

STRATEGIC PLAN

PURPOSE, PRINCIPLES, PRIORITIES & PLAN

2017 - 2022

Updated June 2020

haven
HOME, SAFE

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STRATEGIC GOALS & PRIORITIES



Damien Tangey Chair

Haven; Home, Safe is focussed on delivering *More Homes* and *More Supports* to vulnerable Victorians through developing *More Partnerships* and *More Capacity*

In approaching the coming period after the significant impact of Covid-19 across our community, our key pillars remain the cornerstone of the organisation. Delivered with the essence of the Haven; Home, Safe credo we have *More* than ever to do. *More* disadvantage, *More* community need, *More* demand for our services and *More* opportunity to provide.

We already achieve great outcomes with our integrated homelessness support and housing service, delivering and coordinating support services on the journey through emergency accommodation and transitional housing to a destination of appropriate long-term housing. The delivery of this innovative relationship between support and housing is guided by our eight key strategic principles.

How we measure and articulate the social impact of our integrated service is very important to our broader engagement and *More* success. Measuring in new ways and telling the collective story of the broad impact of client outcomes provides a new language for *More* investment and support. As the housing gap widens and demand grows the impact of integrated service provision will continue to emerge as a solution with measured outcomes for governments and industry partners.

We will continue to think intelligently, engage articulately and be nimble in innovation as we work with our current and future partners and providers. The fusion of strong investment logic tied to measured social outcomes is a journey which will take us towards a greater level of self-determination. This is critical in continuing to meet our goals and principles as a people focussed housing and support agency for the many people and families who are and seek to be our clients so that they can find and keep a place to call home. This remains our strong purpose.

OUR PURPOSE:

In a world where homelessness and housing crisis exist, we connect people with **housing options and integrated supports** so that they can find and keep a place to call **home**.

OUR VALUES:

We put people first, especially our clients

RESPECT
LISTEN
COLLABORATE

We do things differently to get the best results

INNOVATION
CHALLENGE
LEARNING

We do what we say and always make a difference

ACCOUNTABILITY
RESPONSIBILITY
INTEGRITY

OUR IDEAL FUTURE STATE

MORE homes housing **MORE** people



MORE people assisted

We are successful when we have:



Resources, infrastructure and financial capacity to achieve our Purpose and desired culture



Targeted relationships with government, community and commercial partners and other key stakeholders to achieve our Purpose



Increased the range and number of sustainable housing outcomes for people who are homeless or in housing crisis



Advocacy and support for our diverse clientele with a particular focus on developing life skills and individual capacity



BOARD OF DIRECTORS



Damien Tangey
Chair

Damien is the Managing Director of Birchgrove Property, a Bendigo-based business specialising in residential development. He has significant experience in the property sector and has a strong understanding of the tiers of policy and market forces impacting the housing affordability framework. Damien is the Immediate Past President and a Board member of the Urban Development Institute of Australia (Vic). He also serves as a Board member of Remembrance Parks Central Victoria and the Bendigo Business Council - Be Bendigo. Other community commitments include roles as a Committee member of the Loddon Mallee Regional Development Australia Committee and as President of the Bendigo Senior Secondary College Council.



Gerard Jose

Gerard has significant experience in community management, organisation development, policy facilitation and program evaluation.

He has had an extensive career in both Local Government and the community sector. He is currently privileged to be the CEO of Bendigo Community Health Services, and previously served as CEO with Mildura Regional City.

Gerard is a people-oriented leader committed to ethical stewardship and social justice with outstanding contemporary team-based leadership, communication, analytical and creative problem solving skills.



Jan Snell

Jan has had a long and distinguished career in the Victorian Public Service and has held a number of senior executive positions, most recently Deputy Secretary, North Division, Department Health & Human Services (DHHS). She is a Fellow of the Australian Institute Company Directors.

Jan has many years' experience in delivering services to Victorian communities and in 2015 received a Public Service Medal in recognition of this work.



David Brant

David has significant experience as a Non-Executive Director with For Purpose and Public companies. He also has over 20 years' experience in Managing Director roles in Australia and across Asia.

In addition to Haven; Home, Safe, David currently holds Board positions with Nillumbik Community Health Services Ltd and Redflow Ltd along with his own business interests.



Candy Broad

Candy Broad is a former Member for Northern Victoria and former State Government Minister for Housing, Local Government, Energy and Resources and Ports, and a founding member of Emily's List.

Candy is Chair of Women's Health Victoria, a Director of the Australian Council of Superannuation Investors and a Director of First Super.



Jan Boynton

Jan Boynton is an independent executive consultant with over 25 years' experience at Executive and CEO level in local and state government and the not-for-profit sector across regional Victoria.

Jan is currently a Board Director with CVGT Australia, the Bendigo Jockey Club and the Bendigo Art Gallery, and is also a Member of the Central Victorian AICD Advisory Committee.



Warwick Cavanagh

Warwick Cavanagh is Chief Executive Officer of Bayley House and a White Ribbon Ambassador.

Highly respected across the disability sector, Warwick was the CEO of MOIRA Disability & Youth Services for 24 years, and Chairperson of Active Community Housing Ltd prior to its merger with HHS in 2019.



Ken Belfrage

Ken Belfrage is an experienced Director and Company Secretary with extensive corporate governance and corporate regulatory skills. In addition to his board roles, Ken holds appointments as chairman of audit and finance committees and also for local government and a regional hospital where his strong audit, risk and finance skills are applied.



Melanie Rogers

Melanie Rogers is an experienced governance and HR/IT executive with many years' experience in local government and community sector.

Melanie is also a committee member of the Bellarine Bayside Foreshore Committee of Management and Trust Member of the Geelong Cemeteries trust.



Andrew Cairns

Andrew Cairns is the CEO of Community Sector Banking and has 18 years' experience in senior management roles. Andrew is also Chair of the regional urban water authority, Western Water and a Director on the Board of Social Enterprise Finance Australia.



OUR STRATEGIC PRINCIPLES

We will focus our attention on eight principles that will lead to our Ideal Future State

STRATEGIC PRINCIPLES:

1. People and places

There are many reasons for homelessness and housing crisis, including structural and personal causes, such as systemic marketplace failure to meet needs, poverty, violence, ageing, disability, mental health and alcohol and drug use.

We work across the scale of need, from single contact to intensive support.

2. Innovative affordability and integrated service models

We prioritise human outcomes over property ownership and work with partners to broker a wide range of appropriate and affordable supports to varied need levels. We look to demonstrate our social impact in sensible, understandable ways.

3. Investment and delivery partners

We increasingly do our work through and with others. We actively and strategically seek to engage and harness long-term collaborators, with whom we can deliver end-to-end services. This includes financier and service delivery relationships.

4. Financial self-determination

We ensure we have sound and risk-appropriate capital sources and a sustainable operational model, enabling financial headroom with timely and diligent decision-making. We seek to maximise our ability to self determine our financial future.

5. Organisational capacity

We are building the most capable integrated housing and homelessness provider in Australia, with the best people, culture, systems and information to inform and guide our best work.

6. Partner of government

Government is a vital partner and we actively seek to build a strong and credible understanding of the government's desire to increase housing stock, at acceptable cost and lowest risk, and to be a key partner with government in policy design and delivery.

7. Reputation brand and thought leadership

We engage pro-actively with the sector, our clients and key stakeholders to showcase our value proposition and differentiators. We are a strong advocate for positive change, and offer our experience in the form of learnings to the sector.

8. Assets and their Management

We expand our portfolio significantly, with a mix of property types and ownership models. We have high occupancy and we maintain and renew properties at competitive costs.



BUILDING FOR THE FUTURE



Ken Marchingo AM
Chief Executive Officer

Our refreshed Strategic Plan is designed to ensure Haven; Home, Safe is an organisation that is increasingly nimble and flexible in order to meet the challenges that lie ahead.

2020-21 is the fourth year of our ambitious and aspirational five year (2017 - 2022) Strategic Plan, built on the Victorian Government 2017 'Homes for Victorians' policy initiatives. Whilst these policy initiatives have not yet seen the hoped-for growth in the social housing sector's capacity to support the increasing number of homeless and houseless, we have nonetheless continued to grow and innovate. A key investment is our project at New Epping supported by the Social Housing Growth Fund and in partnership with Riverlee. Working with investment and development partners we will continue to grow and achieve scale to house many more people in need.

Through our merger with Active Community Housing Ltd in July 2019, we have entered a new era in Specialist Disability Accommodation (SDA) growth and innovation. Our flagship urban renewal project at Glenlyon Road, Brunswick, will enable independent living using cutting edge assistive technologies for over 20 NDIS clients in modern, built-for-purpose Platinum-standard SDA units. Priority tenancies will be for young people currently residing in elderly care homes as a result of lack of suitable accommodation to support their independent living choices.

In 2020/21 our final stage of the Wattlewood project will be completed. This is a 10-year brownfields urban redevelopment project that has resulted in over 100 elderly frail tenants being re-housed in modern homes whilst enabling a significant uplift in social housing in the Carrum Downs area.

Our Operational Support Services Strategic Framework provides the balance between the 'bricks and mortar' side of the business and our tenants and clients' life trajectory outcomes – the social return on our investments. We continue to positively respond to emerging opportunities, along with contemporising our services including self-help through digital platforms and direct person-centred, outcome-based services.

Haven; Home, Safe has not been immune to the impact of the COVID19 pandemic. We have reinvented our organisation, moving swiftly from an office-based business to one that was largely 'working from home', developing strategies to ensure our tenant and client base are not disadvantaged by these changes, and innovating with digital platforms to provide supports via video and teleconference. These innovations have been recognised by our colleagues nationally and internationally. A prime example is our 'digital concierge' service at our main office sites which allows for virtual intake and assessment service delivery.

We will rise to the complex challenges of operating in a 'Covid-normal' world, with significant changes to our staff working arrangements, office routines, and service delivery processes becoming our new 'normal'.

Our Digital by Default Strategy, enabled by a 2-year program of building digital capability and our internal resources to deliver that, offers real time data and business intelligence from our key enterprise wide systems. This will inform our planning and underpin implementation of our service delivery strategies. Key initiatives are our new 'Connect' Client Relationship Management system, and its related Stakeholder Relationship Management system.

We have invested heavily in our talented staff group to explore, document, share, shore up and safeguard our culture with the creation of our Credo. This recognises and reminds us that we're here to deliver a true quality service to our tenants and clients now and enduringly into the future.

We have refined our financial investment logic that will determine the value of the many opportunities that will arise, aligned with a new model of social impact measurement that will allow us to effectively model and predict the social value of what we do. In combination with a heightened focus on strategic engagement, this will position us to better articulate our purpose and value proposition to government and our many partners.

We will continue to seek to create *More* housing, support *More* people to find and keep a place to call home, focus on initiatives to deliver scale through *More* partnerships, and develop new models and methodologies and build *More* capacity.

In an environment where our economy is collapsing, where property values that our portfolio is built upon are likely to be eroded, where the unemployment rate has rapidly grown to levels not seen since 2002, and at a time when most organisations are moving into careful preservation and survival mode, we will deliver on our Purpose by confidently preparing for what we predict will be new, different and overwhelming demand for our crisis services.

We are moving into the unknown and troubling future with confidence and surety of direction, intent and expected outcome to deliver the best person-centered results we can for our clients and tenants.



STRATEGIC GROWTH MODES

OPPORTUNITIES

1. Scale

- 1.1 Social Housing Growth Fund - Round 2
- 1.2 State Government COVID19 Capital Acquisition Stimulus Opportunities
- 1.3 Federal Government COVID19 Capital Acquisition Stimulus Opportunities
- 1.4 State Government COVID19 Maintenance Upgrade fund works
- 1.5 State Government Homelessness focused COVID19 Stimulus Opportunities
- 1.6 HIVE Social Enterprise COVID19 Stimulus Opportunities
- 1.7 HHS Social Enterprise Real Estate services development
- 1.8 Negotiated Affordable Housing Agreements (S. 173) and associated inclusionary zoning uplifts
- 1.9 Develop/Build Specialist Disability Accommodation (SDA) projects
- 1.10 Develop market for 'Active SDA' property/tenancy management services

2. Model Development

Trial business models including:

- 2.1 New Tenancy Support Models
- 2.2 New Support/Intervention Models
- 2.3 Lobby for Targeted Care Packages Loddon
- 2.4 Lobby for Support Packages Mallee
- 2.5 Lobby for PRAP funds direct to HHS Metro

3. Methodology

- 3.1 Implement the 2020 Strategic Action Plan organisational structure and approach
- 3.2 Develop and implement HHS housing program investment logic
- 3.3 Develop and implement HHS preferred social impact model
- 3.4 Implement new 'Connect' CRM and SRM systems
- 3.5 Implement automated dashboard data intelligence
- 3.6 Co-create/co-design by preference
- 3.7 Partnerships are our preferred approach
- 3.8 Evidenced practiced is preferred

OUR OPPORTUNITY CRITERIA

- Aligned with HHS Purpose and Values, and Ideal Future State
- Responsive to and demonstrating community need and impact
- Clearly identified benefits and barriers
- Co-designable with users and/or partners
- Supported by a sustainable financial model that meets our investment logic
- Protects or enhances our reputation
- Capacity to implement
- Aligns with HHS risk parameters



STRATEGIC INITIATIVES



Trudi Ray
Chief Operating Officer

We create opportunity in the face of significant challenges and as we continue to move toward a new 'Covid-normal' we know to deliver on our four strategic objectives of *More Homes*; *More Supports*; *More Capacity* and *More Partnerships*, we need to remain focused on delivering upon our unique operating model that delivers an integrated homelessness and housing suite of support services.

We know that we will have a highly disrupted workplace with a high dependence on staff working from home, with virtual teams creating a more independent workforce.

Through our Operational Support Services Strategic Framework, we have identified and prioritised new and innovative ways of working that places us in a great position to be nimble and innovate in the face of such challenges, to continue to look for new ways of working, and to provide a better service with the resources we have. We are steadfast in our objective to make change for the better and do what we can to remediate, mitigate and work towards solving homelessness and housing crisis.

We will continue to undertake customer journey mapping to understand the experience of our tenants and clients so that we can continue to demonstrate that we do what we say we will do, that is holding up to our commitment, passion and advocacy to try and make a difference and support those we work with.

We acknowledge that pathways from access into housing first models and delivering upon an integrated model of support is what is required to ensure that we can supply adequate housing with the necessary supports to keep it. However, whilst we are fiercely independent, we know that we can't always provide an integrated response without the assistance of our strong partnerships.

We will continue to sharpen our focus for this 2020-21 year with the preferred growth modes. The key strategic initiatives make up the corporate business plan, guiding us to deliver on each of the strategic objectives.

Over and above the strategic initiatives outlined here, we will continue to pursue and deliver projects that are already in the pipeline such as the Social Housing Growth Fund and our SDA projects. We will continue to work towards our diversity framework, Rainbow Tick accreditation and ensuring that we balance much of what we do in the current environment. Our purpose will continue to guide our existence and the strategy continues to set out our targets to get there.

Whilst there will be budgetary constraints both internally and externally and levels of uncertainty the one thing that remains true, is that *we are all in this together*.



- Respond to operating within a new COVID-19 normal
- Develop and implement investment logic
- Develop social outcomes model
- Implement 2020 Strategic Action Plan structure
- Design, test and implement Strategic Stakeholder Engagement Strategy
- Move from building digital capability to 'Digital by Default' strategic pursuit
- Implement Real Estate business
- Progress development of alternative insurance model
- Embed the Credo
- Embed recognition of value and importance of diversity



- Grow HIVE business
- Business case for growing beyond Victoria



- Establish Internal Investment Development Fund Strategy
- Pursue Disability Housing opportunities
- Trial innovative and independent business models



- New Support/Intervention models
- Strengthen relationship and partnership models with DHHS
- Strategic positioning for another Sidney Myer Haven-style project



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