

# RURAL HOUSING NETWORK LIMITED

Strategic Plan 2015-2018



# Rural Housing Network Limited

## Strategic Plan

### 2015 - 2018

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#### **Purpose:**

The purpose of this plan is to describe the strategic directions and actions approved by the Board of Rural Housing Network Limited (RHNL) for the three years from 2015 to 2018. The Plan identifies agreed strategic directions with key specific strategic actions. The RHNL Strategic Plan will inform RHNL Business Plans, Team Plans and individual Work Plans.

#### **Rural Housing Network Limited**

#### **Vision**

All people to have safe, secure, affordable and appropriate housing

#### **Purpose**

Rural Housing Network Limited is committed to ending homelessness. We will work in partnership with Government, business, communities and individuals to develop and provide the full range of quality housing and homelessness services.

#### **Values**

##### **Rights: *Housing is a Human Right***

- A home is fundamental to human dignity and opportunity
- We will have the courage to advocate for the rights of those without safe, secure, affordable housing.
- We understand the causes and effects of homelessness and so will treat homeless people with compassion and empathy.

##### **Fairness: *Housing Justice for all people***

- We will ensure that every person has access to our services and that every-one receives their fair share of resources
- We will look for ways to provide, rather than refuse a service
- We will promote the rights of people to make decisions that affect them
- We will uphold the rights of people to make choices, even when their choices conflict with our values.
- Our decisions will be guided by fair policies and evidence, and we shall be accountable for those decisions

##### **Creativity: *Seeking solutions***

- We will focus on solutions rather than problems, and recognise that solutions require creativity and flexibility.
- We acknowledge that all people are unique and our responses will reflect their individual needs.
- We will cultivate creativity within our workforce and encourage others to do the same.

##### **Quality: *Striving to be the best***

- Behaving with honesty and integrity, we will provide the best service we can
- We will encourage and act upon feedback to improve what we do
- We will acknowledge our deficits and encourage an environment of learning and continuous improvement.
- By celebrating our successes, we will motivate ourselves and our organisation to achieve our goals.

##### **Collaboration: *We cannot solve homelessness alone***

- Ending homelessness is a shared responsibility. We cannot do it alone.
- We'll collaborate with others who share our values and our vision to end homelessness.
- We will build trust by doing what we say we're going to do and be responsible to our stakeholders for our part of the collaborative relationship.

## **RHNL Operations**

RHNL is a successful, stable and diverse housing and homeless provider that is one of eight registered Housing Associations (or growth providers) in Victoria. As at 30 June 2014, RHNL had:

- A catchment of North East Victoria and the Goulburn Valley; from the Melbourne fringe to the NSW border, with a population of 280,000.
- The catchment is large and diverse with significant pockets of cultural and linguistic diversity, social and economic disadvantage and rapid growth associated with the expanding urban fringe of Melbourne.
- 665 housing properties under management (445 long term and 220 transitional) with 247 in RHNL's ownership;
- 679 tenancy units under management ( 459 long term and 220 transitional);
- Assisted 240 people through the SHASP program and 620 through the innovative STAR program;
- Responded to 14,000 IAP contacts relating to more than 2,700 people;
- 4 Offices (Seymour, Shepparton, Wangaratta and Wodonga
- 49 Staff with an EFT of 45.4
- Total assets \$57.8 million;
- Annual turnover of \$9.8m; and
- Operational surplus of approximately \$500,000.

## **Policy and Funding Environment**

The policy and funding environment in which RHNL operates is dominated by interrelated general and social housing specific trends driven by a continuing reducing government funding, a retreat of Government from direct service provision and specifically the retreat of the Federal Government from housing capital funding. When combined with the unsustainability of public housing the following trends are emerging, albeit in different timeframes:

- The transfer of the management of public housing owned stock to community housing agencies;
- The transfer of the ownership of Government owned stock to community housing agencies;
- A renewal of public housing estates via Public Private Partnerships (PPPs);
- The end of specialist housing staff within Government Community Services Departments; and
- The consolidation in the Community Housing Sector into a smaller number of larger (including multi-state and national) agencies.

## Strategic Intent and Actions

	2015/16	2016/17	2017/18
<b>Our Services</b> We will deliver services in ways that personify our values, promote the rights of people and ensure the best possible housing outcome for the most vulnerable in our communities.			
<b>We will continuously improve and expand the services we provide to our communities.</b>			
<b>Expand Services</b>	Investigate strategic partnerships / acquisitions / alliances (minimum 1 per year)  Identify tender cycles and determine any new programs that would be beneficial to RHNL  Seek diverse funding sources to expand services (minimum 1 per year)	Investigate strategic partnerships / acquisitions / alliances (minimum 1 per year)  Tender for additional programs that become available  Seek diverse funding sources to expand services (minimum 1 per year)	Investigate strategic partnerships / acquisitions / alliances (minimum 1 per year)  Tender for additional programs that become available  Seek diverse funding sources to expand services (minimum 1 per year)
<b>Rights and Values</b>	Rights and values training completed for all staff  Participate in campaigns that promote rights of vulnerable people (minimum 1 per year)	Language set developed and implemented  Participate in campaigns that promote rights of vulnerable people (minimum 1 per year)	Participate in campaigns that promote the rights of vulnerable people (minimum 1 per year)
<b>We will assess and improve our practices to ensure efficiency, consistency and continuous quality improvement.</b>			
<b>Assess our practices</b>	Internal audits completed for 2 work areas	Internal audits completed for 2 work areas	Internal audits completed for 2 work areas
<b>Improvements to ensure efficiency, consistency and CQI</b>	Mid cycle DHHS Standards Review (early 2016) Housing Registrar accreditation Results from internal audits used to identify areas for improvement  Investigate ways to measure social impact of housing e.g. Deakin Wellbeing Index or Outcomes Star	Housing Registrar accreditation Results from internal audits used to identify areas for improvement  Implement ways to measure social impact of housing e.g. Deakin wellbeing index or Outcomes Star	DHHS Standards Accreditation (July 2017) Housing Registrar accreditation Internal audits used to identify areas for improvement  Use social impact data as a means of assessing housing performance and accessing funding opportunities

<b>Our Leadership</b>			
We will be recognised as the leading advocate and provider of housing and homelessness solutions in our catchment and beyond.			
We will rebrand and relaunch our organisation to reflect our leadership in housing and homelessness issues in our communities.			
<i>Rebrand and relaunch</i>	Rebranding complete	Rebranding implemented	Implementation of rebranding reviewed
	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
We will lead strategic campaigns on housing and homelessness issues, commencing with a campaign to establish adequate crisis accommodation in our communities.			
<i>Lead housing and homelessness campaigns</i>	Three campaigns, beginning with crisis accommodation	Minimum of three campaigns	Minimum of three campaigns
<b>Our Team</b>			
We will be one team which values and supports each other to achieve the common goals of the organisation.			
We will build on our talents and skills to ensure our work reflects our values, fosters a team approach and celebrates our achievements.			
<i>One Team</i>	Strategies to improve cohesion across programs, locations and levels of the organisation developed and implemented	Strategies monitored	Strategies Reviewed
<i>Celebrate achievements</i>	Means to celebrate professional achievements identified  Nominate organisation and staff for relevant awards (minimum 2 per year)	Achievements celebrated throughout the year and published on social & traditional media  Nominate organisation and staff for relevant awards (minimum 2 per year)	Achievements celebrated throughout the year and published on social & traditional media  Nominate organisation and staff for relevant awards (minimum 2 per year)
We will build flexibility and autonomy into our roles.			
<i>Flexibility and autonomy</i>	Productivity review researched	Productivity review completed	Structure and staff roles reviewed  Changes implemented
We will implement a professional development framework.			
<i>Professional Development Framework</i>	Organisational requirements identified	Framework developed	Framework implemented

<b>Our Partners</b>			
<b>We will work with Government agencies, Not for Profits and the private sector in relationships that benefit the people of our communities and/or our organisation.</b>			
<b>We will identify our key strategic partners and clearly articulate the nature of our relationship and the benefits for our clients and RHNL.</b>			
<i>Partner Benefit Analysis</i>	Partner analysis completed	Partnerships reviewed within the Due Diligence framework	Partnerships reviewed to remain beneficial
<b>We will develop new partnerships to address homelessness and create housing opportunities.</b>			
<i>New Partnerships</i>	Due Diligence framework developed for new partnerships	Seek partnerships that complement services	Seek partnerships that complement services
	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
<b>Our Growth</b>			
<b>We seek growth recognising that it requires resources over time and will include concepts that, when tested, may not proceed.</b>			
<b>We will establish a Business Development role which develops projects that are supported by funding sources that include philanthropy and fundraising.</b>			
<i>Business Development</i>	Services Development PD reviewed to incorporate Business Development		
<i>Philanthropic funding and fundraising</i>	Pursue Restaurant cards Launch Builders packs Formalise fundraising relationships	3 Additional Philanthropic / Fundraising funding sources pursued	3 Additional Philanthropic / Fundraising funding sources pursued
<b>We will aim to undertake four projects per year that contribute to our strategic objectives and that will raise money, build houses or extend our services.</b>			
<i>Projects</i>	Minimum three projects submitted to Board	Minimum three projects submitted to Board	Minimum three projects submitted to Board
<b>Our Systems</b>			
<b>We will implement systems to increase productivity and measure what we do.</b>			
<b>We will complete the implementation of comprehensive reporting systems that captures the information we need to accurately measure our performance.</b>			
<i>KPI &amp; Benchmarking</i>	KPI and Benchmarking for each program area completed and implemented	KPI Reporting reviewed for accuracy and relevance – areas for improvement identified	
<b>We will develop and implement a three year information technology plan to modernise and mobilise our services.</b>			
<i>IT Plan</i>	IT Audit completed IT Plan developed Implementation commenced	IT Plan continued	Review IT plan implementation and continue