

Corporate | Strategic plan

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HomeStart
FINANCE

Message from the

Chair of the Board

HomeStart's Corporate Strategic Plan (CSP) outlines our goals and strategies to enable us to fulfil our purpose over the coming three years.

It outlines HomeStart's position and vision, the context that affects and inspires our activities, and how we plan to create a platform for growth to support our operations into the future.

It underpins the work each business unit, department and division will take on so that we can continue to provide the people of South Australia with opportunities to achieve their housing goals.

While the recent economic situation has created uncertainty, at HomeStart we intend to use our considerable knowledge and experience to respond with the right mix of social and commercial acumen.

Guided by the CSP, our sound business and governance principals, and our outstanding workforce, we are confident that the organisation will continue to go from strength to strength.



Claude Long

Message from the

Chief Executive

In 2009, HomeStart will celebrate its 20th year of making home ownership possible for South Australians. Over those 20 years, we have helped more than 55,000 customers create a home for themselves, providing stability, sanctuary and an investment for their future as well as the future of the state.

HomeStart has always been about helping people when times are tough. When we started, the challenge was to overcome prohibitive interest rates that were placing people in severe housing stress. Our unique home loans provide a way for people to get into a home of their own – and live comfortably once they're there.

Today, we face a new set of challenges as the Global Financial Crisis hits home. We believe that we will have an even greater role to play in helping keep home ownership within reach of more South Australians.

We will respond to the current challenges with the same mix of innovation and responsibility that has seen us become a leader in affordable home finance. And we will continue to offer a great range of solutions to the thousands of people who want to call our state home.



Gary Storkey

Our strategy

HomeStart Finance is South Australia's leading provider of affordable housing solutions. We were established by the South Australian Government in 1989, and since then have helped more than 55,000 households achieve their housing goals.

We offer opportunities for people on low to moderate incomes to purchase a home, and provide finance to the community housing sector for affordable rental accommodation.

HomeStart strives to meet a blend of social and commercial objectives aligned to specific targets set by the Government of South Australia around affordable housing, housing stress and Aboriginal housing. HomeStart's key stakeholder is the Minister for Housing, who possesses powers to appoint and direct the HomeStart Board.

Our work is determined by:

- Achieving South Australia's Strategic Plan
- Responding to the housing needs of South Australians
- Administering housing initiatives determined by our Minister
- Meeting the requirements of the Department of Treasury and Finance.

This enables us to create economic value on our invested capital and to deliver outcomes aligned to the government's goals for the South Australian community.

HomeStart's strategy is twofold. We create and deliver innovative home loans which meet the needs of aspiring and existing home owners. We also partner with other providers such as builders, land owners, and community housing associations to increase the supply of affordable housing.

We draw on the knowledge and dedication of our staff, organisational processes and assets to create greater benefits for our customers.

Our points of differentiation from other lenders include:

1. Providing unique home loan products which boost individual borrowing capacity and aim to keep loan repayments manageable
2. Providing high levels of caring customer service and education to ensure customers' current and ongoing finance needs are met and that they are able to meet their commitments
3. Collaborating with public and private sector stakeholders to achieve positive outcomes for the community.

Our strategic aims

Our aim is to see more South Australians have access to suitable, affordable housing, primarily through home ownership. In this way we can contribute substantially to the well-being and economic growth of our State.

HomeStart's vision

'Leading the nation in affordable housing finance solutions'.

HomeStart's purpose

'Making home ownership possible'.

Aim 1: To achieve growth in established and emerging markets: allowing it to assist more South Australians to reach their housing goals.

Aim 2: To affect positive change in the South Australian community by increasing access to affordable housing through influencing trends in built forms (e.g. the way the home is built).

Aim 3: To provide development and personal growth opportunities for our people, preserving and enhancing HomeStart's investment in staff capabilities and paving the way for future innovation and community leadership.

Aim 4: To focus on sustainability, minimising our impact on the environment, preserving long term financial viability and remaining a valuable resource for customers in years to come.

Our values

HomeStart's core values are the guiding principles for our actions. They have intrinsic value and importance to our employees and they steer our interactions with our customers and stakeholders.

Empathy in delivery

We display understanding and empathy in our dealings with customers and others and demonstrate emotional awareness. We communicate effectively and proactively share relevant information with our stakeholders.

Leader in our field

We promote a culture that encourages change and innovation, and challenges the status quo. We encourage creativity and support responsible risk-taking.

Ethical in action

We model the highest standard of ethical behaviour and decision making. We pride ourselves on our ability to build relationships based on trust, honesty and integrity.

Commercial in thinking

We understand and ensure that sound commercial principles are applied to decision making. We identify opportunities to enhance our products and services to meet the needs of our customers.

Team player at heart

We work collaboratively to achieve team and individual goals that are aligned to HomeStart's Purpose.

Our challenges

In 2009 and likely beyond, Australia faces an uncertain and challenging future. On the one hand, there is a considerable ongoing housing deficit for both purchase and rental purposes – a result of high demand and escalating house prices. On the other, the Global Financial Crisis is causing severe contractions in the employment and housing sectors, the extent of which are still unknown.

While times may be tough in the short term, with challenge comes opportunity and HomeStart's core role of providing affordable housing will not change.

Key challenges for us include:

Supporting our customers through all stages of life

Rising unemployment and a contracting economy require resourceful and responsible action. Our challenge is to help our customers make the most sensible and suitable decisions with regard to their housing needs.

Communicating our message to a wider audience

As people reassess their financial position in light of the economic downturn, we believe HomeStart's offering will become relevant to a broader and more diverse range of home owners. Our challenge is to make sure that our message is heard by anyone who could benefit from what we offer.

Responding to demographic changes

The nature of household structures is changing. Our population is ageing. There are a greater number of single-occupied homes. Our challenge is to meet the changing needs of our community through working with the private and public sector to influence the supply of suitable, sustainable housing into the future.

Providing our stakeholders with return on equity

We are accountable to the people of South Australia through our state government. Our challenge is to continue to provide a solid return for their investment in us. This requires prudent risk management and a careful balance between social and commercial imperatives.

Creating pathways to a sustainable future

Long term sustainability requires consideration of all aspects that affect viability, from customer needs to funding sources, to environmental impact. Our challenge is to pay respect to these imperatives so that we can continue to support future generations of South Australians.

Our strategic themes

To make our vision a reality, we have developed four strategic themes – the goals that will underpin what our organisation does and guide our direction over the coming three years.

Goal 1: Expanding the delivery of home finance options for the South Australian community

We will help an ever-expanding group of customers achieve their home ownership dreams, including first home buyers, graduates, people of Aboriginal and Torres Strait Islander origin, key workers, older customers and in general, those on lower incomes. This will be achieved by:

- creating greater awareness of HomeStart
- caring for our current customers
- increasing points of access to HomeStart loans.

Goal 2: Creating a foundation for affordable outcomes

We will make valuable contributions to the South Australian community, achieving positive change by influencing affordable housing supply and trends in built forms, creating stability and prosperity for future generations. This will be achieved by:

- working in partnership with the private and public sector to increase the supply of affordable housing for sale to low income customers
- examining options for expanding affordable rental accommodation
- supporting Indigenous home ownership.

Goal 3: Strengthening HomeStart's position and relevance

We will be a positive force in housing reform to assist with the creation of affordable housing supply. This will be achieved by:

- building productive relationships with stakeholders and partners involved in housing in South Australia

- exploring opportunities for promoting our accomplishments within government
- celebrating our contributions to the community.

Goal 4: Achieving sustainable growth

We will create a sustainable future as a business, which will allow us to facilitate economic growth in South Australia.

This will be achieved by:

- maintaining and upholding sound risk management, cost control and conscionable lending principles
- ensuring ongoing efficiency improvements to our systems and processes
- minimising our impact on the environment in all that we do
- continuing our investment in our workforce by providing outstanding development and personal growth opportunities for our staff.

Measuring success

Achieving success for this strategic plan will mean that:

- at least 3,000 customers will be assisted into affordable home ownership by 30 June 2012
- an additional supply of 2,000 affordable homes for both rental and purchase supply will be achieved by 30 June 2012.

For further information please contact:

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