

A message from Andrew Mills, CEO

HomeStart's reason for being is to "make home ownership a reality for more people in more ways". The 2021-24 strategic planning cycle reinforces this strong sense of purpose that exists within HomeStart through a continued and sustained commitment to investment in our people and systems which create more opportunities for people to achieve home ownership. Whilst customers have always been at the heart of everything we do, over the next three years HomeStart will further evolve itself to ensure we are better able to meet their expectations, particularly for digital loan origination and service delivery. We will build on our existing successful market positioning to ensure that we continue to create and sustain a robust, resilient organisation true to our purpose and values.

The latest planning process leverages HomeStart's evolution and key achievements in the last decade; a substantial brand shift generating strong positive awareness as a low deposit lender; a clearly defined and executed strategic role in the market; a large broker network generating three in every four new loans; new growth platforms such as the Starter Loan and a refreshed Shared Equity offer; and a developing and valuable role in contributing to state economic activity through construction lending.

Whilst this new plan encompasses just three years, it fits within a wider ten year horizon which will be a time when HomeStart is neither standing still nor resting on past success. Having assisted almost 80,000 households in our 32 years since 1989, a generational change is underway within our customer, stakeholder and employee bases. It is the intention of the plan that we create an environment where we continually find ways to challenge, question and constructively disrupt what we do with the objective of benefiting our customers, business partners, employees and stakeholders.

A critical lesson of the past is that clear strategic focus and choices are markers of success. Whilst the core of who we are and what we do remains stable, HomeStart has four significant areas of strategic intent in the coming three years;

- **Culture and capability:** building on a culture of achievement, and increasing capability for change
- **Customer experience:** making the home loan process easier and quicker, while being helpful
- **Product and credit innovation:** building on our track record of innovative solutions to help more people
- **Business processes and technology:** creating a digital experience with a better process performance

By concluding our digital transformation programme across the course of this planning cycle we will create greater choice and control for our customers, and build opportunities for them to access valuable, empathetic service from our team at key moments in the home buying journey. Alongside full modernisation of our loan management system and associated processes, an integrated, digital application and origination option will be available alongside revamped service models across all channels.

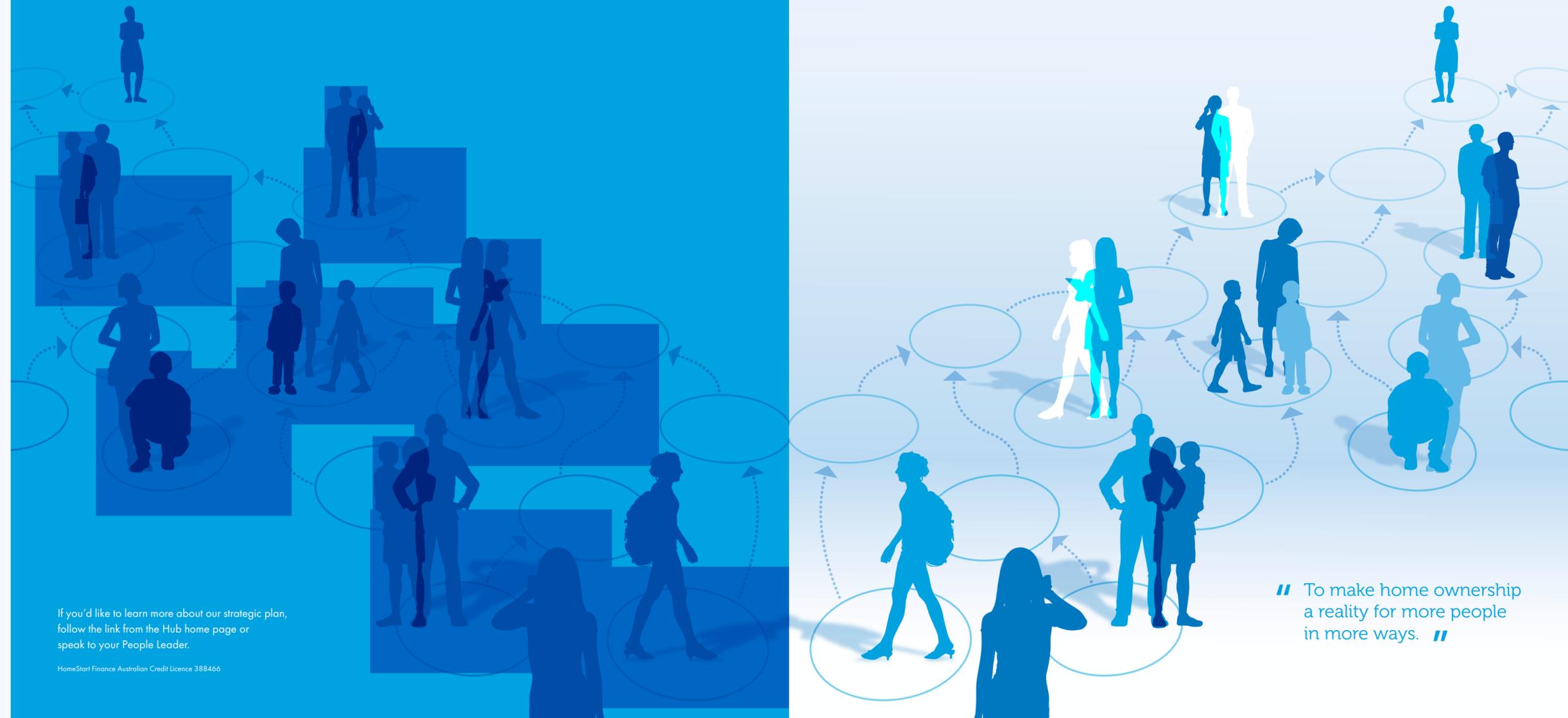
By taking these steps we will be actively helping thousands of South Australians towards home ownership, delivering them with information, education, and fundamentally, the confidence upon which to act and achieve their dreams. Investment in customer experience is expected to be reflected in ongoing improvement in our broker and customer experience survey results, ultimately leading to HomeStart creating more home ownership outcomes.

As ever within HomeStart's strategic planning framework, the plan itself resides as a single page strategy map, against which we will plan and evaluate the success of our performance over the next three years. The plan has the full support of the HomeStart Board and I thank everyone who has participated in its creation. It is a plan we should all be proud of and committed to achieving.

Andrew Mills

STRATEGIC PLAN

2021-2024



If you'd like to learn more about our strategic plan, follow the link from the Hub home page or speak to your People Leader.

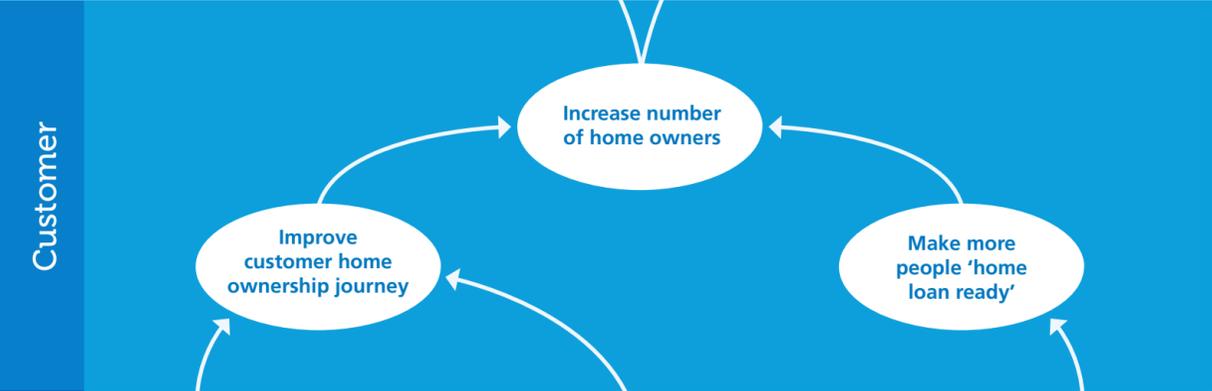
HomeStart Finance Australian Credit Licence 388466

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



Financial

OBJECTIVE	THIS OBJECTIVE MEANS...	PERFORMANCE MEASURE	TARGET 2023/24
Meet financial targets	Meet the expectation of our Government shareholder by operating within the approved financial parameters.	Return on Equity	>=9%
		Cost to Income Ratio	<=50%
		CET 1 - Capital Adequacy Ratio	9-11%
Grow the portfolio	Grow the value of our loan portfolio.	Loan portfolio \$ value	\$2.374m
Manage risk	Lend to customers where mainstream lenders won't, while accepting an appropriate level of credit risk. Manage strategic, financial, operational risks against the approved risk appetite statement.	% can't get finance elsewhere	85%
		% 90 day arrears by value	<=1%



Customer

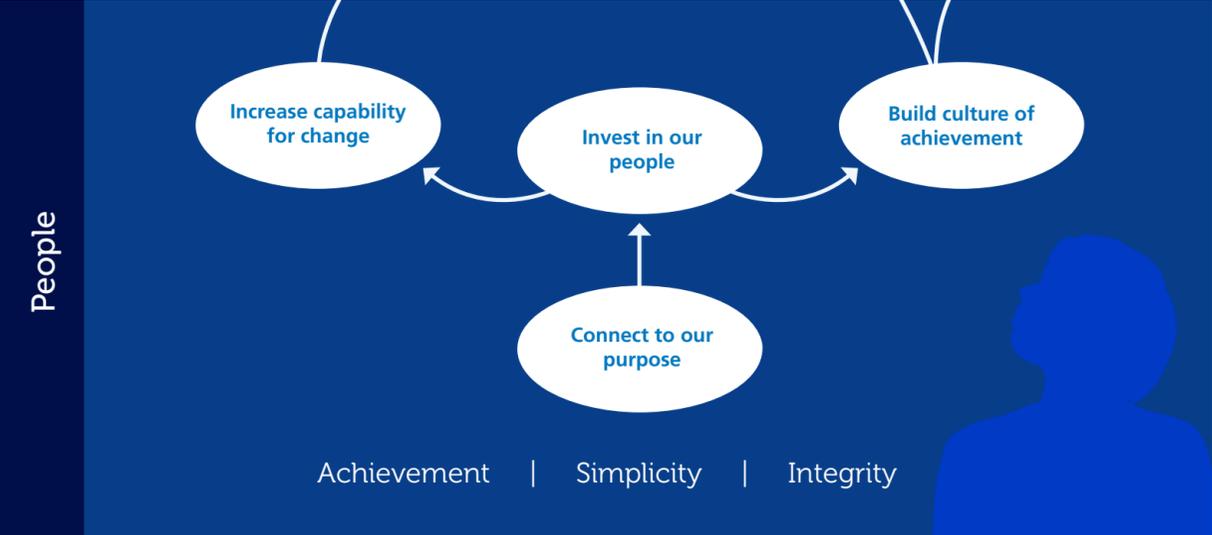
Increase number of home owners	Help a meaningful number of people achieve home ownership each year. Support customers to manage their ongoing loan repayments.	# of home loans	1,776
Make more people 'home loan ready'	Build on the awareness and enquiry created by the brand strategy and campaign activity. Help more people along their home ownership journey, from not knowing where to start to being ready to apply for a home loan.	# people who engage in 'home loan ready' education	8,600
Improve customer home ownership journey	When customers need something from us as part of their home ownership journey, we provide a solution and an experience that is easier, helpful and timely.	Net Promoter Score	60%
		Customer experience survey	85%
		Broker experience survey	70%

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 Andrew Mills, CEO ”



Process

Create innovative customer solutions	Continue to develop innovative products, tools and services to assist more customers overcome the barriers they face to achieving home ownership: borrowing power, up front cost and confidence.	% lending from growth initiatives	30%
Improve end-to-end customer experience	Reduce effort and deliver outcomes quicker for customers by proactively managing key business processes to meet service standards. Continuously improve/redesign processes to: reduce hand offs, cut out unnecessary steps, automate or use external providers (where appropriate). Focus on enabling people to spend more quality time on what's important to the customer.	Number of key Customer Experience standards within tolerance	7 of 8
Enable digital customer experience	Enhance the value and consistency of customer experience touchpoints with digital tools so that we better help customers achieve their goal. We put ourselves in the customer's shoes and consider all elements of the interaction that make up their overall experience.	% new applications (direct) started online	60%
		CALMS self-service %	>23%
Deliver technology roadmap	Deliver contemporary business systems that help us to serve customers the way they want, increase the time available for people to work on what's valuable to the customer, reduce risk, ensure security and allow us to implement change quicker.	% technology roadmap delivered	100%



People

Increase capability for change	Our people influence positive change experiences so that we 'do change well'. Individuals are capable of supporting/leading change in their teams to adopt and use changes. In turn, successful organisational objectives and outcomes will be achieved.	Change maturity score	4.0/5.0 (Managed)
Build culture of achievement	We are determined and enthusiastic about achieving results for our customers. We collaborate effectively together, respectfully challenge the status quo and are flexible and adaptable in the way we approach our work. We are proactive and curious to explore how things could be different, and we give new ideas a go.	# new ideas tested	46
		myPlan achievement and affiliative behaviours rated 'B' or above	98%
Invest in our people	We invest in our people's skills, capabilities and wellbeing so they can deliver the experience and solutions our customers expect in a changing market.	% salaries invested	>=3%
Connect to our purpose	HomeStart's purpose "to make home ownership a reality for more people in more ways" is what we are all here to do. We work to build a connection between our people and our purpose as the foundation of a strong team.	PULSE - % confident ability to do my job	90%
		PULSE - % responses to 'commitment' engagement factors	80%

