



Strategic Plan 2024-27

Making home ownership a reality for
more people in more ways.



Acknowledgement of Country

We would like to begin by acknowledging that the land on which we meet today is the traditional Country of the Kurna people. We pay our respects to Elders, past, present, and emerging.

As an organisation dedicated to creating home ownership for South Australians, we recognise and respect the First Nations people as the traditional custodians of the land in South Australia. We honour their cultural heritage, beliefs, and the enduring spiritual relationship that exists between Aboriginal People and Country.

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A message from Andrew Mills, CEO

HomeStart's purpose – making home ownership a reality for more people in more ways – remains at the very heart of our organisation and continues to add meaning, direction and focus to everything we do.

Our new strategic plan will be delivered in an environment that is one of the most challenging for potential home buyers in over a generation. The current market is radically different to recent experience, driven by unusual and conflicting economic currents. Steep rises in house prices, combined with higher interest rates and the cost of living has profoundly impacted one of society's most basic needs – safe, secure housing – for both renters and potential home buyers. Aspiring home buyers now face a material gap between what they can afford and the entry points into home ownership.

Thus the role, relevance and need for HomeStart has broadened as even moderate-income families now face severe challenges and barriers in purchasing a home.

It is concerning that for low to moderate income households this may be a more permanent shift, which has led us to consciously and deliberately re-positioning towards that section of the market, staying even more true to our purpose than ever and keeping the home ownership dream alive.

HomeStart will therefore concentrate our efforts on ensuring those South Australians who may feel shut out of ownership still have an opportunity to own a safe and secure place to call home and we will focus on making sure the next generation of home buyers retain the desire

and realistic prospect of home ownership. Many efforts are being made in the state to deliver affordable supply – our part of the challenge is to maximise the opportunity for many who might otherwise lose hope that they can still afford to buy a home.

In the last three years HomeStart has grown significantly, and a key part of this new planning cycle is to improve overall capacity and maturity where necessary to become an efficient and modern home loan provider, embracing new technologies and digital opportunities to enhance the customer experience. Making our organisation more scalable and flexible to meet needs of the market and maintaining parity with the rest of the market in service and technology remains paramount.

A strong emphasis and investment in quality systems is needed to strengthen the organisation through the coming stages of the economic cycle, simplifying and maturing our processes to help reduce risk and improve service.

Our broker partners are critical – we rely on them to provide access to customers 'in the moment' and they help us create a distribution platform across the state for all South Australians to access. It remains essential that we focus on our processes and keep ourselves as simple to deal with as possible, making our differences strategic, that is where we deliver value through product and credit risk appetite as opposed to being materially different in how to deal with us.

And we can have these ambitions because our people remain connected and committed to our purpose, share our values, and trust in our desired collaborative culture, which is a foundational pillar of our organisation. Our culture has been a strength since HomeStart's inception and we intend to nurture an environment where our people feel connected, engaged and have every opportunity to succeed and find fulfilment from their work.

As we grow as an organisation, we have a firm goal of developing and growing our next generation of leaders. Significant investment in leadership development to create the depth necessary to lead HomeStart into the future and ensure our long-term success is an integral part of the direction and this plan overall.

By delivering on the HomeStart Strategic Plan 2024-2027, we will be actively helping to create thousands more homeowners and delivering on the goals and aspirations of thousands of South Australians.

My sincere thanks to all HomeStart team members for the unwavering commitment to our purpose, and the way in which they all work together towards creating home ownership opportunities for more South Australians.

Andrew Mills



Our story

At HomeStart, we believe that everyone deserves the chance to own their home.

For over thirty years, we've been helping South Australians achieve that dream by breaking down barriers to make home ownership possible. Backed by the South Australian Government, we make the path to home ownership straightforward and accessible.

We understand that everyone's circumstances are different which is why we have a range of innovative, low deposit loans and additional options that cater to the diverse needs of the South Australian community.

Because your dream home is more than a destination; it's the beginning of a life enriched by the security and freedom that comes with owning your own place.

So, whether you're starting out on your home ownership journey or starting over, we have a range of home loan options that could help you make it a reality.



More than **87,000** customers bought their home through HomeStart



1 in 4 SA first homebuyers bought through HomeStart



850+ HomeStart accredited brokers



\$3.0BN portfolio



35+ years

Statistics current as at end of June 2024

Our purpose

To make home ownership a reality for more people in more ways

Home ownership

HomeStart helps to meet universal human needs that are filled by home ownership, as people desire to own homes for a combination of needs centred on:

- the home as a basic provider of shelter (safety, security, tenure),
- the home as an asset (wealth, retirement support),
- the home as a gateway to the community (build relationships, place to connect), and
- the home as an expression of oneself (express identity, keep possessions, make my space my own).

A reality for more people

We lend to people when other lenders won't. We aim to help those just starting out or those starting over, even those who may find themselves stuck in a situation. We welcome those living in country regions or new to the country altogether.

In more ways

We aim to innovate to solve for the common barriers facing aspiring home buyers:

- Borrowing power: the ability to service a loan that enables a suitable home purchase, based on household income and expenses and available deposit.
- Up-front cost: the ability to save sufficient funds to cover deposit and upfront fees for a suitable home purchase.
- Confidence: knowledge of the process and requirements, together with the belief that home ownership is achievable.



Our values

Values are the guiding principles that shape our culture, behavior, the decisions we make as an organization and the standards that guide the way we do business. They also represent our organisation's highest priorities, deeply held beliefs, and core, fundamental driving forces.

As a collective we strive to live and demonstrate these values:

Opportunity

We provide belief, hope, and possibility for others. We want to empower people with opportunities and solutions, then let them get on with it!

Determination

We are motivated by the hopes, dreams, and ambitions we can help fulfil, and the stories of those we've helped succeed already. We are relentless in finding a way forward and will never give up.

Openness

We are open, inclusive, and accepting of others perspective. Our conversations are honest and transparent. We choose understanding and empathy. We welcome new ideas and diversity in thought.

Simplicity

We're always looking for ways to make things easier. We speak in simple terms and seek to help others understand. We try to simplify our work at every step.



Helping our customers

Whether you are starting out...

- Low deposit, no Lenders Mortgage Insurance
- Options to help with upfront costs
- Simple, flexible and transparent loan assessment
- Steady repayments so you can still enjoy life



Young First Home Buyers

- Focus on knowledge and confidence with financial education



Delayed First Home Buyers

- We value your regular rental payments

or starting over.

- Low deposit, no Lenders Mortgage Insurance
- Options to help with upfront costs



Restart Home Buyers

- Simple, flexible and transparent loan assessment
- Focus on knowledge and confidence with financial education
- We value your regular rental payments



Restart 50+ Home Buyers

- Suitable for those less likely to be full time employed (retired, age or disability pension)
- Suitable for those aged 50+
- Steady repayments so you can still enjoy life

Strategy map

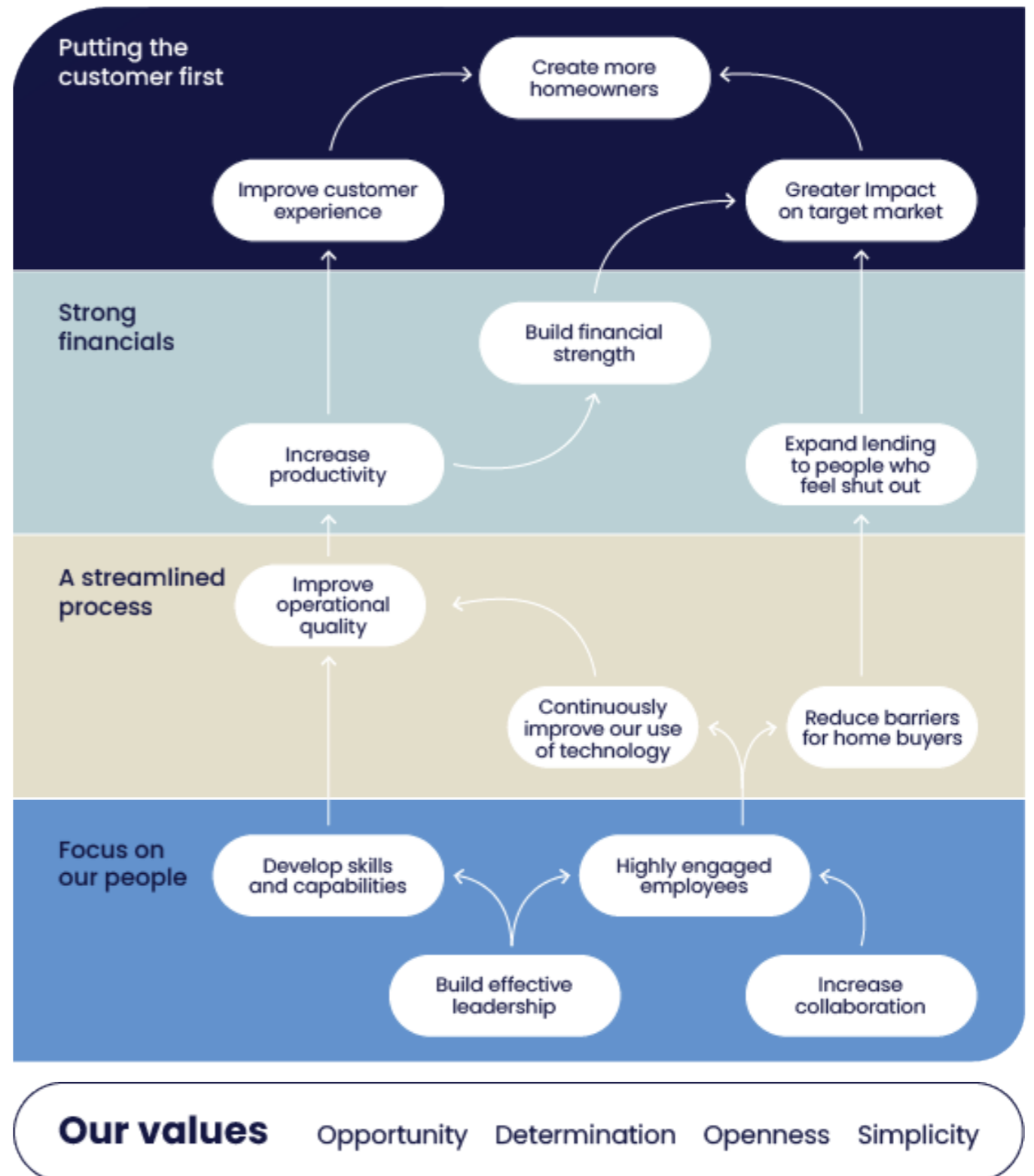
To achieve our purpose of **making home ownership a reality for more people in more ways** we build on **our values**.

We believe that by **building effective leadership** and **increasing collaboration** this will lead to **highly engaged employees**. **Building effective leadership** results in our people **developing the skills and capabilities** they need to succeed.

This, coupled with **highly engaged employees** leads to a **continuously improved use of technology**, and **improved operational quality**.

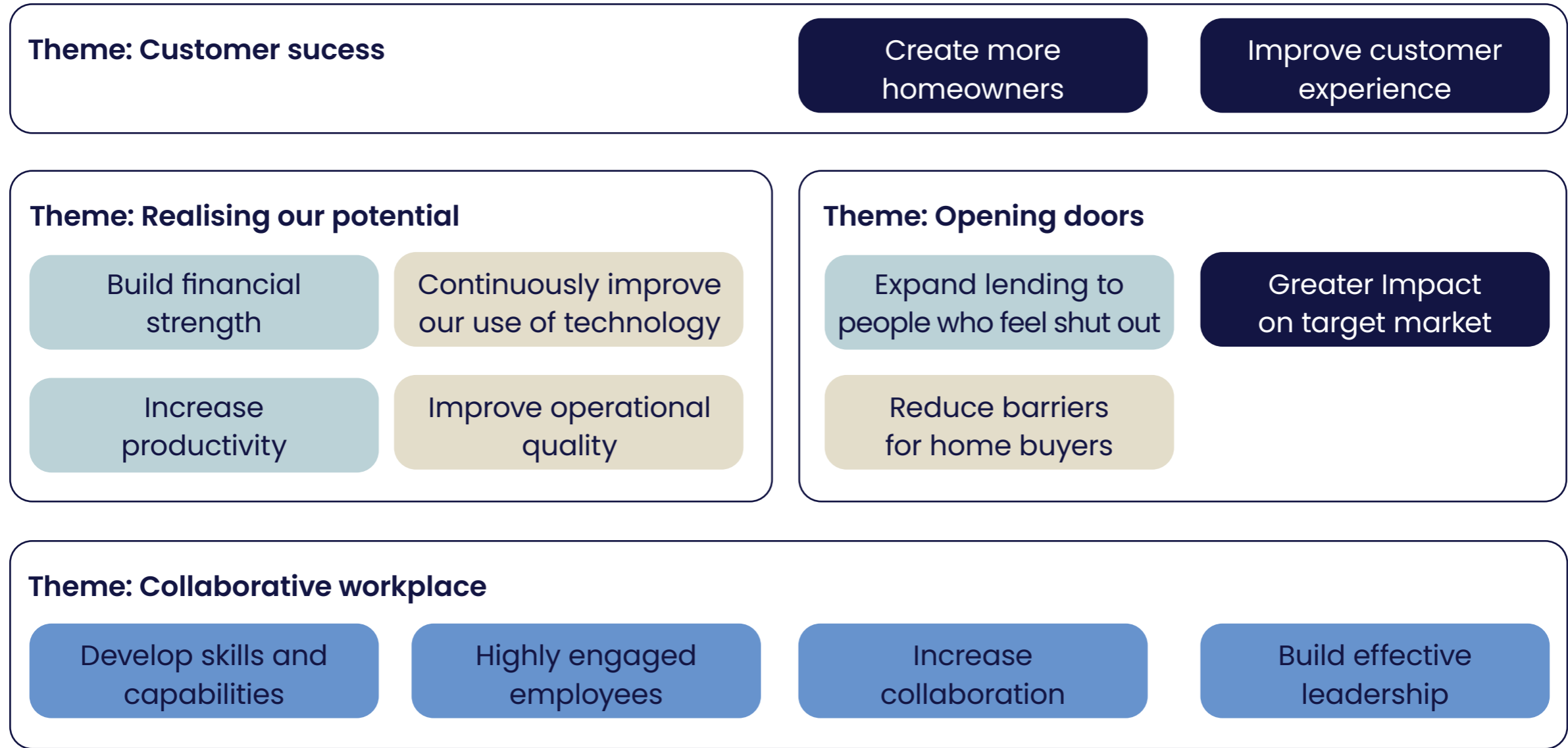
By **improving operational quality**, we will **increase productivity** which help us **build financial strength** and **improve the customer experience**. By **improving our customer experience**, we will **create more homeowners**.

Our **highly engaged employees** will find ways to **reduce barriers for home buyers** allowing us to **expand lending to people who feel shut out**. This coupled with our **financial strength** allows us to have a **greater impact on target markets**. By having a **greater impact on target markets**, we will **create more homeowners**.



Strategic themes

HomeStart's four areas of strategic intent, or themes, are outlined below and are reflected in the strategy map as strategic objectives.



Customer success

Our customers' experience is a simpler, smoother journey to home ownership, regardless of the channel used and we lend to more people who need assistance to buy.

The strategic objectives of this theme are...

Create more homeowners

Home ownership is attainable for those who seek it for the long term. We lend to more people who need help to overcome barriers and we provide ongoing support to ensure they can stay in home ownership for the long term, even when their circumstances change. To that end, we only lend to owner occupiers who want to have a place to call home.

Similarly, brokers agree we provide a simple path to home ownership for their customers and we add value to their business, allowing them to help those customers who may need additional assistance to purchase a home.

Improve customer experience

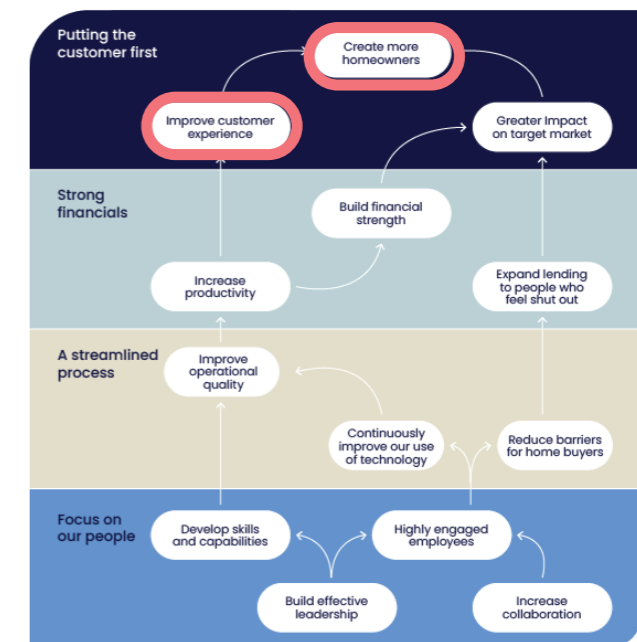
We provide unique lending solutions and a great experience for our customers. We want our customers to experience a simpler, smoother journey to home ownership aligned to market, while we deliver high standards of service and satisfaction. Customers can choose how and when they interact with us and their expectations are exceeded. The experience is consistent for all customers, regardless of channel.

Delivering a better customer experience is also about working smarter and taking full advantage of new technology and new ways of working. Building on our employees' core capabilities and technical proficiency through training, we ensure there is knowledge of the end-to-end process for the home loan journey and everyone's role in it, encouraging increased collaboration and better change management.

Keeping up with digital innovation in the market and being responsive to our customer needs, while ensuring the regulatory and credit risk needs of the business are also met is the key.

Success is

Providing a great, consistent customer and broker experience. Lending to more people who need assistance to buy.



Opening doors

We create opportunities for people who may otherwise feel shut out by providing innovative products and services, sharing knowledge and instilling confidence within aspiring home buyers.

We ensure our role remains valued by our stakeholders and the broader community by focusing on those in most need first, while maximising our resources.

The strategic objectives of this theme are...

Reduce barriers for home buyers

HomeStart has innovative solutions for our key customer segments who need assistance to overcome barriers around upfront costs, the loan assessment process and ongoing repayment affordability, creating a pathway to home ownership, even where hope and confidence has been lost. We are a genuine alternative to renting and a steppingstone to the mainstream financial institutions.

Expand lending to people who feel shut out

We continue to evolve our lending offering to address the barriers faced by aspiring home buyers while we focus on those in most need first, ensuring we maximise our finite resources.

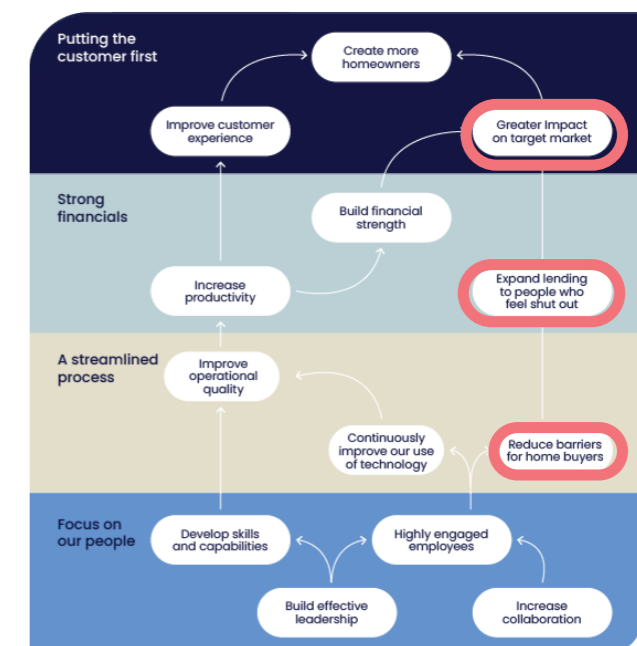
We will manage our funding capacity to keep pace with well-defined demand and innovation. We will have sufficient resources to meet the needs of those who need us most, taking a balanced, prudent, and valued approach to home lending to ensure we stay financially sustainable.

Greater impact on target market

By helping to grow homeownership in key segments and overall home ownership outcomes in the state we add value for our stakeholders and partners. By expanding brand awareness and understanding of our home loan solutions we provide a range of benefits to our customers and the general community.

Success is

Creating opportunities for those who feel shut out by providing innovative solutions, ensuring our role remains valued by our stakeholders and the broader community.



Collaborative workplace

HomeStart employees have the necessary skills and leadership required to support a modern organisation.

When combined with our collaborative culture and strong values, this underpins a high level of employee engagement and performance.

The strategic objectives of this theme are...

Build effective leadership

Our people leaders will execute on the strategy by supporting and guiding our people, developing self-awareness, empowering teams and leading by example, while communicating effectively. People leaders demonstrate our values adding to the positive culture and efficiency within the business.

Increase collaboration

We have a highly collaborative culture and are seen to be living our values, which attracts new and retains existing employees. Our employees are motivated to be curious and learn from each other, sharing knowledge and ideas. There is excitement for what we can achieve as one team, where everyone has a voice and is empowered to make decisions. Our employees work together to achieve our purpose.

Develop skills and capabilities

As business needs evolve, developing new skills ensures we continue to have the right people in the right roles, equipped with the right skills. Our people can leverage and share knowledge within the organisation to continuously improve in the processes, leading to improved productivity.

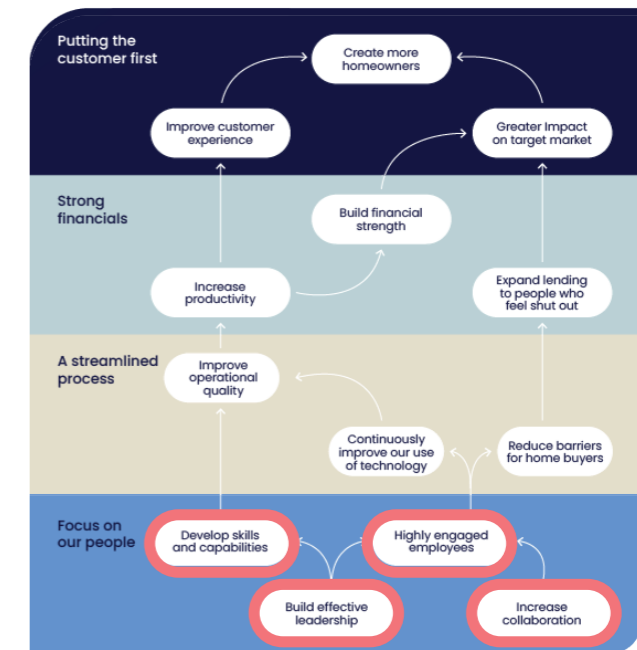
Highly engaged employees

Our internal processes are continuously simplified and streamlined which impacts positively on the customer experience, efficiency within the business and the employee experience. Combined with a great collaborative culture and effective leadership, this fosters highly engaged employees who are committed to helping HomeStart achieve its goals.

Our organisational values are aligned to our brand values, as how we demonstrate them towards each other and how we strive to demonstrate them towards our customers are the same.

Success is

Supporting our employees with effective and enabled leadership and skills development, while embedding a collaborative culture and strong values.



Realising our potential

HomeStart has the necessary focus and business model to realise our potential.

When combined with our new technology platforms this creates ongoing opportunities to support our customers in an efficient and cost-effective way.

The strategic objectives of this theme are...

Continuously improve our use of technology

We bring together technological improvements with increased business capability to better serve our customers, partners and employees.

We keep pace with industry, where we chose to, by understanding our capabilities and business needs to inform technology and future capability development, enhancing our platforms on an ongoing basis. This means we will retain a high touch focus for customers in moments that matter, while we ensure their home loan journey is timely and efficient overall.

Increase productivity

We improve our productivity by producing the same or greater output with an improved quality process, better use of technology and better skilled employees. This in turn leads to efficiency improvements, which allows us to stay relevant in the home loan market and serve our customers better.

Improve operational quality

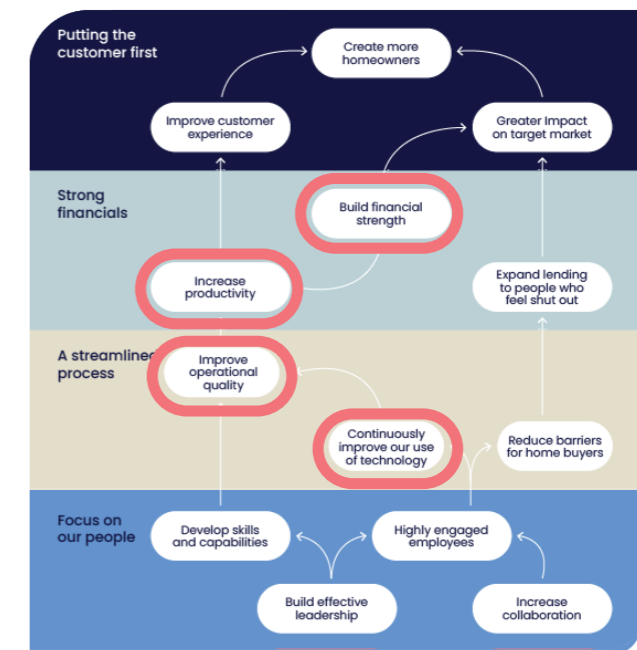
Our operating model is efficient and flexible with an adaptable organisational structure. We have a systematic approach to ensuring our delivery of loan products and services consistently meets or exceeds customer expectations. We strive for improved efficiency by understanding where our strengths in capability lie, including where we need to build cross skilling. We ensure we have a quality focus on our work.

Build financial strength

Our prudent financial and risk management practices lead to financial and reputational strength, ensuring our future presence, which in turn enables us to help more aspiring home buyers.

Success is

Combining technology with the right business model and focus to create ongoing opportunities to support our customers.



Measuring success

Theme	Customer success	Opening doors	Collaborative workplace	Realising our potential
Success is:	Providing a great, consistent customer and broker experience. Lending to more people who need assistance to buy.	Creating opportunities for those who feel shut out by providing innovative solutions, ensuring our role remains valued by our stakeholders and the broader community.	Supporting our employees with effective and enabled leadership and skills development, while embedding a collaborative culture and strong values.	Combining technology with the right business model and focus to create ongoing opportunities to support our customers.
Measured by:	<ul style="list-style-type: none"> • Home ownership outcomes • New Customer Experience score • Broker Partner Experience score • Net Promoter Score 	<ul style="list-style-type: none"> • % of lending to customers on low to moderate incomes • % of lending to customers with additional loan options • % of lending to customers who can't get finance elsewhere • New product innovation 	<ul style="list-style-type: none"> • Time to competency & training budget <p>Employee surveys confirm:</p> <ul style="list-style-type: none"> • Leaders remove barriers to change • We have a collaborative culture • Our employees are engaged 	<ul style="list-style-type: none"> • Quality assurance • Time to Yes • Adoption of digital options • Productivity targets • Profit targets



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