

Banksia Villages Ltd

Draft Strategic Plan 2025-2030

Our Story

From its early beginnings in 1992, Banksia has grown to become an invaluable community asset, with a rich reputation for providing the best in retirement living, aged care facilities and services, and – above all – a caring, friendly and supportive environment for those who call Banksia home or depend on Banksia’s support to remain at home.

Formed by a small group from the Batemans Bay RSL Sub-branch, Banksia was initially established as the Batemans Bay Ex-Service and Community Village Limited. Later becoming Banksia Villages Limited, to reflect the diversity of our services to the wider community. In 2025, Banksia celebrates 30 years of quality care and support for older persons.

Today, Banksia Village is a leading provider of independent retirement living and fully accredited government funded residential, respite and home care for older people throughout the Eurobodalla region.



BANKSIAVILLAGES

Come home to Banksia



Mission

To support quality of life, dignity, choice and independence for older people.



Vision

To provide an exceptional standard of services across the Banksia community and to be at the forefront of the aged care sector.





Integrity

We are always honest, open and transparent.



Responsive

We are responsive to the needs of community members.



Culture

We are accountable, work as a team and foster a positive culture.



Team

We recognize, reward and support our valued employees.



Personal

We provide choice safety and individualized service for residents and clients.



Empower

We advocate for and empower members of our community.

Values

Strategic Priorities - 2025-2030



FUNCTIONAL
CARE MODELS



PEOPLE AND
CULTURE



BOUTIQUE
FACILITIES



PROACTIVE
GOVERNANCE



INNOVATIVE
BUSINESS
GROWTH



ENVIRONMENTAL
SUSTAINABILITY



INFORMATION
AND CYBER
SECURITY

Functional Care Models



Delivering Banksia's Care through innovative models by:

- ▶ Transitioning to the 'small house' model for care and promoting the benefits of the model.
- ▶ Expanding supported living through Retirement Living;
- ▶ Positively embracing and implementing the Support at Home transition;
- ▶ Promoting wellbeing as a lifestyle choice for clients and residents;
- ▶ Encouraging partnerships in research with higher education providers with expertise in Aged Care;

People and Culture



Valuing Banksia's staff cohort by:

- ▶ Recognizing and rewarding high performance and long tenure;
- ▶ Promoting a safety culture and accountability through teamwork, quality and transparency;
- ▶ Refining human resource systems to improve operational human resource management and compliance expectations;
- ▶ Attracting and retaining key staff to serve Banksia's mission and strategic priorities through development of a workforce management plan;
- ▶ Fostering and encouraging a Learning and Development Culture for staff that strategically grows Banksia's capabilities.

Boutique Facilities



Creating Boutique Facilities that reflect Banksia's ethos through:

- ▶ Plan and deliver an outstanding Stage 4 development for Banksia retirement living;
- ▶ Secure the resources to complete the Banksia Lodge master plan and delivery of a physical environment to support a full transition to a small-house model of care;
- ▶ Relocation of staff and physical operations in Banksia Community Care onsite in an integrated building envelope;
- ▶ Redesign of administration building facilities to efficiently and comfortably house head office operations;
- ▶ Scenario planning for expansion into the future.

Proactive Governance



Proactively grow governance capacity and resources by:

- ▶ Ensuring the Board monitors capability gaps and regularly engages in professional development;
- ▶ Ensuring Board agendas and are clear and focused within relevant timelines and align with a framework that reflects the new Aged Care Quality Standards;
- ▶ Resourcing and focusing Board Sub-committees to ensure they are proactive in prioritizing key deliverables within their 'Terms of Reference' to report to the Board;
- ▶ Prioritising and digitising Board information to 'declutter' so as to deliver focused, robust reporting frameworks that are concise, strategically savvy and risk tolerant.
- ▶ Embed business processes in support of changing regulatory requirements under the Aged Care and Retirement Villages Acts.

Innovative Business Growth



Leveraging Banksia Villages' Growth by:

- ▶ Targeting supported Home Care opportunities in the Eurobodalla;
- ▶ Retirement Living Expansion through Customer Relationship Management software, stage 4 development and supported care opportunities;
- ▶ Leverage Banksia's charitable status and community reputation to stimulate donations and bequests;
- ▶ Focus core marketing messages through social media and other networks to maintain market presence, brand equity and employer of choice;
- ▶ Exploring Artificial Intelligence to assist in productivity, efficiency, growth and resourcing.

Environmental Sustainability



Minimizing Banksia's Environmental footprint by:

- ▶ Establishing a framework for sustainable operations;
- ▶ Ensuring Banksia's developmental footprints meet best practice standards with respect to alternative energy, water and waste;
- ▶ Monitoring changes in legislative expectations, local criteria and community expectations;
- ▶ Resourcing and prioritizing environmental sustainability;
- ▶ Leveraging Banksia's people and culture to promote 'Green Champions' who prioritize and advocate for Environmental Sustainability.

Information and Cyber Security



Securing Banksia's Information Resources by:

- ▶ Regular review of, and compliance, with privacy laws for staff and residents;
- ▶ Targeted capacity building and investment into technology to ensure cyber security;
- ▶ Monitoring outsourced services to audit their efficiency, performance and returns for Banksia;
- ▶ Critiquing threats to Banksia and preparing and testing forward disaster recovery plans;
- ▶ Proactive engagement into the technology sector to stay current with respect to opportunities for continuous improvement.

Strategic Timeframe Overview

