



**Coast to  
Country**  
HOUSING COMPANY

# STRATEGIC PLAN

2019-2021

**This Strategic Plan is structured around five high level strategic goals, each of which is supported by a series of strategies. Continuous innovation, improvement and flexibility underpin our approach.**

### 1. STRENGTHENING OUR LONG TERM VIABILITY

- 1.1 Identify partners who can contribute to improving opportunities for the company
- 1.2 Explore innovative solutions and secure funding to expand the supply of housing
- 1.3 Secure properties through a property transfer program
- 1.4 Consider mergers to deliver economies of scale, increase affordable housing supply and expand service provision

### 2. PROVIDE CHOICE IN HOUSING OPTIONS AND LINK PEOPLE WITH THE SERVICES THEY NEED

- 2.1 Expansion of service provision by diversifying our business to meet the needs of our tenants
- 2.2 Diversify housing options by providing alternate products to social housing
- 2.3 Work closely with tenants to ensure they have the opportunity to contribute to our operations and planning
- 2.4 Continue to invest into the integrated service model being provided by Housing Connections
- 2.5 Develop a framework to measure the social impact of our service delivery to enhance community outcomes

### 3. WORK TO CHANGE THE PERCEPTION OF HOUSING & HOMELESSNESS IN OUR COMMUNITY BY INCREASING KNOWLEDGE AND UNDERSTANDING

- 3.1 Deliver multiple communication mediums that align with the strategic goals of the company
- 3.2 Engage with our tenants and work to strengthen micro-communities

- 3.3 Increase awareness of our value proposition and build on our strong brand and reputation

- 3.4 Develop a community education program aligned to the communication strategy

### 4. CONTINUE TO BE AN INDUSTRY LEADER WITH AN EXPANDING FOCUS ON INNOVATION AND GROWTH

- 4.1 Drive a client service culture across our business delivering proactive tenancy management services and high quality asset services
- 4.2 Maintain strong operational performance, corporate governance, organisational management and financial management systems
- 4.3 Meet our regulatory and compliance responsibilities and maintain alignment between our Strategic Plan, Business Plan and associated reporting
- 4.4 Undertake ongoing improvement to strategic risk management practices
- 4.5 Implement and embed technologies that support client service and organisational performance

### 5. ATTRACT MOTIVATED AND ENGAGED EMPLOYEES, DIRECTORS AND VOLUNTEERS WHO KNOW THE VALUE OF THEIR WORK AND HOW IT CONTRIBUTES TO ORGANISATIONAL SUCCESS

- 5.1 Ensure the right organisational structure and roles are in place to support strategic objectives
- 5.2 Attract, recognise, reward and retain quality employees, directors and volunteers
- 5.3 Deliver training, development and performance management aligned to strategic objectives
- 5.4 Create a more flexible, fit for purpose workplace and build on our positive organisational culture as we grow and change



## VISION

To be the leader in providing positive solutions for people where they can connect with the community, realise opportunities, and achieve the life they have imagined.



## MISSION

Provide a pathway home.



## VALUES

### PEOPLE FOCUSED

We recognise that clients, community and staff are fundamental to the success of achieving our vision.

### INTEGRITY

We act with honesty, integrity and respect. Our decisions are based on sound judgment and we take responsibility for our actions.

### COMMITTED

We are passionate about our work and committed to presenting a quality service which is inclusive and equitable. We build positive relationships based on trust and seek to continually improve our performance.

### PRODUCTIVE WORKPLACE

We seek to provide a productive and enjoyable workplace where we value and support employees, directors and volunteers to enable them to perform at their best to create positive outcomes for the people and communities we serve.

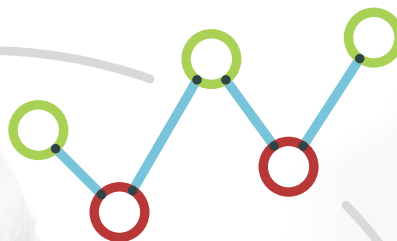
### PROFESSIONALISM

Our culture engenders strict standards in governance through transparency, accountability and honesty.

# STRATEGIC GOALS



Attract **motivated and engaged employees, directors and volunteers** who **know the value** of their work and how it contributes to organisational success



Strengthening our **long term viability**



Provide **choice in housing options** and link people with the **services** they need



Continue to be an industry leader with an expanding **focus on innovation and growth**



Work to **change the perception** of housing & homelessness in our community by **increasing knowledge and understanding**