



Business Operations Plan

2019 / 2020

Registered Office: 1A Ballarat Street, Yarraville

Approved 8 August 2019

STRATEGIC OBJECTIVE 1: THE PROVISION OF SECURE, AFFORDABLE AND WELL-MANAGED HOUSING.

1.1 Maintain a Viable Housing Co-operative

Achievement Indicator 1A: Effective Management Support.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Provide adequate support, feedback and supervision to the staff team.	General Manager and Board	Ongoing	Training budget
Conduct Staff Performance Review and mid-term review.	General Manager	July 2019 and March 2020	Wages Budget
Provide adequate support and feedback to the staff team.	Board	Ongoing	Operational budget
Provide training opportunities for staff.	General Manager	Ongoing	Training budget

Achievement Indicator 1B: Effective Asset Management Planning.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Develop new and enhanced Asset Management Plan 2020 – 2025 including review five year capital works planning.	General Manager, Property Coordinator, Tenancy and Property Coordinator and Property Maintenance Committee	March 2020	Operational budget
Encourage tenant members to downsize where possible.	Tenancy Director and Committee and Tenancy and Maintenance Coordinator	Ongoing	Operational budget
Work towards improving property utilisation by acquiring one bedroom plus study and/or two bedroom properties.	Property Development Committee/ General Manager	Ongoing	Operational budget and Property Development budget
Ensure proper pre-planning for major works with tenant member, contractor and property manager.	Property Manager and Property Maintenance Committee	Ongoing	Operational budget

Achievement Indicator 2: Maintain high standard in financial viability and management.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Maintain managerial oversight and review of financial procedures.	General Manager, Finance Coordinator and Finance & Audit Committee	Ongoing	Operational
Ensure governance oversight of annual audit and budget process, as well as monthly financial reports.	General Manager, Finance Coordinator and Finance & Audit Committee	Ongoing	Operational
Enact rigorous budget preparation process to allow proper consultation with relevant stakeholders and review by the Board in a timely manner.	Staff and Board	April – June 2020	Operational
Upgrade to QuickBooks Online Pro and/or Zero software to further streamline financial management.	Finance Coordinator and General Manager	July - September 2019	Operational
Transition to electronic Bank Feed system.	Finance Coordinator and General Manager	September-October 2019	Operational
Maintain responsive process for identifying and responding to rent arrears with template letters via Chintaro.	Finance Coordinator and Tenancy/Maintenance Co-ordinator.	August 2019	Operational
Review rent minimum and maximum rent caps	Finance and Audit Committee	April 2020	Operational
Undertake tenancy management for partner organisation and outsourcing of UHC staff on fee for service basis to ensure financial viability.	Tenancy/Maintenance Co-ordinator, Member Services Coordinator and General Manager	Ongoing	Operational
Commence Member Contribution to solar PV systems.	Finance Coordinator	January 2020	
Develop Capitalisation Policy.	Finance and Audit Committee	July to September 2019	Operational

Achievement Indicator 3: Strategy for responding to the changing needs of members.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Action Older Person Strategy to assist appropriate housing for older members.	Members, Member Services and Administration Officer and General Manager	Ongoing	Member Services, Property Maintenance and Staffing Budget
Referral to appropriate support agencies where applicable.	Member Services and Tenancy Coordinator	Ongoing	Operational
Incorporate accessible housing design standards in all new property development and investigate opportunities for accessibility modifications.	Property Development Committee	Ongoing	Operational
Investigate older persons independent cluster housing opportunities.	General Manager & Property Development Committee	Sept 2019 onwards	Staffing budget

1.2 Provision of good quality housing

Achievement Indicator 4: Maintain high & consistent standards in property maintenance management.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Regular monitoring of quality maintenance works, and annual inspections of all properties.	Property Coordinator and Tenancy & Property Maintenance Coordinator	Ongoing	Staffing budget
Maintain Chintaro property data files as an important information source.	Property Coordinator and Tenancy & Property Maintenance Coordinator	Ongoing	Operational

Achievement Indicator 5: Encourage tenant member responsibility for properties.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Provide opportunities for member input and choice where possible.	Property Maintenance Committee	Ongoing	Staffing budget
Provide Home Maintenance Workshops.	Member Services	Oct/Nov 2019	Member Services budget
Re-commence Working Bees for garden maintenance and encourage member responsibility for yards.	Members Action Group and staff.	October 2019	Property maintenance

Achievement Indicator 6: Maintain high standards in tenancy management.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Fair, reasonable and timely response to tenancy matters, including arrears.	Tenancy & Property Maintenance Coordinator and Finance Coordinator	Ongoing	Staffing budget
Finalise Tenancy Management Policy Manual.	Policy Director, General Manager and Board	September 2019	Operational budget
Finalise arrangements to transfer to Victorian Housing Register.	Board of Directors and Staff.	August – December 2019	Staffing and members budget
Re-review Tenancy Committee tenant member selection process with respect to VHR.	General Manager, Tenancy & Property Maintenance Coordinator and Tenancy Committee	Aug – Dec 2019	Operational budget

STRATEGIC OBJECTIVE 2: TO CONTINUE TO BUILD A STRONG, HEALTHY CO-OPEATIVE WITH DIVERSE, WELL INFORMED AND ACTIVE MEMBERSHIP.

Achievement Indicator 7: Promote active participation from engaged members.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Encourage members to provide input to the review of the Strategic Plan.	Board and General Manager	August to November	Operational
Schedule in regular member engagement activities aimed at fostering involvement and belonging and respond to members suggestions for member engagement activities.	Member Services Director, MAG and Member Services Committee	Ongoing	Member Services Budget
Fair, reasonable and timely review and response to members who fail to meet their participation requirements.	Member Services Director and Member Services Officer	March 2020	Operational

Achievement Indicator 8: Clear communication and reporting mechanisms and innovative approaches to co-operative development.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Hold quarterly General Meetings of Members with reports from the Board of Directors, and regular email and text communication.	Board of Directors and Member Services Director and Officer	Ongoing	Member budget allocation
Maintain and update UHC website regularly and circulate quarterly Newsletter.	Member Services and Administration Officer	Ongoing	Operational
Investigate new possibilities for co-operative development.	General Manager and Board	Ongoing	Operational

Achievement Indicator 9: Advocate for Environmental sustainability and community strengthening.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Maximise the benefits of the solar program.	General Manager and Board	Ongoing	Operational
Investigate other sustainability opportunities.	Property Coordinator and Members	Ongoing	
Actively promote recycling	General Manager and Board	Ongoing	

STRATEGIC OBJECTIVE 3: ADVANCE THE GROWTH STRATEGY TO INCREASE THE SUPPLY OF AFFORDABLE HOUSING AND STRENGTHEN UHC.

Achievement Indicator 10: Enact a clear action plan to increase the number of properties.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Action Property Development Strategy.	Property Development Committee and the Board	Ongoing	UHC Cash Reserves and Loan facility
Investigate potential partnerships in future growth scenarios.	Property Manager and Property Development Committee	Ongoing	Staffing budget
Investigate other development opportunities.	General Manager	2019/2020	Operational
Investigate merger opportunities with other co-operatives.	General Manager	Ongoing	Operational

Achievement Indicator 11: Promotion of sustainable urban design principles for inner city living.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Promote the importance of affordable housing as an essential part of sustainable public infrastructure.	General Manager	Ongoing	Staffing budget
Promote and support solar power for social housing.	General Manager and Board	Ongoing	Operational
Finalise and promote solar research that highlight the financial benefits of solar power for low income families.	General Manager	August 2019	To be investigated

STRATEGIC OBJECTIVE 4: ENHANCEMENT OF STRONG AND PRODUCTIVE PARTNERSHIPS, BOTH INTERNAL AND EXTERNAL.

Achievement Indicator 12: Engagement with key Housing Agencies and maintain a high profile within the community housing sector.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Be an active member of Community Housing Industry Association.	General Manager and Tenancy & Maintenance Coordinator.	Ongoing	Staffing budget
State representative on the Australian Co-operative Housing Alliance and attend National Housing Conference.	General Manager	2019/2020	Staffing budget

Achievement Indicator 13: Positive and productive relationships with State and Local Government Departments and other stakeholders.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Respond to opportunities from Government and other stakeholders.	General Manager	Ongoing	Operational
Maintain involvement with Local Government Housing Strategies and policies, as well as investigating partnership opportunities.	General Manager and Board	Ongoing	Operational

Achievement Indicator 14: Positive and productive internal relationships.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Continue to build positive and productive internal relations through positive lines of communication.	All members, staff and Directors	Ongoing	Member Services budget

STRATEGIC GOAL 5: ONGOING EFFECTIVE AND RESPONSIVE GOVERNANCE AND OPERATIONS OF A SUSTAINABLE ORGANISATION.

Achievement Indicator 15: Honour all DHHS lease and regulatory requirements.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Monitor and review <i>'Compliance & Operational Plan Checklist'</i> at all Board of Director's Meetings to ensure compliance.	General Manager and Board	Ongoing	Operational Budget
Advocate for improved and longer General Lease to provide for greater certainty and future planning.	Staff and Board	July 2019 – June 2020	Operational Budget

Achievement Indicator 16: An effective and well-functioning Board of Directors.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Organise and plan Board Meetings with appropriate notice and reporting.	Chairperson and General Manager	Ongoing	Governance budget
Hold a comprehensive review of Strategic Plan 2016-2020 and commence work on Strategic Plan 2020 -2025.	General Manager and Board	October 2019	Governance And Training Budget
Hold a formal process to conduct a performance appraisal of Board using an Independent Facilitator.	Independent Facilitator	October 2019	Governance And Training Budget

Achievement Indicator 17: Clear support and development program for Board of Directors and staff.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Provide training opportunities for Directors and staff.	General Manager and Chairperson	Ongoing	Internal - Governance & staffing budget
Ongoing review of co-operative philosophy with Board and staff.	All	Ongoing	Operational
Update Board Induction process.	Chairperson and General Manager	Ongoing	Operational
Focus on Board recruitment.	Board	Ongoing	Operational

Achievement Indicator 18: Ensure all policies are subject to regular review.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Finalise Review date and process for all policies.	Policy Director & General Manager	August. 2019	Operational
Review Property Maintenance Policy.	Property Coordinator and ALL	July - October 2019	Operational
Review Member Services Policy.	Member Services Committee	July - October 2019	Operational

STRATEGIC GOAL 6: ADVOCACY FOR INCREASED AFFORDABLE HOUSING AND PROMOTION OF HOUSING CO-OPERATIVES.

Achievement Indicator 19: Advocate to all levels of Government for increased affordable, public and social housing.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Advocate for more affordable housing.	All	Ongoing	
Promote benefits of affordable, accessible and available social housing.	All	Ongoing	
Involvement in sector wide advocacy groups.	Staff and Board	Ongoing	Operational

Achievement Indicator 20: Maintain strong links with other co-operatives

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Be supportive of and assist other housing co-operatives where possible.	Chairperson and Staff	Ongoing	Operational
Respond to out-sourcing, contracting or partnerships opportunities from other Rental Housing Co-operatives.	General Manager	Ongoing	Operational
Be active member of Community Housing Industry Association Co-op Sector group.	All staff	Ongoing	Operational