

2018
2021

How the Strategic Plan was developed

This Strategic Plan was developed by the South Port Community Housing Group Board in 2018. The process involved two workshops all board members and staff. The workshops were facilitated (with great skill) by Michael Henry from the Strategy Shop. Many thanks to all those who contributed their passion, wisdom and experience.

The Strategic Plan sets out our organisational vision, purpose and values. These elements were revisited and the wording refreshed. A significant outcome of this recent planning process, however, was a recognition that SPCHG's core commitments remain largely unchanged. The Strategic Plan also sets out our priorities for action over the next three years. The world in which we live, including the world of social housing, continues to change at a rapid pace. While this Strategic Plan provides a guide for action we will continue to be flexible, creative and responsive as new challenges and opportunities arise.



What we look like in 2018

We are a registered Housing Provider with a capacity of 283 tenancies. We own two properties: 330 Bank Street (40 one-bedroom flats), and 15 Emerald Street (31 bed-sit flats); all other properties are leased, under a 5-year General Lease, from the Victorian State Government. After many years of advocacy and partnership with the Victorian Government all our properties have now be upgraded to provide people with a private bathroom and kitchen rather than shared facilities. This is a level of amenity and privacy that allows people to develop a sense of home.

We are also an accredited Homeless Service Provider through the second arm of our operations, the Youth Housing Support Program, which provides case-managed support to young people aged 15-25 who have been homeless, primarily in the areas of housing, living skills, parenting, education, employment, and relationships.

South Port has consistently focused on meeting the needs of people who have the least access to other housing options.

South Port has consistently focused on meeting the needs of people who have the least access to other housing options. This includes single people of all ages who receive an income from Centrelink and have experienced homelessness. These are the members of our community on the very lowest incomes; people who struggle and/or fail to access private rental housing. South Port has developed a particular tenancy management style to meet the needs of this group. It includes regular personal contact and practical support when tenants are struggling or unwell. Our commitment to provide housing options for single people on the lowest incomes is now firmer than ever.



Our Vision

The change we want to see.

A community where every person has access to safe, secure and affordable housing.



Our Purpose

What we will do to help achieve this change.

We will create safe, secure and affordable housing options in the City of Port Phillip for single adults and young people who have faced homelessness and social exclusion.

We will work with people who are most in need of an affordable, supportive place to live.

We will provide a supportive style of housing management based on personal relationships, empowerment and partnership.

We will create opportunities for the people living in our housing to participate in the local community and share in the benefits of inner-city living.

We will speak up and advocate for the creation of more affordable housing options for people facing homelessness.



Our Values

The way we will work with each other and our partners.

Inclusive and Accepting.

We provide opportunities for a wide range of people who have experienced homelessness and social exclusion. This includes people who have previously found it hard to achieve stable housing.

Fair and Transparent.

We provide people with fair and equal access to our services.

Supportive and Empowering.

We work with people in a warm and respectful way. We encourage them to take responsibility for their own lives.

We provide housing services in a supportive way. We are focused on helping people with a range of complex needs to maintain their housing.

Personal and Respectful.

We work to develop a sense of community based on personal relationships. This includes relationships between staff, Directors, tenants, and neighbours.

We encourage the local community to share responsibility for solving the issue of homelessness.

Ethical and Professional.

We are accountable to our local community. Our members include people who use our services and live in our housing.

We maintain high standards of accountability, transparency and ethics in everything we do.

Courageous and Honest.

We have the courage to challenge the things we see as wrong and stand up for the things we believe in.



Our Goals

The key priorities for our work over the next three years.

Goal 1. To complete housing development projects that deliver 40 new units of community housing owned and managed by SPCHG.

Identified strategies.

- Redeveloping properties owned by SPCHG.
- Exploring opportunities at Fishermen's Bend.
- Exploring opportunities through the City of Port Phillip "In our Backyard" Program.
- Developing partnerships with private developers.
- Developing partnerships with philanthropic organisations.

Goal 2. To further develop, document and communicate our particular model of social housing provision.

Identified strategies.

- Further identifying the key features of the SPCHG model.
- Further documenting the model in a simple and effective way.
- Aligning all policies and practices with the model.
- Communicating the model more widely through the SPCHG website, articles and conferences.
- Communicating the model within DHHS.
- Communicating the model within the COPP – including councillors and staff.
- Developing a strategic partnership with a research institution.





Goal 3. To continue to provide a safe and healthy workplace for staff in an increasingly challenging environment.

Identified strategies.

- Completing an independent safety audit including how staff work with tenants and clients.
- Providing ongoing staff training in trauma informed practice.
- Improving the SPCHG office space in relation to amenity, disability access and security.
- Continuing to develop policies and practices in relation to threatening and violent behaviour.
- Continuing to develop policies and practices in providing outreach services to tenants and clients.

Goal 4. To create a sustainable revenue base for long term financial independence.

Identified strategies.

- Developing and implementing a strategy to attract additional philanthropic funding.
- Developing and implementing a strategy for fund raising.

Goal 5. To increase the quality and range of services provided to tenants and clients.

Identified strategies.

- Completing research into the current unmet service needs of tenants and clients.
- Identifying organisations providing these services and further develop partnerships.
- Exploring additional funding sources and options for SPCHG to directly provide services where gaps are identified.
- Completing an analysis of demand data, including both gender and aboriginality, and implement strategies to match demand data with service outcomes.
- Holding an annual “round table” meeting of all organisations currently providing services to SPCHG tenants and clients.
- Working with local drug and alcohol support services to implement improved harm minimisation strategies and strategies for supporting recovery.

Our Goals *continued*

Goal 6. To reduce energy costs across all properties by 30%.

Identified strategies.

- Exploring all forms of government grants and subsidies for reducing energy costs at SPCHG properties.
- Completing the installation of PV panels (and batteries where required) at every SPCHG property.
- Completing the replacement of all lighting fixtures and globes with LED lighting at every SPCHG property.
- Exploring maximum on-site energy generation options and minimum possible on-site energy consumption options for every new SPCHG property.
- Undertaking initiatives in partnership with tenants to reduce energy consumption.

Goal 7. To actively participate in the campaigns to increase the New Start Allowance and the Youth Allowance

Identified strategies.

- Identifying current campaigns and actively participate.
- Including articles/events/blog on SPCHG website.
- Involving tenants/clients in all campaign initiatives and events.
- Encouraging other community housing organisations to actively participate in the campaign.

