




VENTURE
HOUSING COMPANY



Strategic Plan 2022-2025

Creating futures
through affordable housing





We acknowledge the Traditional Owners and custodians of the land and country on which we live, learn and work throughout Australia and their continuing connection to land, sea and community. We pay our respects to them, their cultures and to their elders past, present, and emerging.

Background and approach to our Strategic Plan



This refreshed Strategic Plan 2022-2025 (The Plan) is underpinned by our values and principles and includes a new Purpose and Vision to align with the current and future operating and policy environment. This environment includes significant reforms and commitments from the Territory and Commonwealth Governments, including initiatives in the *Northern Territory Community Housing Growth Strategy 2022-2032*.

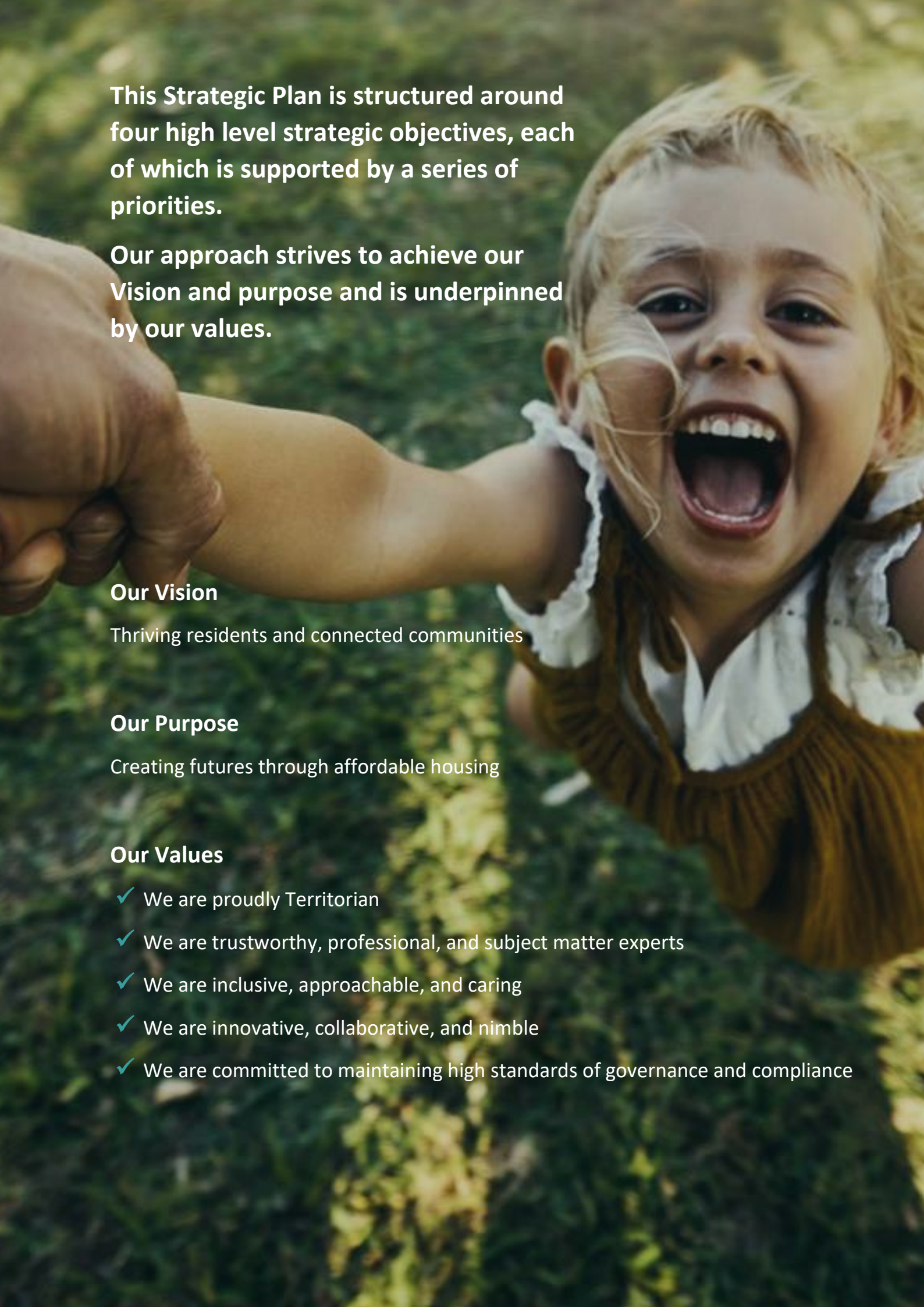
The Plan aims to position Venture as a leading community housing provider that strives to achieve positive impacts for tenants and communities in the Northern Territory. It builds on Venture's solid foundations, robust governance and systems in which we have invested in preparation for sustainable growth. The Plan commits to continued investment in the organisation, our team, our tenants, our homes and the communities in which we operate across the Territory.

The Plan recognises social and affordable housing as essential social economic infrastructure and important market segments, essential to thriving residents and communities, and ultimately to the growth and prosperity of the Northern Territory.

Its priorities include initiatives aimed at achieving organisational sustainability through robust governance, and delivering effective and innovative housing products and services which facilitate housing pathways for applicants and tenants. It recognises that values aligned partnerships and strong leadership are essential ingredients to achieving success. Importantly, this Plan embeds our commitment to excellence in services for our tenants, to facilitate access to opportunities so they can achieve their aspirations and live their best lives.

The priorities strongly align with

- ✓ our Asset Portfolio Strategy,
- ✓ our Strategic Asset Management Plan,
- ✓ our renewed Risk Appetite Statement and Risk Framework, as well as;
- ✓ the Northern Territory Government *Community Housing Growth Strategy 2022-2032*.



This Strategic Plan is structured around four high level strategic objectives, each of which is supported by a series of priorities.

Our approach strives to achieve our Vision and purpose and is underpinned by our values.

Our Vision

Thriving residents and connected communities

Our Purpose

Creating futures through affordable housing

Our Values

- ✓ We are proudly Territorian
- ✓ We are trustworthy, professional, and subject matter experts
- ✓ We are inclusive, approachable, and caring
- ✓ We are innovative, collaborative, and nimble
- ✓ We are committed to maintaining high standards of governance and compliance

Our four Strategic Objectives

What they mean

1

Delivering
innovative growth
& sustainability

We drive innovative housing solutions in collaboration with others. Our portfolio growth and service offerings are agile and responsive to changing market needs and adapt to ensure the current and future needs of households are met. Our financial strategy is robust, and evidence based. Our decisions and operating model focus on short, medium, and long-term horizons and ensure the organisation is sustainable. We measure our effectiveness and our impacts using metrics which demonstrate our financial, social, environmental, governance and quality of service, and importantly that we are striving towards our Vision.

2

Engaging with
and responding to
our tenants &
communities

Our tenants and communities are at the heart of everything we do. We seek to enable access to quality, affordable, safe and secure homes. We seek to provide a place to call home for our tenants so they can live their best lives. We are committed to genuine engagement, hearing tenant voices and acting on their feedback and ideas so the services we deliver are tailored, responsive and impactful.

3

Collaborating
for Impact

We are a leading community housing provider and trusted by our stakeholders and partners. Our expertise, knowledge and demonstrated performance in social and affordable housing are leveraged through trusted relationships and collaborations that drive innovative, practical, and sustainable housing solutions. Our partnerships are essential to delivering on our Vision and our collaborations leverage collective value and expertise to make an impact in the lives of our tenants and communities.

4

Supporting and enabling
our team to lead & achieve

Enabled staff, through processes, systems and knowledge, effectively deliver high-quality services to our customers and tenants, underpinning long term financial sustainability of Venture. The authorising environment and organisational capability facilitates leading engagement in conversations with key stakeholders and Venture is regarded as a trusted industry leader. Drives and enables values aligned behaviours, a shared vision and builds a culture based on trust, teamwork, customer focus and innovation. Provides each team member with understanding of how they contribute to Venture's Vision. Our people are highly professional and equipped with the capability to effectively undertake their roles and aspire to career opportunities. Our services are quality, evidence based, responsive and culturally safe.

Our Priorities to deliver on our Strategic Objectives

Objective	Priority	Measuring success
<p>Delivering innovative growth & sustainability</p>	<ul style="list-style-type: none"> 1.1. Diversify our revenue streams to strengthen organisational sustainability and growth 1.2. Drive business systems and operational efficiencies including use of new technologies to deliver cost effective business 1.3. Develop and implement a Financial Strategy that effectively supports our growth agenda. 1.4. Embed our Portfolio Strategy and deliver on our Strategic Asset Management Plan 1.5. Embed Environmental, Social and Governance (ESG) and social impact measures into our suite of performance indicators 1.6. Meet our regulatory and compliance responsibilities and maintain alignment between our Risk Appetite and Framework, our Strategic Plan and associated reporting 	<ul style="list-style-type: none"> ✓ Portfolio under management is 850 by 2023 and 1000 by 2025 ✓ Strategic Asset Management Plan and Portfolio Strategy are delivered ✓ Core tenancy and asset KPIs exceed regulatory requirements ✓ Tier 1 Status achieved ✓ Financial metrics and targets met ✓ Alignment with the Risk Appetite and Framework ✓ Data collection systems and analysis demonstrate achievement of our Social Impact Framework and Environmental, Social and Governance measures
<p>Engaging with and responding to our tenants & communities</p>	<ul style="list-style-type: none"> 2.1. Embed a Tenant and Community Engagement Policy and approach to ensure our tenants have a genuine say and can make meaningful contributions to our operations and planning 2.2. Implement our People and Place and Social Impact Frameworks to drive and measure the impacts of our service 2.3. Support tenants to participate in Venture’s initiatives 2.4. Influence and contribute to broader policies and practices on social inclusion and place making and embed this knowledge into our service improvement 	<ul style="list-style-type: none"> ✓ Tenant satisfaction rate is maintained ✓ Service responses and delivery improvements informed by tenant feedback and ideas ✓ Participation rate/ numbers by tenants and residents in Venture/tenant led forums and events ✓ Satisfaction with Venture’s overall engagement and involvement with tenants in operations and policy development ✓ Stakeholder and partners’ feedback ✓ Number of complaints and appeals - substantiated or upheld
<p>Collaborating for Impact</p>	<ul style="list-style-type: none"> 3.1. Identify and build collaborative partnerships which are values and vision aligned 3.2. Proactively influence policy, planning and reforms in housing and economic development in the NT and at National level 3.3. Promote Venture’s brand and profile and the benefits of the community housing sector to existing and new stakeholders through a range of engagement channels 3.4. Implement and evaluate our contracting, procurement and service agreements to continually deliver on our commitments 	<ul style="list-style-type: none"> ✓ The community housing brand and benefits of the model are positively recognised by Venture’s partners and stakeholders. ✓ Tracking and trends in engagement channels including social media and website ✓ Compliance and effectiveness of performance, and delivery of commitments in Service Agreements and Contracts ✓ Requests for engagement/presentation and involvement across diverse sectors and industries increases
<p>Supporting and enabling our team to lead & achieve</p>	<ul style="list-style-type: none"> 4.1. Create a more flexible, fit for purpose workplace and build on our positive organisational culture as we grow and change 4.2. Focus on our customers and our values and embed a culture of reflection and learning 4.3. Implement an Aboriginal Employment Strategy 4.4. Invest in staff training, professional development and cross sector secondments aligned with our strategic objectives and Vision 	<ul style="list-style-type: none"> ✓ Cost to service trends demonstrate efficient and effective services ✓ Organisational culture and staff engagement scores and other key HR metrics ✓ Staff team demographics aligns with the diversity of communities we serve ✓ Aboriginal employment strategy achieves its expected outcomes ✓ The team is adaptable and scaleable – and demonstrates the ability to meet growth opportunities efficiently and effectively

