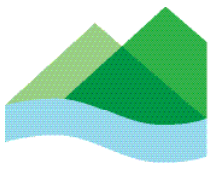




STRATEGIC PLAN

2015 - 2020



ABOUT US

The Housing Trust was founded in 1983 to prevent homelessness by providing community homes. A not-for-profit Community Housing Provider (CHP), The Housing Trust provides long-term rental housing to people on low and very low incomes via social and affordable housing.

The Housing Trust is the second largest social housing provider in the Illawarra with an annual turnover of nearly \$13m. We own and manage almost 1000 homes from Helensburgh to Kiama and assist over 2000 people.

We serve a wide range of customer groups including older people, Aboriginal people, single parents, people with a mental illness and people who were homeless.

WHAT WE STAND FOR

- We seek a better world, where everyone can build the life they choose
- We seek a socially just society, where equity, participation, access and rights are valued
- We believe a decent, affordable home is one of the foundations on which we build our lives

OUR GUIDING PRINCIPLES

- We put our customers first
- We believe people should feel in control and able to make choices
- We support and are supported by our community
- We are always there to help customers, colleagues and community
- We have a 'can do' attitude and encourage others to achieve
- We deliver on promises; are open and honest
- We treat people fairly and with understanding
- We are open to new ideas and learn from mistakes
- We believe more can be achieved by working well with others
- We will focus resources to assist those in the greatest need

WHAT MAKES US DIFFERENT?

We are very proud of our achievements over the last thirty plus years. These achievements are underpinned by our service ethos - we can and do 'find a way'.

A leader in quality customer service and support for vulnerable people

- Our customer satisfaction levels are high, with over 94% of tenants satisfied with our services
- We are particularly proud of tenant satisfaction with our maintenance service which sits at 86%
- Every one of our most 'at risk' tenants has a plan in place and we work hard to find the support people need when they need it

Our roots are in the Illawarra

- The Illawarra is a strong and cohesive community and we are part of that fabric
- This strong connection with our community influences our outlook and our priorities
- We take seriously our local social, economic and environmental responsibilities
- Our social footprint is easily recognised, but our economic impact is less well known and this is something we need to highlight more often

VISION

What we seek for the world

A decent home for everyone

VALUES

The things for which we stand

Support, collaboration, integrity, respect

PURPOSE

What we do, for whom and why

We provide homes, build communities, create opportunities and enrich lives

OUTCOMES

For our customers & our community

- Our customers make choices and will feel more in control of their home and their lives
- Our customers feel safe and comfortable in their homes and neighbourhoods
- Our community is proud of The Housing Trust's work

STRATEGIC RISK

- Service expectations
- People capability
- Financial management
- Having the trust & respect of key stakeholders
- ICT systems

STRATEGIC FOCUS

CUSTOMERS & COMMUNITIES

STRATEGIC GOALS

1. Provide a high quality customer service, which is up there with the best in Australia
2. Deliver better support for those who need it, helping people keep their home whilst they work to improve their lives
3. Work with others to build vibrant, inclusive communities

PRIORITIES AND INITIATIVES

- Implement a Customer Service Strategy and to deliver reliable, consistent, proactive and personalised services which live up to community standards and our promises
- Develop simpler, more convenient access to services and communication, giving customers a choice of how they interact with us and receive services. Focus on channels which utilise technology, are home based, engage our partners and are efficient to deliver
- Operate a choice- based lettings scheme to enable customers to choose their home
- Implement a Tenant Engagement Strategy to engage our customers in service delivery performance improvement and community development activities
- Develop and implement a new supportive housing management approach, which focuses on tackling issues before they become problems
- Implement supported housing models, which enable people who cannot manage a home without support to live with greater independence
- Negotiate fewer, deeper partnerships with support providers across all customer groups, but with a focus on older people, people with disabilities, people with a mental health condition and families struggling to raise their children⁽ⁱ⁾
- Support older people to remain active and healthy in their homes
- Assist our tenants and their children to break out of poverty through facilitating access to early learning, education, training and employment opportunities⁽ⁱⁱⁱ⁾
- Work with customers and the broader community to create supportive, safe and secure neighbourhoods
- Create opportunities for the community to support and invest in our work
- Connect our customers with health and well-being programs

(i) We support customer choice in all matters including their right to choose their support provider. These deeper partnerships will not impinge on that core principle.

(ii) We note that financial sustainability depends, in part, upon the current Commonwealth and State program mix being maintained.

(iii) In the first years of this plan our focus will be on employment programs.

HOMES

ORGANISATION

STRATEGIC GOALS

4. Own and manage more homes so we can provide customers with a choice of housing options to meet their needs
5. Invest in the homes we own and manage to ensure they meet the changing needs of customers, are energy efficient and enhance our tenant's well-being

6. Invest in our people, giving them the opportunity to contribute to a dynamic organisation which is making a difference in our community
7. Grow the portfolio and service offer for a sustainable future
8. Run an effective and efficient business, which delivers value for money

PRIORITIES AND INITIATIVES

- Build and buy new homes, using a five year housing investment plan, which maximises the use of existing resources, to grow the portfolio
- Build on existing community and government partnerships to secure resources to develop new homes, including a new community investment model to fund development
- Provide social housing customers with a choice of housing provider by continuing to bid for the transfer of homes owned by Government to The Housing Trust ownership and management
- Develop housing models which are socially, financially and environmentally sustainable⁽ⁱⁱ⁾
- Provide a responsive repairs service which is underpinned by a program of property inspections, tenant feedback and modern business systems
- Deliver a cyclical maintenance program, which is underpinned by a three year rolling property condition assessment program to help us understand what maintenance work needs to be done now, what work should be planned for the future and to help us make decisions about whether the property continues to meet the needs of our customers
- Deliver a program of home modification and adaptations to meet the needs of older people and the specific needs of people with a disability
- Establish a property maintenance business unit with the capacity to provide services to other organisations in the Illawarra

- Take a commercial approach to running the business, planning to make a profit which is invested in social outcomes and business development
- Position the organisation to quickly respond to new business opportunities and to carve out our own initiatives
- Engage in deep, purposeful partnerships which add value for all concerned
- Use data and business intelligence to drive business improvement and decision making
- Govern the organisation effectively
- Implement a robust system to measure, monitor and manage performance and risk
- Deliver efficient financial operations
- Improve our business systems (ICT, Procurement, Fleet) to effectively support the delivery of our business objectives
- Be conscious and deliberate in building an organisation culture which supports our vision, purpose, values and strategic direction
- Recognise and reward quality, innovation, improvement and leadership
- Build staff confidence and competence using a focussed learning and development program
- Implement a comprehensive HR and Performance Management system



A decent home for everyone.

120 Smith Street,
Wollongong NSW 2500

Phone: 02 4254 1166

Fax: 02 4254 1122

Email: info@housingtrust.org.au

housingtrust.org.au