

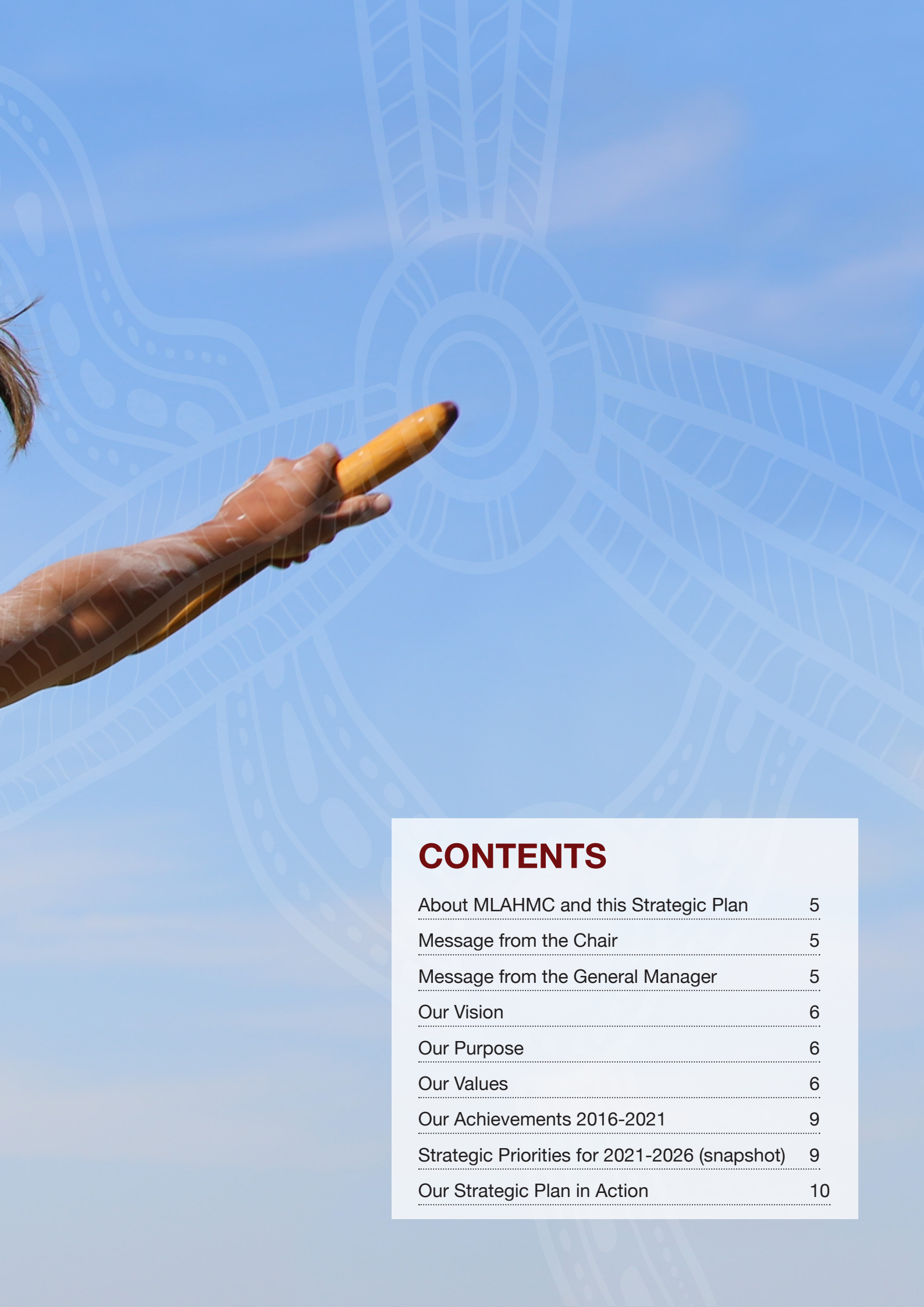
GETTING STRONGER, TOGETHER.



MLAHMC STRATEGIC PLAN
2021-2026







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ABOUT MLAHMC AND THIS STRATEGIC PLAN

Our organisation is the largest Aboriginal housing management organisation in New South Wales. We started operations in 2004 to manage the collective housing stock of eight organisations and today we manage more than 750 properties in various communities between Lithgow in the east and Wilcannia in the west, Wagga Wagga/Dareton in the south and Goodooga/Enngonnia in the north.

We pride ourselves on being a strong and successful community-controlled organisation, run by Aboriginal people, for Aboriginal people. We do what we do because we believe that quality housing is a strong foundation for thriving communities.

We envision a strong future for Aboriginal people living in central and far western New South Wales. In that future, we plan to be there, on the ground, continuing to support our communities through the work that we do. This may be through quality community housing, access to

affordable housing opportunities or rent-to-own schemes or other services that we provide in response to the needs and aspirations of our communities.

Over the course of this strategic plan (2021-2026) we will be building upon our strengths and past successes to continue providing effective, high-quality and tenant-focused housing services, while investigating opportunities for the delivery of other related services that will best serve the communities where we operate. We will also contribute to the renewal, better design and development of high-quality housing stock for our tenants to better meet their needs both now and into the future.

Building upon our achievements to date, we will continue to work collaboratively with our partners and through our networks to enable the best possible outcomes for our tenants and their communities. Because we're stronger, together.

Message from the Chair

MLAHMC Ltd's strength has always been its ability to continually improve the service we deliver, at heart lies a strong proud Aboriginal controlled company with cultural roots to the land and waterways it operates on.

"As an Aboriginal organisation, our vision is for stronger and healthier families and communities through the provision of sustainable, quality housing and related services"

As Chairperson and on behalf of the Board we take our vision seriously and intend to deliver this through our "Getting stronger, together" strategic plan 2021 – 2026. This is a challenge but one we are looking forward to.

The foundation for our success was set in our 2016 – 2021 strategic plan with many milestones achieved & through the leadership of the Board and executive team, we will achieve our strategic priorities for 2021 - 2026.

- Karen Hartley

Message from the General Manager

In last the five years the Aboriginal Housing Sector has seen a lot of change especially with the introduction of the National Regulatory System of Community Housing – new standards that replace the old compliance.

This means MLAHMC Ltd's service delivery will be rigorously assessed and our modeling needs to improve to achieve the new expectations, ultimately to better the lives of our tenants.

We understand this cannot be done on our own and we will work with our Tenants, Owners, Regulator, Government Agencies, Non-Government Organisations and Advocacies to achieve our strategic priorities.

As an Aboriginal man I am proud to lead the team to achieve these goals set by the Board and to enhance the lives of Aboriginal people who depend on the vital services we deliver.

- Seth Toomey

OUR VISION

As an Aboriginal organisation, our vision is for stronger and healthier families and communities through the provision of sustainable, quality housing and related services.

Our Purpose

We exist to:

- Provide effective, high-quality and tenant-focused Aboriginal housing and other services.
- Genuinely engage with Aboriginal people and communities in how we make our decisions.
- Engage in business and community development, and provide training and employment services, to support our vision.
- Build relationships based on confidence and trust with appropriate partner organisations and the wider community.
- Be a viable and efficient Aboriginal controlled organisation that is accountable to its stakeholders.
- Be a leader in our industry, and a strong advocate for the renewal and development of quality housing stock in the communities we serve.



Compassion



Transparency



Commitment



Sustainability



Innovation

Our Values

We achieve our vision, purpose and goals through:

- Compassion and respect for culture, community and each other, including for the privacy of tenants and communities.
- Transparency, accountability, integrity, and trust.
- Commitment – to our organisation, staff and the communities we serve.
- Sustainability, quality and excellence in what we do.
- Innovation and leadership.







OUR ACHIEVEMENTS 2016-2021

During our last strategic plan (2016-2021) we celebrated a number of achievements that we will build upon over the course of this strategic plan:

- Successful design and implementation of regional service delivery model to ensure a strong tenant-focus in the communities we serve.
- Continued and genuine engagement of our staff with our tenants and property owners.
- Successful delivery of tenant support and education programs.
- Successful implementation of a new corporate governance framework by our board and executive team.
- Playing a leadership role in the formation and ongoing work of the Aboriginal Community Housing Industry Association (ACHIA).
- Recognition by the Aboriginal Housing Office (AHO) as a Growth Provider.
- Acquisition of owned housing stock.
- Achievement of registration through the National Regulatory Scheme for Community Housing.
- Adaptability and resilience of our workplace during the COVID-19 pandemic with a focus on ensuring the health and safety our team and the communities we serve, especially our Elders.

Strategic Priorities for 2021-2026

Over the course of 2021-2026 we will work towards our vision, achieve our purpose and live our values by:

1. **Tenant Focus:** Building a relationship of accountability between MLAHMC and our tenants, through housing and other services that we provide in their communities.
2. **Advocacy and Collaboration:** Advocating and collaborating for the communities that we serve.
3. **Communication and Engagement:** Communicating and genuinely engaging with our key stakeholders.
4. **Financial Sustainability:** Continuing to build the financial sustainability and adaptability of our organisation.
5. **Quality Housing:** Contributing to the renewal, better design and development of high-quality housing stock for our tenants.





OUR STRATEGIC PLAN IN ACTION

We will work towards these strategic priorities over the course of 2021-2026 as follows:

- 1. Building a relationship of accountability between MLAHMC and our tenants, through housing and other services that we provide in their communities.**
 - a. Through our networks, considering and developing proposals for tenant support and education and contributing to their successful implementation (see also strategic priority 2.2).
 - b. Exploring opportunities to expand our services into complementary areas that will support strong outcomes for our tenants.
 - c. Communication and genuine engagement with tenants about how MLAHMC's services are delivered and their housing and related needs.
- 2. Advocating and collaborating for the communities that we serve.**
 - a. Developing and participating in networks through AHCIA, with other ACHPs and NSWALC - and providing leadership on key issues affecting our tenants
 - b. Through these networks, working together to strengthen the sector and improve outcomes for our tenants. When working together, this may include:
 - Advocating and working with government to ensure better overall housing policy for Aboriginal tenants.
 - Considering and developing proposals for tenant support and education, access to affordable housing and rent-to-own schemes and contributing to their successful implementation.

- Advocating and working with government and industry to ensure quality housing stock including programs for repairs and maintenance, renewal and the design and building of appropriate housing stock for our tenants
- Using research and data collection to support an evidence-based approach to all of the above (including an audit of the condition of housing stock demonstrating the need for repairs and maintenance and renewal of housing stock).

- Participating in strategic partnerships that are aligned with our values and will better enable us to deliver on our purpose – this may include government, industry, universities and not-for-profits.

3. Communicating and genuinely engaging with our key stakeholders.

- Building strong relationships with housing stock owners and developing a clear understanding of each other's capacities, interests, roles and responsibilities.
- Communication and genuine engagement with tenants about how MLAHMC's services are delivered and their housing and related needs (see also strategic priorities 1.3 and 5.1).
- Undertaking an advocacy, leadership and education role through our networks, and with industry and government on behalf of our tenants and towards better tenant support and education (see also strategic priorities 1.1 and 2.2).
- Upskilling our staff to enhance their capacity to make referrals and provide linkages between our tenants and other support services, and to collect data that will enable an evidence-based approach to the work that we do.

4. Continuing to build the financial sustainability and adaptability of our organisation.

- Exploring, prioritising and securing

alternative sources of funding/revenue that are aligned with our vision, values and purposes, for example through delivery of housing and other services and fundraising/grants/bequests.

- Continuing to build a balanced portfolio of quality housing stock under management towards our long-term financial sustainability through:
 - Developing and implementing proposals for acquisition of additional managed housing stock, where feasible.
 - Leveraging of key growth areas to enhance the health of our housing portfolio.
 - Continually reviewing our portfolio and considering opportunities for the further acquisition and use of owned stock.

- Continually improving our systems and processes to ensure our resilience and adaptability to the environment in which we operate and towards our long-term financial sustainability.
- Achieving and Maintaining NRSCH registration and planning towards Tier 1 registration and development of owned stock.

5. Contributing to the renewal, better design and development of high-quality housing stock for our tenants.

- Communication and genuine engagement with tenants about their housing and related needs (see also strategic priorities 1.3 and 3.2).
- Continually improving our systems and processes for asset management to increase tenant satisfaction.
- Through our networks, advocating and working with government and industry to ensure quality housing stock including programs for repairs and maintenance, renewal and the design and building of appropriate housing stock for our tenants (see also strategic priorities 2.2c and 2.2d).



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