



HOUSING FOR THE AGED  
ACTION GROUP INC.

# Strategic Plan

2019-2022

## Vision:

A society where older people have safe,  
secure and affordable housing

## Mission:

We engage and work with older people  
through community activism, services and  
advocacy to achieve social change and  
housing justice

Changing lives

Changing the system

Honouring our heritage

Organisational strength

## Strategy: Service Delivery – changing people’s lives: enable older people to make positive life changes through high quality service delivery

### Context

Our Home at Last Service is well-established, and has recently achieved accreditation for the first time. We have expanded into the Barwon South West area. Our retirement housing service is becoming established, and builds upon our long-standing retirement and tenancy advice service. We have recently introduced a new aged care systems navigator service. To build for the future we need to adapt to increasing demand and better integrate and expand our service delivery.

### Objectives

- Review the Home at Last model to increase our impact
- Position ourselves for potential growth into regional and metropolitan areas and/or into other service delivery (for example, tenancy support)
- Continue to support diverse communities and identify service gaps for people who we are not reaching
- Flexible and integrated service response to create a range of positive outcomes for older people
- Communicate our successes

### Priority Actions

- Review resource allocation and monitor referrals, partnerships, and service delivery
- Analyse our client data and compare with ABS statistics to identify gaps
- Identify housing options for all people, including those who are not eligible for public housing, by better integrating the retirement and housing support teams, updating the housing options booklet and improving the ILU database
- Improve client feedback processes
- Identify areas of potential growth in funding, service delivery or regional expansion

## Strategy: Advocacy and Campaigns – changing the system: seek opportunities to strive for systemic change

### Context

Our focus on systemic advocacy is a part of our history and remains an important focus for our members, Committee and staff. It fosters a sense of shared purpose and gives meaning to our work. To build on this into the future, our goal is to increase our impact through better articulating our theory of change, leveraging our unique position as the voice of older people - tenants, people experiencing financial disadvantage or at risk of homelessness, and people from diverse backgrounds.. Our service delivery informs our advocacy and we seek opportunities to create systemic change.

### Objectives

- Increase awareness of housing circumstances by involving older people in our campaigns who have a lived experience of being homeless or at risk of homelessness
- Contribute to building the evidence base for change via research
- Develop campaign material with impact and increase our campaign resources
- Increase our influence on decision makers, via strategic networking and lobbying
- Build national alliances to raise awareness and collaborate on advocating for change
- Better regulation of community housing, retirement housing and tenancy through building alliances , networking and joint advocacy
- Housing is recognized as a public health issue, influencing health, family violence and educational outcomes
- Improve the sectors understanding of the needs of older people through training

### Priority Actions

- Continue and expand national network of older people and national alliances, including with interstate agencies and governments
- Commence work with community housing providers to improve outcomes for older people by improving regulation and tenancy management
- Develop and deliver training for professionals working with older people
- Increase our resources for advocacy and campaigning
- Lead a cross-sector alliance and collaborative partnerships with agencies to build support for recognition of housing as a public health issue

## Strategy: Honouring our heritage: elevate the voices of older people in all our work

<b>Context</b>	We are a grassroots community organisation that is over 35 years old, that has experienced rapid growth over the last five years. Our members, workers and management committee value our heritage and the philosophy that underpins it. We want to honour our heritage and elevate the voices of older people in all of our work
<b>Objectives</b>	<ul style="list-style-type: none"><li>• To have a larger and more informed membership base, with increased numbers of people with lived experience of homelessness as members</li><li>• To create more opportunities for members to collaborate</li><li>• To celebrate our history via capturing stories and celebrating anniversaries</li><li>• For everyone to have a voice via consultation and feedback</li><li>• To continue our early intervention approach via our peer education program</li></ul>
<b>Priority Actions</b>	<ul style="list-style-type: none"><li>• Continue to develop and expand the peer education program, by supporting and training former clients to become empowered to tell their stories and advocate on their own behalf</li><li>• Provide campaign and media training to members and former clients to elevate the voices of older people, with the view to including an older persons voice in every media or promotional activity</li><li>• Find new ways to involve members, including those outside Melbourne, and develop innovative ways for HAAG to go out to members unable to come to HAAG</li><li>• Include HAAG history in all community and professional education</li><li>• Seek regular feedback from members on our engagement with them</li></ul>

## Strategy: Organisational Strength – build on strong foundations: continue to consolidate and strengthen HAAG through organisational development

Context	<p>Our workers and management committee value HAAG's commitment to making a difference . Having weathered a period of rapid change over the last three years , we want to build on our strong foundations to look to the future, so that it remains a great place to work, volunteer and visit.</p>
Objectives	<ul style="list-style-type: none"><li>• Treat individuals as though they matter and are one of us</li><li>• Retain staff that are highly skilled, and supported throughout their working life</li><li>• Members feel that they are valuable contributors to the organisation</li><li>• Ensuring that staff, Committee and membership remain diverse and increase our diversity via specific engagement programs</li><li>• Strengthen our Committee through induction, training and recruitment</li><li>• Ensure workers are supported through a range of professional development opportunities</li><li>• Foster mutual respect, flexibility and autonomy</li></ul>
Priority Actions	<ul style="list-style-type: none"><li>• Ensure policies and procedures are easily accessible and clear</li><li>• Analyse worker retention and provide opportunities for feedback</li><li>• Regular review of practice to ensure it remains true to HAAG values</li><li>• Develop and implement Committee diversity policy to encourage diverse views and experiences are represented</li></ul>

# How we got there

Our workers and our Committee of Management envisioned a future where we had achieved our vision, and these are the steps we came up with in order to get there



**Increased supply of affordable housing and funding for services:** housing is recognised as critical infrastructure, with increased public and community housing and a range of affordable housing models that cater to older people's needs and preferences. Older people are able to be linked with housing information and support.



**Improved housing regulation:** significant residential tenancies reform, improved tenancy management by community housing providers, stronger protection for retirement village residents, and reform of investment rules



**Improved housing design:** affordable housing is built to universal design and climate change principles, located in accessible neighbourhoods linked with local services and community, with a mix of ages and cultures



**Advocacy and activism:** membership numbers increase, older people are involved in lobbying, media and awareness raising, and HAAG is well known by decision makers and the public. HAAG is recognised for innovation and strong partnerships through national and state-wide advocacy.

**Our values: Inclusiveness, Commitment, Respect, Integrity, Solidarity, Equity**