



# SHELTER TASMANIA

## STRATEGIC PLAN 2015-2018

### VISION

An affordable, appropriate, safe and secure housing system and an end to homelessness.

### MISSION

To provide a collective voice for services and service users to effect positive change in the housing and homelessness sector.

FOCUS AREAS	STRATEGIES	KEY PERFORMANCE INDICATORS
Viability	Review our Constitution	<ul style="list-style-type: none"> <li>Amended Constitution</li> <li>New governance model</li> </ul>
	Continue quality assurance processes	<ul style="list-style-type: none"> <li>Quality Assurance policies and procedures</li> </ul>
	Undertake succession planning for the Board and CEO	<ul style="list-style-type: none"> <li>Succession Plans</li> </ul>
	Grow our membership and keep members engaged; remaining relevant, credible and useful <b>Note:</b> given saturation (all services are members of Shelter Tas) and amalgamation of services, we may be retaining coverage, but our membership numbers may not increase	<ul style="list-style-type: none"> <li>Membership Engagement Strategy</li> <li>Member survey</li> <li>85% member satisfaction</li> <li>Regional Representation</li> </ul>
	Continue to meet compliance and funding requirements	<ul style="list-style-type: none"> <li>Reports meet legal and funding requirements</li> <li>An effective outcomes reporting framework in place</li> <li>A diverse, skilled and representative board</li> </ul>
	Raise the profile of Shelter Tasmania	<ul style="list-style-type: none"> <li>Communication and Media Strategy</li> <li>Survey (Profile increase)</li> </ul>
	Develop and maintain strategic partnerships	<ul style="list-style-type: none"> <li>Number of partnerships and collaborations</li> <li>Number of joint activity</li> </ul>
	Diversify funding streams	<ul style="list-style-type: none"> <li>Increased diversity of funding</li> <li>Positive cash flow</li> <li>Adequate funding for current operation and future growth</li> </ul>

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<b>Viability</b>		<ul style="list-style-type: none"> <li>• % of funding from sources other than Housing Tas</li> </ul>
	Maintain and grow our capacity to provide training or broker it	<ul style="list-style-type: none"> <li>• Number of training sessions</li> </ul>
	Increase funded staffing positions	<ul style="list-style-type: none"> <li>• Workforce Development Officer</li> <li>• Consumer Engagement Officer</li> </ul>
	Ensure staff development and health and wellbeing	<ul style="list-style-type: none"> <li>• High retention of staff</li> <li>• Staff feedback</li> <li>• Staff Satisfaction</li> <li>• A resourced and skilled team</li> </ul>
<b>Consumer Engagement</b>	Lobby for funding	<ul style="list-style-type: none"> <li>• Consumer Project funded and implemented</li> </ul>
	Educate Stakeholders using the CES report	<ul style="list-style-type: none"> <li>• Number of training sessions for the sector</li> </ul>
	Establish partnership with CHP Victoria and PESP	<ul style="list-style-type: none"> <li>• Partnership established</li> </ul>
	Initiate and implement a Consumer Engagement Strategy based on the Report recommendations	<ul style="list-style-type: none"> <li>• Consumer Engagement Strategy</li> <li>• Communication Strategy</li> </ul>
	Develop mechanisms for the Consumer Voice	<ul style="list-style-type: none"> <li>• BHF, TYHHG, SHS and WESP meetings all work in partnership with consumers</li> <li>• Partnership with other Peak Bodies (eg COTA)</li> </ul>
	Develop a kit for services, including a check list, cheat sheet and briefing notes	<ul style="list-style-type: none"> <li>• Consumer Engagement Kit/resources</li> </ul>
	Identify and draw on existing processes in member organisations and assist members to develop strategies to involve service users in their services	<ul style="list-style-type: none"> <li>• Number of members with Consumer Engagement strategies</li> <li>• Number of consumers engaged</li> <li>• Consumer Engagement Strategy Fact Sheet</li> </ul>
	Provide a consumer perspective to government	<ul style="list-style-type: none"> <li>• Number of times contacted by government</li> </ul>
	Enhance the Consumer voice through, for example, tenant and homelessness groups	<ul style="list-style-type: none"> <li>• Number of Consumer contributions</li> </ul>
	Involve people who use member services in Shelter Tas activities and core business	<ul style="list-style-type: none"> <li>• Number of service users involved</li> </ul>
<b>Capacity Building</b>	Continue and grow the Workforce Development Project	<ul style="list-style-type: none"> <li>• Workforce Development Project milestones achieved</li> <li>• Additional/ongoing funding</li> </ul>

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<b>Capacity Building</b>	Identify training funding and ensure a balance of accredited and skills based training across housing and homelessness	<ul style="list-style-type: none"> <li>• Funding identified</li> <li>• Number of successful applications for funding</li> <li>• Number of training sessions</li> </ul>
	Increase knowledge and awareness of government policies and direction to improve informed decision making amongst our members	<ul style="list-style-type: none"> <li>• Member feedback</li> <li>• Agenda item on SHS</li> <li>• Awareness of National policy issues</li> </ul>
	Continue consultative mechanisms	<ul style="list-style-type: none"> <li>• Number of regional meetings</li> <li>• Number of Sector forums</li> <li>• Number of meetings with the sector</li> <li>• Consultations on Green and White paper on Federation</li> </ul>
	Gather information and feedback from the sector on outcomes based reporting	<ul style="list-style-type: none"> <li>• Consultation (formal and informal)</li> <li>• Regional meetings</li> <li>• Peaks Network meetings</li> </ul>
	Plan and deliver a Mini-conference	<ul style="list-style-type: none"> <li>• Mini-conference held</li> </ul>
<b>Systemic Advocacy</b>	Continue analysis and policy work through research of contemporary policies and directions and their impact	<ul style="list-style-type: none"> <li>• Number and quality of submissions</li> </ul>
	Consult with stakeholders and the community sector	<ul style="list-style-type: none"> <li>• Number of regional meetings</li> <li>• Number of Consumer forums</li> <li>• Number of meetings with the sector</li> <li>• Consumer Engagement Strategy</li> </ul>
	Develop submissions	<ul style="list-style-type: none"> <li>• Number of Submissions</li> </ul>
	Update communication and media strategy	<ul style="list-style-type: none"> <li>• Communication Strategy updated</li> <li>• “Brand” Recognition</li> <li>• Number of media releases and ‘uptakes’, tweet and facebook followers</li> <li>• Fortnightly newsletter</li> </ul>
	Contribute to campaigns and events to change community perceptions of housing and homelessness, resulting in community buy-in and ownership of the issue	<ul style="list-style-type: none"> <li>• Number of housing and homelessness focused campaigns and events participated in</li> </ul>
	Undertake issues focused lobbying	<ul style="list-style-type: none"> <li>• Number of meetings with politicians</li> <li>• Number of meetings with government officers</li> </ul>

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<b>Systemic Advocacy</b>		<ul style="list-style-type: none"> <li>• Number of media events</li> </ul>
	Maintain and develop purposeful, strategic relationships	<ul style="list-style-type: none"> <li>• Number of invitations to be on Advisory Bodies</li> <li>• Effective stakeholder management</li> <li>• Number of strategic relationships and activities</li> </ul>
	Work collaboratively with the Peaks Network	<ul style="list-style-type: none"> <li>• Membership of the Tasmanian Peaks Network</li> <li>• Membership of the National Network</li> </ul>
	Work collaboratively with National Partners (National Shelter, Homelessness Australia, CHIA)	<ul style="list-style-type: none"> <li>• National policy hook-ups</li> <li>• National working groups</li> </ul>