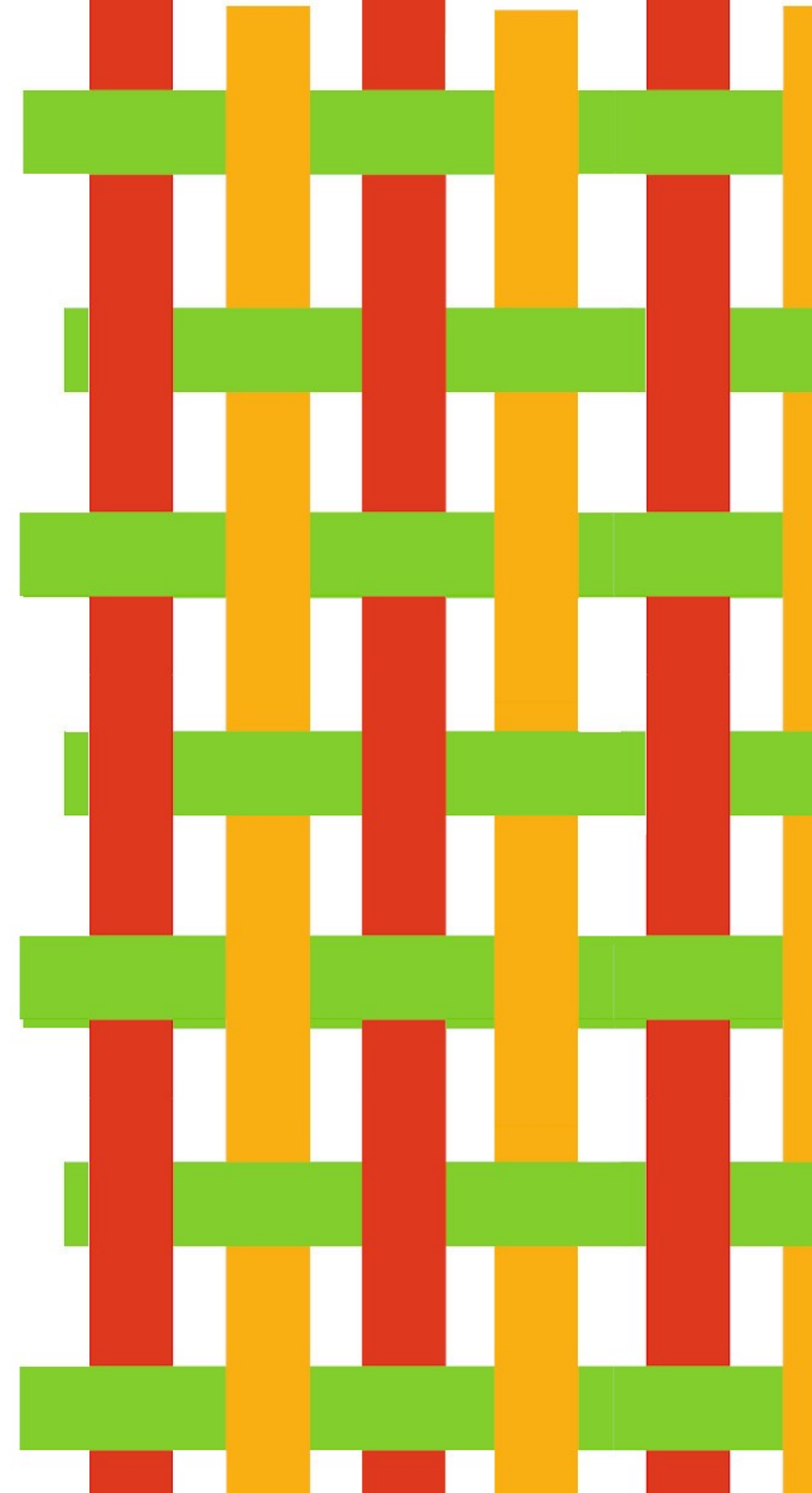


Live well, be well, do well, Dwell

Strategic Plan 2020-2025
Dwell Housing Trust



Our vision

Well-housed communities where people live well, be well, do well.

Our mission

We provide affordable quality homes where people flourish.



Our values

People-centred

We put people at the heart of everything we do. We are more than a landlord. We're focused on building relationships that create better lives.

Community building

We help create communities where people want to live. We are inclusive and uphold human rights.

Forward thinking

We are a leading organisation. We seek creative and sustainable housing, and partnerships, that help us reach our vision.



Our strategy

Our four key strategic goals

- More homes
- Great services
- Strong voice
- Organisational well-being (Dwellbeing)

What we do

We provide affordable, quality housing for people on low incomes or in need.

Building on our history and wealth of experience, we provide a range of housing services including:

- Social and affordable housing for people in need.
- Supportive housing for people with other needs such as mental illness.
- A shared home ownership programme for first home buyers.
- We also manage homes for other organisations.

We are more than a landlord as we ensure our residents have access to the support they need, and want, to live well, be well, do well.

We collaborate with others to create positive outcomes where our residents can thrive.

We have the flexibility to provide a range of solutions and services, respond effectively to local housing needs, and utilise the goodwill of the wider community.

We are a strong voice for community housing and

our residents.

Dwell is a registered community housing provider with the Community Housing Regulatory Authority. A registered contractor with the Ministry of Social Development and a registered charitable trust with Charities Services.

Our history

Dwell Housing Trust is a community housing organisation with a long track record of providing affordable quality homes. Dwell became operational following the merger of the Wellington Housing Trust and Mahora House Inc. Those two organisations had more than 50 years' combined experience in the community housing sector.

Dwell is a uniquely experienced and capable organisation working in and committed to the greater Wellington region.



Photograph by Paul McCredie



More homes

Goal: Dwell will be managing 250 tenancies by 2025



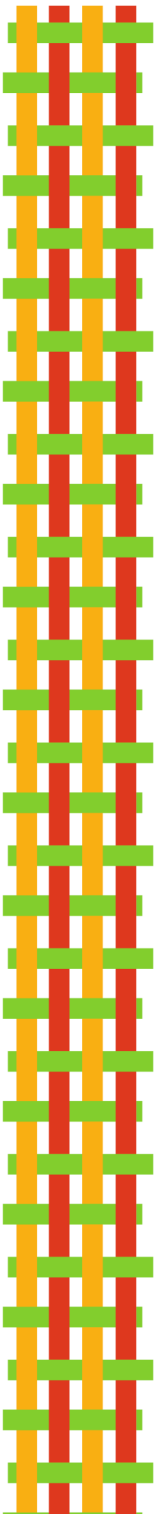
To work towards our vision of a well-housed Wellington, we need to increase the number of homes we provide year on year.

What we will do

- Grow the number of tenancies we manage to 250 by 2025 by building and managing more homes.
- Grow and leverage our equity to enable us to access additional finance and opportunities to increase the number of homes we build.
- Form new, and strengthen existing, partnerships to make available more affordable homes.
- Offer a mixture of housing options in mixed tenure communities including social housing and shared home ownership.

Measured by:

- We are managing 250 tenancies.
- We have built new homes and have a pipeline of developments.
- We have financial and investment models that have enabled us to build more homes.
- Our new build developments offer a mixture of secure tenures.



Great services

Goal: All our homes and services meet, or exceed, our quality standards



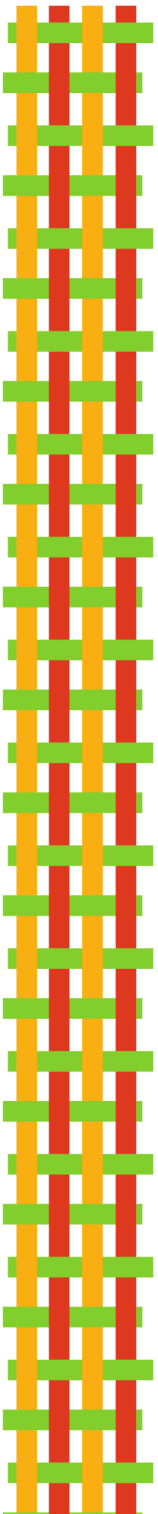
All our activity will operate within Dwell's values and housing and service standards. We are more than a landlord. Our services improve residents' wellbeing and future opportunities. We put people at the heart of everything we do.

What we will do

- With our focus on people, we will ensure our residents have access to the support they need and want to live well, do well and be well.
- We will provide housing that is connected to our extensive local networks of support and service providers.
- Our services will consider the needs of individuals and their communities, and our services vary from person to person and from place to place.
- All our homes will meet our property standards.
- Our homes, at minimum will meet all government healthy housing residential tenancy standards by 2023.
- We are a leading organisation, committed to best practise and innovation.

Measured by:

- Tenant's survey of our housing services includes an overall measure of satisfaction that exceeds 90%.
- Our houses meet our property standards by 2023.
- Maintain registration as a registered community housing provider.



Strong voice

Goal: We will tell our story. We will influence community housing policy, discussions, and outcomes.



What we will do

- We will tell our story to increase awareness of our quality services and the impact we have on our tenants, residents, and community.
- We will tell our story to increase the support we get from external agencies which enables us to build more homes.
- Have effective quality communication and stakeholder management.
- We will advocate for access to affordable housing for all.
- We will influence community housing decisions and outcomes to enable the growth of the community housing sector and our organisation.
- Continue to be passionate about and a champion for community housing.

Measured by:

- Telling our story has led to more support – including financial contributions.
- Partnerships and relationships have been strengthened and new ones have been formed and these have resulted in more affordable housing.
- The number of submissions made to local and central government on community housing and issues that affect our tenants, residents, and customers.
- Dwell is an active member in stakeholder groups.



Organisational well-being (Dwellbeing)

Goal: We are a sustainable, high performing, innovative and growing organisation.



Photograph by Paul McCreddie

What we will do

- People are our greatest assets. We will attract and retain quality staff and volunteers, who love where they work.
- Our board will follow good governance principles and our values.
- Have a sustainable funding model that supports growth in assets and efficient use of all resources.
- Create surpluses and attract new investment to help support future development.
- We will build our capacity and capability as we grow the number of homes we manage.

Measured by:

- Effective systems that enable Dwell to achieve its mission and agreed outcomes.
- Financial management and surpluses.
- Board and staff feedback and performance reviews.

