



Amaroo

Strategic Plan 2027–2029

Empowering older people to live the lives they choose.

GROWING OUR IMPACT | DEEPENING OUR CARE | STRENGTHENING OUR PEOPLE

CHAIR AND CEO MESSAGE



When we launched our 2024–2026 Strategic Plan, we committed to building the foundations that would enable Amaroo to grow its impact and support a growing number of older Western Australians.

Today we are proud to say that commitment has been realised as we have strengthened governance, renewed leadership, modernised systems and invested in our people.

This 2027–2029 plan marks Amaroo’s transition from building capability to extending impact. It reflects our ambition to strengthen the connections between people, services and communities, so more older Western Australians can access the support they need to live the lives they choose.

It is grounded in what has always made Amaroo distinctive: deep community roots, a commitment to quality, exceptional people and an unwavering focus on those we serve.

We enter this chapter from a position of strength – well governed, financially sustainable and ready to embrace the opportunities of a changing aged care landscape focused on growing our impact, not simply our size.

Fiona Kalaf
Board Chair

Lisa Brennan
Chief Executive Officer



WE ARE AMAROO



For more than 55 years, Amaroo has been empowering older Western Australians to live the lives they choose. From our beginnings in Gosnells, we have grown alongside the communities we serve providing retirement living, support at home and residential care that evolves as people's needs change.

Today we proudly support communities across the Perth metropolitan and Great Southern, while remaining focused on creating positive impact wherever our values, experience and community-centred approach can make a meaningful difference.

Ageing is not a series of disconnected services. It is a journey and our role is to walk alongside people throughout it.



WHO WE ARE



Retirement living	Support at home	Residential care
Independent living in welcoming village communities, with companionship, activities and support close at hand.	Tailored in-home and community support, from everyday help to nursing, so people stay independent and connected for longer.	Around-the-clock nursing and personal care in our caring centres, including specialist memory support.

A not-for-profit provider, today we support 700+ older people offering a connected continuum of care that grows and adapts alongside them, so people can move seamlessly between services as their needs change.

The Meaning of Amaroo	Acknowledgement of Diversity
Amaroo is a Wadjuk Noongar term meaning 'beautiful place'. The name pays tribute to the Traditional Custodians of the Lands on which our community was built.	We value the identity, culture and diversity of our older persons and workforce, and embed cultural safety in the design of our services delivering culturally safe, inclusive care to all, and honouring each person's story.

OUR VALUES

Our four values are not aspirational posters on a wall they are the way we work. Every decision we make, every service we design and every interaction we have is guided by these principles.

Courage

We take on the tough challenges and see them through.

We make bold decisions in the interests of our community, even when the path forward is difficult.

Empowerment

We enable our people and clients to fulfil their potential.

We design services and build cultures that give our clients and our team the agency to flourish and grow.

Integrity

We are open and honest in everything we do.

We earn and maintain trust through consistency, transparency and genuine care – from governance to daily interactions.

Accountability

We own our work and always seek ways to improve.

We hold ourselves to the highest standards and use evidence and data to continuously improve everything we do.

OUR VISION FOR WHAT COMES NEXT



A look at the future we're building

By 2029, Amaroo will be supporting more older Western Australians than at any point in our history. Our reputation continues to be earned every day through the quality of our care, the strength of our relationships and the positive impact we create in the communities we serve.

The most visible expression of this vision will be at Gosnells. Already one of our most established ageing communities, the Gosnells Village precinct will continue to evolve through significant investment in new retirement living apartments, expanded residential aged care, upgraded facilities, enhanced public spaces and improved community amenities.

As the community grows, older persons will have greater choice in how they live, easier access to support and wellbeing services, and more opportunities to stay active, connected and engaged. Families will see a vibrant and contemporary community designed around ageing well, where people can remain connected to familiar surroundings and trusted relationships as their needs change over time.

Beyond Gosnells, Amaroo's support at home and community services will reach more people across the Great Southern and the older people we serve. Older Western Australians will have greater access to services that help them remain independent for longer, with seamless pathways between support at home, retirement living and residential aged care.

Through carefully chosen partnerships and a commitment to innovation, we will broaden the services available to our communities while maintaining the personal approach that defines Amaroo.

Behind every great community are great people. As we grow, Amaroo will continue to invest in becoming an employer of choice, attracting and developing talented people who share our commitment to caring for others. Our teams will be supported by modern technology, better systems and a culture that values wellbeing, inclusion and continuous learning. By reducing administrative burden and improving how we work, our people will be able to spend more time where they make the greatest difference – with older persons and their families.

It is a conscious investment in creating stronger communities, expanding access to care and ensuring more older Western Australians can access the housing, services and support they need to live well.

By 2029, Amaroo will be recognised not only for the quality of its care, but for creating communities where people can age with dignity, remain connected to what matters most and look to the future with confidence.



OUR STRATEGIC FRAMEWORK



Everything Amaroo does is shaped by a continuing framework that connects our purpose to our daily actions. The 2027–2029 plan operates within this same framework, refreshed to reflect our growth ambitions.

WHY WE EXIST

OUR PURPOSE

We provide valued care, support and accommodation so that older people can live their lives with dignity in a place they call home.

WHERE WE WANT TO BE

OUR ASPIRATION

By 2037, Amaroo will have sustainably tripled its impact and reach with diversified services and revenues that enable us to deliver to unmet needs in our communities.

WHAT IS IMPORTANT TO US

OUR VALUES

COURAGE
EMPOWERMENT
INTEGRITY
ACCOUNTABILITY

**WHAT WE
MUST
FOCUS ON**

SERVICE AND QUALITY

We are guided by our clients to deliver high-quality, compliant services that they value.

GROWTH AND SUSTAINABILITY

We pursue managed growth to enhance our impact and ensure our ongoing sustainability.

PEOPLE AND CULTURE

We attract, develop and retain a committed and skilled workforce dedicated to empowering older people.

ORGANISATIONAL SUPPORT

We deploy fit-for-purpose technologies backed by efficient systems and processes to support our service delivery.

**WHAT WE
ARE
ENABLED BY**

LEADERSHIP AND GOVERNANCE

OUR STRATEGIC PRIORITIES



To deliver on our pillars, Amaroo will focus on five strategic priorities:

Gosnells Village Integrated Care Precinct

Transform the Gosnells Village precinct into Amaroo's flagship integrated care community, delivering a contemporary continuum of care through residential aged care, independent living, support at home and wellness services while maximising the long-term value and sustainability of the organisation's largest strategic asset.

Integrated Care Ecosystem

Deliver an integrated, locally embedded care ecosystem through a flexible portfolio of services and partnerships, exploring opportunities across support at home, transitional care, primary care and accommodation-based services as consumer demand, market conditions and strategic priorities evolve.

Strategic Partnerships & Growth Opportunities

Pursue disciplined growth opportunities that expand Amaroo's mission, impact and sustainability. This provides flexibility to pursue acquisitions, mergers, joint ventures, management agreements and partnerships.

An Employer of Choice

Become the employer of choice in the regions that we operate in by building a committed, capable and engaged workforce supported by strong leadership, clear career pathways, a compelling employee value proposition and a culture dedicated to empowering older people.

Connected & Scalable Organisation

Deploy fit-for-purpose technology, integrated systems, data capability and efficient processes that enable reliable, consumer-centred and scalable service delivery.

HOW WE DELIVER



Amplifying Our Strategic Pillars

Our delivery pillars are the enduring engine of how Amaroo operates. In this plan they are applied at greater scale, with deeper community reach.



Services & quality

Guided by our customers to deliver high-quality, compliant service they value.



Growth & sustainability

Disciplined growth that enhances our impact and secures our future.



People & culture

Growing and developing our people to retain a committed workforce.



Organisational support

Fit-for-purpose technology and systems so our people spend more time caring.

ENABLED BY LEADERSHIP & GOVERNANCE

Visible leadership and rigorous clinical and corporate governance enable every pillar.



SERVICES & QUALITY

GUIDED BY OUR CLIENTS TO DELIVER
HIGH-QUALITY, COMPLIANT SERVICES
THEY VALUE

- Person-centred care, guided by customer led insights
- Quality and safety under the strengthened Aged Care Quality Standards
- Listening & co-design
- Broader care options through partnerships
- Continuous improvement.

HOW WE EVALUATE OUR SUCCESS

- Client satisfaction & Net Promoter Score
- Registration outcomes
- Occupancy and utilisation
- Quality and clinical improvement.





GROWTH & SUSTAINABILITY

DISCIPLINED GROWTH THAT ENHANCES
OUR IMPACT AND SECURES OUR FUTURE

- An integrated care precinct at Gosnells
- Community-based care that meets people where they live
- Growing support at home
- Values-aligned partnerships
- Financial strength to reinvest.

HOW WE EVALUATE OUR SUCCESS

- Revenue & operating performance
- Growth in support at home clients
- Delivery of the Gosnells Village precinct
- Partnerships meeting our criteria
- Brand recognition.





PEOPLE & CULTURE

GROWING AND DEVELOPING OUR PEOPLE TO RETAIN A COMMITTED WORKFORCE

- An Employer of choice across the Great Southern
- A compelling employee value proposition
- Career pathways from within
- Engagement, wellbeing and safety
- An inclusive culture.

HOW WE EVALUATE OUR SUCCESS

- Staff engagement and sentiment
- Turnover and retention
- Roles filled internally
- Participation in development
- Workplace safety.





ORGANISATIONAL SUPPORT

FIT-FOR-PURPOSE TECHNOLOGY AND SYSTEMS SO OUR PEOPLE SPEND MORE TIME CARING

- Digital tools for clients and families
- Integrated workforce systems
- Responsible use of AI
- Data that drives improvement
- Technology that enables, not hinders.

HOW WE EVALUATE OUR SUCCESS

- Digital platform adoption
- Administrative time saved
- Staff satisfaction with systems
- Technology enabling, not hindering, service delivery.





GOVERNANCE & LEADERSHIP

VISIBLE LEADERSHIP AND RIGOROUS
CLINICAL AND CORPORATE
GOVERNANCE ENABLE EVERY PILLAR

- Rigorous oversight of growth and capital decisions
- Disciplined growth tested against purpose and community benefit
- Contemporary governance and regular Board review
- A proactive response to regulatory reform
- Responsible, transparently reported social and environmental impact
- And the highest standards of ethics and clinical safety.

HOW WE EVALUATE OUR SUCCESS

- Board performance review outcomes
- Compliance with all relevant standards
- Capital milestones met within agreed parameters
- Stakeholder trust and transparency.





WHAT'S NEXT...?

LOOKING BEYOND 2029

The future of ageing lies in integrated care systems, trusted relationships and connected communities. By building on the foundations we establish today, Amaroo will continue creating places where people belong, communities thrive and older Western Australians are empowered to live the lives they choose.

One Community. One Journey.

Ready for the next horizon.

Empowering older people to live the lives they choose.





Phone: 1300 653 967

Email: amaroo@amaroovillage.com.au

65 Dorothy Street, Gosnells, Western Australia 6110

amaroovillage.com.au