities, sustainable practices, research and evidence.

## Our Values

We will work together based on the following principles:

- **Faith:** basing our future on the experience, wisdom and theology of the Church.
- **Choice:** offering opportunities to participate meaningfully in life and age with dignity.
- **Responsiveness:** being responsive to individual and community strengths and needs.
- **Participation:** working together to achieve mutually satisfying outcomes.
- **Respect:** recognising and valuing the uniqueness of each individual and their physical, spiritual, emotional and social needs.
- **Social inclusion:** mobilising the goodwill and need for social interaction to build on community strengths and encourage meaningful interactions.
- **Social justice and equity:** focussing on the vulnerable and disadvantaged.
- **Stewardship:** managing resources wisely - finances, people, environment & knowledge.

We will demonstrate these values in our everyday behaviours and actions.

## Strategic Directions

The Board has set broad and enduring Strategic Directions. These are to:

- Re-affirm our commitment, as a Uniting Church agency, to social justice and making a positive impact on the lives of the vulnerable and disadvantaged.
- Re-balance our service portfolio to provide innovative, cost-effective, responsive and affordable options that emphasise active ageing at home.
- Provide leadership, building collegiality and advocating for older people to maximise the difference we can make to older people experiencing frailty.
- Commit to understanding the health, social and financial situations, strengths and expectations of older people and effectively advocating, planning and continuously improving our services with and for local communities.
- Invest in our people – developing capabilities, culture and resilience to meet future challenges.
- Create affordable, adaptable and sustainable built environments that minimise our environmental impact and add to the local social fabric.

## Our Key Result Areas

Work is organised in six strategy areas (or Key Result Areas) to deliver our Vision and these Strategic Directions:

1. Functional review and organisational arrangements.
2. Existing services performance (quality and financial).
3. Workforce development.
4. Services for the future.
5. Environmentally sustainable and affordable infrastructure.
6. Property portfolio development.

Goals, Strategies and Deliverables have been developed for each of these Key Result Areas.

These Key Result Areas relate to the Strategic Directions as illustrated on the next page.

## Our Plans

Three-year plans have been developed in each of these areas, building on our operating realities and priorities to maintain and improve our current services, while moving forward to realise our aspirations. Planning is an ongoing and continuous process and we anticipate that these plans will be reviewed each year.

### **How to read the rest of the document:**

*The strategies, deliverables, time frame and responsibility proposed under each KRA are summarised in a table. The table follows the narrative for each KRA; that is each KRA is addressed separately in the following pages. The program is based on a calendar year format i.e. the quarters go from January to December each year.*

*Performance indicators for the Strategic Plan as a whole (including all KRAs) are summarised at the end of the document.*

**Notes:** Under **Responsibility**, abbreviations mean:

- Res:** Person or Position responsible for coordinating activities to produce the deliverable.
- Ptnr:** Partner – Position to work with the person responsible to ensure that the activities are undertaken and that deliverables are meaningful to operations
- Invl:** Positions to be involved in this area, possibly in implementation or in evaluation for cost-effectiveness.
- ED:** Executive Director; **RP:** UACVT Research Professor, Yvonne Wells
- GM:** Respective General Managers of each of the Support Services.
- RM:** Respective Regional Managers of each region in Victoria and Tasmania

## Mapping of Strategic Directions to Key Result Areas:

Strategic Directions (Long term)		To be delivered through the following Strategic Goals ( medium term):					
		KRA 1: Functional review and organisational arrangements	KRA 2: Existing service performance (financial & quality)	KRA 3: Workforce development	KRA 4: Service for the future	KRA 5: Sustainable & affordable infrastructure	KRA 6: Property portfolio development
A	As a Uniting Church agency, re-affirming our commitment to social justice and making an impact on the lives of the vulnerable and disadvantaged	✓	✓✓	✓	✓✓	✓	✓
B	Re-balancing our service portfolio to provide innovative, cost-effective, responsive and affordable options that emphasise active ageing at home.	✓	✓✓	✓	✓✓✓	✓	✓✓✓
C	Providing leadership, building collegiality and advocating for older people to maximise the difference we can make to older people experiencing frailty.	✓✓	✓	✓✓✓	✓✓✓	✓✓	✓
D	Committing to understand the health, social and financial situations, strengths and expectations of older people and effectively advocating, planning and continuously improving our services with and for local communities.	✓	✓✓	✓✓	✓✓✓	✓	✓
E	Investing in our people – developing the capabilities, attitudes and resilience to meet future challenges.	✓	✓	✓✓✓	✓	✓	✓
F	Creating affordable, adaptable and sustainable built environments that minimise our environmental impact and add to the local social fabric.		✓	✓	✓	✓✓✓	✓✓

**Legend:** Ticks indicate ✓ = relevant      ✓✓ = high relevance      ✓✓✓ = core ... to delivering each Strategic Direction.

## **KRA 1: Functional review and organisational arrangements**

### **Goal:**

To build a high performance organisation capable of delivering innovative and responsive services now and into the future.

### **Context:**

Based on recommendations from the functional review in July 2008, the organisation has centralised support services and integrated service delivery at regional levels. Standard processes and procedures are being developed and disseminated across the organisation in these support service areas to ensure consistent quality and efficiency.

New regional arrangements commenced in January 2009. Regional Managers are now consulting with staff to determine issues, priorities, needs and differences. Each region will then propose functions and position descriptions for each level of regional structures.

### **Principles:**

In refining our arrangements we aim to:

- Provide an integrated continuum of care that includes other providers;
- Strengthen community links and relationships at local levels;
- Develop processes and tools that support consistent and high quality service delivery;
- Recognise complexity and risk in equitably delegating management responsibility;
- Allocate responsibilities to manageable geographical areas;
- Respect the specialties, differences and unique capabilities of staff;
- Match job design with staff capabilities and availability;
- Reduce duplication of effort; and
- Minimise management and administration overheads at central and regional levels.

By systematically working through the functional arrangements over the next 12 months we will end up with greater consistency across the organisation and functions that match the work that has to be done. These arrangements are to be more cost effective and ensure consistent service delivery across UACVT, while allowing for some local adaptation.

### **Responsibility:**

Overall coordination through Senior Executive Team.

KRA 1: Functional Review and Organisational Arrangements: <b>Coord: SET</b>			
Ref	Strategies	Deliverables	Due date
1.1	Continue re-organisation of Regional Services.	Jobs & functions designed to meet regional service delivery needs.	Dec 2009
		People recruited to all management and supervisor positions	Jun 2010
1.2	Continue re-organisation of Support Services as per functional review outcomes.	Roles & functions are consistent across organisation; this is widely communicated	Dec 2009
		Consistent policies & procedures adopted across the organisation in each area	Mar 2010
		Economies of scale of centralised support services demonstrated.	Dec 2010
1.3	Enhance local relationships - local councils communities, congregations & presbyteries.	Community Liaison Officers appointed in each region & linking to communities.	Mar 2010
		Consistent and affordable pastoral care function available to all consumers.	Jun 2010
		Local community strengths, leaders and development processes identified.	Sep 2010
1.4	Develop performance management system	KPIs agreed & collection, monitoring and reporting system specified	Dec 2009
		Quarterly reports produced	Mar 2010
1.5	Pass accreditation and compliance audits	East Vic: Box Hill:	Sep 2010
		Trewint	?
		Strathdon:	Jul 2009
		Other community programs:	2010
		Central Vic: Carnsworth	Sep 2009
		Girrawheen	Dec 2010
		Community programs	2010
		Bodalla	Apr 2011
		Condare, Tandra, Sefton Lodge	Apr -Jun 12
		West Vic: Manor Lakes	Mar 2010
		Community programs	2010
		Kalkee Murray & Nangatta	Mar 2012
		Marivale	Apr 2012
		Strath Haven	Jun 2012
		North Tas: Aldersgate Village & Hostel	Aug 2010
		Strathdevon	Apr 2012
		Toosey	Jun 2012
		Community Programs	2010
		South Tas: Queenborough Rise	Dec 2010
Ningana	2012		
Strathhaven NH	Mar 2012		
Strathglen	Apr 2012		
Lillian Martin	Jun 2012		
Community programs	2010		

2009		<- Jan 2010 Dec ->				2011				2012		Responsibility		
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Res	Ptnr	Invl
█	█											ED	GM-HR	
█	█	█	█									RMs	GM-HR	
█	█											GMs	GM-HR	RMs
		█	█									GMs	GM-HR	RMs
				█	█							GMs	GM_CS	RMs
		Review in budget development										RMs	GM-HR	RMs
		Involves Commission for Mission										GM-HR	GM-SD	RMs
█	█	█	█	█								RMs	GM-SD	
█	█		█	█								GM-SD	GM-CS	All
			█	█								GM-CS	GM-SD	
												RM-EV	GM-Q	
												RM-CV	GM-Q	
												RM-WV	GM-Q	
												RM-NT	GM-Q	
												RM-ST	GM-Q	

## **KRA 2: Existing services performance (quality and financial)**

### **Goal:**

To continually improve the quality and efficiency of all services and strive for best practice quality of service delivery.

### **Principles:**

UACVT currently operates over 1500 residential aged care beds as well as independent living units and significant community programs. These services and programs need to operate within the funding available and meet or exceed all compliance and accreditation requirements. In our daily service provision we aim to:

- Continually improve the quality of services;
- Provide high quality interactions to every resident or client;
- Meet accreditation standards and strive for best practice;
- Focus on individual consumer needs and endeavour to respond to these needs; and
- Invest in enhancing the quality of our services and aim for national best practice standards.

### **Responsibility:**

Overall coordination of activities in this area: GM-CS & GM-Q. Regional Partner: GM-NT.

KRA 2: Existing Service Performance (Financial and Quality): <b>Coord: GM-CS &amp; GM-Q: Partner: RM-NT</b>			
Ref	Strategies	Deliverables	Due date
2.1	<b>Improve budget planning and monitoring processes</b>	Budget planning process & systems reviewed and improved	Aug 2009
		Regions supported, better budgets prepared & negotiated; overheads consistent.	Apr 2010
		Better budgets prepared & negotiated for Support Services.	Apr 2010
		Monthly reporting & action planning facilitates early remedial action.	Ongoing
2.2	<b>Improve business systems to optimise financial performance</b>	Financial model developed.	Sep 2009
		Central ILU function established; ILU potential reviewed; marketing plan, business plan and financial tools developed to assist in optimising returns from ILUs.	Dec 2009
		ACFI review conducted on a site-by-site basis.	Sep 2009
		Strategic ICT strategy developed to provide a structured, coordinated approach that coordinates systems across functions and services.	Mar 2010
2.3	<b>Scale up pro-active approaches to quality</b>	Quality systems and processes refined based on recent accreditation outcomes.	Dec 2009
		Gaps in audit schedule & accreditation preparedness program in place.	Mar 2010
2.4	<b>Rebalance access – balancing social justice principles with potential financial returns</b>	Tools & processes to aid recruitment / selection to appropriate levels of care for residents / clients developed (eg care needs, bonds / concession levels & ILU's)	Jun 2011
		Local staff trained to use these OR Admissions managed centrally so that % of concessional consumers mirrors local LGA levels	Jun 2012
2.5	<b>Collaborating with other agencies</b>	Memorandum of understanding developed with UCCO	Dec 2009
		Register of compatible, relevant service providers (eg financial advice) compiled.	Jun 2010
		4 service agreements (including sharing of consumer information) negotiated.	Mar 2011
		Potential for access points, e-referral systems, interfaces with Carelink etc to be included as components of service system assessed.	Sep 2011
		Potential integration of mental health & disability into service system assessed	Jun 2012

		2009		2010				2011				2012		Responsibility			
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Res	Ptnr	Invl	
2.1	Improve budget planning and monitoring processes	Aug 2009	█											GM-CS		All	
		Apr 2010		█	█	█								RM	GM-CS		
		Apr 2010		█	█	█									GM	GM-CS	RM
		Ongoing													All	GM-CS	
2.2	Improve business systems to optimise financial performance	Sep 2009	█											GM-CS	RM-NT	RM	
		Dec 2009	█	█										ED	GM-CS		
		Sep 2009	█												RM-WV	GM-Q	RM
		Mar 2010		█	█										GM-CS	RM-NT	
2.3	Scale up pro-active approaches to quality	Dec 2009	█	█										GM-Q		All	
		Mar 2010			█										GM-Q	RM-NT	RM
2.4	Rebalance access – balancing social justice principles with potential financial returns	Jun 2011			█	█								GM-CS	RM-NT	RM	
		Jun 2012					█	█	█					GM-CS	RM-NT	RM	
2.5	Collaborating with other agencies	Dec 2009	█	█										ED	GM-SD	RM	
		Jun 2010	█	█	█	█								GM-SD	RM-ST		
		Mar 2011				█	█	█							GM-SD	RM-ST	RM
		Sep 2011							█	█					GM-SD	RM-EV	
		Jun 2012										█	█	█	GM-SD	GM-EV	

## **KRA 3: Workforce development**

### **Goals:**

To retain and attract the staff needed to deliver our services.

To build workforce skills and motivation and a culture of continuous improvement.

### **Principles:**

Our people are our most valuable asset and to develop their capabilities we will:

- Strengthen investment in staff training and development.
- Focus on competency-based training as a core staff development strategy.
- Position UACVT with the capacity to operate a successful Registered Training Organisation (RTO).
- Work in consultation with staff during periods of change.

### **Responsibility:**

Overall coordination of activities under this KRA: GM-HRS&C. Regional Partner: RM-CV.

KRA 3: Workforce development: <b>Coord: GM-HR: Partner: RM-CV</b>			
Ref	Strategies	Deliverables	Due date
3.1	<b>Retain existing staff:</b>	Workforce model (focussed on residential roster design to match funding) agreed	Sep 2009
		Career pathways for care staff designed and communicated.	Mar 2010
		EBA negotiated for Vic	Mar 2010
		Cultural change & training program designed and piloted	Sep 2010
		Casual staff bank expanded to other geographical areas.	Jun 2010
		Volunteer recruitment program reviewed and enhanced.	Dec 2010
		Staff, carer & volunteer health program designed & implemented	Jun 2011
		3 selected initiatives to be "employer of choice" implemented.	Jun 2011
		Succession plans available in each functional area	Dec 2011
3.2	<b>Attract new staff:</b>	100 students p.a. placed & appropriately supported from unis & training groups	Jan 2010
		UACVT image promotion campaign launched.	Mar 2011
		Pathways to employment for mature age people actively marketed.	Sep 2010
		Placement program for people from other industries designed and marketed.	Dec 2011
		Skills, capabilities and attitudes required of the future workforce identified.	Dec 2011
3.3	<b>Implement a skills development program:</b>	Workforce competencies and aspirations audited & matched against organisational needs; training program to bridge identified gaps budgeted and presented to SET.	Sep 2010
		Staff training recorded electronically(including casuals)	Dec 2009
		Total employee record (long term) available electronically	Mar 2011
		UACVT providing staff training via internal Registered Training Organisation (RTO)	Feb 2010

2009		2010				2011				2012		Responsibility		
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Res	Ptnr	Invl
												RM-CV	GM-HR	RMs
												RM-CV	GM-HR	RMs
												GM-HR		RMs
												RM-CV	GM-HR	All
												GM-HR		RMs
												RMs	GM-HR	
												GM-HR		All
												GM-HR	RM-CV	All
												All	GM-HR	
												YW	RM-CV	RMs
												GM-HR		All
												GM-HR	RM-CV	RMs
												GM-HR	RM-CV	RMs
												GM-HR	RM-CV	All
												GM-HR	RM-CV	
												GM-HR	GM-CS	
												GM-HR	GM-CS	All
												GM-HR	GM-Q	

## **KRA 4: Services for the future**

### **Goal:**

To investigate and pilot innovative service streams, processes, services, products and supports that respond to the future needs, expectations and aspirations of local communities.

We also aspire to move beyond minimum compliance standards to achieve best practice service delivery in a number of high priority areas through systematically researching the evidence and evaluating initiatives.

### **Principles:**

The following principles are to guide activities in researching, planning, piloting and assessing service development initiatives. UACVT aims to:

- Focus on providing choices for individuals which meet their needs.
- Enhance our links with community and build on their strengths.
- Work with other services to provide a continuum of service.
- Focus on communities with unmet needs and target disadvantaged people.
- Continually research new Models of Service / Care and pilot better ways of doing things.
- Pro-actively investigate and use assistive technology to maintain peoples independence.

### **Responsibility:**

Overall coordination of activities under this KRA: GM-SD. Regional Partner: RM-ST and Research Professorial Chair.



## **KRA 5: Environmentally sustainable & affordable infrastructure**

### **Goal:**

To improve UACVT's environmental sustainability in the short and long term.

To minimize the lifecycle cost of our buildings.

### **Principles:**

The following principles can guide improved environmental design and building performance:

- Minimise the adverse environmental consequences of UACVTs activities by maximising use of passive and active ESD principles. Suggested initiatives include:
  - Fitting ceiling fans to all living areas and bedrooms.
  - Relying on natural sources of temperature control where possible (e.g., through regulating air-flow, and providing shade in summer and sunlight in winter)
  - Using solar-boosted hot water systems wherever possible.
  - Directing water from tanks through toilet cisterns as a minimum requirement.
  - Using gas appliances wherever possible for heating, stoves and hot water boosting.
- Minimise lifecycle building costs through good design and best practice maintenance.

### **Responsibility:**

Overall coordination of activities under this KRA: RM-EV. Regional Partner: GM-I.

KRA 5: Environmentally sustainable & affordable infrastructure: Coord: RM-EV			
Ref	Strategies	Deliverables	Due date
5.1	Audit and improve existing facilities to affordably improve our environmental footprint and sustainability.	Environmental resource use audited against best practice performance for all facilities completed, specifically with water and electricity use as a priority.	Dec 2010
		Baseline water, energy and waste volumes quantified & future targets set.	Mar 2011
		Initiatives to reduce resource use, waste and utility costs prioritised	Sep 2011
		Agreed % of op costs spent on upgrades to support infrastructure on a priority list.	Mar 2012
5.2	Specify high environmental standards for new buildings	Generic design brief for new developments redrafted; UACVT to lead in passive and active environmental performance and designs to desired standards. .	Jun 2010
		Gaps against best practice identified. Costs and impacts to improve UACVT performance in selected areas assessed.	Mar 2011
5.3	Encourage staff to go green (to be positioned as part of cultural change project)	Options identified for UACVT to lead in environmental sustainability for aged care.	Mar 2011
		Staff "go green" program (eg through car pooling, video conferencing),	Mar 2012
		Reductions in waste, air / car travel, paper consumption etc demonstrated.	Jun 2012
5.4	Source funding for environmental projects	Potential external funding to support improved environmental practice identified.	Mar 2010
		Proposals submitted on an organisation-wide or state-wide basis	Sep 2010
		Local communities engaged and funds raised for local projects (eg water tanks)	Jun 2011
5.5	Ensure all contracts are environment friendly	Existing contracts audited against best practice; gaps, costs & impacts assessed.	Dec 2010
		Priorities & target areas for improvement selected	Mar 2011
		Contracts amended progressively	Mar 2012

2009		2010				2011				2012		Responsibility		
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Res	Ptnr	Invl
												RM-EV	GM-I	
												RMs	RM-EV	
												GM-SD	GM-I	RMs
												ED		
												GM-I	RM-EV	
												GM-I	RM-EV	
												RM-EV	GM-SD	RMs
												RMs	RM-EV	
												RMs	RM-EV	
												RM-EV	GM-SD	RMs
												RM-EV	GM-SD	RMs
												RMs	GM-SD	
												GM-CS	GM-I	
												GM-CS	RM-EV	
												GM-CS	GM-I	

## KRA 6: PROPERTY PORTFOLIO DEVELOPMENT

### Goals:

To ensure properties are fit for purpose.

To release the value of obsolete buildings to invest in innovative service delivery.

To evolve a modern, sustainable property portfolio able to respond to future needs and changing expectations of local communities.

While we have a Vision, this is not yet fully translated into a blueprint for our property portfolio nor can we predict the issues and challenges we will face in creating our new developments. We can, however, predict that many of our existing facilities will not meet community expectations and aspirations in the future.

### Background:

UACVT has existing Property Plans for Tasmania and Victoria. These propose a staged approach to the improvement of existing infrastructure and development of new facilities.

In 2008, the global financial crisis changed the environment within which we operate. In a relatively short time, this impacted on our property development plans by reducing property values and limiting the funds available for property development. We also anticipate that our demand projections (particularly relating to the levels of disadvantage and rental stress), property valuations and potential pricing of units need to be revisited to reflect the changed property market and economic circumstances.

UACVT needs to review and adapt our existing property plans to respond to these challenges.

### Principles:

In planning and delivering facilities we will:

- Apply international best practice and adapt this to local situations, strengths or aspirations;
- Provide mixed communities with a range of housing and service options;
- Accommodate ageing in place and not build or acquire any new stand-alone residential care facilities or units.
- Start small to reduce marketing risk, and then develop on demand;
- Design in flexibility to enable us to respond to diversity in individuals and communities;
- Specify assistive technology and systems that enable or encourage independence;
- Actively sponsor the community development process as an essential first step;
- Match workflow and layouts to workforce capabilities and aspirations;
- Encourage wellbeing and independence by developing small scale, intimate spaces where people want to be and feel good about themselves and the people around them;
- Create communal spaces that attract the broader community and encourage interactions across generations, cultures, residents and visitors;
- Design facilities that enable process/es that create value for our consumers; and
- Use interior design and layouts to create distinctive cultural markers for UACVT.

### Responsibility:

Overall coordination of strategies under this KRA: GM-I; Partner: RM-WV.

KRA 6: Property Portfolio Development: <b>Coord: GM-I, Partner: RM-WV</b>			
Ref	Strategies	Deliverables	Due date
6.1	<b>Divest selected assets</b> of a select number of property assets with high value, but large operating deficits.	Cost benefit, risk assessment & impact (particularly on vulnerable & disadvantaged) assessed for properties to be divested.	Mar 2010
		Planned occupancy reduction strategies developed for selected facilities.	Mar 2010
		Residents / clients transferred; selected facilities closed.	Sep 2011
		Agents engaged; sales completed & funds returned to UACVT	Dec 2010
6.2	<b>Complete Service Plans</b> for all regions in line with our Service System aspirations.	Demand predictions by project (site) reviewed to assess GFC impacts	Sep 2009
		Regional & Support Service Plans to meet current & future service configurations prepared; profiles of relevant consumer segments documented.	Mar 2010
		Property Portfolio Plan, Victoria updated; review process established.	Mar 2011
		Property Portfolio Plan, Tasmania updated	Dec 2011
6.3	<b>Renovate or redevelop older facilities</b> Re-position all property assets with underutilised value, significant service delivery risk (due to outdated infrastructure or facilities) and / or repair cost greater than land value.	New property audits revised / undertaken of all properties	Jun 2010
		Potential of joint ventures with developers to redevelop facilities explored; business case presented	Ongoing
		Property migration plan developed – mapping of current facilities to proposed accommodation options as per new service system.	
		Staged implementation plan prepared to align with capital availability.	Mar 2012
		Plan prepared for each facility including costs & benefits of different options	May 2012
6.4	<b>Develop hotel services infrastructure</b> as per respective Service Models	Food & Laundry Service Models confirmed; business case developed and development / upgrade plans prepared.	Mar 2010
		Selected kitchen & laundry infrastructure for the future completed.	Mar 2011

2009		2010				2011				2012		Responsibility		
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Res	Ptnr	Invl
												ED	GM-CS	RMs
												RMs	GM-Q	
												RMs	GM-Q	
												ED	GM-I	
												GM-SD	RM-EV	RMs
												GM-SD	RM-EV	All
												GM-I	RM-EV	RMs
												GM-I	RM-ST	
												GM-I	RM-EV	
												ED	GM-SD	
												GM-SD	RMs	
												GM-I	GM-CS	RMs
												GM-I		
												GM-SD	GM-I	RMs
												GM-I	GM-SD	RMs

## Strategic Performance Measures

The effectiveness of this Strategic Plan will be monitored using the following measures:

KPI #	Measure	Target	Due date
<b>KRA 1: Functional review and organisational arrangements:</b>			
1.1	Performance at benchmarks in 6 Stewart Brown indicators	50% 100%	By 31 Dec 2009 By 31 Dec 2010
<b>KRA 2a: Existing services performance - Financial:</b>			
2.1	Residential care labour as % of operating revenue. (SB benchmark)	100%	By 30 June 2010
2.2	Net revenue per bed day	Surplus	By 31 Dec 2010
2.3	Administration overhead costs as a % of op revenue.	tbd	30 Jun 2009
<b>KRA 2b: Existing services performance - Quality:</b>			
2.4	Accreditation & compliance status.	100%	Ongoing
2.5	No of best practice & demonstration projects	2 p.a.	By Jun 2010
2.6	Consumer satisfaction index (composite survey score)	> 80%	By 31 Dec 2010
<b>KRA 3: Workforce development:</b>			
3.1	Use of agency staff	<10%	By 31 Dec 2009
3.2	Turnover of staff	tbd	By 31 Dec 2010
3.3	# of workplace injuries.	tbd	By 31 Dec 2009
3.4	Proportion of total time that is productive (or sick leave %)	80%	By 31 Dec 2010
3.5	Staff experience / organisation self-assessment surveys	tbd	Baseline – 31 Dec 2009
<b>KRA 4: Services for the future:</b>			
4.1	No of business cases approved for new housing options.	5 options	By 31 Dec 2010
4.2	No of congregation people involved in community development	100	By 30 Jun 2010
4.3	% operating revenue spent on developing future services.	1%	By 31 Mar 2010
<b>KRA 5: Environmentally sustainable and affordable infrastructure:</b>			
5.1	Bi-annual environmental audit of all facilities.	Audit	By Dec 2009
5.2	Energy and water consumption against benchmarks – existing facilities.	60%	By 31 Dec 2010
5.3	Energy and water consumption against benchmarks –new developments:	90%	All new facilities
<b>KRA 6: Property portfolio development:</b>			
6.1	<b>Proportion</b> of routine and consequent maintenance plans completed. (Value of completed work to planned work).	40% 80%	By 31 Dec 2009 By 31 Dec 2010
6.2	Completion of Kingsville and Noble Park <b>within project deliverables and tolerances</b> (for income, cost & standards)	tbd	By 2011
6.3	<b>Proportion</b> of “independent” housing options available as compared to the residential aged care beds.	20 % 40 %	By 31 Dec 2009 By 31 Dec 2011
6.4	<b>Average age</b> of all accommodation facilities; or for those over 15 years old, average time since major renovations.	20 years <10 years	By 31 Dec 2009 Within 5 years