

Corporate plan.

2020 - 2023

Welcome to Vasey Communities.

Vasey Communities NSW exists to provide housing for our over 55s in affordable independent living apartments, within five village communities across the Sydney Metropolitan Area.

We're a not-for-profit organisation founded by Mrs Jessie Vasey in 1962, who through government grants, was able to provide affordable housing for our Australian war widows.

During the ongoing years Vasey was able to extend support to ex-servicemen and seniors in need, introducing Residential Tenancy Agreements (RTAs) across several villages. This allowed for, both, more flexible accommodation arrangements and more helpful opportunities for deserving people.

Today, we continue our support for over 55s in affordable, independent living apartments. What's more, as a core priority, Vasey Communities are now accepting Australian military forces' ex-service personnel along with their relatives, while also offering support for our non-defence residents in need.

Our focus remains crystal clear: Providing exceptional support to Vasey's village residents while maintaining a sustainable not-for-profit business model that continues to meet the current and future needs of residents and tenants in village communities that continue to thrive.

Vasey Communities' Vision is...

Maximising our opportunities to increase housing supply that provides relief of housing stress while also contributing to our long-term business strategies.

Developing and maintaining a village portfolio that's diverse, flexible, sustainable and well-matched to the needs of our residents.

Giving our residents access to quality, external support providers within a friendly, village atmosphere.

To achieve that, our Mission is...

Achieving excellence in the provision of affordable, secure and independent residential accommodation for members of the community in need. Specifically, those with an Australian Defence Force connection.

Strategic Direction

Building upon our strategic pillars, Vasey Communities' strategic direction will guide the growth, diversity and future growth of our organisation.

1. Village Renewal

Unit refurbishments continue at our Epping, Lane Cove, Hunters Hill and Maroubra villages, to a higher modern standard, meeting future needs while remaining affordable. The continual improvement of common areas will extend our current villages, further as well.

2. Development and Growth

Construction of Kokoda Residences at the Waitara site is a key priority for 2020/21, establishing a new, vertical retirement community and the newest of our Vasey villages.

3. Improving Services

Vasey will adopt the new Retirement Living Code of Conduct demonstrating our commitment to our residents. Well received within our communities, we're improving our successful social engagement program, enhancing our residents' wellbeing.

4. Enabling Future Success

We are strengthening our relationships, partnering with like-minded organisations who also improve the care and welfare of ex-Defence personnel and their relatives.

A key focus for 2020/21 is identifying changing needs of our retirees in Sydney, developing a sustainable business model to balance long-term affordability and evolving expectations.

5. Self-funded. Self-reliant.

As a self-funded, not-for-profit, Vasey's long-term goal remains: to ensure Vasey's re-invested funds are available to support future village development and resource day-to-day operations. This means future developments and acquisitions will need to be self-reliant.

6. Director Succession. Board Strength.

We're strengthening the Board's skills, knowledge and expertise through a Board Succession Strategy. In line with the Board's Best Practice Guidelines, several directors will complete their terms over the next 3 years, with plans underway to refresh the Board as part of a whole-of-board review in 2021.

7. Our Workforce. Our Future.

Vasey values a strong, effective and harmonious management team. Our Workforce Plan will develop existing staff and recruit additional people in readiness for the expansion of our village unit businesses when Kokoda Residences is completed.

8. Leadership through COVID-19 and beyond.

Providing strong, ethical leadership, oversight and stewardship will enhance Vasey's public standing and strengthen our service delivery. Our risk management processes are protecting our residents and navigating the organisation through the current COVID-19 pandemic.

9. Affordability.

Vasey remains committed to providing diverse accommodation for those in need, including low-cost rental or long-term, leased accommodation.

Changing needs has seen Vasey diversifying our portfolio, building new independent living units, discounted below Sydney's market value. This value will increase with market rises, aligning with our existing villages with surpluses still funding future projects and realising our Mission.

10. Championing our Heritage and Brand.

Following these strategies, we will continue to enhance our brand and champion the values started by Jessie Vasey, exploring new opportunities as the market evolves.

Business Cornerstones

Maintaining our organisational viability and financial sustainability relies on three strategic pillars in our business;

Effective and efficient village operations that meet the day-to-day independent living service obligations for our residents and tenants.

Village modernisation programs to retain the diversity and flexibility of Vasey's housing options, designed to meet current accommodation standards and anticipate future resident and tenant needs. All delivered within our sustainable business model.

Higher levels of community activities and services that both enable and promote a harmonious atmosphere of friendliness and wellbeing within the village neighbourhoods.

Changes in need, in future.

Short-term, our focus is Kokoda Residences and enhancing existing villages' services. Long term, our Board's strategies are set building and growing the organisation.

The unprecedented impact of COVID-19 is radically challenging Australia's health, economic and social systems, with significant effects on our disadvantaged. Vasey is driven to find where the greatest needs and solutions lie;

- Supporting people unable to purchase a unit, who are in housing distress by creating partnerships with affordable housing providers with 'in-need' rental accommodation
- Assisting younger widows in housing distress
- Finding the best sites, old or new, for those in need to develop new Vasey communities. Like, buying existing aged care or retirement living sites to redevelop as affordable Vasey Communities' accommodation.

What Vasey Values...

Ethical.

We're transparent, fair, honest, responsive and consistent...
in everything we do.

Excellence.

In our housing, services, governance and employment by acting
strategically and evidence based.

Respectful.

Of our occupants, members, staff, the broader community and
each other.

Accountable.

We are open, responsive and approachable to our occupants,
members, staff, our wider community, policy makers and our
marketplace.

Vasey Housing Association

Suite 10G, Level 10

Rhodes Waterside Shopping Centre

1 Rider Boulevard, Rhodes NSW 2138

ACN 000389 319 ABN 79 000 389 319

T: (02) 9299 3951

vasey.com.au

Vasey.
Communities