

Strategic Intent and Actions 2018 - 2021

Our Clients

We will deliver services to our clients in ways that represent our values, promote the rights of people and ensure the best possible housing outcomes; prioritising for the most vulnerable in our communities.

Identified Risk Areas: Service Delivery, Governance (Registration), Growth & Development

Key Outputs	Key Performance Measures
1. Maintain accreditation against the DHHS Standards by developing and implementing a successful : <ul style="list-style-type: none"> a) Performance Improvement Plan against the DHHS Standards b) Strategies that address the needs of specific cohorts within our communities 	1. 100% DHHS Standards met 2. >90% client satisfaction
2. Maintain registration with Housing Registrar by: <ul style="list-style-type: none"> a) Meeting the Performance Standards b) Achieving any items identified in the annual Performance Improvement Plan 	3. Registration maintained

Our Community

We will provide leadership, advocacy, and influence on the issues of homelessness and affordable housing within our catchment and beyond.

Identified Risk Areas: Reputation (Engagement), Governance (Registration)

Key Outputs	Key Performance Measures
1. Develop and implement a PR, Communications and Engagement Plan that: <ul style="list-style-type: none"> a) Focuses on media and social media b) Challenges misconceptions of homelessness c) Maintains our reputation as a values-based organisation to foster public trust and transparency d) Engages our key stakeholders e) Builds value adding partnerships and events 	1. Minimum 80 mentions in a range of regional media per year with >90% of media coverage being positive or neutral 2. Double social media presence by 2020

Our Team

We will be a values based organisation, with a positive team culture that promotes safety and well being; and supports each other in the pursuit of achieving our vision to end homelessness

Identified Risk Areas: Our People, Occupational Health & Safety

Key Outputs	Key Performance Measures
1. Develop and implement a People & Culture Plan that: <ol style="list-style-type: none"> Uses the accepted recommendations of the organisational review (2018) Maintains an organisational culture that keeps people involved and energised Maintains a team that models the organisation's values Focuses on Training and Professional Development Focuses on OHS and the health and wellbeing of staff 	<ol style="list-style-type: none"> >80% staff satisfaction (measured as > 80% response from staff, with a >80% satisfaction rating from those who respond) Staff turnover <20% Nil WorkCover claims <1.0% Lost Time Injuries

Our Assets & Growth

We will use evidence of demand to grow, recognising that it requires the courage to take some considered risks and the resources to develop concepts that, when tested, may not proceed.

Identified Risk Areas: Growth and Development, Assets (Existing), Finance

Key Outputs	Key Performance Measures
1. Develop and implement a Growth Strategy which focuses on all areas of the business; housing, client services, people, and infrastructure and which considers: <ol style="list-style-type: none"> Our capacity for additional debt to meet targets in housing growth Opportunities for growth in client services Resource requirements for continued growth 	<ol style="list-style-type: none"> Achievement of agreed annual targets
2. Develop and implement a new Asset Management & Disposals Strategy	<ol style="list-style-type: none"> Plan implemented with an associated Board reporting mechanism established by 2019

Our Systems

We will have robust systems that enhance the experience for all stakeholders, drive strategic improvements and provide for an objective basis for decision-making and accountability.

Identified Risk Areas: Finance, Service Delivery, Our People, Growth & Development

Key Outputs	Key Performance Measures
1. Develop and implement a new ICT Plan to improve board efficiency, staff learning, productivity and effectiveness; and client outcomes	<ol style="list-style-type: none"> ICT Plan implemented Achievement of the KPIs within the ICT Plan
2. Review existing maintenance systems for efficiency and to improve tenant satisfaction	<ol style="list-style-type: none"> Tenant satisfaction with maintenance >90%

Our Environment

We will minimise our environmental impact through the adoption of financially viable initiatives to improve resource efficiency, reduce waste generation and reduce the consumption of natural resources.

Identified Risk Areas: Reputation (Engagement), Growth and Development, Assets (Existing)

Key Outputs	Key Performance Measures
1. Develop and implement an Environment Plan which focuses on: a) Waste minimisation using the waste hierarchy b) Opportunities for funding and delivering Renewable energy to our assets c) Reducing carbon emissions	1. Implement a waste minimization strategy across all offices 2. Renewable energy options are considered in all new developments

Approved by: Board of Directors	Date Approved: June 2018
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