



Strategic Plan

2025– 2028

our vision

A future where ageing means living with dignity and choice.

our mission

To provide a diverse range of services to older people that support independence, connection, and lifestyle choices.

our values

The Board, management and staff agree to conduct themselves in accordance with these values:

Integrity

We do the right thing, even when no one is watching.



Compassion

We show genuine care and empathy to those we serve and each other.



Respect

We embrace uniqueness, honoring diversity and individual choice.



Working Together

We foster collaboration and partnership because none of us are as smart as all of us.



Courage

We stand up for what is right and face challenges boldly to make a positive difference.



our WORKFORCE



A motivated, and skilled workforce where every team member takes responsibility for their actions.

STRATEGIC OBJECTIVES

- Increase organisation wide skills and competencies
- Drive high performance through continuous performance conversations
- Attract and retain committed, capable staff
- Embed the Torbay vision, mission, and values
- Gain workforce insights with regular employee surveys



our FINANCES

To have enough money to invest in the future.

STRATEGIC OBJECTIVES

- Drive revenue growth through diversification
- Strengthen financial planning, and forecasting
- Optimise cost and revenue management
- Expand strategic partnerships and funding opportunities
- Invest in technology and innovation for long term savings

our INFRASTRUCTURE



Develop and maintain facilities and infrastructure that meet the changing needs of residents, staff and the community.

STRATEGIC OBJECTIVES

- Develop a master site plan
- Create an innovate IT strategy plan
- Implement a phased renovation program
- Evaluate and pursue opportunities to acquire land



our BRAND



To be known by the community as a trusted leader in aged care and lifestyle services.

STRATEGIC OBJECTIVES

- Build strong partnerships with local organisations
- Enhance community engagement
- Lead community education and awareness programs
- Deliver consistently high-quality care and services



our CARE

To provide person centered health and wellness services that prioritises respect, independence, clinical excellence and seamless integration across all services.

STRATEGIC OBJECTIVES

- De-institutionalise the aged care experience
- Lifestyle and wellness reablement program
- Strengthen clinical governance
- Ensure seamless service integration

foreword

Our Strategic Plan for 2025–2028 provides a clear roadmap through a period of significant challenge and opportunity in the aged care sector. With increasing pressure to remain financially sound while delivering exceptional quality care and services, we must carefully balance growth with stability.

Over the next three years, our focus will be on strengthening and optimizing our existing services to build a solid foundation for a robust growth phase. By prioritizing this groundwork, we position ourselves for sustainable success, ensuring that when new opportunities arise, we can pursue them fully without compromising the quality or reliability of our current services.

This plan reflects our unwavering commitment to excellence in care and sound financial management, establishing a strong foundation for the future. I am truly excited about the opportunity to lead Torbay through these transformative years.

Carrie Chappell
CEO