

## Purpose

The purpose of this policy is to summarise the approach taken by Pacific Link Housing (PLH) and its wholly owned subsidiaries (PLH Group) in planning for business development and the framework in place to continually monitor performance.

### 1 Strategic Plan

In development of this strategic and business planning policy, PLH Group has referenced applicable regulatory standards and governance best practice.

The PLH Board, through the Strategic Plan sets and approves the long-range goals for the organisation, including subsidiary entities over a five to ten year timeframe. Subsidiary boards develop Strategic Plans for Group entities. The Plans are reviewed annually, or as changing circumstances dictate.

The Strategic Planning process is as follows:

- i. A Strategic Planning Day is held (generally in April or May).
- ii. The Day may be led by an experienced, professional facilitator and participants include the Directors, CEO and Executive team.
- iii. In preparation for the Planning Day, SWOT analysis, business case papers and financial forecasts are prepared, as required.
- iv. Managers meet with their teams to review previous Strategic and Business Plans and discuss priorities for future plans.
- v. Tenant and stakeholder feedback may be sought and considered.
- vi. Presentations from guest speakers on the economic and policy environment for the community housing sector may be arranged to provide context for the discussions.
- vii. Broad objectives and strategies are agreed and documented.
- viii. The Strategic Plan is developed by the CEO and Executive management and discussed and approved by the PLH Board.
- ix. The Plan will typically include:
  - o PLH's vision, mission and values,
  - o a review of the outcomes and successes in meeting the objectives set in the previous Plan,
  - o a strategic risk assessment identifying key risks that may have a significant effect on PLH's ability to achieve its strategic objectives and operate within its state risk appetite,
  - o an assessment of the capacity and suitability of the organisation structure to meet the strategic objectives.
- x. PLH's approved Plan is distributed to and discussed with employees and other relevant stakeholders, where appropriate.

Pacific Link will research the broader picture for new ideas and new data to further inform the process. This may involve exchanging information with other providers, analysing external data sources, research of better methods through published literature on housing provision, analysing community housing sector trends, feedback from clients, partners and the broader community and reviewing other published data sources.

## 2 Business Plan

Based on the objectives of the Strategic Plan for each Group entity, an annual Business Plan is prepared by the Group CEO and Group Executive management to document short to medium term goals.

The base budget is prepared by the Chief Financial Officer and Group CEO together with costings for proposed projects and resourcing needs. The basis for assumptions on which the budget is prepared are tested and documented. On approval by the respective Boards, the final budget is determined.

Through the Group performance enhancement process, KPIs are set for employees that seek to achieve the objectives set in the Strategic and Business Plans. Planning will include identifying employee training and development goals, on both individual and for the company's needs to meet stated objectives.

Review and monitoring of progress in achieving our Strategic Plan objectives and annual Business Plan is reported on a quarterly basis by the Group CEO to the Boards, and monthly where an update is required.

The quarterly reviews will assess;

- Whether targets were met.
- Outcomes of specific projects
- Whether goals were achieved
- If goals have not been achieved, the reason why this has not been possible.
- If required, setting new timeframes.

Progress on meeting Strategic and Business Plan targets and goals is reported in the PLH Group Annual Report.

## 3 Business Review and Evaluation

The PLH Group has the following review and evaluation processes to ensure continuous improvement in delivery of services and compliance with legal and regulatory requirements:

- i. progress in achieving strategic objectives as part of its strategic planning process and reporting in Annual Report.
- ii. quarterly business plan review by Group CEO, Group Executive management and requisite Boards.
- iii. monthly reporting of financial results and key performance indicators to the Boards.
- iv. regular review of key business processes, as follows:
  - a. reviews of policies every three years (or as required by the individual policy),
  - b. annual external audit,
  - c. internal audit reviews,
  - d. expert consultants' reviews, as required.
  - e. participation in sector surveys and comparison and analysis of PLH performance with sector benchmarks.
  - f. Seeking feedback from tenants, support partners, contractors and other stakeholders.

- g. Review of complaints and appeals for trends identifying gaps or problems in service delivery.

#### 4 Identifying Housing Needs

PLH Group will identify the organisation's target client groups by assessing the needs of the population and aim to target those who are in the highest need for appropriate, secure and affordable housing including those persons who may need support to maintain an independent tenancy. Target groups will be identified by

- i. Viewing all the relevant local council's demographic profiles and relevant data
- ii. Viewing and assessing regional plans
- iii. The Government Census outcomes
- iv. Discussions with local agencies and focus groups
- v. NSW Housing Pathways waiting list and referrals
- vi. Research papers
- vii. Commissioning demographic-based housing studies.

As the demographics of the growing population are subject to change, the company will be vigilant in determining and prioritising target groups that are in the highest need for housing assistance.

#### 5 Business Development

PLH Group will identify strategies for finding the opportunities and resources to meet its aims. The company will continue to grow through applying, where appropriate, for housing and support programs, grants from government and non-government foundations, piloting new initiatives, identifying fee for service opportunities, affordable housing strategies, developing new partnerships and participating in tenders for social and affordable housing and services.

##### Partnerships

PLH Group will build good relationships with other similar housing and other agencies to discuss and exchange ideas on aspects of service delivery. PLH will attend housing forums and other meetings/conferences to learn new approaches to service delivery.

To formalise and document the aims and terms of a partnership, the Group CEO will develop a Memorandum of Understanding (MOU) with partners (or other agreements), where appropriate. Where binding on matters other than confidentiality, MOUs are reviewed by legal counsel and approved by the Board.

##### Tenders

PLH Group will monitor tenders for social and affordable housing developments and provision of property and tenancy management services. All tenders of significant value require submission approval by the Board, via the Growth Committee.

##### Grants

PLH Group will monitor grants from government sources including Commonwealth, State and local to ensure potential for available funds for delivery of services is maximised. In determining which grant applications are made, PLH Group will apply the criteria outlined below.

### Evaluation Criteria

Before formalising a partnership, participating in a tender or applying for a grant, the Group CEO and executive management will make an assessment using the following evaluation criteria:

- i. How closely the tender outcomes will align with objectives;
- ii. Opportunities and strategic fit;
- iii. Risks and mitigations;
- iv. Capacity to deliver the tender to the required timeframe and quality standards eg consider outsourcing to a consultant;
- v. Opportunity cost of preparing tender response, the amount of time and resources needed;
- vi. Potential competitors for the tender;
- vii. Potential for partnering with other providers and agencies in delivering the tender commitments.
- viii. Likelihood of success in winning the tender
- ix. Reputational risk if not able to deliver on commitments made in the tender.

### Tender Response Process

Preparing a Tender Response can vary considerably in scale and complexity. Once the evaluation process has been conducted and approval to proceed obtained, the Group CEO and Group Executive management will commence planning as follows:

- i. allocate a project manager and team,
- ii. identify skill and resource gaps and consider outsourcing,
- iii. establish deadlines and progress reporting schedule,
- iv. identify and liaise with bid partners, including MOUs where appropriate,
- v. conduct a full risk assessment to identify risks and controls in place or proposed, and report the results to the Board.
- vi. ensure the tender response addresses the questions and requirements,
- vii. review the process after the bid submission
- viii. obtain detailed feedback and ensure key learnings are used in the next bid.

Policy Owner	Executive Manager, Governance, Policy & Advocacy
Approval Authority	Board
Approval Date	August 2024
Next Review	August 2027
Website published	Yes