

# Strategic Plan

2024 - 2027



# Vision, Mission & Objectives



## Vision:

**Ending homelessness** a person at a time within the communities in which we operate.



## Mission:

To **create supportive homes** that honour local communities, respond to people's needs and improve their well-being and connectedness.



## Objectives:

1. Ensure our tenants' **needs are met** to enable a fulfilling life.
2. Provide **specialised tenancy management** services for people with housing needs from a range of backgrounds.
3. **Increase the supply** of supportive housing services that provide a preventative response for individuals and families at risk of or experiencing homelessness.
4. Through effective public, private and community partnerships, enable place-based supportive housing projects that **honour local community needs**.
5. Advocate the benefits of the supportive housing model through participation in **evidence-based research**.

# Strategic Focus



## Purposeful Growth:

- **Do more** with those we serve.
- Serve more people to **grow our impact**.
- Grow revenue and **diversify our income** base streams.



## Strategic Enablers:

- Articulate and **refine effective partnerships**.
- **Conduct research** to support our evidence-based model.
- Invest in our people and develop an **inclusive team culture**.
- Dedicate resources to **optimise funds**.



## Place Based Opportunities:

- Expand place-based solutions across Queensland by **leveraging the Common Ground model**.
- **Actively unlock latency** in and with partners.
- Explore opportunities to include and embed **First Nations Peoples support**.



## Focused Advocacy:

- For **more supportive housing**.
- For the **betterment** of those we serve.
- For **family and domestic violence**.



# Four Strategic Priorities



## Purposeful Growth

### Do more with those we serve

Engage with those we serve to better understand their needs and promote addiction services, community engagement and trauma and mental health initiatives

### Serve more people to grow our impact

Innovatively expand CGQ's reach through aggregated and scattered sites, to increase support to formerly homeless and low-income community cohorts

### Grow revenue and diversify our income streams

Promote a compelling fundraising call to action that is unique to CGQ accompanied by an Action Plan, and commercialise CGQ's strong knowledge base and experience through advisory services



## Strategic Enablers

### Articulate and refine partnerships

Foster relationships and collective efforts to synergise unique outputs and share expert knowledge to enhance the overall sector

### Conduct research to support our evidence-based model

Lean on socioeconomic analysis and update CGQ statistics to illustrate the beneficial impact of supportive and affordable housing

### Invest in our people and develop an inclusive team culture

Support and invest in the growth, development and wellbeing of our people by providing opportunities for our people to engage in a safe, supportive and inclusive workplace.

### Dedicate resources to optimise funds

Prioritise actions towards generating a replicable model with a future dedicated role to coordinate and connect with specialised organisations and corporate sponsorship



## Place Based Opportunities

### Expand place based solutions across Queensland by leveraging our model

Accelerate expansion into priority locations; Gold Coast, Fortitude Valley, Cairns

### Actively unlock latency in and with partners

Capture underutilised assets by engaging with unused property owners and securing opportunities with councils and associated bodies

### Explore opportunities to include and embed First Nations Peoples support

Understand and enhance opportunities to address historical impacts on housing outcomes for First Nations people through new connections with community stakeholders.



## Focused Advocacy

### For more supportive and affordable housing

Coordinate project, issue and location specific campaigning, using conferences, presentations and community events

### For the betterment of those we serve

Address housing affordability and tenancy security, contribute to rental reform and continually improve services e.g. Addiction services for chronically homeless.

### For family and domestic violence

Utilise our available resources at both the executive and organisational level to create visible and measurable impact e.g. pilot projects