



# **STRATEGIC PLAN 2015 – 2020**

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## 1. FOREWORD

Unity Housing is the largest and most innovative provider of affordable and social housing in South Australia. Our primary aim is to provide affordable and sustainable housing for vulnerable people and people on low incomes, particularly those living with disabilities, or experiencing and at risk of homelessness.

This is achieved through the provision of 2000 units of accommodation which houses over 4,500 people on low to moderate income per annum. With a turnover of over \$15 million per annum, we manage an asset base valued over \$450 million with a staff of 70 operating out of four offices across the Adelaide metropolitan area and one office in the mid-north region.

Our ongoing commitment to continuous improvement, evidence based practice and innovation in service delivery has reinforced our long standing reputation as a leader in the social and affordable housing sector.

As one of a select number of community housing providers that has achieved Tier 1 status under the National Regulatory System, we aim to rapidly increase the scale and breadth of our housing portfolio so that we can continue to achieve our vision of creating opportunities for people to live in affordable and sustainable housing of their choice.

**To achieve this Unity has set itself a growth target to achieve a total portfolio of 5,000 within the term of this Strategic Plan.**

## 2. VISION, AIMS, VALUES

### Vision Statement

We create opportunities for people to live in affordable and sustainable housing of their choice.

### Our Aims

- To provide affordable and sustainable housing that is responsive to the diverse and changing needs of our tenants and communities.
- To focus on the unmet needs of people who are vulnerable, particularly those living with disabilities or experiencing homelessness.
- To be recognised nationally as a leader in the provision of affordable housing.
- To build quality housing and thriving communities.

## Values

- Respect and social justice
- Innovation and creativity
- Collaboration and partnerships
- Transparency
- Leadership and continuous improvement
- Accountability and honesty
- Sustainable housing in vibrant communities

## 3. STRATEGIC PRIORITIES

- Develop the Social Housing Portfolio
- Develop housing for people with Disabilities and Older people
- Develop the Affordable Housing Portfolio
- Deliver services that enhance social outcomes for tenants and communities

The above Strategic objectives are underpinned by a strategic commitment to building the organisation's capacity.

### Strategic Priority: **Develop the Social Housing Portfolio**

Strategic Priority for Success	Goal
<b>Develop the Social Housing Portfolio</b>	Grow through the transfer of Government stock to Unity Housing
	Regenerate existing portfolio
	Develop partnerships and alliances to strengthen collaborative relationships
	Pursue opportunities for expansion of the social housing portfolio through mergers and acquisitions
	Ensure that services are delivered in a professional manner in accordance with industry benchmarks

**Strategic Priority: Develop housing for people with Disabilities and Older People**

Strategic Priority for Success	Goal
<b>Develop housing for people with Disabilities and Older People</b>	Build new housing that supports aging in place, community participation and maximizes independent living
	Ensure our existing housing is fit for purpose
	Build new partnerships and alliances
	Participate in the delivery of the National Disability Insurance Scheme (NDIS)

**Strategic Priority: Develop the Affordable Housing Portfolio**

Strategic Priority for Success	Goal
<b>Develop the Affordable Housing Portfolio</b>	Deliver new housing stock
	Expand the fee for service portfolio
	Maximize the use of existing affordable housing assets
	Develop new and innovative products

**Strategic Priority: Deliver services that enhance social outcomes for tenants and communities**

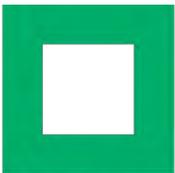
Strategic Priority for Success	Goal
<b>Deliver services that enhance social outcomes for tenants and communities</b>	Implement an evidence based Placemaking Strategy that supports individuals, families and communities
	Develop a strategic framework to support large and small scale projects
	Build strong relationships with partners to enhance community engagement outcomes

## 4. BUSINESS CAPACITY

Unity's Strategic Objectives are underpinned by a strategic commitment to building the organisations capacity.

We deliver on Unity's strategic objectives and meet regulatory and compliance responsibilities; improve services to Unity's stakeholders; support staff; build infrastructure and information & communication technology; build financial capability; and build Unity's brand.

Goal
Ensure Best Practice across the organisation
Continuous improvement of management systems, processes and human resources to deliver best practice outcomes.
Maximize Unity's financial capacity to facilitate the expansion of housing, tenant and community outcomes.
Recognised as a leader in professional practice, infrastructure and housing provider of choice



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