
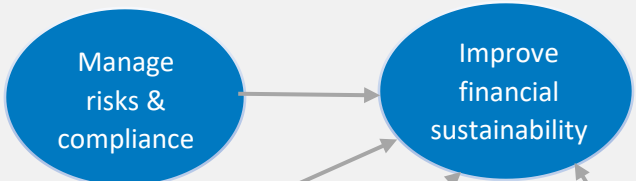





Common Equity Strategic Plan 2020-2023

Vision:	The co-op housing model continues to actively grow, evolve and empower communities in South Australia.		
Purpose:	To support and enable housing co-ops to flourish in South Australia by providing members with: <ul style="list-style-type: none"> o administrative, finance, asset and tenancy management services; o regulatory compliance and risk management controls; o monitoring and reporting advocacy, education and participation strategies and skills 		
Strategic themes:	Sustainable growth	Operational agility	Partnership development
Strategic result statements:	Increase in size and member value through membership growth and property management diversification.	Processes and services are executed in a timely, accurate and cost-effective manner that exceeds members expectations.	Foster partnerships to improve brand awareness, understanding of the Common Equity model and business relationships.

Strategy map & strategic objectives		Measures
Financial		<ul style="list-style-type: none"> • NRSCH Return • SAHA KPI's
Community & Members		<ul style="list-style-type: none"> • Working Capital ratio • Operating cashflow adequacy • Operating EBITDA margin • Member satisfaction • NRSCH benchmarks • Common Equity Model
Internal processes		<ul style="list-style-type: none"> • Number of new properties (& MO's) • Social media • PR & contacts • MO admin costs per member • Admin + staff costs per property • IT infrastructure • Member communications • Member engagement
Learning & Growth		<ul style="list-style-type: none"> • IT infrastructure • Team training & development plans • Board member development • Team leadership development

Values

Co-operation – we actively promote & enact the principles of co-operation & the growth of co-op housing to improve access for lower income household, enhance social & community benefits & to create greater community resilience.

Respect – we respect and strongly advocate for a diverse and inclusive society, we act with integrity by treating people with respect, doing what we say we'll do and being honest and genuine with each other.

Empowerment – we actively empower members to maintain their identity and autonomy and we do this by collaborating with members and stakeholders to drive the best outcomes.