



**Many Rivers  
Regional Housing  
Aboriginal Corporation**  
Strategic Plan 2020-2022





# Many Rivers Acknowledgement

Many Rivers Regional Housing works across the lands of many peoples.

Many Rivers acknowledges the Traditional Owners as the custodians of the land.

We recognise their connections to lands, waters, territories and resources.

We pay respect to Australia's First Peoples and their Elders past, present and future.

## Artwork by Alison Williams

Housing and wellbeing are shown by representations of people meeting and being connected to healthy environments. The diverse country of Many Rivers' service footprint, stretching from the mountains to the sea, is captured across the canvas.





## From our board

Welcome to our Strategic Plan. This plan outlines our vision for the coming three years. It sets our priorities and goals, designed to further strengthen the services we deliver.

Many Rivers is, proudly, an Aboriginal community-controlled, Indigenous Corporation. Culture is at the centre of everything we do.

We provide property management services across northern NSW through partnerships with Aboriginal communities and organisations. We recognise that housing is the foundation for wellbeing. We work with tenants and communities to provide safe, stable housing. Community development is at the heart of our service model.

We are proud of the ambitious targets within this plan. For all indicators, where there is a sector benchmark, our target exceeds that benchmark. Our progress will be monitored every 6 months.

As a leading Aboriginal Community Housing Provider, this is our plan of how we will deliver for our partner communities.

Regards,

Daniel Morrison

Chairperson

## Our Vision, Our Purpose

Our vision: Quality housing; Thriving Communities.

Purpose: Closing the Gap in Aboriginal wellbeing through housing, partnerships and community development.





# Our Strategic Pillars

## **Pillar 1** Our Tenants

At Many Rivers, we are committed to supporting tenants to maintain their tenancies in a safe and comfortable homes through the provision of culturally safe services.

We do this by having a dedicated and skilled housing team. Cultural safety and tenant welfare underpin our approach to property management. We provide a responsive service for repairs and maintenance 24/7. They manage rent collection and arrears management in a fair and transparent manner, and link tenants to appropriate, local wrap-around services for support when required.

## **Pillar 2** Our partner communities

Aboriginal community housing is an asset for the community. Our services are designed to ensure the protection and longevity of these assets.

Our service arrangements with owners are built on the principles of partnership. Our goal is to work together to see our partner communities thrive.

We work for the financial viability of our partners' housing portfolios and seek opportunities to increase the size and value of their housing portfolio whenever possible.

We drive sustainable community development initiatives through direct investment and grant funding.

## **Pillar 3** Our brand

Many Rivers seeks to be recognised as a respected leader in the Aboriginal community housing sector and throughout Aboriginal communities in northern NSW.

We achieve this by being a valued, community-owned organisation. We deliver exceptional service to communities, providing property management and tenancy support services, Aboriginal employment and training opportunities and leading community development initiatives.

Our strong, positive public profile comes from our achievements in these areas.





# Pillar 1

## Our Tenants

### Tenants have stable and quality housing

Tenants provided safe and habitable housing

- 100% of properties have been inspected in the last 12 months
- 95% of properties have had a safety and compliance inspection completed in the last 12 months
- 95% of repairs and maintenance works completed within required timeframes for classification (urgent, standard)
- >80% respondents in annual tenant survey satisfied with the condition of their home
- >80% respondents are satisfied with the maintenance of the property
- >75% of properties meet property condition standards

Tenants supported to maintain their tenancies

- 100% of tenants receive an accurate statement each month
- Per annum, evictions represent <1% of managed tenancies
- Our tenant support model offers an interagency referral to a minimum of 10% of tenants per annum by December 2021
- Improvement initiative:** Tenant support service directory covers all areas of our portfolio by December 2021

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Services are culturally safe

- >80% of frontline staff identify as Aboriginal

Where appropriate, tenants are supported to transition to home ownership

- Home ownership pathway planned with at least two tenants per annum





# Pillar 2

## Our Partner Communities

### Partner communities are supported to thrive

Provision of exceptional property management services	Portfolio size >480 dwellings Supporting a minimum of 20 partner owning organisations 100% of partners receive accurate statements each month
Maximise the financial viability of all portfolios	>95% rent collected (as a proportion of charged, including rent in advance and payments against payment plans) 100% of properties have had a rent review in the last 12 months 90% of tenants have decreasing arrears (measured over a period of 3 months) 80% of portfolios are financially viable by December 2022 <b>Improvement initiative:</b> Develop partnership on at least one small-scale residential development by December 2021
Effective asset management	60% of uninhabitable properties rehabilitated to become habitable, income earning properties by December 2022 No property becomes uninhabitable due to lack action from Many Rivers <b>Improvement initiatives:</b> Asset management plan developed by February 2020 Asset management plan implemented across the portfolio by December 2020
Delivery of sustainable, community development initiatives	Five new community development initiatives implemented by June 2020 30% of Many Rivers working capital invested in community development by December 2022 <b>Improvement initiative:</b> Community development plan completed by February 2020





# Pillar 3

## Our Brand

### Many Rivers is a respected Aboriginal Community Housing Provider

A valued Aboriginal Corporation in the region	Corporation membership increases by at least 10% per annum Corporation membership covers all areas of our portfolio
Increased employment and training opportunities for Aboriginal people	A minimum of 60% of the Many Rivers team identify as Aboriginal A minimum of two Aboriginal work placements hosted per annum Aboriginal businesses make up at least 20% of our trades expenditure Every staff member has a qualification by December 2022 <b>Improvement initiative:</b> Two Aboriginal trainees successfully complete traineeships by December 2022
Increased employment and training opportunities for Aboriginal people	A minimum of 10 positive media stories per annum Participate in a minimum of five sector events per annum >500 Facebook likes by December 2022 Hold board meetings in partner communities every 6 months <b>Improvement initiative:</b> Complete a re-branding exercise by December 2020
Many Rivers is a registered provider under the NRSCH	Registration achieved by October 2020
A stable and positively engaged workforce	A net promoter score in the annual staff survey Staff turnover <15% Every staff member engaged in at least one training opportunity per quarter
Strong and effective governance	A minimum of six board meetings held per annum Two independent, specialist directors A minimum of two partners form part of membership <b>Improvement initiative:</b> A skills-based board





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