

SHELTER (WA) STRATEGIC PLAN 2000-2005

Prepared for Shelter (WA) by Ken Marston

STATEMENT OF PURPOSE

Shelter (WA) is an independent, community based organisation committed to the principle of accessible, affordable, appropriate and secure housing for every person.

Our role is to give an informed voice on housing policy issues based on sound research and close collaboration and consultation with housing consumers and community based organisations working in the housing field.

GOALS

1. To be an effective voice on housing issues.
2. To inform members of the community sector about social housing issues.
3. To further develop Shelter WA's research capacity.
4. To support members of the community sector to work together to achieve positive housing outcomes for low income housing consumers.
5. To take a lead role in the development of social housing policy positions which reflect and are informed by Shelter's constituency.
6. To manage Shelter (WA) Inc. effectively, efficiently and appropriately for the benefit of the community.

GOAL 1: TO BE AN EFFECTIVE VOICE ON HOUSING ISSUES.

Objective 1: Consult with housing consumers and workers.

Strategies:

1. Conduct regular forums.
2. Undertake surveys.
3. Develop and maintain community links, networks and contacts through field work.

Objective 2: Represent Shelter WA positions to various bodies, including Parliament, Government, government departments, media, housing industry, community organisations and housing consumers.

Strategies

1. Develop and maintain links with relevant organisations and individuals.
2. Take an active role in the Housing Advisory Committee and other relevant forums, and committees.
3. Participate in reviews and inquiries into housing matters.
4. Develop submissions on relevant issues.
5. Initiate and respond to media comment on housing matters.
6. Publish newsletters and fact sheets.

Objective 3: Lobby for improvements to the housing system.

Strategies

1. Promote Shelter WA positions to relevant bodies, highlighting areas where improvements are required.
2. Raise housing issues with politicians and relevant government departments.
3. Encourage Shelter's members and constituents to lobby for improvements to the housing system.
4. Develop and promote Best Practice Housing Principles, Policies and Procedures.

GOAL 2: TO EDUCATE AND INFORM MEMBERS OF THE COMMUNITY SECTOR ON SOCIAL HOUSING ISSUES*.

Objective 1: Understand the information and education needs of the sector.

Strategies:

1. Gather and analyse data regarding the education and information needs of the community housing sector.
2. Remain well informed of social housing issues through consultation and research in the field.
3. Keep up to date with the literature and current research into social housing.

Objective 2: Develop and disseminate information and education strategies on social housing.

Strategies:

1. Review existing education and information resources.
2. Provide accessible information in the form of newsletters, fact sheets, publications, meetings and forums.
3. Disseminate and promote Shelter WA's information and education products widely.
4. Develop and maintain a resource library accessible to members and other users.

* Note that the use of the word 'education' does not imply that Shelter WA delivers training as part of its core business, however, training will be brokered by Shelter WA on occasion.

GOAL 3: TO FURTHER DEVELOP SHELTER WA'S RESEARCH CAPACITY.

Objective 1: Work collaboratively with research partners.

Strategies:

1. Seek opportunities for joint venture research with community based organisations and peak bodies.
2. Work with the Ministry of Housing to identify, initiate and conduct research projects.
3. Collaborate with tertiary education institutions, including the universities and the Australian Housing and Research Institute (WA) on research proposals and activities.

Objective 2: Initiate and develop research activities into social housing.

Strategies

1. Identify and initiate research projects in consultation with Shelter WA's constituency.
2. Advocate for research funding for housing.
3. Conduct research in collaboration with a range of partners.
4. Build and maintain positive relationships with potential and past research partners.
5. Contribute to social housing research projects conducted by others.
6. Promote Shelter WA's research capacity.

Objective 3: Provide effective internal management of research activities

Strategies

1. Identify and seek research funding opportunities.
2. Develop protocols for working with research partners.
3. Develop proforma contracts, costing methodologies and policies and procedures to support research work.
4. Implement a code of ethics for research.
5. Develop and implement policies for acknowledging researchers and intellectual property.

GOAL 4: TO SUPPORT MEMBERS OF THE COMMUNITY SECTOR TO WORK TOGETHER TO ACHIEVE POSITIVE OUTCOMES FOR LOW INCOME HOUSING CONSUMERS.

Objective 1: Promote Shelter WA's role.

Strategies

1. Broadly publicise Shelter's purpose and role.
2. Seek opportunities to coordinate the dissemination of information with other community organisations.

Objective 2: Provide opportunities for collaboration.

Strategies

1. Develop an understanding of the housing sector and map relationship between various members of the housing sector.
2. Conduct regular community forums and consultations.
3. Identify commonalities facilitate collaboration.
4. Facilitate dialogue in the community sector on housing issues in the context of broad social justice goals.

GOAL 5: TAKE A LEAD ROLE IN THE DEVELOPMENT OF SOCIAL HOUSING POLICY POSITIONS WHICH REFLECT AND ARE INFORMED BY SHELTER WA'S CONSTITUENCY.

Objective 1: Be informed on social housing policy issues.

Strategies

1. Continually review and research the current national and international literature on social housing.
2. Review policy positions of National Shelter and other networks.

Objective 2: Initiate and respond to social housing policy issues at both macro and operational levels.

Strategies

1. Participate in and contribute to the Housing Advisory Committee and other housing policy committee and forums.
2. Consider feedback and input from constituents.
3. Evaluate current Shelter WA policy and positions and amend as necessary.
4. Develop submissions to inquiries, reviews and research projects based on Shelter WA's established positions.
5. Develop positions within a broader social policy context where appropriate.
6. Contribute to policy positions developed by others.

Objective 3: Inform the community sector, housing consumers, Parliament, government departments, media, housing industry, on Shelter WA's policy positions.

Strategies

1. Document Shelter WA policy positions.
2. Distribute Shelter WA policy positions to a range of organisations and individuals.

Consider broader social policy issues and their relevance to housing.

GOAL 6: TO MANAGE SHELTER WA (INC.) EFFECTIVELY, EFFICIENTLY AND APPROPRIATELY FOR THE BENEFIT OF THE COMMUNITY

Objective 1: Increase Shelter WA's membership

Strategies:

1. Offer associate membership at no cost.
2. Promote Shelter WA's activities through a range of both Shelter WA and other organisations' publications.

Objective 2: Ensure good governance of the organisation through:

Strategies:

1. Compliance with the legal requirements of the Associations Incorporation Act.
2. Implementation of rules, policies and procedures for the good management and corporate behaviour of Shelter (WA).
3. Regularly planning, monitoring and reviewing the strategic direction of Shelter (WA)
4. Strengthening the committee by planning for succession, training and supporting committee members, and ensuring that there is broad community input to Shelter WA.

Objective 3: Ensure sound management of the organisation through:

Strategies

1. Overseeing and protecting the association's resources in order to ensure that they are available to meet its objects.
2. Ensuring that all legal requirements including occupational health and safety and industrial relations requirements, etc are met
3. Providing support, assistance and supervision to staff.
4. Maintaining all necessary insurances.
5. Ensuring compliance with all contracts entered into by Shelter (WA).

Objective 4: Employ suitably qualified and experienced staff

Strategies

1. Regularly review and update job description forms.
2. Maintain a database of people available for casual, temporary and contract work.

Objective 5: Develop and maintain mechanisms to support and develop staff

Strategies

1. Provide induction, training, supervision and support to all staff.
2. Maintain and implement policies and procedures for staff appraisal, monitoring and review.

Objective 6: Establish and Maintain a Sound Financial System

Strategies

1. Ensure that financial management procedures are adequate for control of the association's assets.
2. Ensure that committee and staff are kept fully informed of the association's financial position.

Objective 7: Generate independent sources of income.

Strategies:

1. Seek fee for service contracts.
2. Seek sponsorship and other income, including funding from trusts and foundations for projects in the community.
3. Seek funding from the Lotteries Commission for capital equipment, research and organisational development.

Endorsed by the Management Committee on the _____ day of _____, 2000.

Bronwyn Kitching
Chairperson