



# **Business Operations Plan**

## **2018 / 2019**

**Registered Office: 1A Ballarat Street, Yarraville**

**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.**

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>RESOURCES</b>
Provide adequate support, training, feedback and supervision to the staff team	General Manager and Board	Ongoing	Operational
Review Human Resource Policy	Board	March 2019	Operational

**Achievement Indicator 1B: Effective Asset Management Planning.**

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>RESOURCES</b>
Review Asset Management Plan 2017 – 2020	General Manager, Property Manager and Property Maintenance Committee	May 2019	Operational budget
Encourage singles living in 3 and 4 bedroom houses to downsize.	Property Manager and Tenancy and Maintenance Coordinator	Ongoing	Operational budget
Work towards improving property utilisation by acquiring additional one bedroom plus study and/or two bedroom properties.	General Manager and Property 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 management.**

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>RESOURCES</b>
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 2019	Operational
Maintain responsive process for identifying and responding to rent arrears including strict repayment plans.	Finance Coordinator and Tenancy/Maintenance Co-ordinator.	Ongoing	Operational
Investigate efficiencies utilizing Chintaro rent assessment and arrears functions.	Finance Coordinator and Tenancy/Maintenance Co-ordinator.	August – September 2018	Operational
Review rent minimum and maximum rent caps	Finance and Audit Committee	August 2018	Operational

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

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>RESOURCES</b>
Develop Older Person Strategy	Members and Member Services and Administration Officer	August 2018 to June 2019	Member Services, Property Maintenance and Staffing Budget
Maintain partnerships arrangements with appropriate support agencies.	Member Services and Administration Officer and Tenancy Officer	Ongoing	Operational
Incorporate accessible housing design standards in all new property acquisitions and advocate for and investigate opportunities for accessibility modifications.	Property Manager and Property Development Committee	Ongoing	Operational
Investigate training opportunities for Member Services Officer to improve staff response to "at risk" tenant members	Manager and Member Services and Administration Officer	Sept. 2018	Operational
Investigate older persons independent cluster housing opportunities	Property Development Committee	Sept 2018 onwards	Staffing budget

## 1.2 Provision of good quality housing

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

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>RESOURCES</b>
Regular monitoring of quality of workmanship and maintenance works, and including annual inspections of all properties.	Property Manager and Tenancy & Property Maintenance Coordinator	Ongoing	Staffing budget
Maintain Chintaro property data files as an important information source.	Property Manager and Tenancy & Property Maintenance Coordinator	Ongoing	Operational
Regular Property Maintenance Committee meetings to review works planned and undertaken.	Property Maintenance Director and Property Manager	Ongoing	Operational
Seek Victorian Property Fund grant for installation of PV solar systems.	General Manager and Property Manager	July – September 2018	Staffing budget
Implement solar program and install solar systems on all participating properties	General Manager and Property Manager	September 2018 – June 2019	Operational

### Achievement Indicator 5: Encourage tenant member responsibility for properties.

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>RESOURCES</b>
Encourage members “buy-in” to solar initiative	General Manager	2018/2019	
Provide opportunities for member input and choice where possible.	Property Maintenance Committee	Ongoing	Staffing budget
Provide Home Maintenance Workshops.	Director Member Services	Oct/Nov 2018	Member Services budget
Re-commence Working Bees for garden maintenance and encourage member responsibility for yards.	Staff and Members Action Group.	October 2018	Property maintenance

**Achievement Indicator 6: Maintain high standards in tenancy management.**

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>RESOURCES</b>
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 2018	Operational budget
Finalise arrangements to transfer to Victorian Housing Register.	Board of Directors and Staff.	August – December 2018	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 – Sept 2018	Operational budget

**STRATEGIC OBJECTIVE 2: To continue to build a strong, healthy co-operative with a diverse, well informed and active membership.**

**Achievement Indicator 7: Promote active participation from engaged members.**

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>RESOURCES</b>
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.	Member Services Director, MAG and Member Services Committee	Ongoing	Member Services Budget
Respond to members suggestions for member engagement activities.	Member Services Director, MAG and Member Services Committee	Ongoing	Operational
Fair, reasonable and timely response to members who fail to meet their participation requirements	Member Services Director and Member Services and Administration Officer	March 2019	Operational

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

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>RESOURCES</b>
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
Maintain and update UHC website regularly.	Member Services and Administration Officer	Ongoing	Operational
Investigate new possibilities for co-operative development	General Manager and Chairperson	Ongoing	Operational

**STRATEGIC OBJECTIVE 3: Advance The Growth Strategy To Increase The Supply Of Affordable Housing And Strengthen UHC.**

**Achievement Indicator 9: Review the success of the Rapid program.**

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>RESOURCES</b>
Review member inclusion into UHC and the financial viability of Rapid program	Property Development Committee and the Board	September to December 2018	Operational

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

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>RESOURCES</b>
Re-visit the Property Development Strategy.	Property Development Committee and the Board	August 2018	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	2018/2019	Operational
Investigate older persons independent cluster housing opportunities.	Property Development Committee	Jan. – June 2018	budget allocation.
Investigate merger opportunities with other co-operatives.	General Manager	Ongoing	Operational
Investigate co-operative group home for people with a disability	Property Manager, General Manager and Policy Director	Ongoing	Operational

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

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>RESOURCES</b>
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.	All	Ongoing	Operational
Develop a demonstration vegetable and herb garden at the office to promote sustainability principles	Staff & members	Ongoing	Operational
Finalise solar research that highlight the advantages of solar power for low income families.	General Manager	Feb. 2018	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.**

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>RESOURCES</b>
Be an active member of Community Housing Industry Association.	General Manager and Tenancy & Maintenance Coordinator	Ongoing	Staffing budget
State representative on the National Housing Co-operative Network	General Manager	2018/2019	Staffing budget
Attend National Housing Conference	General Manager and nominated Directors	Nov. 2019	\$2,000.00 Board Training and Governance budget
Provide tenancy management service to local women's housing service for "at risk" women and pathways for women into housing co-operatives.	Tenancy and Maintenance Coordinator & Staff	July 2018 to June 2019	Management fee from agency.

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

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>RESOURCES</b>
Responsive to State Government requests.	All staff and Board members	Ongoing	Operational
Respond to opportunities of involvement with Government and other stakeholders.	All staff and Board members	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.**

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>RESOURCES</b>
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.**

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>RESOURCES</b>
Monitor and review <i>'Compliance &amp; Operational Plan Checklist'</i> at all Board of Director's Meetings to ensure compliance.	General Manager and Board	Ongoing	Staffing budget

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

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>RESOURCES</b>
Organised and planned Board Meetings with appropriate notice and reporting.	Chairperson and General Manager	Ongoing	Internal - Governance budget
Hold a review of Strategic Plan 2016-2020	General Manager and Board	October 2018	Internal - Governance budget \$1,200.00

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

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>RESOURCES</b>
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	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.**

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>RESOURCES</b>
Finalise Review date and process for all policies.	Policy Director & General Manager	August. 2018	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.**

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

**Achievement Indicator 20: Promotion of housing co-operative as an effective and successful housing provider.**

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>RESOURCES</b>
Participation in the National Housing Co-operative Network research project	General Manager	Feb. 2019	Operational
Oversee the finalisation of research that highlight the advantages of the co-operative housing model	Director Members Services	2019	To be investigated
Maintain position as the Victorian representative of the 'National Housing Co-operative Network'	General Manager	Ongoing	Staffing budget

**Achievement Indicator 21: Strong links with other co-operatives**

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>RESOURCES</b>
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.	General Manager	Ongoing	Operational