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<td>17</td>
<td>Acronyms</td>
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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

<table>
<thead>
<tr>
<th>Improvement in our social impact</th>
<th>Market leading customer satisfaction</th>
<th>Stakeholder engagement levels are maintained or improved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased contribution by customers and stakeholders to social and environmental impact</td>
<td>Contractual obligations exceeded</td>
<td>High levels of staff engagement for both new recruits and long serving staff</td>
</tr>
<tr>
<td>Scale, as measured through number of properties and sites</td>
<td>Profitability as a percentage of revenue is appropriate</td>
<td>Increased level of sector influence</td>
</tr>
</tbody>
</table>
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.
OUR SIGNATURE ATTRIBUTES

- Collaborative Property & Asset Management
- Leading & Influencing Customer satisfaction with our services
- Creating Opportunities for customers
- Innovative Employer of Choice
- Resilient Property & Asset Management
FOCUS AREAS & KEY INITIATIVES

1. Grow
   - Excellent implementation of contracts & partnership agreements
   - Seize opportunities presented for growth by governments or other organisations
   - 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
   - Impact policy and service delivery for homeless persons in our main regions of operation

▪ Engage customers and communities
▪ Lead advocacy and pioneering delivery
▪ Enable staff and partners
▪ Strengthen systems innovation
▪ Sustain finances and impact
▪ Grow
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

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
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

1. Streamed infotainment platform available with a mixture of customer information, showcasing great stories and providing both information and entertainment that gains strong following.

   Timeframe ... 3-5 years

2. Strengthen status as an international social media influencer / advocate for housing, homelessness and development activities.

   Timeframe ... 3-5 years

3. Empower our customers to engage and participate in community life with 10% actively involved in delivering Compass mission.

   Timeframe ... 5-7 years

4. Compass Hub model recognised methodology for supporting localised development activities for economic, social and community benefit in less developed nations.

   Timeframe ... 5-7 years

5. Provide support, employment and training opportunities directly and in partnership that increases customers actively volunteering, learning and in employment.

   Timeframe ... 7-10 years

6. New brand and structure enables merger attractiveness and at least 2 occur.

   Timeframe ... 7-10 years
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:

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

Timeframe

SDG LINKED GOALS
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

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

Timeframe

... Ongoing
... 1-3 years
... 1-3 years
... 3-5 years
... 3-5 years
... 5-7 years
... 7-10 years
... Ongoing
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**

**How we will achieve this**

1. Deliver web-based solutions to support communication, sharing and access to information and account self management options for Tenants.  

2. Assist and enable customers digital inclusion (e.g. Kiosks for customer and community internet access in all offices and hubs if appropriate)  

3. Data warehouse fully functional for Integrated systems and automated reporting delivery systems available to all staff.  

4. E-docs rolled out and embedded into accounts payable and finance approval workflows.  

5. Implement new compliance management software for electronic contract management, risk hub and policy and procedure management.  

6. Financial and operational systems upgraded / replaced to meet changing needs of diversified operations and governance structures.  

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.  

8. Developments include embed electricity networks where business case demonstrates viable, cost effective alternative for customers.

**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

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   - ... 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
## 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

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

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**How we measure**

<table>
<thead>
<tr>
<th>Tenant satisfaction</th>
<th>Profitability as a % of revenue is appropriate</th>
<th>Increased level of sector influence</th>
<th>Increased level of sector influence</th>
<th>High levels of staff engagement for both new recruits and long serving staff</th>
<th>Scale as measured through number of properties and sites</th>
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<tbody>
<tr>
<td>Overall and with property condition</td>
<td>NRSCH, Annual Report</td>
<td></td>
<td></td>
<td>AON Hewitt Staff Engagement Surveys or similar</td>
<td>Increase in property numbers/sites per internal reporting</td>
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<tr>
<td>Acronym</td>
<td>Definition</td>
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<tr>
<td>ACFID</td>
<td>Australian Council for International Development</td>
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<tr>
<td>AI</td>
<td>Artificial intelligence</td>
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<td>ANCP</td>
<td>Australian NGO Cooperation Program</td>
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<td>CHP</td>
<td>Community Housing Provider</td>
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<td>CHRA</td>
<td>Community Housing Regulatory Authority NZ</td>
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<td>DCJ</td>
<td>Department of Communities and Justice (formerly FACS)</td>
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<tr>
<td>DFAT</td>
<td>Department of Foreign Affairs and Trade</td>
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<tr>
<td>DHPW</td>
<td>Qld Department of Housing and Public Works</td>
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<tr>
<td>ECOSOC</td>
<td>United Nations Economic and Social Council</td>
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<tr>
<td>FACS</td>
<td>NSW Department of Family and Community Services</td>
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<td>GAP</td>
<td>General Assembly of Partners</td>
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<td>GAS</td>
<td>Grow A Star Program</td>
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<tr>
<td>H4L</td>
<td>Home4Life is an SPV with BlueCHP &amp; Lighthouse Capital for circa 65 Group Homes with potentially 380 residents/customers in NSW.</td>
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<td>INGO</td>
<td>International Non Government Organisation</td>
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<td>MPP</td>
<td>MyPlace Property</td>
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<td>MPPM</td>
<td>MyPlace Property Maintenance</td>
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<tr>
<td>MSD</td>
<td>Ministry of Social Development NZ</td>
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<tr>
<td>NDIS</td>
<td>National Disability Insurance Scheme</td>
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<tr>
<td>NGO</td>
<td>Non Government Organisation</td>
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<tr>
<td>NRSCH</td>
<td>National Regulatory System for Community Housing (Registrar)</td>
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<tr>
<td>NZ</td>
<td>New Zealand</td>
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<td>P5</td>
<td>an ethical framework for the promotion of People, Place, Planet, Partnership and Performance.</td>
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<tr>
<td>QSC [NDIS]</td>
<td>Quality and Safeguards Commission - National Disability Insurance Scheme</td>
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<tr>
<td>RCP</td>
<td>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.</td>
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<tr>
<td>SAHF</td>
<td>Social and Affordable Housing fund - A development and management program involving private developers, NSW State and Compass as manager and social regeneration facilitator.</td>
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<tr>
<td>SDA</td>
<td>Specialist Disability Accommodation</td>
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<tr>
<td>SDG</td>
<td>Sustainability Development Goals</td>
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<tr>
<td>UN</td>
<td>United Nations</td>
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<tr>
<td>US</td>
<td>United States</td>
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<tr>
<td>WUC</td>
<td>World Urban Campaign</td>
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