



NSW Federation of Housing Associations

# Business Plan

2011-12

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## 1. Summary of key new initiatives, major projects and drivers

### 1.1 Overview

#### *Business changes and investment*

Last year we made three major changes to our business:

- Organisational restructure into four business units – Services & good practice; Training (the Centre for Training in Social Housing); Policy & sector co-ordination; and Business support. We appointed two new managers and an Operations Manager. The premises and business systems were substantially upgraded.
- Expansion of our interstate training business and a substantial move into e-learning, with a raft of new products.
- Upgrading our member services to reflect the sector's rapidly changing business – consolidation of our web-based 'resource bank'; entering into new partnerships or group purchase arrangements with (particularly) systems suppliers.

However, a further objective of developing a new consultancy arm and identifying options for a suite of HR services did not progress as far as planned.

This year the changes will be fully bedded down. This will mean further investment in:

- Materials/ product development
- New business systems – particularly a student management system, a risk & compliance system; and information data bases
- Partnership models
- Business model development
- Marketing
- Administrative support & management

#### *Growth & growth drivers*

The business plan projects a further 21% growth in overall staffing and a 17% increase in staff resources on business plan projects. Some of this staffing increase is an investment in capacity that will be needed to grow the business in the future

However, it projects only a 1% increase in income, sharply reducing the projected surplus.

The main influences on revenue projection are:

- A substantial decline in government capacity building projects – these grew substantially last year, but are unlikely to be a long run source of revenue
- A substantially increased target for new training contracts
- A steady growth in group purchase or supplier partnership income
- A modest increase in membership fees, offsetting accrued core funding

### *Context*

This year, there are a number of contextual considerations within which we frame our business plan and priorities:

- Last year saw a major growth in the scale of community housing providers' businesses. This will slow in 2011-12, but the implementation of new business systems, staffing, and activities will be maintained throughout this year – requiring new services from the Federation
- The Industry Development Framework, developed by CHD last year, will continue to guide it's priorities for the use of its resources.
- The industry associations – state and nation – have agreed to explore the possibility of a merger to create a single national industry body with state branches. This was not significantly progressed last year, but is likely to in 2011-12.
- The continuing process of repositioning the Federation's business and services is a major part of our 2009-13 Strategic Plan.

The alignment of this business plan with the Industry Development Framework can be found at Appendix 2. The alignment of the current business plan activities with our strategic plan can be found at Appendix 1.

### ***1.2 Focus of activities in this year's plan***

This involves a number of broad objectives:

#### *Service outcomes*

- Promotion of the sector to key external stakeholders – particular emphasis on generating a range of information resources
- Establish strong relationships with other related industry bodies and the new government
- To continue to support the transition to a new regulatory environment and new forms of access for client.
- Ongoing development and consolidation of industry data and systems for managing the data
- Resources to focus on key areas of service quality and effective social enterprise – building and maintaining the sector's reputation during growth
- Supporting expanding workforce needs
- Bedding down the new training products (complete materials development and delivery expertise)
- Build capacity in the services team to support members with business information, tools and supplier partnerships
- Gradual but deeper engagement with the Aboriginal housing sector
- Advocacy to support sustainable sector growth mechanisms

### *Organisational change & business development*

- Strategically targeting training expansion options (training business expansion to be substantially achieved by the second half of the year)
- Increase our HR capacity in the training area to meet fluctuating market demands and minimise the organisational risks on skills shortages and turnovers;
- Develop a new consultancy model (implemented by the second half of the year)
- Implement comprehensive marketing strategy
- Complete renewal of Federation business systems – investment in new systems
- Position the Federation to contribute very strongly to realignment of industry bodies nationally

### *Financial strategy*

- Replace declining fees from government contracts with increased training income
- Implement rigorous new pricing methodology
- Develop platform for expanded consultancy & partnership income
- Modestly increase income from members fees
- Contain overhead increases related to growth to below staffing cost growth (7.5%: 15%)

### *Balance of activities in the business plan*

The overall staffing level increases again in this year's business plan. While the fixed term AHO (PARS) project and the Communications support project both add to underlying staffing levels, the growth in projected training and in services to members are driving the increase.

- Training delivery, both for the sector and government contracts is projected to expand substantially. There will still be a significant level of activity to complete the new material development for our new e-learning business in the first half of the year.
- The PARS registration support project is coming to an end, reducing the delivery of services to organisations. While it is planned to grow the consultancy business, only a gradual growth is projected.
- Activities to support practice (tools, resources, practice guides and group services) are projected to build on last year's substantial growth
- The number of professional networks is expanding; and support for the networks will be more even.
- Sector development activity is projected to fall – due to this not being a conference year – although the R&D effort will increase modestly, both in total resources and as a proportion of work.

- Overall, the core representation and sector coordination activity has grown more slowly in staff resources, but declines as a proportion of the business due to the growth in other areas of the business. Within this, far more effort will be directed to information, communication and strategic alliances.

### Relative balance between Key Result Areas – last 2 years and this year

	Days				% of operations			
	08-9	09-10	10-11	11-12	08-9	09-10	10-11	11-12
Services	125	132	329	263	5.8%	5.5%	10.8%	7.4%
Support practice	107	153	232	352	5.0%	6.4%	7.6%	9.9%
Professional/ workforce support	47	90	99	131	2.2%	3.8%	3.3%	3.7%
Training	365	467	431	785	17.0%	19.5%	14.2%	22.1%
Training development	60	180	158	45	2.8%	7.5%	5.2%	1.3%
Represent	109	116	131	138	5.1%	4.8%	4.3%	3.9%
Sector co-ordination	131	129	155	165	6.1%	5.4%	5.1%	4.6%
Sector development	242	81	271	170	11.3%	3.4%	8.9%	4.8%
Organisational	958	1043	1235	1507	44.7%	43.6%	40.6%	42.4%
<b>TOTAL</b>	<b>2144</b>	<b>2390</b>	<b>3041</b>	<b>3556</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

### 1.3 Summary of main project initiatives

#### *Information and discussion*

- Developing suite of information resources – leaflets, sample articles, fact sheets, benchmarks
- Ongoing development of a comprehensive data base of industry information
- Seminar series on sector development issues – linking R&D, resources with seminars

#### *New industry frameworks and business support*

- Industry data program targeted to key areas of data requirements
- Manage & Implement Workforce Strategy – annual staffing survey
- Ongoing Resource bank development including partnerships with suppliers

#### *New capacity tools*

- Partnership on risk management and compliance system
- Support for estate renewal and tenants participation
- Next level risk management guide/ tools

- Professional workshops on key practice issues

*New initiatives in building networks and engagement*

- Communications – strategy, sector resources, Federation communications tools
- MOUs with related industry bodies – aged care, disability
- Targeted relationship building with development industry
- Targeted relationships with finance bodies
- Professional development partnerships - Pathway with higher ed providers; MOU with AHI

*Major developments in training & professional development*

- Develop & deliver directors' induction package
- Consolidate training services for HNSW, ACT and Tasmania
- Expand training markets into other states
- New community development workers network established

*New business and service delivery*

- Develop new consultancy service
- Develop comprehensive marketing strategy

## Key result area 1 – Capacity building

The purpose of this area of work is to support and build organisational and individual capacity<sup>1</sup>.

It is made up of:

- KRA 1.1 Direct services to assist organisations' capacity
- KRA 1.2 Support practice – advice & resources
- KRA 1.3 Workforce and professional support (this KRA is closely linked to KRA 2, workforce skills development)

Its focus in this business plan is to support capacity in new areas of activity being undertaken by housing associations. In this plan these are:

### *Organisational support services*

- *Capacity projects*
  - Communications and Media support for members – deliver training, and key communications resources
  - Registration (PARS) support for Aboriginal housing providers – complete current project and seek further extension
- *Consultancies*
  - Risk – involvement in CompliSpace implementation - participate in risk tailoring workshops with sector
  - Governance partnerships – Walton Group - Preferred partner arrangement with Walton Group – co branding and segmentation of market could see Federation co-delivering some board review work with Walton Group and using their board review kit with smaller associations.
  - Support Aboriginal housing providers capacity development needs if successful in tender to be part of PARS support panel
  - Develop consultancy panel model and Federation key strengths
  - Explore HRM business opportunities (eg. temporary staff). Undertake a mapping exercise to identify what providers are using consultants for at the moment.

### *Support practice*

- *Tools & resources – Risk management*
  - Administer \$1 million funding for providers to subsidise the implementation of new IT systems
  - Provide expert advice for providers to support due diligence and tendering for IT selection
  - IT group model - investigate sector demand, hosting requirements

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<sup>1</sup> It's work will link to and rely on sector development work (KRA 5) and research and development activities under KRA 5.2.

- Risk – establishing CompliSpace partnership, promotion and marketing
- *Other tools*
- Property development policies and procedures (joint commissioning). Work with sector for an external expert to write a suite of property development policies and procedures and development risk management tools.
- Board induction resource - for new and prospective directors. To include written material, video resources, online case studies.
- Resource bank – review and expand the suppliers register and other resources available on the resource bank
- Develop an induction resource for directors to understand the community housing industry
- Host a contractors’ forum

#### *Good practice Advice*

- Hotline

#### *Good practice guides & fact sheets*

- Housing Management Keys. A series of five specific 3-4 page guides on current housing management issues. This series will be based around RTA seminar content
- Complaints Good Practice Guide (GPG)
- Appeals Good Practice Guide
- Risk GPG / resource for smaller HAs - implementing ISO 31000 risk standard in community housing. Update tool for small organisations. This complements the brokerage of risk and compliance tools for larger providers
- Review other Housing Management GPGs (four guides will be fully reviewed this year)
- Review Housing Hints

#### *Workforce support*

- Manage, maintain & implement workforce strategy
- Support Aboriginal workers
- Establish new network for community development workers
- Consolidate existing networks – priority to more active CEO network and Directors network activities

#### *Seminars & workshops*

- Residential Tenancies Act update seminars ( 3 seminars)
- Tenant participation seminar – to build on TP resource development

- Sector rents practice seminar . based on sector rent practice data collection
- Privacy seminar - update sector on changes in privacy legislation and practice

*Organisationally this will mean:*

- Exploring trading name for a potential consultancy service

### KRA 1.1 – Organisational capacity consultancy services

		Days
<b>1</b>	AHO Rego	208

<b>Income</b>		
AHO	112,488	
		112,488
<b>Expend</b>		
Wages + on costs	\$69,980	
OH, admin & man	\$37,415	
staff travel	9,720	
Accom	2,660	
printing	4,660	
venue	500	
catering	500	
Total expense		\$125,436
Balance		-\$12,948

<b>2</b>	Organisational consultancies	55
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<b>Income</b>		
Fees	45,000	
		45,000
<b>Expend</b>		
Wages & on costs	30,422	
OH, admin & man	\$14,568	
Travel	1,317	
Accom	309	
Catering	75	
		\$46,692
		-\$1,692

## 1.2 Support services & good practice

3 & 27	Group purchase/ new structures/ partnerships	31
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<b>Income</b>		
Fees - MARSH	42,923	
Fees - Complispace	9,000	
Fees - RP data	5,300	
CHD core	21,546	
Members	7,872	
		86,641
<b>Expend</b>		
Wages & on costs	17,090	
OH, admin & man	\$9,276	
Subscriptions - RP data, Estatemaster	6,615	
Consultants - legal	5,000	\$37,981
		\$48,660

7	Develop tools & resource bank	35
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<b>Income</b>		
CHD core	23,470	
		23,470
<b>Expend</b>		
Wages & on costs	18,935	
OH, admin & man	\$10,473	
		\$18,935
		4,535

4	Support good practice gov & man	121
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<b>Income</b>		
CHD core	103,187	
		103,187
<b>Expend</b>		
Wages & on costs	58,244	
OH & man	\$36,206	
Printing	3,000	
Postage	105	
Phone - Hotline	1,200	\$98,755
		\$4,432

5/6	Capacity projects	96 + admin
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	<b>Income</b>		
5	CHD - Comms contract	87,853	
6	CHD - IT contract (admin & expert)	80,000	
	CHD - IT contract (admin out year)	30,000	
	CHD - subsidy payments (yr 1)	400,000	
			597,853
	<b>Expend</b>		
	Wages & on costs	55,520	
	OH, admin & man	\$28,725	
	Travel	2,000	
	Accom	835	
	IT expert contractor	55,000	
	Implementation subsidy payments	400,000	
			\$542,080
			\$55,773

### 1.3 Workforce support

7	Support Aboriginal workforce/ access	10
8	Professional networks	96
9	Housing expertise workshops	25

	<b>Income</b>		
	CHD core	107,962	
	Registration fees	10,000	
	Members	3,997	
			121,959
	<b>Expend</b>		
	Wages & on costs	72,534	
	OH, admin & man	\$39,198	
	Travel	400	
	Accom	107	
	Printing	100	
	Trainer	1,000	
	venue	2,700	
	Catering	5,350	
			121,389
			570

## Key result area 2 – Workforce skills development

The purpose of this area of work is to support and build organisational and individual capacity<sup>2</sup>.

It is made up of:

- KRA 2.1 Deliver Training
- KRA 2.2 Develop new training and training delivery

Its focus in this business plan is to support the skill requirements of a growing workforce; to respond to the growing skill requirements of a more complex workforce; and to expand the Federation's training market nationally. In this plan these are:

### *Training delivery*

- Expand Cert IV/ Dip delivery to the sector – maintain face to face delivery while promoting additional e-learning options.
- Expand e-learning options for community housing staff into other jurisdictions
- Deliver Dip/CIV to HNSW staff
- Pilot e-learning RPL model for HNSW staff
- Deliver Homelessness training to HNSW staff
- Deliver CTTT training to HNSW staff
- Complete Homes training contract and build in-house capacity to provide on demand
- Continue to deliver Cert IV and bridging course to Housing ACT staff
- Deliver Cert IV to Housing Contact Centre staff
- Deliver two contracts to provide Cert IV training for both public housing & community housing staff in Tasmania
- Pursue contract opportunities identified in NT and SA
- Deliver governance training – strategic planning – AICD

### *Training development*

- Complete development of on line materials for the compulsory elements of Cert IV and Diploma in the first half of the year
- Asset management – scoping passports - brokering training from HNSW and administering scoping passports. Or by train the trainer knowledge transfer to the Federation

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<sup>2</sup> It's work will link to and rely on sector development work (KRA 5) and research and development activities under KRA 5.2.

- Explore future opportunities for Flexible Learning funding (Aboriginal housing training) and partnerships/ endorsement; and
- Investigate partnership to deliver Cert IV in social housing to ACHPs to ensure this is credible/ appropriate
- Develop a package of face to face and online tenant training - Could consider a partnership with a Regional Tenants Resource Service or TU to develop a pack of core training for tenants. This could be offered nationally.
- Work with higher education providers to build new professional development pathways

Organisationally this will also mean:

- Updating all our systems, policies and procedures etc to keep pace with implementation of online learning and to meet RTO compliance
- New policy to include new e-learning processes for development, delivery, storage, record keeping etc
- Introducing new student management system
- National promotion of the Centre for Training in Social Housing as a distinctive business with e-learning capacity

## 2.1 Training delivery

10	Sector training - all modes	250
11	HNSW accredited staff training	295
12	Other government training contracts	212
13	Inservice training	18
14	Governance training - series, AICD	6
15	Senior management training	4

<b>Income</b>		
Sector participant fees - accredited	143,220	
Sector participant fees - In-service	13,450	
Sector participant fees - governance	12,000	
Sector participant fees - snr management	15,000	
HNSW training contracts/bulk purchase	161,350	
Other government training contracts	238,382	
Prospective other govt contracts	169,400	
CHD core - review training for currency	4,741	
Members fees - subsidy & OH	3,990	
		761,533

<b>Expend</b>		
Wages & on costs	411,616	
OH, admin & man	\$308,342	
Travel & accom	7,210	
Accom	2,331	
Contract/ external trainers	47,500	
Venue	1,500	
Catering	5,910	
RTO fees	1,800	
Postage	100	
Library	2,052	
E-learning platform	6,000	
		\$794,361
		-\$32,828

## 2.2 Develop new training and delivery

16	Review and develop new materials	45
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<b>Income</b>		
CHD core	35,968	
Members fees - subsidy for new delivery options	6,000	
		41,968
<b>Expend</b>		
Wages & on costs	23,576	
OH, admin & man	\$13,465	
		\$37,041
		\$4,927



### **Key result area 3 – Representation and co-ordination**

The purpose of this area of work is to represent the interests of the sector to government, other stakeholders and the community generally; and to inform the sector and to build industry-wide understanding and consensus on the environment in which they are working.

It is made up of:

- KRA 3.1 Represent the sector's interests – This involves maintaining and enhancing strategic relations (and influence) with government, industry and the community sector; and representing the sector's interests in key government initiatives
- KRA 3.2 Sector coordination - This involves holding sector forums; co-ordinating sector input to representation; and communicating with the sector and other stakeholders.

It's focus in this business plan is to influence the rapidly changing policy environment at both State and national level; and to build stronger relationships with other key industry bodies that will influence the development of the affordable housing industry.

In this plan these will mean:

#### *Represent sector interests*

- Establish relationships with new government
- Strategies for the next phase of sector growth – particularly property transfers and NRAS
- National regulation
- Credit support options building on Jon Hall report
- AHCSEPP – establish evidence base of need and effectiveness as a basis for advocacy
- Tax issues – including: new charities legislation; ATO discussion paper; PBI – ambiguity around development; income tax exemptions re paying directors – tax at source. International tax systems – develop a position. Explore additional funding sources for this research.
- Ensure Housing Pathways is effective and jointly owned
- Co-ordinate consultation processes and industry development activities with CHD

#### *Strategic alliances*

Establish strong formalised relationships with:

- disability, aged and homelessness peaks
- Other housing/ development industry bodies and finance bodies
- Professional development partnerships - Pathway with higher ed providers; MOU with AHI
- Media

*Information & fact sheets on the sector*

- Develop a comprehensive suite of information/ fact sheets on the sector. (linked to 'Induction' & to 'data')
- Continue to enhance use of web-site and the e-bulletins
- Finalise communications strategy

*Sector co-ordination*

- Convene Housing Associations meetings
- New entrants to sector are involved in Federation
- Coordinate communication with other stakeholders (eg CHD)

Organisationally this will also mean:

- Developing a communications strategy
- Explore options to host a social network for network communications (eg Tenant networks) and policy section of members web site
- Continue to monitor relationship to national industry structures

### 3.1 Represent the sector's interests

17	Maintain & enhance strategic alliances	73
18	Represent sector interests	65
19	Coordinate sector input	47

<b>Income</b>		
CHD core	145,140	
Members	22,029	
		167,169
<b>Expend</b>		
Wages & on costs	108,783	
OH, admin & man	\$55,356	
Travel	2,356	
Meals	43	
		166,538
		631

### 3.2 Sector co-ordination

20	Forums	47
21	Communication	71

<b>Income</b>		
CHD core	93,503	
Members	35,400	
		128,903
<b>Expend</b>		
Wages & on costs	63,333	
OH, admin & man	\$35,308	
Travel	710	
Accom	147	
Printing	5,040	
Consultant	14,000	
Venue	1,750	
Catering	1,600	
Postage	1,300	
Phone	5,000	
		128,188
		715

## Key result area 4 – Sector development

The purpose of this area of work is to support the ongoing growth and development of the sector.

This work is closely aligned to KRAs 1.2.1 and 1.2.2: Good practice – advice and resources & workforce support. This section focuses on industry wide development rather than organisational or professional.

It is made up of:

- KRA 4.1 Sector development forums – This is a mix of sector seminars on key development issues and the NSW community housing conference held every two years
- KRA 4.2 Develop and maintain sector wide systems – both new group structures and maintaining existing industry systems such as the Code of Practice.
- KRA 4.3 Research and development.

It's focus in this business plan is to develop and support new group structures or services to provide economies of scale and capacity to the sector; to develop comprehensive industry information for benchmarking; to identify practices to improve service delivery that sustains tenancies.

In this plan these will mean:

### *Sector development forums*

- Holding two Housing Associations Meetings (see also 3.2 above)
- Supporting Small Housing Provider meetings (see also 3.2 above)
- Series of 6 seminars taking results of R&D, the future directions of the sector and emerging business needs (see also workforce above)

### *Research, development & sector structures*

#### *- Data collection and management*

- Workforce survey – maintain and expand survey
- Industry benchmarking:
  - Governance benchmarking - Maintain governance benchmarking information derived from partnership with Walton group. Encourage other HAs to contribute same information.
  - Development data & benchmarking – Collect comprehensive data on development activity in the sector. Agree a suite of useful property development benchmarks with the sector (properties in development by program and bedroom number, cost per m2, costs for professional services etc).
  - Tenant Participation benchmarks - work with community development workers to establish useful key benchmarks for TP. Explore national funding sources to assist with this work.

- Collect data and issues about sector rent practice and hold seminar
- Lending data
- Strategic asset planning data/ info
- Negotiate with providers to collect providers' Registration reports, particularly year by year information - to evaluate consistency by the Registrar and to contribute to benchmark information

- *Research and development of practice resources*

*Supporting tenancies*

- Housing high needs tenants in private leasehold
- Housing First – community housing providers
- Responding to high needs tenants and applicants

*Working in communities*

- Community Development
- Tenant Participation – working on estates. Toolkit and practice notes
- Working in Estates

Organisationally this will also mean:

- Increase member communication and interaction using new on-line technologies:

#### 4.1 Sector development forums

2011-12 is not a conference year. Other development seminars are included in 1.3 above.

#### 4.2 Develop & maintain sector wide systems

22	Administer Code	5
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Income		
CHD core	4,210	
		4,210
Expend		
Wages & on costs	2,458	
OH, admin & man	\$1,496	
		\$3,955
		\$255

### 4.3 Sector development & Research

#### *Data & information projects*

23	Workforce	25
24	Accrued days -10-11 OCH projects - data	60

<b>Income</b>		
CHD core	73,913	
<b>Expend</b>		73,913
Wages & on costs	42,885	
OH, admin & man	\$25,434	
Travel	297	
Meals	46	
Printing	3,000	
		71,661
		2,252

#### *Community housing practice projects*

25	Community Building	30
26	Tenancies	30
27	Affordable housing	20

<b>Income</b>		
CHD core	66,360	
		66,360
<b>Expend</b>		
Wages & on costs	40,362	
OH, admin & man	\$23,938	
		64,300
		2,060

## Key result area 5 – Organisational development

The purpose of this area of work is to ensure that the Federation is able to undertake its role most effectively.

It is made up of:

- KRA 5.1 Business development
- .Other areas of activity are not specific result areas in the business plan but are crucial to the organisation. These are the management & professional development of staff; the governance of the organisation; its quality systems and procedures; and the infrastructure systems.

Its focus in this business plan is to review the business model of the Federation to ensure that it is best able to go forward supporting its members into the new environment.

In this plan these will mean:

- Develop comprehensive marketing strategy, including market research
- Develop rigorous new pricing methodology
- Partnership with AHI and CHFA for provision of joint or co-badged training services.
- Develop new consultancy model & panel
- Consider costs and benefits of Federation operating as part of a single national system
- Promotion strategy developed and agreed by members

Organisationally this will also mean:

- Implementation of new risk & compliance system
- Review of policies & procedures in the light of new organisational structure
- Establishing new cost-centres for streamlined financial reporting & management

**KRA 5.1: Business development**

*Other unallocated*

<b>Income</b>		
CHD core	16,000	
		16,000
<b>Expend</b>		
Wages & on costs	15,315	
OH, admin & man	\$0	
		15,315
		685

<b>28</b>	<b>Business development - business models, tenders, contracts</b>	95
	Organisational management (excluding admin)	252
	Professional development	211
	Responsive & work organisation	
	- responsive phones etc	378
	- staff meetings	87
	Leave	484

<b>Income</b>		
Members	14,699	
Interest	23,000	
Fees	1,513	
		39,212
<b>Expend</b>		
Travel (bus devel)	401	
Printing (bus devel)	5000	
Advertising (bus devel)	250	
Venue (staff retreat)	1200	
Accom (staff retreat)	2829	
Board training	3000	
Board catering	300	
IT systems - complispace	7,500	
IT support contractor	7,200	
Other	2,000	
		29,680
		9,532

## 2011-12 Budget

<b>INCOME</b>	<b>2011-12</b>	<b>2010-11</b>
<b>Payment for direct exp &amp; Admin fees</b>	<b>8,500</b>	7,383
<b>CHD core grant</b>	<b>680,000</b>	729,500
<b>Other contracts</b>	<b>310,341</b>	429,252
Other inc/ group purchase fees	<b>29,800</b>	53,464
IT support	<b>400,000</b>	
<b>Membership fees</b>	<b>98,500</b>	70,072
<b>Publications</b>	<b>400</b>	844
<b>Training</b>		
Cert IV; Dip	<b>143,220</b>	101,043
HNSW	<b>135,650</b>	163,443
Other training contracts & licences	<b>407,782</b>	148,916
In-service training	<b>13,450</b>	4,050
Governance training & AICD	<b>12,000</b>	4,298
Senior Management training	<b>15,000</b>	13,002
Other training income		5,887
<b>Consultancy services</b>	<b>45,000</b>	20,073
<b>Conference &amp; seminars</b>	<b>10,000</b>	82,990
<b>Interest</b>	<b>23,000</b>	23,401
<b>TOTAL INCOME</b>	<b>2,332,643</b>	1,857,617
<b>EXPENDITURE</b>		
<b>Audit</b>	<b>5,600</b>	5,400
<b>Contractors</b>		
Consultants	<b>70,000</b>	22,708
Trainers	<b>47,500</b>	120,194
<b>Meeting costs</b>		
Venue	<b>8,150</b>	11,412
Catering	<b>16,662</b>	22,729

<b>Overheads</b>		
Accounting - bank fees	1,200	1,705
Administration - incorp/ legal	10,190	9,053
Insurance	10,500	9,978
Postage	5,000	4,280
Phone (incl hotline)	10,950	11,579
Internet	7,000	6,903
Furniture & equipment	31,200	15,921
Copier lease & expenses	5,000	5,300
Office maintenance/general	6,250	12,434
Information - library	12,052	7,930
Rent	91,652	86,007
Office utilities - electricity,	8,500	5,218
Depreciation	26,924	33,480
<b>Employment</b>		
Salaries	1,289,427	1,111,233
temp agency expenses	0	29,058
Workers comp	7,608	6,537
Advertising	6,447	2,730
LSL provision	-9,228	-8,197
AL/ALL provision adjustment	17,358	28,870
Super	116,048	98,832
Training & conf	25,550	17,869
Board Training	3,000	2,483
<b>Printing</b>		
Printing	24,900	15,729
Stationary	9,350	10,119
<b>RTO fee</b>	1,800	1,728
<b>Travel</b>		
Staff travel - projects	24,403	32,270
Staff travel - overheads	2,000	2,000
Staff accom	9,320	13,144
Board	12,000	12,269
Group serv costs	6,615	10,768
IT support payments	400,000	
Other	2,000	17,014
<b>Total expenditure</b>	<b>2,322,928</b>	<b>1,796,686</b>
<b>Surplus/ deficit</b>	<b>9,715</b>	<b>60,931</b>

## Appendix 1 – Relationship between Federation business Plan KRAs and the Industry Development Framework

	Fedn Business Plan KRAs	Federation business plan activities
<b>GOAL 1. Broadening &amp; deepening network</b>		
<p><b>Strategy 1 – Communication</b></p> <ul style="list-style-type: none"> <li>Updating knowledge of the sector</li> <li>Helping engagement with other parts of government</li> <li>Helping engagement with the public</li> <li>Promulgating the IDF</li> </ul>	<p>1.2 Support practice – media &amp; comms</p> <p>1.3 Workforce support – expertise workshops</p> <p>3.1 Represent – strategic alliances</p> <p>3.2 Sector co-ordination – communication; Information &amp; fact sheets</p>	<p>Media &amp; comms training, advice &amp; resources</p> <p>Communication strategy</p> <p>Develop suite of information/fact sheets</p> <p>Ongoing communications through a range of media &amp; enhanced web-site</p> <p>Professional workshops &amp; seminars</p>
<p><b>Strategy 2 – Industry data</b></p> <ul style="list-style-type: none"> <li>Collection &amp; regular publication of up to date statistics on the industry</li> </ul>	<p>4.3 Research &amp; development – data &amp; information collection</p> <p>3.2 Sector co-ordination – Information &amp; fact sheets</p>	<p>Lending data</p> <p>Risk profile data</p> <p>Strategic asset planning data</p> <p>Development data</p> <p>Rental data</p> <p>Workforce data</p> <p>Benchmarking work</p> <p>Information fact sheets</p>
<p><b>Strategy 3 – Building depth of engagement</b></p> <ul style="list-style-type: none"> <li>Engaging other members of the community broad ‘community housing network’</li> </ul>	<p>1.1 Consultancy</p> <p>1.2 support practice – resource bank</p> <p>2.2 Develop new training &amp; delivery</p> <p>3.1 Represent sector - Maintain &amp; enhance strategic alliances</p> <p>3.2 Sector coordination – sector engagement with other agencies</p>	<p>Consultancy panel model</p> <p>Review &amp; expand suppliers’ register</p> <p>Host contractors forums</p> <p>Partnerships with suppliers</p> <p>Pathway with higher ed providers</p> <p>MOU with AHI</p> <p>MOU with related industry bodies</p> <p>Regular relationships with devel industry</p> <p>Targeted relationships with finance bodies</p> <p>Involve new entrants in Federation</p> <p>Engagement with Aboriginal Housing sector</p>
<p><b>Strategy 4 – Industry development co-ordination of:</b></p> <ul style="list-style-type: none"> <li>Roles</li> </ul>	<p>3.2 Sector coordination – sector engagement with other agencies</p>	<p>MOUs with AHI</p>
<ul style="list-style-type: none"> <li>Communication, data collection, info sharing</li> </ul>	<p>3.2 Sector coordination – sector engagement with other agencies</p> <p>3.2 Sector coordination – Communication</p>	<p>Work with CHD/ Registrar &amp; other stakeholder on roles and exchange of information collection &amp; provision</p> <p>Communication MOUs/ protocols</p>
<ul style="list-style-type: none"> <li>Consultation processes</li> </ul>	<p>3.1 Represent sector on key initiatives</p>	<p>HAM &amp; other structures</p>

	3.2 Sector coordination - Forums, exchange & discussion	
<b>GOAL 2. Enhancing the capacity of the workforce</b>	1.3 Workforce support – manage workforce strategy	Manage & Implement Workforce Strategy Model impact of the national Pay Equity case Annual survey of workforce and wages Publish salary benchmarks (This is also 1.2) Liaison with HNSW
<b>Strategy 1 – Induction &amp; training</b>  <ul style="list-style-type: none"> <li>• Introduction to the values &amp; roles of the sector (esp induction to new participants eg. Boards)</li> <li>• Program of training for current and new recruits to meet the needs of various parts of the industry</li> </ul>	1.2 Support practice 1.3 Workforce support – Directors network 1.4 Training delivery 1.5 New training development & delivery	Board induction resources Housing management ‘keys’ based on RTA seminars RTA seminars (3) TP seminar Rent practice seminar Privacy seminar Complaints GPG Appeals GPG Hotline advice New community development network Consolidate existing professional networks Delivery of the full suite of sector training needs Develop and transfer full Diploma (as well as Cert IV) to e-learning - to meet need for flexible learning and higher level professional development
<b>Strategy 2 – Economies of specialisation</b>  <ul style="list-style-type: none"> <li>• Encouraging increasing scale to enable specialisation</li> <li>• Facilitating efficient access to appropriate specialists – and sharing staff &amp; advice</li> </ul>	1.1 Direct services 1.2 Support practice 1.3 Workforce support 2.2 Develop new training	HR services development – locum/exchanges/ contractors Hotline for expert advice to frontline workers Expert advice for providers re due diligence on IT procurement Professional peer networks for emerging areas of specialisation IT group model Joint commissioning of property development policies & procedures Asset scoping passport training brokered for staff & contractors
<b>GOAL 3. Building &amp; strengthening the capacity of providers</b>	1.2 Support practice	Administer subsidy program for next generation IT systems implementation
<b>Strategy 1 - Strategic planning</b>	1.1 Organisational capacity – consultancies 1.2 Support practice – good	Deliver governance training in strategic planning Review and expansion – esp in HR

	practice tools/ resources 1.4 Training delivery – AICD	and governance
<b>Strategy 2 – Governance</b>	1.3 Workforce support – Directors' network 1.4 Training delivery – AICD	Resources/ brokered training/ network Partnership with Walton Group to deliver governance reviews and consultancy to sector
<b>Strategy 3 – Risk management</b>	1.2 Support practice – support good practice 1.4 Training delivery – in-service training – risk management	Partnership with Complispace to deliver compliance & risk management system Revise Risk Good Practice Guide to bring risk management for smaller providers to to ISO 31000 standard Update risk management tool for smaller providers Risk tailoring workshops for the sector

## Appendix 2 –Alignment with strategic objectives 2009–2014

		Prev years	This year
<b>Strategic changes</b>	• We are proactive by drawing on leading edge of members' practice		x
	• We are much more engaged in national activities	x	xx
	• Clearer delineation of CHD and Federation roles – increased Fed	x	
<b>Developing the sector</b>	• Establish a new vision for the sector (beyond PFF)	CHAC	
	• supporting the capabilities of individual organisation;	x	x
	• developing new structures to support the associations' business;	xx	xx
	• creating new opportunities by promoting the sector to the commercial world	x	xx
	• broadening the scope of the industry's activities to include complementary services for aged care and by operating nationally		
<b>Strategic advocacy agenda</b>	• To increase affordable housing	x	xx
	• To ensure adequate funding		NAHA
	• To ensure access to the required workforce	x	x
	• To establish the sector's new place across the housing market, rather than limited to government programs	x	x
	• Build consensus across the sector – sector cohesion		
<b>Broaden membership to reflect role as the industry associations for a wider industry</b>	• Develop and market our brand		xx
	• Establish our leadership as the industry body, clarifying our services, unique strengths, and capacity to complement work of related industry bodies (eg ACSA)		x
	• Proactively seek new members (eg Aboriginal providers) through a staged approach based on priorities and development of appropriate systems to service them		x
	• Review fee structure for housing associations	x	
	• Establish new affiliate membership class for consultants and industry partners	x	

<b>Engaging the members to build leadership mandate and responsiveness</b>	• Create a strong feedback loop and flow of information to members on outcomes	x	xx
	• Develop web-site forums		x
	• Focus HA Meetings on advocacy issues		
	• E-bulletins to report on the key advocacy items agreed for that period		x
	• Attend board/ CEO meetings with members	x	x
	• Board more actively communicates with members		
<b>Establish and promote information base to support the industry</b>	• Enhanced research on approaches		x
	• Strong information base on practice	x	xx
	• Research and collect information on industry characteristics	x	xxx
	• Use new information to promote the sector and opportunities		xx
<b>Expanding Federation business by establishing new/ strong profit centres</b>	• New business – human resource services to fit with existing training		
	• Consolidate and expand existing consultancy business – clarify consultancy services that are appropriate fit with the organisations; establish a new Centre for Business in Social Housing with a strong brokerage in affordable housing services	(x)	xx
	• Consolidate and expand training business as a platform to spin off other businesses – focus on supporting career pathways; essential knowledge for new entrants; make strong inroads to Housing NSW training; adopt new delivery approaches (esp on-line) to add the ‘wow factor’ to training products and delivery	xx	xxx
	• Look to new markets in complementary sectors – eg aged care		
	• Priority on marketing activities; and rigorous costing	x	xx
<b>Review business areas and model</b>	• Establish new businesses units		
	• Restructure to maximise human resource capacity	xx	
	• Identify role in expanding national industry framework	xx	xx
	• Review approaches to delivering good practice resources/ advice	x	

