



STRATEGIC PLAN 2020-2030

July 2020

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ABOUT US

Compass Housing Services is one of the southern hemisphere's leading community housing providers. For over 30 years we have provided **caring tenancy and quality asset management services for people in need.**

Over a decade ago, we recognised the importance of **social regeneration** to assist our customers achieve their aspirations. Our work is going some way towards supporting them reach their goals and when our customers achieve their potential, everyone benefits. Our customers feel valued and **connected to their communities.**

We started small and local, but for the past five years we have **expanded our operations internationally** with operations in Australia and New Zealand. We also have humanitarian initiatives in the Pacific Islands.

We think we have a unique approach to the way we work and our customers agree, judging by our customer satisfaction levels. We intend to keep expanding our services so we can work with many more people to enable them to live the lives they want.

We are conscious that none of us steps on this planet without leaving a mark. We introduced **environmental sustainability** as a fundamental tenet of our work in the late 2000s so we could minimise our impact by becoming carbon neutral and influence others in doing so too.

Our dreams are growing bigger. More recently we have been involved in the housing and sustainable urban agenda for the UN, contributing to worldwide discussions and influencing housing policies and housing strategy back home and in New Zealand.



No one has ever become poor by giving - Anne Frank

OUR VISION

**That all people have
appropriate and
affordable housing
and are engaged in
sustainable
communities.**

OUR MISSION

**As a leader, our mission is
providing homes,
empowering people,
connecting communities
and influencing the
future.**

OUR VALUES

- 1. Empowerment & Trust**
- 2. Aspiration & Accountability**
- 3. Innovation & Sustainability**
- 4. Leadership & Collaboration**

OUR OUTCOMES

Monitoring our key results



Improvement in
our social
impact

Market leading
customer satisfaction

Stakeholder engagement
levels are maintained or
improved

Increased
contribution by
customers and
stakeholders to
social and
environmental
impact

Contractual obligations
exceeded

High levels of staff
engagement for
both new recruits
and long serving
staff

Scale, as measured
through number of
properties and sites

Profitability as a
percentage of
revenue is
appropriate

Increased level of
sector influence

HOUSING A UNIVERSAL RIGHT

All United Nation member countries have acknowledged housing as a universal human right, yet in Australia, New Zealand and the Asia Pacific, people are being denied this right. We're working to combat that in two ways: through practical action in our day-to-day work; and through leading and influencing discussion in Australia, New Zealand and the Asia Pacific region, particularly concerning the implementation of the United Nation New Urban Agenda and Sustainability Development Goals.

We think that we can contribute more here, and in the process, potentially change the life trajectory for millions of people.

There is a social and economical gap beyond Australia and New Zealand in neighbouring countries of the Asia Pacific Region. There are problems with insufficient housing and affordability issues and there just aren't good models in play; our neighbours are being left behind. We now look to springboard from the work we do in Australia and New Zealand to offer assistance through aid work, strategic partnering and delivery of other services for housing and communities. We particularly think we bring expertise in growing community housing sectors in our broader region.

Our mission and the activities we undertake are supported by a strong, ethical governance framework and sound business practice to make Compass the success it is today and will continue to be in the future.





MESSAGE FROM OUR CHAIR & GMD



We are pleased to present the 2020-30 Strategic Plan and look forward to its implementation.

Compass is committed to influencing the acceptance and participation in the implementation of the United Nations Sustainable Development Goals (SDGs) 2015-30 and has aligned the strategic plan with those goals. The goals and accompanying targets and indicators, specifically those that relate to housing and building community resilience inform several of the objectives of this plan.

Housing that is appropriate, secure and affordable is a fundamental human need and is recognized as a fundamental human right and informs our vision and mission.

The plan contains a mixture of ambitious goals and ensuring continuation of well-established services and those that will be added in the pursuit of our vision, mission and congruent to our organizational values and has been developed by the various boards, committees, executive, staff and strategic stakeholders.

Community
Development



Leading &
Influencing



Creating Opportunities
for customers



Customer
satisfaction with our
services



Employer of Choice



Property & Asset
Management



Innovative



Collaborative



Resilient



OUR SIGNATURE ATTRIBUTES

FOCUS AREAS & KEY INITIATIVES

1

Grow

- Excellent implementation of contracts & partnership agreements
- Seize opportunities presented for growth by governments or other organisation
- Diversify service provision

2

Engage-customers and communities

- Operating paradigm of Compass to underpin excellent service delivery and support further expansion of service delivery
- Develop Community hubs where appropriate
- Continue to develop real time feedback systems
- Engage customers in improving the future

3

Lead advocacy and pioneering delivery

- Build influence and action based on UN involvement
- Positively impact Pacific Islands development
- Impact policy and service delivery for homeless persons in our main regions of operation

4

Enable staff and partners

- Enhance and embed strong workplace culture and practice
- Invest in training and development
- Build on existing practice to develop sound partnerships and collaborations

5

Strengthen systems innovation

- Invest in technology as an enabler to drive systemic innovation
- Re-engineer structure and governance to accommodate INGO aspirations
- Continuous review, evaluation and action to maintain efficiency and effectiveness
- Continuously scan the technology landscape for technology trends and opportunities to innovate

6

Sustain finances and impact

- Develop new business streams and diversify income sources
- Maintain profitability to ensure ongoing financial sustainability
- Maintain focus on environmental sustainability

Focus Area 01 - Grow

Compass aims to grow through:

- Excellent implementation of contracts and partnership agreements
- Seizing opportunities presented for growth by governments or other organisation, and
- Diversify service provision

How we will achieve this

	Timeframe
1. MPP re-launched providing competitive and socially conscious real estate agency services to the private market and operating in 2 locations.	... 1-3 years
2. Be a National NDIS provider of choice and expand SDA / Disability housing market share to 10%.	... 1-3 years
3. MPPM earning profits that support Compass mission and providing maintenance services nationally through an internationally transportable business model to NZ, US and Canada.	... 3-5 years
4. Research and development and if approved entry into Asia Pacific market as a CHP.	... 3-5 years
5. Compass delivering self-sustaining and profitable services in the US and Canada.	... 5-7 years
6. Office in Vanuatu and one other Pacific Island from Australia and another auspiced by NZ office	... 5-7 years
7. Compass recognised as a Tier 2 developer.	... 7-10 years
8. Grow A Star self funded and operating nationally and internationally.	... 7-10 years
9. Grow Australian tenancy management services to 20,000 properties (including SDA).	... 7-10 years
10. Grow New Zealand tenancy management services to 2,000 properties.	... 7-10 years

1 NO
POVERTY



8 DECENT WORK AND
ECONOMIC GROWTH



10 REDUCED
INEQUALITIES



11 SUSTAINABLE CITIES
AND COMMUNITIES



12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



17 PARTNERSHIPS
FOR THE GOALS



Focus Area 02 -Engage Customers and Communities

Compass engages customers and communities through:

- Review the operating paradigm of Compass to underpin excellent service delivery and support further expansion of service delivery
- Continue to develop real time feedback systems
- Engage customers in improving the future

How we will achieve this

	Timeframe
1. Streamed infotainment platform available with a mixture of customer information, showcasing great stories and providing both information and entertainment that gains strong following.	... 3-5 years
2. Strengthen status as an international social media influencer / advocate for housing, homelessness and development activities.	... 3-5 years
3. Empower our customers to engage and participate in community life with 10% actively involved in delivering Compass mission.	... 5-7 years
4. Compass Hub model recognised methodology for supporting localised development activities for economic, social and community benefit in less developed nations.	... 5-7 years
5. Provide support, employment and training opportunities directly and in partnership that increases customers actively volunteering, learning and in employment.	... 7-10 years
6. New brand and structure enables merger attractiveness and at least 2 occur.	... 7-10 years

1 NO POVERTY



2 ZERO HUNGER



3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



5 GENDER EQUALITY



7 AFFORDABLE AND CLEAN ENERGY



10 REDUCED INEQUALITIES



11 SUSTAINABLE CITIES AND COMMUNITIES



17 PARTNERSHIPS FOR THE GOALS



Focus Area 03 -Lead Advocacy & Pioneering Delivery

Compass leads advocacy and pioneering service delivery by:

- Building influence and action through our UN involvement
- Positively impacting Pacific Islands development
- Impacting policy and service delivery for homeless persons in our main regions of operation

How we will achieve this

	Timeframe
1. Achieve and maintain DFAT Accreditation to attract grant funding from the Australian NGO Cooperation Program (ANCP) to deliver locally led Australian Aid program development projects overseas.	... 1-3 years
2. Achieve major social media influencing presence through expanded Communications Department.	... 1-3 years
3. Tenants households empowered and 10% are actively involved in delivering Compass mission.	... 3-5 years
4. Behavioural psychologist input into various mission activities and the P5.	... 3-5 years
5. Health service provision for aging population enabling aging in place.	... 5-7 years
6. Coordinate overseas development activities funded by ANCP grants from DFAT.	... 5-7 years
7. Maintain UN involvement with memberships and committee representation on ECOSOC, GAP, WUC, Global Compact and Global Compact Australia.	... Ongoing
8. Research and publish knowledge to address major social challenges to support Compass mission through inhouse expertise or partnering with University Research Centres.	... Ongoing

1 NO
POVERTY



2 ZERO
HUNGER



8 DECENT WORK AND
ECONOMIC GROWTH



11 SUSTAINABLE CITIES
AND COMMUNITIES



12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



Focus Area 04 -Enable Staff and Partners

Compass enables staff and partners by:

- Enhancing and embedding strong workplace culture and practice
- Investing in training and development
- Building on existing practice to develop sound partnerships and collaborations

Timeframe

- | | |
|---|----------------|
| 1. Strong mission-oriented culture embedded across all departments and practices. | ... Ongoing |
| 2. Enable mobile workforce – contemporary workpractices | ... 1-3 years |
| 3. Increased executive membership and representation on subsidiary boards and standing operation-oriented committees. | ... 1-3 years |
| 4. Digitisation of HR processes for efficiency, mobility and sustainability. | ... 3-5 years |
| 5. Develop a highly skilled team of community participation officers able to deliver a comprehensive program of assets-based community development. | ... 3-5 years |
| 6. Business incubation hub for customers because we want them to achieve success. | ... 5-7 years |
| 7. Tenants outcomes for jobs, businesses, education developed and achieved. | ... 7-10 years |
| 8. Capacity building of staff and customers to maximise benefits of digitisation, AI and smart technology solutions. | ... Ongoing |

How we will achieve this

3 GOOD HEALTH
AND WELL-BEING



4 QUALITY
EDUCATION



5 GENDER
EQUALITY



8 DECENT WORK AND
ECONOMIC GROWTH



10 REDUCED
INEQUALITIES



17 PARTNERSHIPS
FOR THE GOALS



Focus Area 05 –Strengthen Systems Innovation

- Investment in technology as an enabler to drive systemic innovation
- Re-engineering structure and governance to accommodate INGO aspirations
- Continuous review, evaluation and action to maintain efficiency and effectiveness
- Continuously scan the technology landscape for technology trends and opportunities to innovate

Timeframe

- | | | |
|----|---|----------------|
| 1. | Deliver web-based solutions to support communication, sharing and access to information and account self management options for Tenants. | ... 1-3 years |
| 2. | Assist and enable customers digital inclusion (e.g. Kiosks for customer and community internet access in all offices and hubs if appropriate) | ... 1-3 years |
| 3. | Data warehouse fully functional for Integrated systems and automated reporting delivery systems available to all staff. | ... 1-3 years |
| 4. | E-docs rolled out and embedded into accounts payable and finance approval workflows. | ... 1-3 years |
| 5. | Implement new compliance management software for electronic contract management, risk hub and policy and procedure management. | ... 3-5 years |
| 6. | Financial and operational systems upgraded / replaced to meet changing needs of diversified operations and governance structures. | ... 5-7 years |
| 7. | Implement digital platform/s, supporting architecture and use of AI to reduce reliance on human activity and embed flexibility and scalability into systems – redeploying human activity to mission and promotions. | ... 5-7 years |
| 8. | Developments include embed electricity networks where business case demonstrates viable, cost effective alternative for customers. | ... 7-10 years |

How we will achieve this

9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE



12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



Focus Area 06 -Sustain Finances and Impact

Compass will sustain finances and impact through:

- Developing new business streams and diversify income sources
- Maintaining profitability to ensure ongoing financial sustainability
- Maintaining focus on environmental sustainability

Timeframe

- | | |
|---|----------------|
| 1. Deliver sustainable and ethical corporate and financial management through diversified revenue streams and achieving budgeted operating profit margins. | ... Ongoing |
| 2. Invest in innovative and sustainable housing development that meet the diverse needs of our people and communities and incorporates smart technology into buildings. | ... Ongoing |
| 3. Buy, renovate and sell properties through MPP to generate employment opportunities for customers and profit to further our mission. | ... 3-5 years |
| 4. Be a recognised leader for promoting and delivering SDG outcomes and delivering advisory services. | ... 3-5 years |
| 5. Promote, support and invest in infrastructure projects that supports housing affordability and access. | ... 5-7 years |
| 6. Promote and market GAS services to attract donations and philanthropist investment. | ... 1-3 years |
| 7. Establish a structure and division/s to deliver expanded and diversified services based on strong governance and compliance with regulatory requirements. | ... 1-3 years |
| 8. Be recognised as a A-AAA credit rated organisation and attracting large investor funds into affordable housing in various locales. | ... 7-10 years |
| 9. Implement climate change mitigation / adaption strategy aimed at achieving a RCP 4.5 rating of moderate emission reductions. | ... 7-10 years |

How we will achieve this

4 QUALITY
EDUCATION



7 AFFORDABLE AND
CLEAN ENERGY



11 SUSTAINABLE CITIES
AND COMMUNITIES



12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



13 CLIMATE
ACTION



Improvement in our social impact

Measured through social impact analysis baseline and subsequent scores

Stakeholder engagement levels are maintained or improved

Across all kinds of stakeholders: support providers, landlords, suppliers, other partners

Contractual obligations exceeded

NRSCH, SAHF, Home4Life, DHPW, DCJ, NRAS, CHRA, MSD, other fee-for-service, community development funding, international projects

Increased contribution by customers and stakeholders to social and environmental impact

Social outcomes matrix, Results based accountability, Social return on investment

How we measure

Tenant satisfaction

Overall and with property condition

Profitability as a % of revenue is appropriate Increased level of sector influence

NRSCH, Annual Report

High levels of staff engagement for both new recruits and long serving staff

AON Hewitt Staff Engagement Surveys or similar

Scale as measured through number of properties and sites

Increase in property numbers/sites per internal reporting

ACROYNMS

ACFID	Australian Council for International Development
AI	Artificial intelligence
ANCP	Australian NGO Cooperation Program
CHP	Community Housing Provider
CHRA	Community Housing Regulatory Authority NZ
DCJ	Department of Communities and Justice (formerly FACS)
DFAT	Department of Foreign Affairs and Trade
DHPW	Qld Department of Housing and Public Works
ECOSOC	United Nations Economic and Social Council
FACS	NSW Department of Family and Community Services
GAP	General Assembly of Partners
GAS	Grow A Star Program
H4L	Home4Life is an SPV with BlueCHP & Lighthouse Capital for circa 65 Group Homes with potentially 380 residents/customers in NSW.
INGO	International Non Government Organisation
MPP	MyPlace Property
MPPM	MyPlace Property Maintenance
MSD	Ministry of Social Development NZ
NDIS	National Disability Insurance Scheme
NGO	Non Government Organisation
NRSCH	National Regulatory System for Community Housing (Registrar)
NZ	New Zealand
P5	an ethical framework for the promotion of People, Place, Planet, Partnership and Performance.
QSC [NDIS]	Quality and Safeguards Commission - National Disability Insurance Scheme
RCP	Representative concentration pathways – set of four standard scenario ratings used by climate scientists as a basis to describe how the climate will fare in the year 2100, the higher the rating the more carbon dioxide emitted into the atmosphere.
SAHF	Social and Affordable Housing fund - A development and management program involving private developers, NSW State and Compass as manager and social regeneration facilitator.
SDA	Specialist Disability Accommodation
SDG	Sustainability Development Goals
UN	United Nations
US	United States
WUC	World Urban Campaign

