



Strategic Plan 2021 - 2025

Mission To provide housing solutions and supports that aim to transform our community.

Vision To improve the lives of vulnerable people through accessible, affordable and sustainable housing.

Values **Respectful.** We will treat everyone with dignity, valuing their input and build relationships that are based on safety and trust.

Equity. We will promote a culture that is inclusive, where everyone is treated fairly. We acknowledge that all people are unique and our responses will reflect their individual needs.

Compassion. We deliver a service that is mindful and considerate of individual's needs, circumstances and experiences.

Courage. We are committed to building strong communities and face challenges to make an impact. We will be innovative when needed and are brave in confronting injustice.

Responsibility. We practise shared accountability and acceptance of personal actions, make informed decisions and offer solutions.

About the Company

Access Community Housing is a not-for-profit company limited by guarantee. With approximately 600 properties under management, it covers an area from Mossman to Babinda and is the largest community housing company in Far North Queensland. The company has been registered with the National Registration System for Community Housing as a Tier 2 provider since the 10 September 2014. The company will be entering its 30th year of operation in 2021.



Strategic Objectives

1 Integrated Support through partnerships

Collaborate with others who share our values and our vision to reduce homelessness and improve housing outcomes and sustainability. Our goal is to build an integrated housing service that focuses on outcomes and responds to individual's needs.

To share knowledge and grow partnerships through engagement and mutual respect. Invigorate relationships by building open and honest communication, trust and practice that values diversity and inclusiveness. Work with tenants and services to intervene early and reduce intergenerational impacts

of homelessness. Improve and strengthen our service delivery to tenants to improve and support housing sustainability. Develop an enhanced service delivery model that strengthens our organisations capability to meet the needs of our tenants.

2 Leadership and Advocacy

Be part of the review of the housing system, advocate for change and long term solutions that reflect our clients' changing needs. Engage with other agencies to enhance our service delivery and build

productive partnerships. Play a leadership role with Qld Housing Strategy 2017 – 2027 and reviews of the system to build a streamlined system that is responsive and flexible. Influence, motivate and

inspire others within our sector to recognise the challenges and work to adapt and shape a different system.

3 Governance and viability

Maintain effective and sustainable practices that ensure viability of the company and compliance with all

legislative and regulatory bodies. Diversity of portfolios to reflect skills sets and organisational impact. Recruit skilled and professional staff

and directors who are passionate, ethical and committed to the business objectives.

4 Revitalisation of the Housing Sector.

Play an active role in influencing change to improve the future of the housing sector. Actively engage with all levels of government and private investors to help us grow our housing portfolio to provide

more social and affordable housing for our community. Enhance our service delivery to include other housing products that will improve housing sustainability and include innovative housing solutions. Build

agility and implement innovative ways to engage tenants and rejuvenate the sector, e.g. green solutions, new designs and funding models.

5 Valuing People

Invest in our staff to develop and extend skillsets to meet the changing needs of our community. Lead and guide integration of

sustainability principles and practices across the organisation. Enhance cultural competency and safety that builds a positive work culture. Flexible work practices

and workforce development that provide for the future organisational needs and staff wellbeing.



GOALS	ACTIONS	ACHIEVEMENTS
<p>1. Integrated Support through partnerships</p>	<ul style="list-style-type: none"> • Maintain and strengthen partnerships and connections that are honest and trusting • Participate in the Cairns Housing and Homelessness Integrated Initiative (CHHII) • Develop activities and programs that educate and engage tenants • Work with services to provide early intervention, support and positive outcomes for clients • Promote a commitment to shared information and data 	<ul style="list-style-type: none"> • A support arm incorporated within the organisational structure • Increased sustainability of tenancies • Reduction in notices to leave and QCAT appearances • Increased integration of support with housing • CHHII referrals result in improved responses to tenants • Developed a Tenancy Assist Program
<p>2. Leadership and advocacy</p>	<ul style="list-style-type: none"> • Participate in networks, forums and opportunities to influence sector outcomes • Promote ideas and solutions that improve people's lives • Lead discussions and strategies that improve housing solutions for a diverse client group • Contribute to reviews of departmental initiatives and policies that impact on clients 	<ul style="list-style-type: none"> • ACHC seen as leader in the region and engaged with decision makers during consultations • Number of proposals and projects documented, submitted and approved • Number of networks and committees where there is active involvement from the leadership team
<p>3. Governance and Viability</p>	<ul style="list-style-type: none"> • Maintain registration with National Regulatory System (NRS), and compliance with relevant legislation and policies • Enhance business processes and practices that ensure accurate reporting and advice to the Board • Ensure financial viability and minimisation of risk 	<ul style="list-style-type: none"> • Financial targets and positive audit reports achieved • Performance and accreditation of the organisation confirmed by the NRS • Active Board Directors who provide strategic direction and insight
<p>4. Revitalisation of the Housing Sector</p>	<ul style="list-style-type: none"> • Identify and implement projects that promote innovation and are solution focussed • Support projects and initiatives that grow the stock of social and affordable housing and provide diversity of housing options • Work with all levels of government and peak bodies to advocate for a housing supply that is fit for purpose and offers diversity of type • Increase engagement with all levels of government, developers and social enterprise companies 	<ul style="list-style-type: none"> • Planned maintenance and proposed renovations completed • Increase portfolio of housing stock under management to 700 by 2025 • Given the new ministry, develop and submit a proposal for an integrated development • Finalise new housing agreements and leases with the Department of Communities and Housing (DCH)
<p>5. Valuing People</p>	<ul style="list-style-type: none"> • Build and maintain a positive organisational culture that is based on trust and cooperation • Grow cultural competency and safety • Enhance skillsets and consistency of practice • Staff well-being activities and projects • Regular information sharing and feedback on performance 	<ul style="list-style-type: none"> • Positive staff engagement in well-being activities • Positive staff satisfaction levels • Staff undertake skill development and training opportunities • Positive well-being indicators



Access
Community
Housing

Better Homes, Better Futures