

SHELTER WA

STRATEGY 2007-2010

OUR VISION:
ACCESSIBLE, AFFORDABLE,
APPROPRIATE AND SECURE HOUSING
FOR ***EVERY*** PERSON

SHELTER WA

- is an independent, not-for-profit, community focused peak body committed to the principle of accessible, affordable, appropriate and secure housing for every person
- has operated in Western Australia since 1979 as a peak housing body for community groups and housing consumers
- concentrates on people who have low incomes or who are otherwise disadvantaged in the housing market. This includes people who are homeless or who are at risk of homelessness
- is committed to the presence and extension of choice in the articulation of Government housing policy and therefore to the availability of a range of housing options for low income and special needs housing consumers
- aims to be an effective voice on housing issues by providing information and undertaking consultation, representation and research.

SHELTER WA'S PURPOSE

Shelter WA promotes affordable housing for all Western Australians.

Shelter WA provides an informed voice on housing policy issues based on sound research and strong collaboration and consultation with housing consumers and community based organisations working in the housing field.

SHELTER WA VALUES

Shelter WA believes:

- that every person should have access to affordable, appropriate, safe and secure housing, and provision that is free from discrimination,
- and that as an organisation, Shelter WA
- should demonstrate integrity and accountability in every aspect of our work
 - achieves the best outcomes when we consult widely with the community,
 - should provide a work environment where the skills and commitment of staff are respected as is the need to achieve a balance between work and family responsibilities.

SHELTER WA BUSINESS ACTIVITY AREAS

2007-2010

- 1** Strong governance
- 2** Responsible management of people and financial resources
- 3** Financial diversification and growth
- 4** Quality housing research
- 5** Leadership in the social housing sector
- 6** Profile and influence

SHELTER WA PRIMARY BUSINESS GOAL

Shelter WA will continue to be informed by its constituency and will raise at least \$150,000 over three years (2007-2010) from sources other than core funding, and be recognised for the quality of its research, effective advocacy and leadership in the social housing sector.

SHELTER WA – STRATEGIC PLAN 2007-2010
OUR VISION: Accessible, affordable, appropriate and secure housing

OUR PURPOSE: Shelter WA promotes affordable housing for all Western Australians
 Shelter WA provides an informed voice on housing policy issues derived from sound research and strong collaboration and consultation with housing consumers and community based organisations working in the housing field.

OUR VALUES: Shelter WA believes in access to affordable, appropriate, safe and secure housing, and provision that is free from discrimination, and that as an organisation, Shelter WA

- should demonstrate integrity and accountability in every aspect of our work,
- will achieve the best outcomes when we consult widely with the community,
- should provide a work environment where the skills and commitment of staff are respected as is the need to achieve a balance between work and family responsibilities.

PRIORITIES					
Business Activity 1 Strong governance	Business Activity 2 Responsible management of our people and financial resources	Business Activity 3 Financial growth and diversification	Business Activity 4 Quality housing research	Business Activity 5 Leadership in the social housing sector	Business Activity 6 Profile and influence
1.1 Ensure the Management Committee includes skills needed to meet governance responsibilities. 1.2 Undertake Strategic Planning. 1.3 Develop and document policies. 1.4 Establish and document clear delegations to Executive Officer 1.5 Monitor implementation of Strategic & Business Plans.	2.1 Undertake Business Planning. 2.2 Adopt and implement a Risk Management Plan. 2.3 Implement sound financial management systems. 2.4 Attract, employ and retain quality staff. 2.5 Effectively manage the Business Unit workforce and activities. 2.6 Adopt a continuous quality improvement approach	3.1 Maintain current activities through existing core funding. 3.2 Establish a Research Consulting Business Unit to generate alternative sources of income. 3.3 Seek growth opportunities through alternative revenue sources. 3.4 Develop research partnerships including staff secondments.	4.1 Initiate and develop research. 4.2 Identify and respond to relevant research opportunities. 4.3 Work collaboratively with research partners.	5.1 Identify and respond to social housing policy issues at macro and operational levels. 5.2 Consult with housing consumers and workers and monitor issues. 5.3 Support members of the community sector to work together to achieve positive housing outcomes for low income housing consumers.	6.1 Develop and implement a Marketing Plan. 6.2 Increase membership. 6.3 Develop and disseminate information. 6.4 Present Shelter WA positions. 6.5 Lobby for improvements to the housing system.

STRATEGIC BUSINESS PLAN 2007-2010

GOAL	TASK	ACTIVITY	FREQUENCY	RESPONSIBILITY	PERFORMANCE INDICATOR
1 2 3 4	Establish management policy framework for Shelter WA Consulting Practice including protocols, contracts, ethics and intellectual property, as a separate "business" unit, with specified sub contracting and financial management and operational practices	(i) Establish policy framework including staff secondment arrangements, protocols, contracts, ethics & intellectual property.	Framework by March 2008	Management Committee Executive Officer Staff	Framework established by March 2008
(ii) Seek opportunities for joint ventures		Ongoing	Executive Officer Staff	Number of contracts to undertake research Income derived from research activities	
(iii) Liaise with Department of Housing and Works and other Government Departments on research projects.					
(iv) Liaise with tertiary institutions and AHRI (WA) on research projects.					
1 2	Apply risk management strategies and practices	Develop and implement risk management policies, and implement appropriate educational strategies throughout Shelter WA	Develop policies by March 2008 Implementation on-going	Management Committee All Staff	(i) Policy positions agreed by March 2008 (ii) Educational activities on an on-going basis

GOAL	TASK	ACTIVITY	FREQUENCY	RESPONSIBILITY	PERFORMANCE INDICATOR
2 3 4	Develop and implement a staffing structure that reflects the 2007-2010 Strategic Plan	(i) Review staff structure	Commence April 2007	One Management Committee representative, Executive Office, one staff representative	Review completed
		(ii) Endorsement of staff structure	July 2007	Management Committee	Timeframe achieved
		(iii) Implement new staff structure	August 2007	Executive Officer	Timeframe achieved
		(iv) Undertake annual performance and salary reviews	Commence 2007 then annually	Executive Officer	Timely completion of all scheduled reviews
2 3 6	Continuous awareness raising	Promote awareness and support for Shelter WA, with key departments, funding agencies, Ministers and appropriate private and housing sector interests	On-going	Management Committee representatives as appropriate Executive Officer	Increased knowledge among key stakeholders
5 6	Maintain and develop on-going advocacy, survey and liaison arrangements and promote best practice housing policies and procedures		On-going	Executive Officer Staff	Success recorded through annual internal program audits and on completion of projects
4 5 6	Prepare and promote publications, materials and e-library which describe Shelter WA services, access arrangements, and stimulates general community awareness on social housing policies and issues	Produce and distribute to key stakeholders including the housing sector, and the community, and the media where appropriate	On-going	Management Committee Executive Officer Staff	Increase in available content Monitor number of hits on website

GOAL	TASK	ACTIVITY	FREQUENCY	RESPONSIBILITY	PERFORMANCE INDICATOR
5 6	Consult with housing consumers and other stakeholders, including workers, and present policy/program positions to Parliaments, Government Departments, Authorities, and media, industry and community organisations and consumers	(i) Regular forums planned, arranged, and implemented	Quarterly	Executive Officer Staff	Quarterly forums conducted with positive evaluation of outcomes
		(ii) Plan and undertake housing surveys	As required	Executive Officer Staff	Surveys conducted and reported according to specification
		(iii) Actively participate in Government/Advisory processes, and participate in appropriate review processes	As required	Executive Officer Staff	Participation sought and acted on
		(iv) Liaise with and comment to media on housing issues – and liaise/lobby with relevant political and agency personnel	As required	Executive Officer Staff	Frequency of contact on significant issues
4 5	Undertake data collection and analysis, monitor policy development, and undertake literature and associated research	(i) Gather data and research on the education and information needs of the housing sector, and undertake field consultations and research.	On-going	Executive Officer Staff Members & constituents	Number of research outcomes and their validity as assessed in annual internal audit
		(ii) Undertake research projects			

GOAL	TASK	ACTIVITY	FREQUENCY	RESPONSIBILITY	PERFORMANCE INDICATOR
3 5 6	Ensure that key departmental agencies recognise and respect partnerships and working relationships with Shelter WA	Monitor regular open, professional liaison with key departments/agencies	On-going	Executive Officer Staff	At least four purpose driven contacts per annum per department/agency
6	Develop a marketing strategy and plan, and monitor the implementation of that plan on an ongoing basis	(i) Develop and endorse marketing plan initiative	Develop by March 2008	Management Committee Executive Officer	Monitor community contact
		(ii) Obtain pro bono input to development of marketing plan	Initially one-off	Executive Officer	
		(iii) Implement plan and monitor outcomes	Implementation on-going	Executive Officer	
2 5 6	Audit client/consumer satisfaction, knowledge, recognition and acceptance	(i) Conduct annual structured surveys	On-going	Executive Officer Staff	Minimum of one audit per annum
		(ii) Develop policy and practice responses	On-going	Executive Officer Staff	
1	Review Management Committee structure, skill base, working arrangements, and compliance with legislative requirements and succession planning	(i) Create Marketing/Advocacy Advisory Committee, and establish working guidelines	Create by August 2007	Management Committee Executive Officer	Advisory Committee created by August 2007
		(ii) Undertake audit of Management Committee skills annually	Annually in July	Management Committee	Audit completed annually
2	Develop a Volunteer Policy and establish a targeted volunteer base to support the work of Shelter WA	(i) Establish Volunteer Policy	Establish by August 2007	Management Committee Executive Officer	Timeframe achieved
		(ii) Actively target and recruit volunteers and pro bono expertise	Commence October 2007 and ongoing	Executive Officer	Monitor recruitment of well-matched volunteers

GOAL	TASK	ACTIVITY	FREQUENCY	RESPONSIBILITY	PERFORMANCE INDICATOR
2 5 6	Address risk of client dissatisfaction and potential related professional and service provision liability, and avoid adverse publicity	(i) Maintain continuous service quality improvement activities (i) Report regularly to the Management Committee on findings and procedural remedies to minimize risk (ii) Appropriate professional and public liability insurance	On-going Each Management Committee meeting On-going	Executive Officer	Outcomes achieved (i) number of tangible quality improvement initiatives implemented (ii) insurance maintained
2	Address risks of physical safety	Promote environmental/safety awareness, including awareness of potential physical threat	On-going	All Staff	No incidents
1 2	Maintain organisational culture that is professional, responsive and cohesive	Educational awareness activities for Management Committee and all staff in respective roles and responsibilities to ensure all work professionally in agreed frameworks with appropriate conflict management practices	On-going	Management Committee All Staff	Cohesive and professionally conducted organisation with clear and agreed strategic directions
1 2	Achieve sound governance and sustainable decision making	All governance practices in accordance with statutory requirements and best practice	On-going	Management Committee All Staff	(i) All Management Committee decisions implemented (ii) All Management Committee reporting requirements met
2	Avoid risks associated with management system security	Reinforce strict confidentiality ("need to know") policies and	On-going	Executive Officer	No incidents

		practices on a regular basis			
GOAL	TASK	ACTIVITY	FREQUENCY	RESPONSIBILITY	PERFORMANCE INDICATOR
1 2	Comply with all funding requirements/agreements and avoid breaches of legal/contractual obligations	Annual educational support to Management Committee/staff on legal and contractual obligations	On-going	Management Committee Executive Officer	No breaches of legal/contractual obligations
2	Avoid deficiencies in financial and administrative systems and OHS	Annual independent audits with reporting to the Management Committee	On-going	Executive Officer	No breaches of financial/administrative standards or OHS
2	Avoid Shelter WA service interruptions due to essential service down periods	Continuously maintain and update data back up practices and contingency plans	On-going	Executive Officer	Services maintained
6	Increase membership	(i) Maintain associate memberships (ii) Promote Shelter WA issues through publications and other material	On-going	Management Committee Executive Officer Staff	As assessed in internal annual audit
1 2	Review Strategic and Business Plans	Assess purpose, aims, objectives in current environment and relevance/currency of these and of business directions	Each two years	Executive Officer Management Committee	Reviews Completed