



Aurora

ENRICHING LIVES, ENRICHING COMMUNITIES

STRATEGIC PLAN 2022 - 2027



Mission Statement

Enable people with complex needs to experience the same rights as every other citizen and as equal members of the community.

Strategy

Be the clearly recognised sectoral leader in practice, quality and development and exploit this to optimise funding and stakeholder-support.

Objective

Expand our operational scale and scope organically to increase capacity by 20% within five years while at the same time optimising service quality.

Key Strategic Plans

1. Centre of Excellence
2. Financial viability
3. Employer of Choice
4. Stakeholders and Public Relations
5. Leadership and Governance
6. Information Technology

1. Centre of Excellence:

Be the clearly recognised Sectoral leader by:

- Developing and implementing a continuous improvement and innovation process.
- Staying fully abreast of national and international evidence-based practice and adopting where appropriate.
- Reorienting out culture to supporting people with assisted decision-making.
- Reconfiguring Day Services in line with New Directions.
- Supporting and engaging in research into the delivery of effective rights-based services for people with complex needs.
- Growing our competencies to support other complementary areas of identified need.

2. Financial Viability:

Ensure capacity to grow and prosper by:

- Rectify the balance sheet – selling the Campus and reaching an accommodation with the HSE to deal with any residual deficit.
- Operating rigid financial controls and correcting any budget deviations in a timely manner.
- Preparing for 'Individualised Funding'. Implementing detailed costing of our services to clearly justify our costs per individual 'person served'.

- Providing clear evidence of value for money in the management of all resources and devolved budgets.
- Increasing management accountability and 'ownership' by devolving control of operating budget elements to lower levels within the organisation.
- Ensuring that housing provision supports the growth trajectory of the organisation:
 - (A) Consolidate existing stock.
 - (B) Acquire new stock.

3. **Employer of choice:**

Create the people capacity to perform and grow through a H.R. programme geared to:

- Identifying the factors which support employee retention and addressing them.
- Developing innovative recruitment programmes (through e.g., partnership with 3rd level institution/s).
- Bringing our new in-house training programme to certified level and greatly expand scale.
- Affording appropriate attention to management training, career development and succession-planning.

4. **Stakeholders and Public Relations:**

Establish a high level of recognition and support among key stakeholders and political constituencies by:

- Creating and promoting a new Corporate Identity.
- Positive engagement with families to engender understanding and support.
- A 'solutions-based' approach to our relationship with the HSE.
- Continuous careful application to compliance and communication with HIQA.
- Networking with local authorities, housing bodies and political constituencies.

5. **Leadership and Governance:**

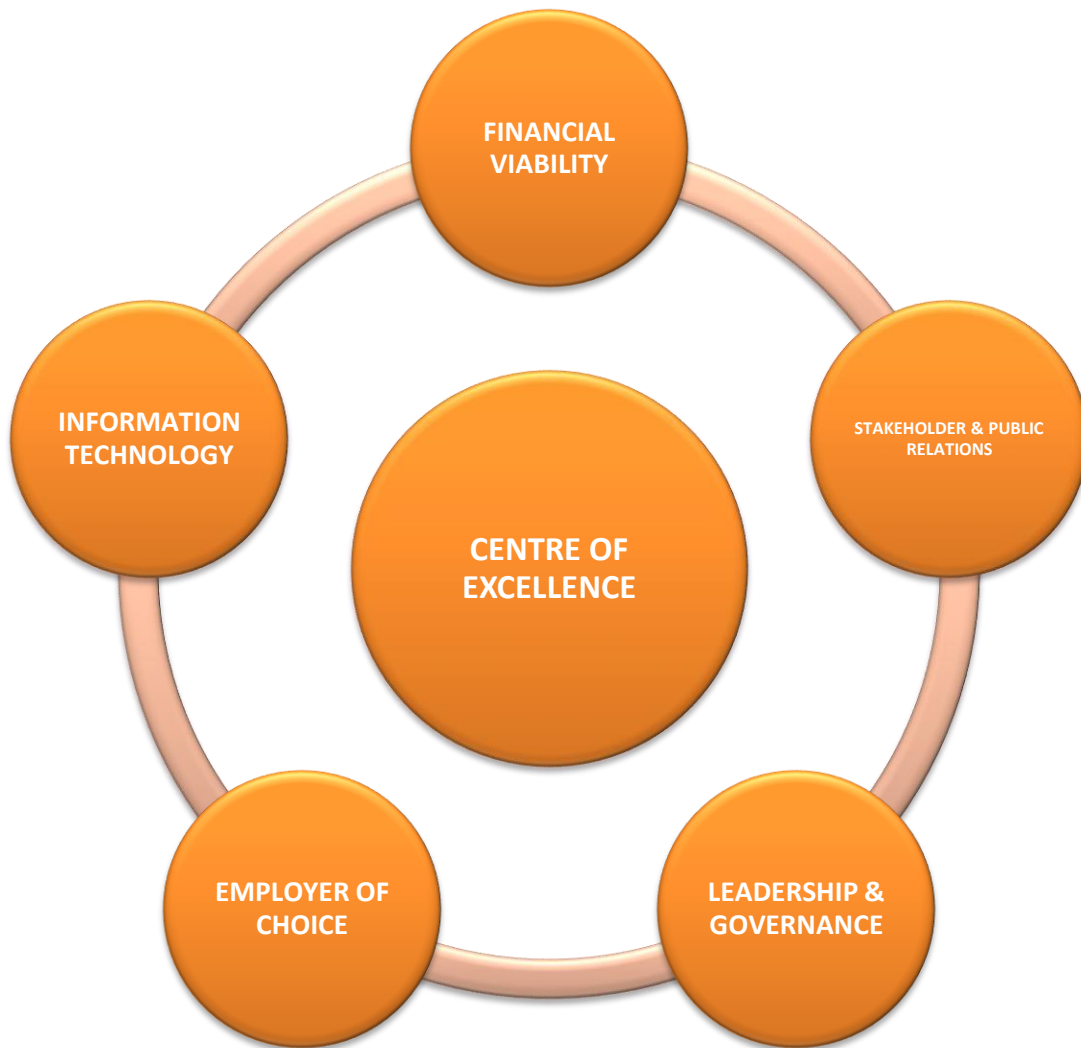
Provide organisational leadership informed by organisational values, and we will achieve this by;

- Clarity re Board responsibilities
- Board development and training
- Board succession planning and renewal
- Effective CEO/ Board relationship
- Senior Management succession planning

6. **Information Technology:**

Fully commission an integrated communications system that will reduce paper work / reports / returns, and make all relevant information available in real time by;

- Launching new Data Management System
- Securing IT equipment proportionate to the needs of a dispersed service
- Exploring social media platforms to promote and raise awareness of the service



FAIRNESS

RESPECT

EQUALTY

DIGNITY

AUTONOMY