



Pacific Link Housing Limited

Strategic Plan

2016 - 2020

EXECUTIVE SUMMARY

The development of the 5 year Strategic Plan for the financial years 2016-2020 is to ensure that the Board of Directors, the Chief Executive Officer, management team and employees of Pacific Link Housing, have a common purpose and commitment to the objectives, goals and future direction of the company.

Further, the Strategic Plan will give confidence to tenants, funding bodies, community members, stakeholders, financial institutions and partners. It assures them that the company has governance frameworks and strategies in place to facilitate further growth by clarification of objectives, sound financial planning, risk minimisation, evaluation of performance and best practice business management.

We follow a best practice strategic planning process that evaluates our previous plan, assesses our current operating and policy context and identifies our opportunities and risks, strengths and weaknesses. We conduct financial modelling of alternative scenarios to forecast the impact of alternative strategies on the overall business's financial position. We then develop annual business plans and design individual employee plans and KPIs consistent with the Strategic Plan objectives.

PLH's goals in our 2012-15 Strategic Plan were to advocate for increased supply of social and affordable housing; build and strengthen our skills in property development and construction; explore opportunities to increase supply, including through joint ventures; continue to develop our reputation as an innovative sector leader; while maintaining best practice in governance, service delivery, asset quality, computer systems and employee conditions, opportunities and wellbeing.

Our Scorecard demonstrates our success in meeting the goals of the last plan and, while we are confident that those objectives have been achieved, the Board is now positioning the organisation for the next phase of growth in the context of the current policy environment.

Pacific Link is well positioned to look forward to an exciting future. One that includes initiatives to enhance the lives of existing tenants, empower our team, build capacity, grow the supply of dwellings and contribute to the raising of the community housing sector's profile and reputation.



STRATEGIC PLAN 2016-2020

OUR MISSION

Pacific Link Housing Limited provides affordable and secure housing solutions for those in the community who are in the greatest need. We assist those who are able to develop new lives and skills to be able to return to the mainstream housing market. The company operates within a culture of social justice, fairness and transparency and remains accountable to all stakeholders.

OUR VISION

To be recognized as a leading provider of progressive and sustainable social and affordable housing with a reputation for innovation and excellence and the compassionate delivery of services.

OBJECTIVES

1. **Tenant Care:** Continue implementation, improvement and evaluation of effectiveness of our tenant support and engagement programs.
2. **People:** Support, empower and develop our team in delivery of quality services.
3. **Service Delivery:** Deliver best practice, customer-focussed tenancy and property management services and sustain tenant satisfaction.
4. **Financial Performance:** Maintain surpluses, sustain financial viability and generate capital for re-investment and delivery of development program.
5. **Growth:** Develop a program for delivery of community housing dwellings independent of government.
6. **Capacity:** Maintain readiness to capitalise on collaboration opportunities offered by government.
7. **Advocacy:** Advocate to government and policymakers with innovation and evidence-based research.

STRATEGIES & TARGETS

OBJECTIVE	STRATEGY	SCORECARD - MEASUREMENTS OF SUCCESS
1. Tenant Care	<ul style="list-style-type: none"> • Review and evaluate our self-funded tenant programs. • Cultivate new ideas for effective, responsive targeted programs that embrace tenant feedback and address needs. • Develop tenant engagement and build tenant capacity. 	<ul style="list-style-type: none"> • Tenant Program satisfaction ratings. • Tenant Program participation rates. • Complaints rate. • Number of new services and programs.
2. People	<ul style="list-style-type: none"> • Establish competitive advantage as employer of choice – attract and retain the best. • Build culture of trust and innovation through positive leadership. • Prioritise workplace safety and continuously review processes. • Encourage professional development and articulate career paths. 	<ul style="list-style-type: none"> • Zero harm WHS objective • Incidents and hazards rate. • Human resources targets
3. Service Delivery	<ul style="list-style-type: none"> • Maintain tenant satisfaction ratings above 90%. • Continuous improvement in customer service delivery. • Maintain asset quality and property condition. • Broaden service delivery to include best practice affordable housing program and NDIS-ready housing services. • Continue best practice risk management and compliance framework. 	<ul style="list-style-type: none"> • Performance benchmarks & metrics • Tenant satisfaction ratings on service and property condition.
4. Financial Performance	<ul style="list-style-type: none"> • Achieve continued financial viability and surpluses. • Uphold transparency of reporting principles. 	<ul style="list-style-type: none"> • Budget Variances • Return on equity, liquidity and efficiency targets

<p>5. Growth</p>	<ul style="list-style-type: none"> • Continue focus on housing and development as core business activities. • Model project specific and whole-of-business growth scenarios for a sustainable development & construction program, as opportunities arise. • Refine models for development mix and location, financial structure, pre-sale and divestment plans. • Build affordable housing proportion of portfolio to provide more options for tenants to transition along the housing continuum. • Consolidate our best practice, commercial development expertise with research on delivery of NDIS-ready housing. • Diversify from government-support through broadened financier relationships. • Reserve adequate capital and liquidity to respond to future government policy initiatives such as stock transfers and the social housing fund. • Expand beyond our region where feasible opportunities arise. 	<ul style="list-style-type: none"> • Achieve development project targets – on time, on budget. • Project discount factor for Net Present Value calculations of 7%. • Return on investment project threshold: <i>Total Return on Equity (including income and capital growth) of RBA’s Official Cash Rate plus 2.5%, measured on completion, at 3 years and 5 years.</i> • Company-wide maximum gearing ratio of 30%. • Project-specific max gearing ratio of 50%. • Liquidity ratio analysis.
<p>6. Capacity</p>	<ul style="list-style-type: none"> • Build readiness and contingency plan of resourcing and infrastructure needs for major stock transfers. • Continue to review balance of investment in tenant capacity vs housing supply. • Become an NDIS housing provider. • Develop strategic alliances and partnerships with specialists. 	<ul style="list-style-type: none"> • Successful stock transfer, proportionate to our capacity • Joint venture opportunities • Government opportunities
<p>7. Advocacy</p>	<ul style="list-style-type: none"> • Continue thought leadership and pro-active communication, including website promotion and social media strategy. • Identify opportunities to build reputation as trusted adviser to government and centre of excellence. • Demonstrate best practice within the sector and achieve peer recognition. • Identify and pursue evidence-based research projects. 	<ul style="list-style-type: none"> • Number of invitations to participate in sector planning & research initiatives • Number of Link Newsletters • Outcomes from submissions and reports.