

***Eastcoast Housing***

**Strategic &  
Operational Plan**

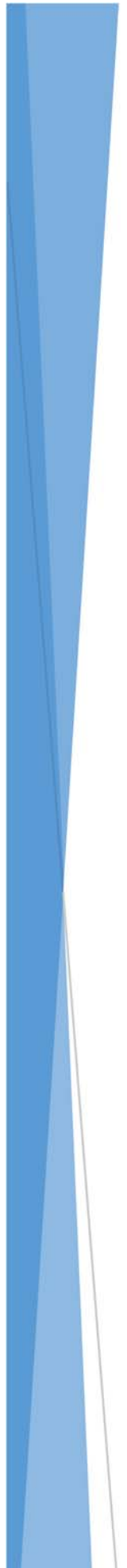
**2017-2020**



# Signatories

The board of *Eastcoast Housing* adopted the following strategic and operational plan in its entirety on the    day of                    in the year 20

Leonardo Pepi	Chairperson	_____
Gonny De Groot	Treasurer	_____
Kate Sheehan	Ordinary member	_____
Joan Leister	Ordinary member	_____
Jill Parsell	Ordinary member	_____
Meigan Edmondson	Managing Director	_____





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# Introduction

Eastcoast Housing's board has the prerogative to create a preferred future. With this in mind Eastcoast Housing recognises that for Eastcoast Housing to continue to succeed there is a need to plan for the future.

During *May 2016* Eastcoast Housing prepared a Strategic and Operational Plan.

Those involved in this working group included:

*Members, Directors and employees - assisted and facilitated by Rohan Weeraratne, external business consultant from Apex Institute.*

It is hoped this Plan reflects the needs and aspirations of the general membership of Eastcoast Housing.

The Plan prepared by this group was presented to Eastcoast Housing Board for its input and final endorsement.

This document represents the completed and endorsed plan. It is the intention of Eastcoast Housing Board to publicise the plan to members, put the plan into action and include discussion of the Plan as an agenda item at each Board meeting in order to review its progress regularly and to modify the Plan if necessary. It is also the intention of Eastcoast Housing Board to hold sessions dedicated to discuss, review or modify the plan as necessary.

Organisation members and the southern Metro and wider Gippsland community are encouraged to provide feedback on this plan in order to help and inform the Board as they progress the Plan.

# Strategic and Operational Planning

Running an organisation is not easy. There is an increasing array of financial, management, maintenance and fund raising tasks to undertake in order to keep a Organisation operating but organisations are really about people. One of the hardest parts of running an organisation is bringing a group of people together to work as a team. A team with shared goals and a common purpose will improve a Organisation and help them achieve their goals. This requires planning.

Some thoughts on strategic and operational planning:

- If you don't know where you are going you will never get there.
- Plans are nothing but planning is everything.
- Planning is an ongoing process not an immediate solution to all problems.
- Failure requires no planning.
- Planning should provide a clear and common direction
- Planning should provide specific and measurable goals, strategies and actions that describe what they want to prioritise and do.
- Organisation plans outline the basics of where Eastcoast Housing may be heading, and the key priorities. Further planning may be necessary and specific plans might need to be drawn up to service key projects or key areas of Eastcoast Housing business or financial planning, asset planning (asset management) or operational planning can help define specific timeframes, responsibilities and resources required.

A strategic and operational plan can help an organisation be successful by:

- Identifying goals and developing ways of achieving them
- Ensuring viability and success
- Responding to issues and opportunities
- Being more efficient and effective in doing things together
- Communicating and influencing others
- Building consensus amongst a wide cross section of Eastcoast Housing.

# Stakeholder Analysis

Eastcoast Housing undertook a stakeholder analysis.

This analysis enabled Eastcoast Housing to identify the key stakeholders and list their interest in, expectations of and potential to contribute to Eastcoast Housing as a whole.

Stakeholders were identified internally within Eastcoast Housing and externally.

The major stakeholders identified during the analysis are:

Department of Health & Human Services
Housing Registrar
Apex Institute
Community Health Centres
Quantum
Community Housing Ltd (CHL)
Barrier Breakers
Latrobe Regional Hospital Mental Health (LRHMH)
Community Housing Federation Victoria (CHFV)
LSH Accounting
Go Accounting

A detailed analysis of the stakeholders can be found in Attachment B1

# Eastcoast Housing

Eastcoast Housing which promotes social housing from its base of operations in Moe is a proud and active Victorian housing provider.

As part of the planning process Eastcoast Housing listed the key events, milestones and occurrences in their history. The pivotal moments that have shaped Eastcoast Housing into its current form are:

*1983 Established a Rental Housing Cooperative run by members and potential tenants*

*1995 Amalgamated with two other Rental Housing Cooperatives, Riverina and Chelsea Housing Cooperatives*

*1995 Changed legal status of agency from Cooperative to Not for Profit Company Limited by Guarantee*

*2008 Registered as a Housing provider under the Housing Act 1983*

A detailed chronological breakdown of Eastcoast Housing's history can be found in Attachment C1



# Changes in the Community

Eastcoast Housing operates in a changing world. The challenge is to design a future with knowledge of the factors that can help or hinder progress. These factors include the trends or issues within the general community that have an impact on Eastcoast Housing.

As part of the planning process Eastcoast Housing undertook a **P**olitical, **E**conomic, **S**ocial and **T**echnological (PEST) analysis of their position within the community and housing sectors.

## Political

- Change of government
- Change in governmental priorities e.g. Domestic violence is a 'hot' issue presently

## Economic

- Increased cost of maintenance and repairs
- Age of properties we manage is increasing and many are past their use by date

## Social

- Support services workers are increasingly combative in approach. They believe this is advocating for their clients,
- Increase use of illicit drug ie. ice by people that has impacted on behaviour of applicants and tenants

## Technological

- The use of drones is becoming more common place – will we get to the stage we are conducting inspections using drones?
- The last decade has seen most tenants using digital communication in some form or other providing easier access to them
- Digital advancements are providing increased capacity to undertake reporting quicker and more easily

The full PEST Analysis can be viewed in Attachment D I



# Vision

Our House - Your Home

## Mission

To provide equality of access to affordable housing for middle and low income earners. The housing must be suitable for their needs, offer security of tenure and promote tenant participation and control.

To provide a choice of community services in tenancy, property and asset management which is available to all and to support special accommodation groups within the Eastcoast region of Victoria.

## Values

Enthusiastic  
Customer Focused  
Diligent  
Accepting and tolerant  
Honest  
Respectful  
Cooperative

# Goals

Goals that Eastcoast Housing has determined to focus on are:

- **Goal 1**
  - Improve the satisfaction of our customers
  
- **Goal 2**
  - Supply affordable housing for low to middle income people in our community
  
- **Goal 3**
  - Maintain our housing assets to a high standard
  
- **Goal 4**
  - To continue to grow our business in a sustainable manner
  
- **Goal 5**
  - To provide training opportunities for employees, Directors and members

# Strategies and Actions

As part of its planning Eastcoast Housing developed planning grids that record strategies and actions designed to achieve its objectives for each key area.

These planning grids record strategies and actions that are SMART. They are:

- Specific
- Measurable
- Achievable
- Reviewable
- Time bound

**In addition the planning grids record:**

- What Eastcoast Housing intends to do and how
- Who will be responsible for the action
- When these will be done
- What resources are needed
- How progress will be measured or indicators of success that will help Eastcoast Housing know whether it has achieved its objectives or not

These planning grids are included In the Plan on pages 13 through 18

## SWOT Analysis

As part of the planning process those involved completed a SWOT analysis of Eastcoast Housing.

This identifies the strengths, weaknesses, opportunities and threats associated with Eastcoast Housing's key areas of activity. Through analysis of the SWOT Eastcoast Housing can assess where it is currently at in relation to each area. The SWOT ultimately assists in helping Eastcoast Housing determine a preferred future.

The information collected as part of this stage of the planning is included with the plan as Attachments E1 through E5.

# PLANNING GRID FOR GOAL 1

**Objective: 1.0 Improve the satisfaction of our customers**

<b>Strategies</b> <i>What</i>	<b>Actions</b> <i>How</i>	<b>Priority</b> <i>L/M/H</i>	<b>Time Frames</b> <i>When</i>	<b>Resources</b> <i>Human Material Financial</i>	<b>Responsibility</b> <i>Who</i>	<b>Performance Indicators</b> <i>Measurement</i>
I.1 Expression of Interest (EOI) application form is clear and easy to complete	Improve EOI form by adding sections that provide information about previous housing	H	Nov 2016	Time: 4 hours review and development, printing Paper: 1 ream initially	Managing Director	New form available for applicants by December 2016
	Add a section that spells out that we cannot provide a crisis response	H	Nov 2016		Managing Director	New form available for applicants by December 2016
I.2 Develop Newsletter more often	Instead of 3 monthly newsletters develop newsletters bi-monthly	M	Bi-monthly	Time: 2 hours development, 1 hour printing and mail out Paper: 1 ream	Housing Workers	Newsletters are sent out bi-monthly
I.3 Information about crisis response services is available to all applicants	Update the Resource List available to applicants who need a crisis response	H	Oct 2016	Time: 2 hours review and development	Housing Workers	List is updated, circulated to all staff and available at the front counter
	Send this list out to potential applicants with our Expression of Interest form	H	Oct 2016	Time: 5 minutes printing and inclusion	Housing Workers	Every EOI sent out has this list attached
I.4 Tenants are rewarded for improvements in behaviour and good practice	Provide \$100.00 Coles Myer Gift Card for tenants who have improved dramatically in the care of their homes	H	Dec 2016	Time: ½ hour assessment Cost: \$100.00 for each estimated to be 5-10 per annum	Housing Workers Approval by Managing Director	Assessment has been undertaken after inspections

	Provide Certificates to tenants who look after their homes as evidenced during inspections	H		Time: ½ hour Resources: 1 Laminating sheet each certificate	Housing Workers	Assessment has been undertaken after inspections
1.5 Information upon sign up about rent setting and processes is clear	Develop a brochure about how we set rent and what this means ie. Rebated vs Market Rent, Rent reviews bi-annually etc.	H	Dec 2016	Time: 2 hours	Housing Workers	New brochure developed, is clear and available in Sign Up Kit.

# PLANNING GRID FOR GOAL 2

**Objective: 2.0 Supply affordable housing for low to middle income people in our community**

<b>Strategies</b> <i>What</i>	<b>Actions</b> <i>How</i>	<b>Priority</b> <i>L/M/H</i>	<b>Time Frames</b> <i>When</i>	<b>Resources</b> <i>Human Material Financial</i>	<b>Responsibility</b> <i>Who</i>	<b>Performance Indicators</b> <i>Measurement</i>
2.1 Eastcoast Housing complies with rent setting policies as developed by DHHS and changed from time to time	Review DHHS policy regularly, update Eastcoast Policy accordingly	H	Ongoing	Time: 3 days every six months x 2 workers	Housing Workers	Where a tenant has supplied income details rent is set at <30% of assessable income
2.2 Market Rents are reviewed annually and rent charges to tenants are adjusted accordingly	Ensure that most tenants are charged less than Market Rent	H	Ongoing	Time: 1 day annually x 2 workers	Housing Workers Managing Director and Board to monitor	No more than 10% of tenants pay full Market Rent
2.3 Information is sent to all tenants of any updates in policy	Advise tenants via newsletter of any change in policy within 30 days of any change occurring	H	Ongoing	Time: 1 hour bi-annually	Housing Workers Managing Director and Board to monitor	
2.4 Promote Eastcoast Housing's achievements	Develop 1 page flyer to go to tenants and other agencies spelling out our previous years achievements	M	Annually	Time: 3 hours Cost: Postage and 1 ream of paper	Managing Director	Flyer is developed and sent to those interested

# PLANNING GRID FOR GOAL 3

**Objective: 3.0 Maintain our housing assets to a high standard**

<b>Strategies</b> <i>What</i>	<b>Actions</b> <i>How</i>	<b>Priority</b> <i>L/M/H</i>	<b>Time Frames</b> <i>When</i>	<b>Resources</b> <i>Human Material Financial</i>	<b>Responsibility</b> <i>Who</i>	<b>Performance Indicators</b> <i>Measurement</i>
3.1 All properties are well maintained	Undertake inspection of all properties at least every 18 months	H	Ongoing	Time: 1 day per fortnight x 2 workers	Housing Workers	Each property has been inspected every 18 months at least
3.2 Maintenance works are identified	Refer to the Property Group matters requiring upgrade	H	Ongoing	Time: 1 day per fortnight x 2 workers	Housing Workers	Property Manager receives a copy of the Property Inspection Report and Urgent, Priority and Responsive works ordered by Housing Workers
3.3 Urgent works are responded to in a timely manner	Create Purchase Orders for all Urgent works within 24 hours of becoming aware of the works requirement	H	Ongoing	Time: 1 hour per fortnight x 2 workers	Housing Workers	All Urgent workers have been actioned within 24 hours
3.4 Tenant damage is identified	Breach Notices issued to tenants who have damaged the property or are required to undertake remedies	H	Ongoing	Time: 6 hours per fortnight x 2 workers	Housing Worker	Notices issued. Tenants are aware of what they have to do
3.5 Breach Notices are issued when tenant damage is noted	Repeat inspections are scheduled	H	Ongoing	Time: 2 hours per fortnight x 2 workers	Housing Worker	Follow up has occurred. Property is back to an acceptable standard. Tenant is aware of the standards expected.
3.6 Property Group has upgrade and cyclical plan in place	Board approves annual upgrade plan developed by Property Manager and Managing Director	H	Annually	Time: 4 hours per fortnight	Managing Director Property Manager Board of Directors	Plan is developed Board has approved plan



# PLANNING GRID FOR GOAL 4

**Objective: 4.0 Continue to grow our business in a sustainable manner**

<b>Strategies</b> <i>What</i>	<b>Actions</b> <i>How</i>	<b>Priority</b> <i>L/M/H</i>	<b>Time Frames</b> <i>When</i>	<b>Resources</b> <i>Human Material Financial</i>	<b>Responsibility</b> <i>Who</i>	<b>Performance Indicators</b> <i>Measurement</i>
4.1 Increase housing stock	Explore opportunities as they arise within the established framework of not subjecting Eastcoast Housing to unreasonable debt	M	Ongoing		Board Managing Director	Opportunities are explored and acted upon when available
4.2 Ensure financially prudent decision making	Consult with an external accountant prior to committing the agency to debt	M	Ongoing		Board Managing Director External accountant	Due assessment of all factors impacting upon solvency of agency is considered before committing Eastcoast Housing to debt
4.3 Any loans taken by Eastcoast Housing must not be reliant upon allocating houses to tenants who have a higher income in order to service debt	Housing workers allocate properties based on customer needs, property suitability and community considerations.	H	Ongoing		Housing Workers	Any loans are serviceable within estimated minimum income limits
4.4 Remain compliant with all legislative, statutory and contractual duties and obligations	Educate the board of directors about what these obligations and duties are?	H	Ongoing	Board Meeting bi-monthly	Board Managing Director External consultants as necessary	All members are aware of and understand both their individual and group role as a director

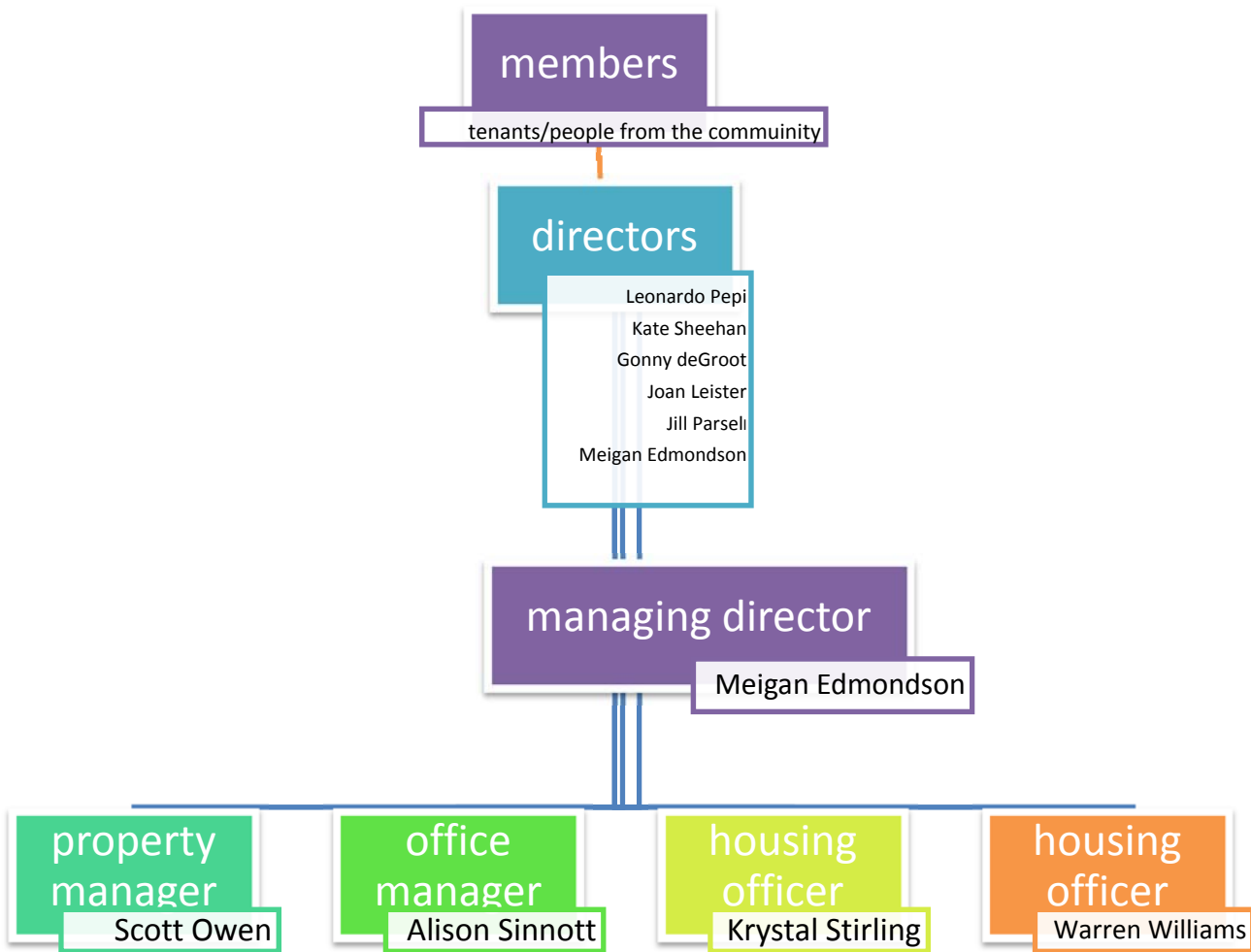
# PLANNING GRID FOR GOAL 5

**Objective: 5.0 Provide training opportunities for employees, Directors and members**

<b>Strategies</b> <i>What</i>	<b>Actions</b> <i>How</i>	<b>Priority</b> <i>L/M/H</i>	<b>Time Frames</b> <i>When</i>	<b>Resources</b> <i>Human Material Financial</i>	<b>Responsibility</b> <i>Who</i>	<b>Performance Indicators</b> <i>Measurement</i>
5.1 Relevant training for staff is provided	Identify training needs through observation and supervision	H	Ongoing	Time: 4 hours per fortnight	Managing Director	Training needs are identified and employees avail themselves of the training when it is sourced
	Staff self-identify training needs and opportunities	H	Ongoing		All employees	Training is identified and approved by Managing Director
5.2 Board members are knowledgeable about their individual and group responsibilities as directors	Training needs are identified and sourced for both individual directors and the board as a whole	H	Ongoing		All Directors	All Board members are provided with relevant training to maintain their responsibilities as directors
	Annual Board training is facilitated by external business consultant	H	Annually	Time: at least 3 days annually Cost: Accommodation, Consultant costs	All Directors Rohan Weeraratne, Business Consultant	A majority of directors attend the training weekend annually
	Board members are provided with the opportunity to attend the Better Board Conference every 2 years			Time: 2 days bi-annually X 2 directors	Directors	At least 2 directors attend the Better Board Conference every 2 years. Attendees give presentation to other board members at the following board meeting
5.3 Training of members/tenants to improve educational/skill level is funded	Identify potential tenants/members who will benefit from training ie. Food handling course etc.	M	Ongoing	As required	All employees	Potential tenants/members are identified and training sourced - tenant/member is supported by Eastcoast Housing to succeed

# Attachment A1 - Eastcoast Housing Structure

Figure 1: Organisational Chart



## **Sub committees of the Board of Directors**

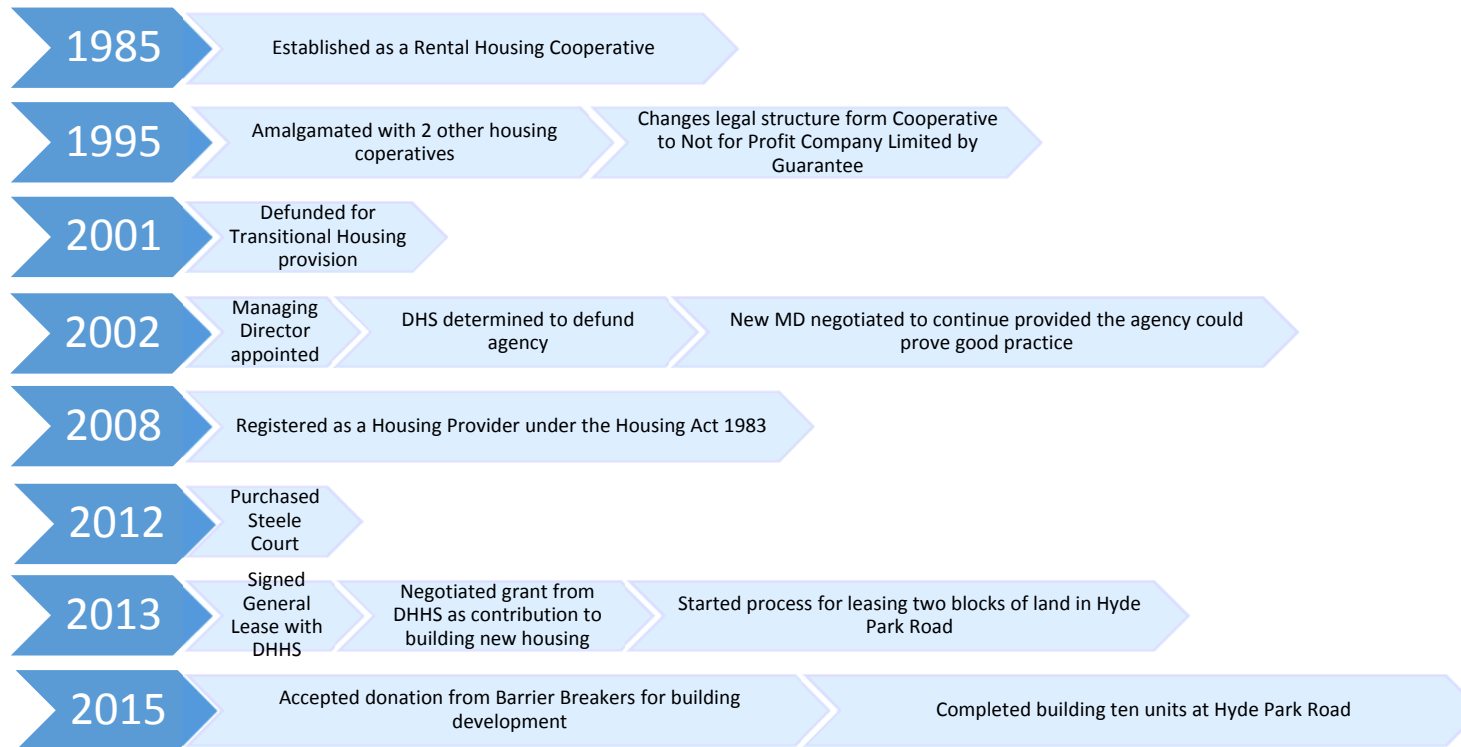
- Membership sub committee
- Staffing sub committee
- OH&S sub committee
- Finance/Risk sub committee

# Attachment B1 - Stakeholder Analysis

<b>Stakeholder</b>	<b>Interests</b>	<b>Expectations</b>	<b>Potential</b>
Department of Health & Human Services	Funding body	Reports. Compliance with negotiated funding agreement.	Support Eastcoast Housing's continuation as a registered housing provider in the sector. Consider our applications for funding as necessary
Housing Registrar	Eastcoast Housing is a registered housing provider under Housing Act 1983. As such the Housing Registrar monitors performance against national standards set.	They expect Eastcoast to be compliant with the Act under which it is registered and to seek assistance and report events which may impact on the agency and the sector as a whole	Support Eastcoast Housing's continuation as a registered housing provider in the sector. Provide information and advice on a range of matters relating to the successful provision of housing to a wide range of disadvantaged people
Apex Institute	Business adviser	Apex provides a monitoring and advice role. They expect that Eastcoast is compliant with all legislative aspects of running a company along with compliance with industrial law	Provide expert advice on business management and board responsibilities.
Community Health Centres	Support and other service providers within each locality in which Eastcoast provides housing	These services expect us to house people and families they refer to us if possible	The local community Health Centres are a great source of information and referral point when tenants have needs that are not housing related ie. Drug and alcohol, and other non-coping conditions; mental or physical
Quantum	Eastcoast Housing is a referral point for their clients requiring housing	Quantum expects us to house people and families they refer to us if possible	Support Eastcoast's funding applications to others to increase stock available
Community Housing Ltd (CHL)	CHL is a registered Housing Association providing social housing. Eastcoast Housing is a referral point for their clients requiring housing	CHL expects us to house people and families they refer to us if this is possible	Eastcoast expects CHL to provide a crisis response to people experiencing homelessness
Barrier Breakers	Barrier Breakers is an advocacy service for people with mental health conditions. Eastcoast Housing is a referral point for their clients requiring housing	Barrier Breakers expect us to house people and families they refer to us if this is possible	Eastcoast can expect them to be available to assist and support tenants when requiring advocacy. Support Eastcoast's funding applications to others to increase stock available
Latrobe Regional Hospital Mental Health (LRHMH)	LRHMH provides intensive crisis support for people with mental health condition. Eastcoast Housing is a referral point for their clients requiring housing	LRHMH expects us to house people they refer to us if this is possible	Eastcoast can expect them to be available to assist and support tenants when requiring crisis intervention. Support Eastcoast's funding applications to others to increase stock available
Community Housing Federation Victoria (CHFV)	CHFV is peak body for housing organisations in Victoria. Eastcoast is a member of the Federation	The Federation expects to be paid membership dues each year	In exchange for paying for annual dues the Federation provides information
LSH Accounting	LSH Accounting are financial auditors.	Expects Eastcoast to manage the business in accord with all legislation and funding agreements with Housing Registrar and DHHS	Provides timely advice as required, audits accounts annually
Go Accounting	Accountant with experience in Project Management and property developments	Expects Eastcoast to undertake appropriate financial management and seek assistance when required	Provide timely financial advice on financial matters and recording on a day to day basis.

# Attachment C1 - Organisation Time Line

Eastcoast Housing listed the changes that have impacted upon the agency over the preceding years.



# Attachment D1 - PEST Analysis

Eastcoast Housing listed the changing trends in the community sector which are having or may have an external influence on Eastcoast Housing.

Political	Economic
<p>Changes in government and/or government policy impacts upon the way we do things on a day to day basis and therefore our operational priorities may shift from time to time</p>	<p>The costs of repairs and maintenance is ever increasing and the income from rents does not keep pace.</p> <p>Along with this tenants expectations of property upgrades in escalating beyond what is affordable.</p>
Social	Technological
<p>Tenants and customers who have high needs are not being adequately support by services funded to provide these services.</p> <p>Support services are becoming more combative rather than cooperative with the result that tenants are not being provided with the opportunities to learn what it means to live within a community with responsibilities to others. however is ineffective and does not work towards negotiating positive outcomes for our tenants</p>	<p>More and more tenants are using mobile phones, this has both advantages and disadvantage. They change their phones regularly making contact at times difficult.</p> <p>More tenants have access to the internet and have email addresses</p> <p>More tenants are using the internet to send photos of damage or repairs etc. making physical inspections of works to be done unnecessary sometimes.</p>

# Attachment E1 - SWOT Analysis of Goal 1

## I.0 Improve the satisfaction of our customers

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• It is easier to work with people who are generally happy with the services you provide</li> <li>• As an agency and all workers have a sense of justice, care and concern for people</li> <li>• We provide gardening grants</li> <li>• Eastcoast Housing are keen to negotiate solutions to rent arrears</li> <li>• The workers are eager to see tenants improve their skills in household management</li> </ul>	<ul style="list-style-type: none"> <li>• We can't make all tenants happy all of the time</li> <li>• Eastcoast could act more quickly when a tenant is in rent arrears to avoid the tenant owing so much rent it is impossible for them to catch up</li> <li>• Some tenants are confused about how the rent setting and rent reviews work</li> <li>• At times it is difficult to assess who is most suitable for a vacancy because the application forms (EOI) do not ask the necessary questions</li> </ul>	<ul style="list-style-type: none"> <li>• Eastcoast can provide more information to customers, whether they are applicants or tenants about the services we provide</li> <li>• We can educate tenants and increase their understanding of their responsibilities under the Residential Tenancies Act 1997</li> <li>• We can develop a brochure to send to other agencies that lets them know how their clients can apply for housing, also letting them know we cannot provide a crisis response</li> </ul>	<ul style="list-style-type: none"> <li>• We can't provide tenants what they want ie. Lower rents, upgrade maintenance on demand etc.</li> <li>• Customers expect us to respond to their crisis and when we can't they get upset</li> <li>• Referrals from other agencies are sometimes inappropriate and have given the customer a false hope of being housed immediately</li> </ul>

# Attachment E2 - SWOT Analysis of Goal 2

## 2.0 Supply affordable housing for low to middle income people in our community

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• We offer low cost housing</li> <li>• The housing is secure</li> <li>• Eastcoast's policies are consistent with DHHS policies on rent setting</li> <li>• All tenants are advised annually of any changes in Market Rent</li> </ul>	<ul style="list-style-type: none"> <li>• Not all information is told to tenants when there is a change in general policy</li> <li>• The wider community does not know how well we do in supplying affordable housing</li> </ul>	<ul style="list-style-type: none"> <li>• Eastcoast could send out a flyer of achievements highlighting affordability statistics to other providers annually</li> </ul>	<ul style="list-style-type: none"> <li>• The economic situation becomes such that we have to give up the high maintenance houses to be able to afford to maintain the rest ie. Those that we can't afford to fix because of malicious tenant damage may have to be handed back to DHHS</li> </ul>



# Attachment E3 - SWOT Analysis of Goal 3

## 3.0 Maintain our housing assets to a high standard

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Most tenants care for their homes</li> <li>• Most tenants do not deliberately damage their homes</li> <li>• Most tenants advise us when there is a maintenance problem</li> <li>• We use contractors who do good work</li> <li>• We stop using contractors who do not demonstrate professionalism in their work or with our tenants</li> <li>• Comprehensive property reports are undertaken at least every 2 years on every property</li> <li>• Upgrade works are planned</li> <li>• Breaches of tenancy are followed up on and worked through with tenants</li> </ul>	<ul style="list-style-type: none"> <li>• Housing Workers may not be familiar with building specifications</li> <li>• Reporting mechanisms may not be comprehensive</li> <li>• Follow up on breaches is not always happening</li> <li>• Some tenants don't tell us if there is a maintenance issue and the problem gets bigger</li> <li>• Some tenants don't care about their homes</li> <li>• Some tenants do damage to their homes</li> </ul>	<ul style="list-style-type: none"> <li>• There is a competitive market for contractors</li> </ul>	<ul style="list-style-type: none"> <li>• Eastcoast sticks to what is familiar and keeps using the same contractors over and over even though their work may not be up to standard or costs are not competitive</li> </ul>

# Attachment E4 - SWOT Analysis of Goal 4

**4.0 To continue to grow our business in a sustainable manner**

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Eastcoast is in good financial position</li> <li>• Eastcoast does not owe any money expect for purchase of office and repayments are less than a lease would be</li> </ul>	<ul style="list-style-type: none"> <li>• Eastcoast does not have assets worth leveraging</li> </ul>	<ul style="list-style-type: none"> <li>• From time to time DHHS put out for expressions of interest to lease properties</li> <li>• DHHS may call for expressions of interest in housing development</li> </ul>	<ul style="list-style-type: none"> <li>• Eastcoast does not comply with Housing Registrar requirements and is defunded</li> <li>• Eastcoast Housing does not comply with DHHS contract requirements and is defunded</li> <li>• Eastcoast does not become aware of opportunities when they become available</li> </ul>

# Attachment E5 - SWOT Analysis of Goal 5

## 5.0 To provide training opportunities for employees, Directors and members

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"><li>• Eastcoast has well educated staff</li><li>• Eastcoast has resources both internal and external to call upon when a need arises for training individuals on specific areas of focus</li><li>• Eastcoast prioritises budget for training</li></ul>	<ul style="list-style-type: none"><li>• Day to day focus on work to be undertaken may obstruct workers from thinking they have time to undertake training</li><li>• Group based training may lack individual need focus ie. What one person needs to know another already does</li></ul>	<ul style="list-style-type: none"><li>• Training opportunities may come from outside the housing sector</li></ul>	<ul style="list-style-type: none"><li>• Training within the sector is limited and targeted to new workers therefore either boring or of no use to longer more experienced workers or board members</li></ul>