

Our Strategic Pillars

To achieve a meaningful reduction in the risk of homelessness for people in the ACT and surrounds, Havelock Housing will make decisions based on achieving outcomes aligned with these four strategic pillars.



Organisational sustainability

Havelock House will build upon a base of strong governance and our newly confirmed status as a Company Limited by Guarantee. This pillar encompasses all aspects of organisational management that will support the organisation's success over the long term: financial sustainability, strategy and planning, professional practice, governance, and staff.



Expansion and asset growth

Expanding the organisation's asset base will provide a more secure financial footing, reducing dependence on the Service Funding Agreement with the ACT government, and diversifying how Havelock Housing can reduce the risk of homelessness across the spectrum of housing insecurity.



Residents and community

We seek to build stable, secure, safe communities where the resident community is connected and has easy access a range of integrated trauma-informed, relevant, and effective support services. Our positive reputation in the community and among current and former residents will strengthen our longer-term success as the system evolves to empower consumers to select providers based on the quality of their services and support.



Systemic change

We seek to be invited to the right tables and conversations, where we can provide relevant advice and insight informed by our decades of experience serving Canberrans in housing insecurity. We are advocates for those we support; we co-design solutions with those we support, and partner with them to leverage their experience to affect systemic change to reduce the risk of homelessness in the future.

Our Strategic Objectives 2025 – 2030

To achieve a meaningful reduction in the risk of homelessness for people in the ACT and surrounds, Havelock Housing will make decisions based on achieving outcomes aligned with these four strategic pillars.

Organisational sustainability	Expansion and asset growth	Residents and community	Systemic change
<p>Renew Service Funding Agreement (SFA) Awareness of Havelock Housing’s impact will be key to securing a renewal of the SFA – across government and the public. Activities will include submission of an unsolicited proposal and active participation in any tender-related process. We will also build a network of partners, collaborators, and ambassadors to help strengthen our position as preferred provider/tenderer.</p> <p>Diversify revenue streams This will help Havelock Housing reduce our reliance on SFA funding in future, providing better flexibility and agility.</p> <p>Prepare for further HAFF opportunities Apply lessons from the first DA process in Whitlam; identify the applicability of HAFF for existing assets; and negotiate provision of new land (SLA, Commissioner).</p> <p>Enhance staff satisfaction and retention Understand employee value proposition and key reasons for satisfaction, retention, and departure. Identify ways to enhance this value proposition or address issues leading to exit.</p>	<p>Grow owned assets Increase the number of assets owned by Havelock Housing to increase the number of beds available, and to build a strong financial base.</p> <p>Diversify tenant mix Explore the opportunity to provide affordable housing alongside social housing (exploring approaches like the Common Ground model), particularly when designing new developments. Intentional housing or key worker accommodation also offers further opportunities for additional funding and expansion.</p> <p>Explore other models of revenue raising This includes grants for service provision, corporate partnerships, NDIS service provision for non-residents, social ventures, or fee-for-service offerings such as private tenancy/property/maintenance management.</p> <p>Partner with developers In line with requirements to deliver affordable or social housing in the ACT, we can be a trusted provider for tenancy/property/maintenance management.</p>	<p>Enhance resident participation Ensure growth in the proportion of residents participating in support services, with the intention to provide more people pathways to long-term secure housing.</p> <p>Develop formal service model Formalise a service model that demonstrates how Havelock Housing’s work spans the Spectrum of Housing Security.</p> <p>Ensure WHS continues to be core to our offer Continue to maintain and enhance the health and safety policies and practices in place to protect staff and residents.</p>	<p>Develop a government relations plan With the primary focus of renewing the SFA, develop a plan that outlines engagement with Territory/Federal Departments and Ministers to achieve long term funding and policy reform that supports the success of Havelock Housing.</p> <p>Enhance brand awareness Develop a Marketing/Comms Plan to support awareness of the issues relevant to Havelock Housing, our brand, fundraising aims, and reputation as a provider.</p> <p>Leverage partnerships and collaborations Ensure we are establishing long-term relationships with industry/sector partners and collaborators and fully utilising membership of peak bodies.</p>