



STRATEGIC PLAN 2020-2030

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ABOUT US

At Home in Place, we provide homes for those in need and create places where people can thrive. With more than 8,000 properties under management, and a track record stretching back for 40 years, Home in Place is one of the largest and most experienced not-for-profit housing charities in the Asia Pacific.

As a global leader in the delivery of social housing, and the fight against housing poverty, we are on a mission to create a world in which all people have adequate and affordable housing and are engaged in sustainable communities. Our special power is the ability to rally people around a proven, replicable, and agile model, that facilitates mutually beneficial outcomes for tenants, governments and investors.

Our tenants benefit from a model of service delivery which integrates tenancy and property management within a broader network of services designed to help clients maximise their economic and social participation. With our government and private sector partners, we have also delivered close to a thousand new homes over the past decade, achieving profound social and economic benefits, at scale.

Home in Place may have started small and local, and it is still proudly Hunter-based, but over the past five years we have expanded rapidly to become a genuinely international NGO with properties in Australia and New Zealand and humanitarian initiatives in the Pacific islands. While housing remains our core business, these days it is the foundation on which we are building a network of socially regenerative products and services to help tackle housing poverty.

Over the life of this Strategic Plan, Home in Place expects to enter new jurisdictions, to grow the number of properties under management, to be first movers in new market segments, to strengthen our relationships with tenants and other stakeholders including by updating our digital presence, and to create campaigns that see more of our fellow citizens join us in the fight against housing poverty.



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

**Providing homes
Empowering people
Connecting
communities
Impacting futures**

OUR VALUES

Empowerment	At Home In Place, we are building a better future by sharing responsibilities and the opportunities and respecting the individual and their community.
Trust:	At Home In Place, we firstly rely on the integrity, honesty and goodwill of our staff, stakeholders ,and partners supported by our policies, processes and technology.
Aspiration:	At Home In Place, we dare to think big and work to achieve our shared mission.
Accountability:	At Home In Place, each of us is responsible for our words, our actions and our results and collectively focus on our values, mission and plan.
Innovation:	At Home In Place, we achieve our mission by challenging the status quo and collectively always working for better.
Sustainability:	At Home In Place, we contribute to sustainable operational and environmental solutions through responsible actions, respect, advocacy and a focus on the long term.
Leadership:	At Home In Place, we are all determined to achieve our mission and encourage and support results that are motivated by decisions and behaviours that reflect our values.
Collaboration:	At Home In Place, our best results are achieved when we work together with honesty and respect.

OUR OUTCOMES

Monitoring our key results



Improvement in our
social & environmental
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

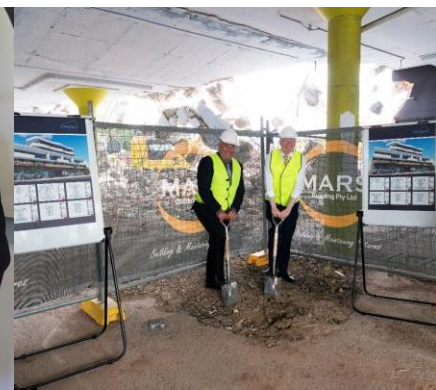
HOUSING A UNIVERSAL RIGHT

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, Sustainability Development Goals and our Environment, Social and Governance (ESG) Reporting.

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 economic 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 are not 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 Home in Place 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.

Home in Place 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, climate resilient, 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 ensures continuation of well-established services and those that will be added in the pursuit of our vision, mission and congruent to our organizational values. It has been developed by the various boards, committees, executive, staff and strategic stakeholders. In 2024-25 we are publishing our ESG Report which includes a self assessment of our performance; as well as input from our key stakeholders

Community
Development



Leading &
Influencing



Creating Opportunities
for customers



Customer
satisfaction with our
services



Employer of Choice



Property & Asset
Management



OUR SIGNATURE ATTRIBUTES

Innovative



Collaborative



Resilient



FOCUS AREAS & KEY INITIATIVES

1

GROWTH

HOME in PLACE will seek positive growth for the people & places we serve, and growth in performance as a for-purpose organisation

- Expand diverse services and commercial business opportunities nationally and internationally
- Progress implementation of opportunities with international indigenous populations
- Actively pursue philanthropic funding opportunities.
- Expand NDIS/SDA into other states
- Actively pursue opportunities to provide additional housing

2

ENGAGE

HOME in PLACE engages with stakeholders to promote, end to poverty and hunger and equality for all

- Emphasise our ESG credentials when engaging with governments, private sector and philanthropic groups to improve our outcomes
- Engage and empower customers to participate, achieving 10% involvement in social and environment programs with measurable outcomes
- Develop and promote P5 Framework, digital inclusion and HUB models
- Provide and increase access to support, volunteering, employment and training opportunities
- Grow a Star program is operating nationally and internationally
- Home in Place is a well-known respected international provider of housing and community services

3

ADVOCACY

HOME in PLACE will lead advocacy to influence improved affordable housing options and service delivery outcomes

- Develop a strategy and structure that supports our delivery of advocacy nationally & internationally
- Build influence and action through UN involvement
- Work with the Pacific Island governments & indigenous peoples to provide positive impacts to priority areas.
- Develop and deploy a campaign-based marketing and communication plan to strengthen status

4

ENABLE

HOME in PLACE will embed a strong workplace culture and practices that promote the wellbeing of all staff

- Advance workplace culture that supports diversity, flexibility and mobility which underpins high staff retention and engagement
- Harness workplace training and education to develop high performing professional teams
- Prioritise internal career development and advancement
- Continue to build capacity and capability for staff to deliver efficient and effective services
- Further embed health, safety & wellbeing culture and practices in all areas of the workplace
- Explore opportunities to buy, renovate and sell properties through MPPM to generate employment opportunities for customers and profit to further our mission

5

INNOVATION

HOME in PLACE innovates to create sustainable ways to meet the needs of all our stakeholders and invest in technology to drive systemic innovation

- Build capacity and capability of staff to deliver innovation in the workplace and Investment in technology enabling systemic innovation
- Deliver web-based solutions for enhanced access to information that empower tenants
- Digitise Operational procedures to improve data integrity and support reporting and AI initiatives
- Develop high-level disaster recovery expertise
- R&D resource allocation with appropriate risk appetite to deliver innovation a& develop potential revenue streams

6

SUSTAIN

HOME in PLACE will build a diverse sustainable organisation to support people and planet

- Develop new diversified business streams
- Deliver sustainable ethical corporate and financial management
- Promote and deliver ESG (SDG) outcomes
- Through new construction methods develop innovative and sustainable housing developments

HEADLINE OBJECTIVES

Become an internationally recognised INGO for housing and sustainable communities (place)

Increase brand awareness in all operating and anticipated operating areas

Manage 15,000 properties/tenancies in AUS and 2,000 in NZ

MPPM is earning profits that supports the Home in Place mission providing maintenance services nationally and internationally

National NDIS provider of choice achieving a market share of 10% for the delivery of disability housing and specialist disability accommodation across Australia

Fulfill property acquisition and development targets and maintain compliance with contractual agreements and key performance outcomes

Achieve DFAT accreditation, /World Bank IDB recognition as an INGO in delivering housing and community solutions across the Asia Pacific region

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

Empower our tenants to engage and participate in community life with 10% actively involved in delivering the Home in Place mission

Recruit an engaged group of supporters to amplify the effect of Home in Place advocacy campaigns

P5 Framework - Performance, People, Place, Planet, Partnership is embedded into Home in Place operations and is promoted internationally

Establish the Home in Place Hub model as a recognised methodology for supporting localised development activities for economic, social and community benefit in less developed nations

Maintain overall customer satisfaction of 90% or more

Operating in at least three states and three countries as a community housing provider or a provider of other human services and business operations

Staff engagement scores continue to be reflective of employer of choice

Consistently achieve registration and/or accreditation under the various government regimes for housing and other services

Implement systems solutions that provide customers with real time access to information and technological solutions that enable an access and engagement with services

Research and implement suitable diverse business/service streams

Financial returns support existing and future commitments and underpin expansion



Watch the 2023 Board & Executive Strat Plan GMD Update

Focus Area 01 - Grow

Home in Place aims to grow through:

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

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



How we will achieve this

	Timeframe	Year
1. Launch a real estate entity commencing from 2025.	... 1-3 years	2023
2. Be a National NDIS provider of choice and expand SDA / Disability housing market share to 10%.	... 1-3 years	2023
3. MPPM earning profits that support Home in Place’s mission and providing maintenance services nationally through an internationally transportable business model to NZ, US and Canada.	... 3-5 years	2025
4. Research and development and if approved entry into Asia Pacific market as a CHP.	... 3-5 years	2025
5. Home in Place delivering self-sustaining and profitable services in the US and Canada.	... 5-7 years	2027
6. Office in Vanuatu and another Pacific Island from Australia and another under auspices of NZ office	... 5-7 years	2027
7. Grow A Star self funded and operating nationally and internationally.	... 7-10 years	2030
8. Grow Australian tenancy management services to 20,000 properties (including SDA).	... 7-10 years	2030
9. Grow New Zealand tenancy management services to 2,000 properties.	... 7-10 years	2030

Focus Area 02 -Engage Customers and Communities

Home in Place engages customers and communities through:

- Review the operating paradigm of Home in Place 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

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

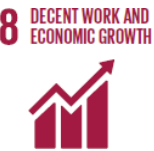
11 SUSTAINABLE CITIES AND COMMUNITIES

17 PARTNERSHIPS FOR THE GOALS

How we will achieve this

		Timeframe	Year
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	2025
2.	Strengthen status as an international social media influencer / advocate for housing, homelessness and development activities.	... 3-5 years	2025
3.	Empower our customers to engage and participate in community life with 10% actively involved in delivering Home in Place mission.	... 5-7 years	2027
4.	Home in Place Hub model recognised methodology for supporting localised development activities for economic, social and community benefit in less developed nations.	... 5-7 years	2027
5.	Provide support, employment and training opportunities in partnership, that increases customers actively volunteering, learning and in employment.	... 7-10 years	2030
6.	New brand and structure enables merger attractiveness and at least 2 occur.	... 7-10 years	2030

Focus Area 03 -Lead Advocacy & Pioneering Delivery



- Home in Place leads advocacy and pioneering service delivery by:
- Building influence and action through our UN involvement
 - Positively impacting Pacific Islands development
 - Impacting policy & service delivery for people experiencing housing poverty in our main regions of operation

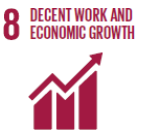
How we will achieve this

		Timeframe	Year
1.	Achieve and maintain DFAT/MFAT 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	2023
2.	Achieve major social media influencing presence through expanded Communications Department.	... 1-3 years	2025
3.	Behavioural psychologist input into various mission activities and the P5.	... 3-5 years	2025
4.	Health service provision enabling aging in place.	... 5-7 years	2027
5.	Coordinate overseas development activities funded by ANCP grants from DFAT/MFAT.	... 5-7 years	2027
6.	Maintain UN involvement with memberships and committee representation on ECOSOC, GAP, WUC, ... Global Compact and Global Compact Australia.	Ongoing	2030
8.	Research and publish knowledge to address major social challenges to support Home in Place mission through inhouse expertise or partnering with University Research Centres.	... Ongoing	2030
9.	Develop and deploy a campaign-based marketing and communication plan to strengthen status as an international influencer / advocate, and engage supporters	... Ongoing	2030

Focus Area 04 -Enable Staff and Partners

Home in Place 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



How we will achieve this

	Timeframe	Year
1. Strong mission-oriented culture embedded across all departments and practices.	... Ongoing	2023
2. Enable mobile workforce – contemporary work practices	... 1-3 years	2023
3. Increased executive membership and representation on subsidiary boards and standing operation-oriented committees.	... 1-3 years	2023
4. Digitisation of HR processes for efficiency, mobility and sustainability.	... 3-5 years	2025
5. Develop a highly skilled team of community participation officers able to deliver a comprehensive program of assets-based community development.	... 3-5 years	2025
6. Tenants outcomes for jobs, businesses, education developed and achieved.	... 7-10 years	2030
7. Capacity building of staff and customers to maximise benefits of digitisation, AI and smart technology solutions.	... Ongoing	2030

Focus Area 05 –Strengthen Systems Innovation

Home in Place strengthens systems innovation through:

- 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

9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE



12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



How we will achieve this

	Timeframe	Year
1. Deliver web-based solutions to support communication, sharing and access to information and account self management options for Tenants.	... 1-3 years	2023
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	2023
3. Data warehouse fully functional for Integrated systems and automated reporting delivery systems available to all staff.	... 1-3 years	2023
4. E-docs rolled out and embedded into accounts payable and finance approval workflows.	... 1-3 years	2023
5. Implement new compliance management software for electronic contract management, risk hub and policy and procedure management.	... 3-5 years	2025
6. Financial and operational systems upgraded / replaced to meet changing needs of diversified operations and governance structures.	... 5-7 years	2027
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	2027

Focus Area 06 -Sustain Finances and Impact



How we will achieve this

Home in Place 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	Year
1. Deliver sustainable and ethical corporate and financial management through diversified revenue streams and achieving budgeted operating profit margins.	... Ongoing	2023
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	2025
3. Explore opportunities to buy, renovate and sell properties to generate employment opportunities for customers and profit to further our mission.	... 3-5 years	2025
4. Be a recognised leader for promoting and delivering SDG outcomes and delivering advisory services.	... 3-5 years	2025
5. Promote and market GAS services to attract donations and philanthropist investment.	... 7-10 years	2027
6. Establish a structure and division/s to deliver expanded and diversified services based on strong governance and compliance with regulatory requirements.	... 7-10 years	2030
7. Be recognised as a A-AAA credit rated organisation and attracting large investor funds into affordable housing in various locales.	... 7-10 years	2030

We are committed to enhancing our environmental, social and governance (ESG) performance

Adopting ESG Reporting Framework

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 maximising our impact

Implement new technology and digital platforms to facilitate engagement and advocacy

How we measure

High tenant satisfaction and engagement in our communities

Satisfaction and engagement levels in programmes and property care

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
ESG	Environment, Social and Governance Reporting
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
MFAT	Ministry of Foreign Affairs and Trade New Zealand
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 Home in Place as manager and social regeneration facilitator.
SDA	Specialist Disability Accommodation
SDG	Sustainability Development Goals
UN	United Nations
WUC	World Urban Campaign

Board approved 27/5/2024