

Strategic Plan 2023-2025



STRATEGIC PLAN 2023- 2025

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Habitat for Humanity works in many communities across South Australia, from the Adelaide Plains to the Adelaide Hills, the Murraylands and beyond.

We acknowledge the Traditional Owners of the lands on which we work now and in the future. We also pay our respects to Elders past, present and emerging.

Message from the Chair

Habitat for Humanity International is a not-for-profit organisation with a Christian ethos, and globally is the largest provider of shelter solutions to communities lacking adequate housing, water and sanitation. The global Habitat for Humanity movement always responds to the local needs and context and is bound together with the shared belief that everyone deserves a decent place to live.

Since forming in South Australia in 1990, building affordable homes has been a dominant part of our programme. Utilising our 'sweat equity' model, we have partnered with nearly 40 families who would otherwise not have been able to afford their own home. Research shows that the benefits of home ownership extend beyond stabilising tenure, settling families into a community and building up equity, to improved health, employment and educational outcomes. The impact upon really is life changing.

Our niche role in the affordable home building market has helped in a modest way to increase the supply of affordable housing. However, changing market conditions – and declining affordability and availability of housing more generally - has opened up the possibilities of a broader remit.

In recent years, we have helped many organisations across the housing ecosystem, along with individuals who have slipped through the cracks, to improve the quality of their shelter through our Brush with Kindness program. We have also assisted households made vulnerable through the experience of natural disasters to restore and recover their properties. In Murray Bridge, we have worked with a local Habitat chapter, and in partnership with local service providers, to renovate properties to provide much needed accommodation for young people at risk. All of these programs would not be possible with the remarkable commitment of volunteers, the generous support from our donors – and a collegiate working relationship with a wide range of partner organisations.

Last year, we launched our social enterprise 'ReStore' on Port Road, Alberton, which upcycles surplus building materials and home improvement supplies. ReStore is not only helping us become a more sustainable organisation and generating much needed funds to reinvest in our shelter programs, but is also delivering shelter, social and environmental outcomes in its own right. Through ReStore, we are diverting hundreds of truckloads of material each year that otherwise would end up in landfill, increasing access to affordable home improvement supplies, and have created a hub in the local community for volunteering – and those with an interest in upcycling.

This Strategic Plan is largely a refresh of our previous one in that we are recommitting to the three pillars of 'build', 'recover', and 'sustain'. We have adjusted our intentions in each pillar and increased our focus on partnerships in our 'foundations'.

Without the generosity and kindness of our programme partners, corporate sponsors, donors and volunteers we would face great difficulty implementing our Strategic Plan. For that and sharing our belief in the transformative role that shelter plays in people's lives, we cannot thank you enough.



Michael Arman, Board Chairperson



Vision

A world where everyone has a decent place to live.

Decent shelter is something we all need to thrive. Habitat for Humanity SA enables individuals and families to achieve the strength, stability and independence they need to build a better life for themselves and their families.

We are dedicated to eliminating substandard housing and to making adequate, affordable shelter a matter of conscience and action. The Habitat movement was founded on the conviction that everyone should have a simple, decent place to live in dignity and safety.

Mission

To bring communities together to help build strength, stability and self-reliance through shelter.

Habitat for Humanity SA builds and improves places that families can call home in partnership with future homeowners, volunteers, donors and partner organizations. We have an open-door policy: All who desire to be a part of this work are welcome, regardless of background. We believe that everyone has something to give and everyone has something to gain

Our Work

Habitat for Humanity launched in South Australia in 1990, a history extending over 30 years. Building on the foundations laid by the dedicated volunteers who established our mission here in South Australia, we have achieved much over the years to improve the lives of South Australians in need of decent shelter.

Over the last decade our passionate staff, volunteers and supporters have:

- safely housed 39 families through our affordable homes program.
- supported more than 300 South Australian families to clean up, salvage and recover their homes following devastating bushfires and damaging floods.
- assisted over 50 South Australian families to remain in their homes and live-in improved conditions through our Brush with Kindness program.
- engaged hundreds of local community members to volunteer in our programs, to serve fellow South Australians in need.

As a licensed builder, registered charity, experienced manager of volunteers and part of the global Habitat for Humanity network, we are well positioned to build on this strong history, to deliver a wider range of housing outcomes, in diverse communities across South Australia, to impact more lives of vulnerable South Australians.



Strategic Pillars

Shelter

Build

Recover

Sustain

ORGANISATIONAL FOUNDATIONS

Good Governance & Financial Management

Working in Partnership

Global Movement, Well-being of our People



Habitat for Humanity®
South Australia



Strategic Pillar 1 – Build

SP1. Increase the supply of affordable housing

Utilising our Builders License and construction expertise, we will add to the existing supply of housing and accommodation available to South Australians in need.

Applying our 'sweat equity' model and working in partnership with South Australian businesses across the construction sector, we will build affordable homes for ownership by low-income households, who would otherwise be confined to subsidised, insecure or rental throughout their lifetime.

We will also work with partner organisations to build homes and accommodation to meet priority housing needs identified by our partners and local communities.

Outcomes

- 1.1 We are known to government as a builder of new 'shared equity' homes which makes home ownership affordable for low-income partner families and individuals.
- 1.2 We are trusted by the housing sector, including governments, builders, developers and community housing providers as a charitable builder with capacity to partner with them to deliver a range of housing outcomes.
- 1.3 Local communities across South Australia want to engage with us to deliver housing solutions in their community.

Measures

1. Number of households we helped to enter affordable home ownership.
2. Number of people we assisted into secure shelter.

Strategic Pillar 2 – Recover

SP2. Support households affected by disasters to recover their housing – and the recovery of surplus building materials.

Utilising our Builders License and construction expertise, we will assist with building work, home repairs and landscaping for households impacted by fire, flood or storm damage that have limited means to support themselves. In disaster recovery, we will work with governments, other disaster recovery agencies and philanthropic funders to mobilise volunteers and work in a coordinated, effective and sustainable manner.

For us, Recover also relates to the goals of our social enterprise 'ReStore', through which we recover and repurpose surplus building materials and home improvement supplies that may otherwise end up in landfill. Through ReStore, we contribute to a more circular economy and make home improvements more affordable for our communities.

Outcomes

- 2.1 We are known to State Government and other disaster response agencies as a reliable disaster response organisation that assists with practical repairs to shelter.
- 2.2 Disaster-affected community members have recovered more quickly as a result of our direct support.
- 2.3 We recover, repurpose and upcycle surplus building materials to avoid wastage and provide opportunities for affordable home improvements.

Measures

1. Number of households we assisted through disaster recovery.
2. Number of volunteers we engaged and the number of hours they contributed.
3. Volume of material diverted from landfill through ReStore.



Strategic Pillar 3 – Sustain

SP3. Improve quality of life for South Australians at risk through housing and accommodation repairs.

To support families and individuals to remain safely in their homes, we will provide minor home repairs and landscaping through the Brush with Kindness program.

We will work with community housing providers and short-term accommodation providers to repair and maintain their housing assets and engage their clients and tenants. We will also explore whether we can help more South Australians at need through playing a role in home repairs supported by NDIS or My Aged Care.

We will retain connection with partner families and provide on-going support to optimise the housing outcomes for partner families.

Outcomes

- 2.1 Local non-profit and other community organisations refer clients and community members to us to be supported through the Brush with Kindness program.
- 2.2 Non-profit housing and accommodation providers can measure the impact we have had on their organisations through the property repairs and maintenance services we have provided.
- 2.3 Through the Brush with Kindness – and other home repair programs, people and families ‘at risk’ are able to continue living in their existing accommodation.



Measures

1. Number of Brush with Kindness projects we undertook.
2. Other housing organisations with which we worked cooperatively.
3. Number of people we assisted with housing repairs.

Foundations for a sustainable organisation

Our capacity to build, recover and sustain shelter outcomes is underpinned by strong organisational foundations, partnering with organisations who share our vision and mission, participation in the global Habitat for Humanity movement, and agility that come from our size and structure.

- F1. We practice good governance and financial management, and effective stakeholder engagement with our partners, in order to grow our impact in South Australia.
- F2. We value our role in the global Habitat for Humanity network, and actively collaborate with our interstate, national and international entities.
- F3. People are central to our cause and we provide a safe and supportive environment for our staff, volunteers and partners.

Outcomes

- 1. We maintained and implemented an integrated policy and risk management framework.
- 2. We complied with reporting and legislative requirements, including Habitat for Humanity, ACNC and funding providers.
- 3. We grew our funding base through ReStore and by strengthening relationships with philanthropic trusts, foundations, grant providers and donors.
- 4. We partnered with a wide range of organisations to achieve mutually beneficial outcomes.
- 5. We worked collaboratively with other Habitat for Humanity entities in Australia to grow our volunteer base, expand our fundraising and build our brand awareness.
- 6. We met our Work Health & Safety requirements and for our staff and volunteers.
- 7. Our staff, volunteers and partners expressed feeling valued.



Contact Details

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