



Business Operations Plan

2016 /2017

Registered Office: 1A Ballarat Street, Yarraville

STRATEGIC OBJECTIVE 1: Maintain a viable housing co-operative that provides secure, affordable and well managed housing.

Achievement Indicator 1: Honour all Lease and Regulatory requirements.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Develop and review ' <i>Compliance & Operational Plan Checklist</i> ' at all Board of Director Meetings and Staff Meetings	General Manager	Monthly	Staffing budget

Achievement Indicator 2: Updated Asset Management Plan.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Update Asset Management Plan to include a 5 year forward plan for major maintenance works	Property Manager	April 2017	Staffing budget
Investigate opportunities for singles living in 3 and 4 bedroom houses to downsize.	Board and General Manager	Oct. to June	RAPID Housing Assistance grant
Work towards acquiring additional smaller properties, including one bedroom plus study and/or two bedroom properties.	General Manager, Property Manager and Property Development Committee	Oct. to June	RAPID Housing Assistance grant

Achievement Indicator 3: High standard in financial management.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Maintain and review comprehensive financial policies and procedures with managerial oversight & regular reporting to Board.	General Manager, Finance & Administration Coordinator and Finance & Audit Committee	Ongoing	Staffing budget
Develop a long term property maintenance, debt management and leveraging policy.	Finance & Audit Committee	February 2017	Property Development Fund
Maintain responsive process for identifying and responding to rent arrears including strict repayment plans.	Finance/ Admin Coordinator and Tenancy/Maintenance Co-ordinator.	Ongoing	Staffing budget
Mid-term budget review	Finance & Audit Committee	February 2017	

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

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Regular monitoring of maintenance works and quality of workmanship.	Property Manager	Ongoing	Staffing budget
Annual property inspections.	Tenancy & Property Maintenance Coordinator	Ongoing	Staffing budget
Continue the 'Sustainable Energy Initiative' and investigate other opportunities for increased use of sustainable technology and appliances.	Property Manager and 'Members Action Group's Environmental Group'	2017	Sustainable Energy Initiative budget item

Achievement Indicator 5: Maintain high standards in tenancy management.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Fair and reasonable response to tenancy matters, including arrears.	Tenancy & Property Maintenance Coordinator and Finance & Administration Coordinator	Ongoing	Staffing budget
Review Tenancy Management Policy Manual.	General Manager and UHC Policy Committee of the Board	May 2017	Operational budget
Review and update tenant selection process in relation to Victorian Housing Register and the RAPID program.	Tenancy Committee, Board of Directors and staff.	August – October 2016	Staffing and members budget

Achievement Indicator 6: Tenant Member responsibility for Properties.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Provide opportunities for member input and choice where possible.	Property Manager	Ongoing	Staffing budget
Provide Home Maintenance Workshops.	Director Member Services	Oct/Nov 2016	Member services budget
Support for gardening program and member responsibility for yards.	Working Bee Committee	2017	Prop maintenance

Achievement Indicator 7: Strategy for responding to the changing needs of members.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Develop partnerships arrangements with appropriate support agencies where necessary and advocate for and investigate opportunities for accessibility modifications.	General Manager and Member Services and Tenancy Officer	Ongoing	Staffing budget
Incorporate accessible housing design standards in all new property acquisitions.	Property Manager and Property Development Committee	Ongoing	To be determined

STRATEGIC OBJECTIVE 2: A strong, healthy co-operative with a diverse, well informed and active membership.

Achievement Indicator 8: Active participation from engaged members.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Review and clarify “active participation requirements” with reference to changing membership needs.	Policy Committee	July to August 2016	Staffing and Administration budget
Finalise the Members Policy Manual in consultation with members.	Policy Committee	July to August 2016	Staffing and Administration budget
Initiate member engagement activities aimed at fostering involvement and belonging.	Member Services Director and Members Action Group	Ongoing	Member Services Budget

Achievement Indicator 9 & 10: Clear communication and reporting mechanisms and innovative approaches to co-operative development.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Continue to stage regular General Meetings of Members with reports from the Board of Directors, and regular bi-monthly newsletters.	Board of Directors and Member Services Director and Officer	Ongoing	Member budget allocation
Improve accessibility of UHC website.	General Manager and staff	Dec. 2016	Web Design budget allocation
Promotion and advocacy of co-operatives and involvement in the National Housing Co-operative network and Co-operative sector.	General Manager	Ongoing	Staffing budget

STRATEGIC OBJECTIVE 3: Advance the growth strategy to increase the supply of affordable housing and strengthen UHC.

Achievement Indicator 11: Enact a clear action plan to increase the number of properties.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Implement the Property Development Strategy.	Property Development Committee and the Board	5 year plan	UHC Cash Reserves and Loan facility
Submit for RAPID capital funding grants.	General Manager, Property Manager, & Property Development Committee	July 2016	Leverage DHHS funds using UHC Cash Reserves & Loan facility
Apply for Stamp Duty Exemption via State Revenue Office.	General Manager	August 2016	Staffing budget
Meet with financial institutions to obtain financial support.	General Manager	August 2016	Staffing budget
Investigate potential partnerships in future growth scenarios.	Property Manager	Ongoing	Staffing budget
Create a long term property development reserve account.	Finance & Audit Committee	July 2016	Staffing budget

Achievement Indicator 12: Creation of new affordable housing opportunities for residents of the Western and North-Western Regions of Melbourne.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Investigate other development opportunities.	Property Manager	2017	Staffing budget
Advocate to local politicians for support.	General Manager	2017	Staffing budget
Investigate merger opportunities.	General Manager	2017	Staffing budget
Investigate re-development opportunities in partnership with DHHS.	Property Manager & General Manager	2017	Staffing budget

Achievement Indicator 13: 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

STRATEGIC OBJECTIVE 4. Enhancement of strong and productive partnerships

Achievement Indicator 14: 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 Federation of Victoria, Community Housing Industry Association and the National Housing Co-operative Network.	General Manager	Ongoing	Staffing budget

Achievement Indicator 15: Positive and productive relationships with State and Local Government Departments and other stakeholders.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Respond to State Government requests.	All staff and Board members	Ongoing	
Respond to opportunities of involvement with Government and other stakeholders.	All staff and Board members		
Maintain involvement with Local Government Housing strategies and policies, as well as investigating partnership opportunities.	General Manager and Board		Staffing budget

STRATEGIC GOAL 5: Ongoing effective and responsive governance and operations of a sustainable organisation

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

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Organised and planned Board Meetings with appropriate notice and reporting.	Chairperson and General Manager	Ongoing	Internal - Governance budget
Annual review and self-assessment of Board.	Chairperson and General Manager	Ongoing	Internal - Governance 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 & Chairperson	Ongoing	Internal - Governance & staffing budget
On-going review of co-operative philosophy with Board and staff.	All	Ongoing	

Achievement Indicator 18: Clear lines of communication between Board of Directors and respective stakeholders.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Update Director induction and support kit.	General Manager & Chairperson		
Continue to review procedures for Governance oversight.	General Manager & Chairperson		

Achievement Indicator 19: Ensure all policy matters are subject to regular review.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Develop a timeline for policy review.	General Manager	Oct. 2016	

STRATEGIC GOAL 6: Advocacy for increased affordable housing and promotion of housing co-operatives

Achievement Indicator 20: Advocate to all levels of Government for increased affordable, public and social housing.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Promote the necessity and benefits of more affordable, accessible and available affordable housing.	General Manager, Chairperson and Staff	Ongoing	
Involvement in sector wide advocacy groups.	Staff and Chairperson		

Achievement Indicator 21: Promotion of United Housing Co-Operative as an effective and successful housing provider.

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Documenting successes of UHC and positive outcomes of former tenant/members.	Staff	Ongoing	
Investigate research opportunities that highlight the advantages of the co-operative housing model.	General Manager	Oct. 2016	To be investigated

Achievement Indicator 22: Strong links with other co-operatives

ACTION	RESPONSIBILITY	TIMELINE	RESOURCES
Be supportive of other housing co-operatives.	Chairperson and Staff	Ongoing	
Respond to out-sourcing or contracting opportunities or partnerships from other Rental Housing Co-operatives.	General Manager	Ongoing	