

# Strategic Plan 2023-2026



We strive to create housing equity through the provision of community Co-operative Housing.

We collaborate with 31 Housing Co-operatives across NSW to deliver our strategic goal.



## Our Strategic Goal

People and communities thrive through living in co-operative housing

### Actions

- Build trusted relationships with our Co-op members
- Advocate for and develop future pathways to sustainability and growth
- Have engaged and capable staff
- Build robust systems and processes
- Manage our finances and assets effectively

### Outcomes

- Co-ops are financially, culturally and environmentally sustainable
- Co-ops feel supported and actively collaborate with us
- Government and key decision-makers value the Co-op Housing model and embed it in their housing strategy
- We have sustainable housing stock for Co-ops



## Our Values



### Inclusion

Nurture a culture of respect, belonging and community, where diversity is embraced, and everyone is equal.



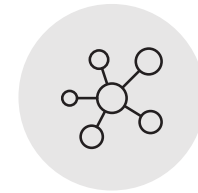
### Integrity

Maintain the highest ethical standards by being fair, honest, accountable and transparent in our communications, relationships and decision making.



### Quality

Strive for and achieve a high standard of service delivery through adaptability, due diligence and creative solutions.



### Connection

Forster relationships to empower community participation and strengthen networks for people to feel heard and valued.

## 7 Principles of Cooperation

1. Voluntary open membership
2. Democratic member control
3. Member economic participation
4. Autonomy and independence
5. Education, training and information
6. Cooperation among cooperatives
7. Concern for community

# Our Plan



## Build trusted relationships with our Co-ops

- Design and implement a partnership model that will result in clearer roles, and responsibilities for both CENSW and Co-ops
- Support Co-ops to develop their own capabilities
- Build strong trusted relationships with Co-ops through engagement and communications
- Build strong trusted relationships with Co-ops through improved customer experience and support



## Build pathways to sustainability and growth

- Raise awareness of the Co-operative Housing Sector, including through relationship building
- Advocate for the Co-operative Housing model and Co-op Sector
- Identify and develop growth opportunities
- Demonstrate positive impact of CENSW & Co-op model



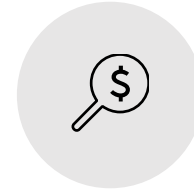
## Have engaged and capable staff

- Maintain strong staff engagement and organisational culture
- Ensure CENSW is supported by skilled and knowledgeable staff that enable achievement of strategic outcomes and overall impact



## Build robust systems and processes

- Improve CENSW's IT infrastructure to support efficient operations & protect CENSW operations from cybersecurity threats
- Develop and maintain appropriate frameworks and processes relating to data collection, protection, retention & analysis
- Ensure effectiveness of business processes
- Maintain robust risk management, compliance and governance processes



## Manage our finances and assets effectively

- Maintain robust financial management, including cash flows and arrears
- Improve the long-term asset management of CENSW and Co-op properties