



HOUSING FOR THE AGED
ACTION GROUP INC.

Strategic Plan

2019-2024

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 proven to be flexible , innovative and resilient during COVID. We have expanded into the Barwon South West area and have commenced a regional pilot project in the Goulburn Valley Region. The Aged Care System Navigator is embedded into our service, and both Assistance with Care and Housing (ACH) and ACSN are moving to Primary Health Networks in 2023. We have been commissioned to provide “backbone support” for a QLD service in 2022.

Objectives

- Advocate for the Assistance with Care and Housing Program outcomes to be supported in care finder
- Support diverse communities and identify service gaps
- Embed our regional service delivery and seek sustainable ongoing funding
- Embed our Monitoring, Evaluation and Learning tools
- Improve our engagement with Aboriginal and Torres Strait Islander communities
- Provide backbone support to a Queensland Home at Last-type service and seek a service in at least one other state
- Continue our early intervention approach via targeted community education, including further training and support of volunteer community and peer educators

Priority areas 2022-24

- Better data collection on the missing middle
- Identify what it is about HAL that makes it attractive to older people, esp. women and articulate
- Investigate offer refusals and develop campaign to address issues identified
- Capturing Aged Care System Navigator data in the MEL framework
- Community education participant surveys
- Increasing number of Aboriginal and Torres Strait Islander clients through better engagement with communities, starting with Reconciliation Action Plan

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. Our service delivery informs our advocacy and we seek opportunities to create systemic change. We have a unique position in elevating the voices of older people in all our work, including CALD, LGBTI and older people at risk of homelessness. We are tracking our advocacy more effectively with our Monitoring Evaluation and Learning tools.

Objectives

- Elevate the voices of older people in all our advocacy work
- Undertake further research to contribute to the evidence base for change
- Develop and deliver training for professionals working with older people
- Increase our advocacy and campaign materials, and measure our influence on decision-makers
- Ensure our interstate and national network building and alliances continue to grow, and increase our joint advocacy around older people’s homelessness
- Strive for better regulation of community housing, retirement housing and tenancy
- Plan for continued national advocacy following the end of the Ageing on the Edge project

Priority Actions 2022-24

- Increase the number of older people with a lived experience of homelessness and from diverse backgrounds participating in our advocacy work, including attending meetings with decision-makers, having input into submissions.
- Deliver advocacy and media training, with partners or internally, to more groups of older people
- Undertake research into the impact of 55+ housing, and analysis of new census data.
- Further develop our advocacy for older LGBTI, CALD and the “missing middle”
- Monitor our website traffic and develop a new website, particularly looking at CALD access
- Develop participant surveys and increased numbers of professional education sessions
- Develop an outcomes measure for our advocacy work, including impact of meetings, events, submissions and partnerships

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

Context

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.

Objectives

- To have a larger and more informed membership base, with increased numbers of people with lived experience of homelessness as members
- To create more opportunities for members to collaborate
- To celebrate our history via capturing stories and celebrating anniversaries
- For everyone to have a voice via consultation and feedback
- To continue to support and expand our community reference groups
- To continue to support and expand our interstate membership
- To articulate our way of working with older people

Priority Actions 2022-24

- Continue to develop and expand the peer education program, by supporting and training former clients, others with a lived experience of homelessness to become empowered to tell their stories and deliver community education
- Increase the number of HAAG members, including building on our diverse client group to increase the diversity of our member base
- Grow all the community reference groups
- Regularly consult with our members via meetings, surveys and informally, with once a year member contact
- Further record and promote our history
- Finish our client voice and community engagement strategy

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

Context

Our workers and management committee value HAAG's commitment to making a difference . We want HAAG to remain a great place to work, volunteer and visit.

Objectives

- Retain staff that are highly skilled, and supported throughout their working life
- Members feel that they are valuable contributors to the organisation
- Ensure that staff, Committee and membership remain diverse and increase our diversity via specific engagement programs
- Strengthen our Committee through induction, training and recruitment
- Ensure workers are supported through a range of professional development opportunities

Priority Actions 2022-24

- Maintain our accreditation under Human Services Standards and Rainbow tick standards, and stay abreast of any other standards that may apply
- Further develop our documentation of the HAL service model to enable replication by partnership
- Staff and CoM evaluation via regular Monitoring, Evaluation and Learning feedback reflection sessions,
- Continue to strive towards and monitor our commitment to representation of older people from diverse backgrounds, older tenants, and older people with a lived experience of homelessness.
- Regular professional education opportunities for staff and Committee

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