

Affordable Community Housing Limited

Strategic Plan

2010 – 2013

INTRODUCTION

Affordable Community Housing Limited (ACHL) has been established to provide suitable social housing accommodation in Greater Western Sydney to tenants from diverse backgrounds including those with affordability issues arising from social disadvantage, those with special physical needs and those for whom affordability alone is the issue. Given its status as a Registered Growth Provider, there are expectations that ACHL's housing stock in Greater Western Sydney will grow to 5000 by 2012/13

ACHL's role extends to connecting these tenants and households to the people and organisations that can provide necessary support, assist them to better participate and improve their circumstances. The Company's role involves assisting tenants to develop their own social programs and self dependence.

The social housing sector is undergoing major change. Government is looking to community housing organisations to play a larger role and assume some of Government's traditional role in the field. That will involve increasing management of Housing NSW dwelling stock. There is increasing expectation of a greater role being taken by community housing groups in community management and development.

The provision of affordable housing will increasingly impact on ACHL. New planning legislation requiring collaboration between community housing groups and development interests is in place to encourage private sector provision of affordable housing stock. This also presents an opportunity for ACHL to itself develop new housing.

These factors and the continued expansion of Greater Western Sydney will all add to the Company's growth. As its housing stock expands so will the makeup of this stock become more varied and the tenant group broaden. Increasing homelessness and decreasing housing affordability will impact on the Company and require strategies that have regard to that requirement while meeting the more traditional demands.

This growth will also impact on the organisation's capability to provide the necessary services. ACHL will maintain an organisational culture and local presence that encourages tenants to interact and encourages effective liaison and development of common goals with local organisations, agencies and Councils. The company will implement systems and processes for identifying and addressing the needs of its tenants and for managing its expanded housing portfolio. Management practices will be prudent and safeguard the Company from risk. As knowledge and expertise grows so will the opportunity to provide consultancy services to others in the sector.

Affordable Community Housing Limited

OUR VISION

To be a major contributor to the relief of housing stress

OUR MISSION

- To provide housing services to those in need in Greater Western Sydney
- to support our tenants in making positive changes to their lives
- to engage our stakeholders in the delivery of innovative and ethical service
- to develop and maintain a housing portfolio that is diverse, flexible and well matched to the needs of members.
- to inspire others to share our vision.

Affordable Community Housing Limited

FOCUS Areas

To achieve the vision and fulfill its mission, ACHL will focus on three key program areas

1. Key Service Areas

- Sustainable tenancies
- Supporting the Homeless
- Addressing Affordability
- Developing Communities

2. Asset Management and Growth

- Asset Acquisition
- Asset Maintenance
- Environmental Sustainability
- Optimising Growth

3. Organisational Capability

- Organisational Culture and Values
- Financial Integrity
- Systems and Processes
- Relationship Management

Program Area One: Key Service Areas

ACHL's central role is to deliver sustainable tenancies to those people of Greater Western Sydney in need of housing support. It must connect these tenants and households to the people and organisations that can provide the support needed to assist them to better participate and improve their circumstances. Tenants are helped to develop their own social programs. All these services are provided to standards that exceed OCH registration obligations and the expectations of our clients.

Issues and related long term goals	Term Outcomes
<p><u>Issue</u> Sustainable tenancies</p> <p><u>Long term Goals</u></p> <p>1. To successfully deliver in Greater Western Sydney appropriate, sustainable community housing, related services and personal support to those in need.</p> <p>2. To be recognised as the leading community organisation in Greater Western Sydney that is engaged in the provision of housing assistance</p>	<p>A system that conforms with the requirements of the common access strategy is in place for allocating appropriate housing to approved clients.</p> <p>Processes are in place for identification of and referral to appropriate programs of tenants who need special support and for financially vulnerable households.</p> <p>New tenants with mobility impairment are accommodated in stock that meets their needs and a program is in place to address the physical needs of existing tenants.</p> <p>Advocacy by ACHL and other groups has secured government support to prevent widening the housing affordability gap and threatening individual tenancies.</p> <p>Qualifying tenants are provided with access to programs that increase occupational skills, self regard and financial independence.</p> <p>A rolling program has been implemented to reduce the household costs of tenants by installing sustainable devices and measures to reduce energy and water costs.</p> <p>A rolling program is in place to provide all households with skills and access to broadband.</p> <p>ACHL and its partners are providing a comprehensive range of assistance to tenants that is addressing their particular social, physical, economic, and aspirational circumstances.</p>

<p><u>Issue</u> Supporting the Homeless</p> <p><u>Long term goal</u> ACHL has integrated accommodation of homeless persons into its housing service without impeding the provision of accommodation to other client groups.</p>	<p>The role of ACHL relating to the supply of short term accommodation to homeless persons has been determined and is balanced with the accommodation needs of other clients.</p> <p>The role selected by ACHL in providing homeless accommodation has been agreed with relevant government agencies.</p> <p>Government programs relating to the accommodation of homeless persons are routinely accessed and this has expanded ACHL's capacity to meet demand within Greater Western Sydney.</p>
<p><u>Issue</u> Addressing Affordability</p> <p><u>Long term goal</u> The provision of affordable housing and sale of housing to qualifying tenants are established pillars of ACHL's program</p>	<p>The mix of housing stock available to ACHL is increasingly being aligned to the profile of social and affordable housing requirements of Greater Western Sydney.</p> <p>ACHL through development initiatives and partnerships with developers is actively expanding its capacity to supply affordable housing for people in housing stress.</p> <p>ACHL is advocating and participating in programs which facilitate assisted purchase of housing by those in housing stress.</p>
<p><u>Issue</u> Developing Communities</p> <p><u>Long term goal</u> All tenants are provided the opportunity to lead meaningful, productive, satisfying lives and contribute to their local communities.</p>	<p>Partnerships have been formalised with relevant referral agencies, community groups and councils relating to tenant participation in community development programs.</p> <p>ACHL is engaged with and consulted by all Greater Western Sydney Councils as they prepare integrated community plans, social plans and annual management plans.</p> <p>ACHL assists in arranging tenancy participation in local community development initiatives of agencies, councils and community groups.</p>

Program Area Two: Asset management and Growth

As the organisation changes to address new policy directions of the community housing sector a more diversified approach to securing stock will emerge. Critical to the success of ACHL is its ability to manage stock transferred to it from Housing NSW. Stock will be acquired from across Greater Western Sydney to service the needs of ACHL's client profile. Stock transfer will at times involve re-development.

ACHL will increasingly supply of affordable housing. It will engage in the property development process both in its own capacity and in venture partnerships with Housing NSW and the private sector

Also critical to ACHL'S success is an ability to maintain housing stock to agreed standards involving high levels of environmental performance with whole of life funding provision for all categories of dwellings.

Issues and related long term goals	Term Outcomes
<p><u>Issue</u> Asset Acquisition</p> <p><u>Long term Goal</u> A diversified approach to stock acquisition is in place including stock transferred from Housing NSW, stock acquired from the private sector and from property development</p>	<p>A property acquisition plan has been developed and implemented based on a needs analysis and data provided from Housing NSW</p> <p>Formal arrangements have been concluded with Housing NSW that guarantee the cost of major maintenance to aging stock transferred by lease or title can be met without negative financial consequence.</p>
<p><u>Issue</u> Asset Maintenance</p> <p><u>Long term goal</u> An asset management plan that ensures a) the appropriate condition of all housing stock owned or managed by ACHL b) the Company's financial sustainability, is operating. The plan provides a whole of remaining life funding plan for all categories of dwellings.</p>	<p>An asset management plan has been developed and implemented to provide for programmed and reactive maintenance and ensure that all housing stock owned or managed by ACHL is in appropriate condition.</p> <p>Service and maintenance standards have been established, communicated to tenants and staff and there is evidence of a high level of achievement of the standards</p> <p>Data from regular tenant surveys demonstrates satisfaction with service levels</p> <p>Maintenance contractors are effectively managed and performance standards achieved.</p>

<p><u>Issue</u> Environmental Sustainability</p> <p><u>Long term Goal</u> ACHL housing stock operates at high levels of environmental sustainability and delivers lower energy and water costs for tenants</p>	<p>A plan is being implemented to retrofit existing stock to meet accepted sustainability standards by 2013 and all new stock meets these standards.</p> <p>AHCL is positioned to derive financial benefit from government sustainability initiatives.</p>
<p><u>Issue</u> Optimising Growth</p> <p><u>Long term Goal</u> The housing stock owned or available to ACHL is adequate to meet the extent, type and location of the demand it faces in Greater Western Sydney.</p>	<p>A plan is being implemented to expand AHCL's available housing stock portfolio in Greater Western Sydney. A key element of that plan is the alignment of dwelling type and location to the need profile in Greater Western Sydney.</p> <p>Strategic alliances with local government, other housing providers and others interested in affordable housing are in place and operating to expand access to housing supply</p> <p>ACHL has developed the capacity to profitably undertake development projects containing an element of affordable housing and participating in joint venture partnerships producing new housing stock</p> <p>The property portfolio is increasingly matching the profile of the client base.</p>

Program Area Three: Organisational Capability

The selection and development of competent staff will be critical for achievement of ACHL's goals. Effective relationships with tenants, agencies, local councils and key community organisations will underpin ACHL's activities. Systems and processes will be implemented for identifying and addressing the needs of tenants and for managing the expanding housing portfolio. Management practices will be prudent and safeguard the Company from risk. As knowledge and expertise grows so will the opportunity to provide consultancy services to others in the sector.

Issues	Term Outcomes
<p><u>Issue</u> Organisational Culture and Values</p> <p><u>Long term goal</u> To be an employer of choice, providing a safe satisfying workplace with competent staff, enthusiastically pursuing our mission.</p>	<p>Staff are selected, developed and managed to achieve agreed performance outcomes</p> <p>There is an organisational culture based on accountability, integrity, client service and learning.</p> <p>Performance reviews indicate a high level of goal achievement</p> <p>There is evidence of staff responsiveness to tenant requests</p> <p>ACHL is a safe, satisfying workplace</p> <p>Our knowledge and capability in the management of community housing are well recognised.</p> <p>We share this knowledge and capability with the community and commercial groups on a fee for service basis.</p>
<p><u>Issue</u> Financial Integrity</p> <p><u>Long term goal</u> The financial integrity of the Company is assured through rigorous financial control systems, security of government funding arrangements, and adequate provision for asset maintenance and renewal</p>	<p>There are effective controls in place for managing income and expenditure and annual audits verify a high level of compliance with obligations</p> <p>Financial integrity is assured through agreements with, and guarantees of, government agencies</p> <p>A long term asset management plan that makes adequate provision to meet long term building maintenance and end of life renewal costs has been installed</p>

<p><u>Issue</u> Systems and Processes</p> <p><u>Long term goal</u> ACHL has in place systems and processes capable of readily delivering the Company's strategic outcomes.</p>	<p>An effective, IT system which meets the needs of ACHL has been implemented.</p> <p>Standard operating procedures, regular surveys, reporting and review processes have been implemented in all areas to enhance process performance and service delivery.</p> <p>Review processes provide information which is the basis of the learning culture</p> <p>Best practice approaches have been adopted to identify and manage key risks to the Company.</p> <p>Measurement of tenant satisfaction levels consistently demonstrates that satisfaction with, access to and delivery of services is increasing and exceeds the requirements of registration.</p>
<p>Relationship Management</p> <p>Long Term Goal Effective relationships with tenants, agencies, local councils and key community organisations have been established and are working effectively</p>	<p>There is a systematic approach to managing relationships with agencies, local Councils and key community organisations.</p> <p>Clear and readily accessible channels are available to tenants to request maintenance and social support.</p> <p>Processes, including close engagement of the Tenant Council, are in place allowing the tenants' views to be obtained, evaluated and feedback provided.</p> <p>Tenants are quickly and fully briefed on issues that affect their occupation arrangements</p> <p>Key stakeholder groups trust the company and its staff</p>