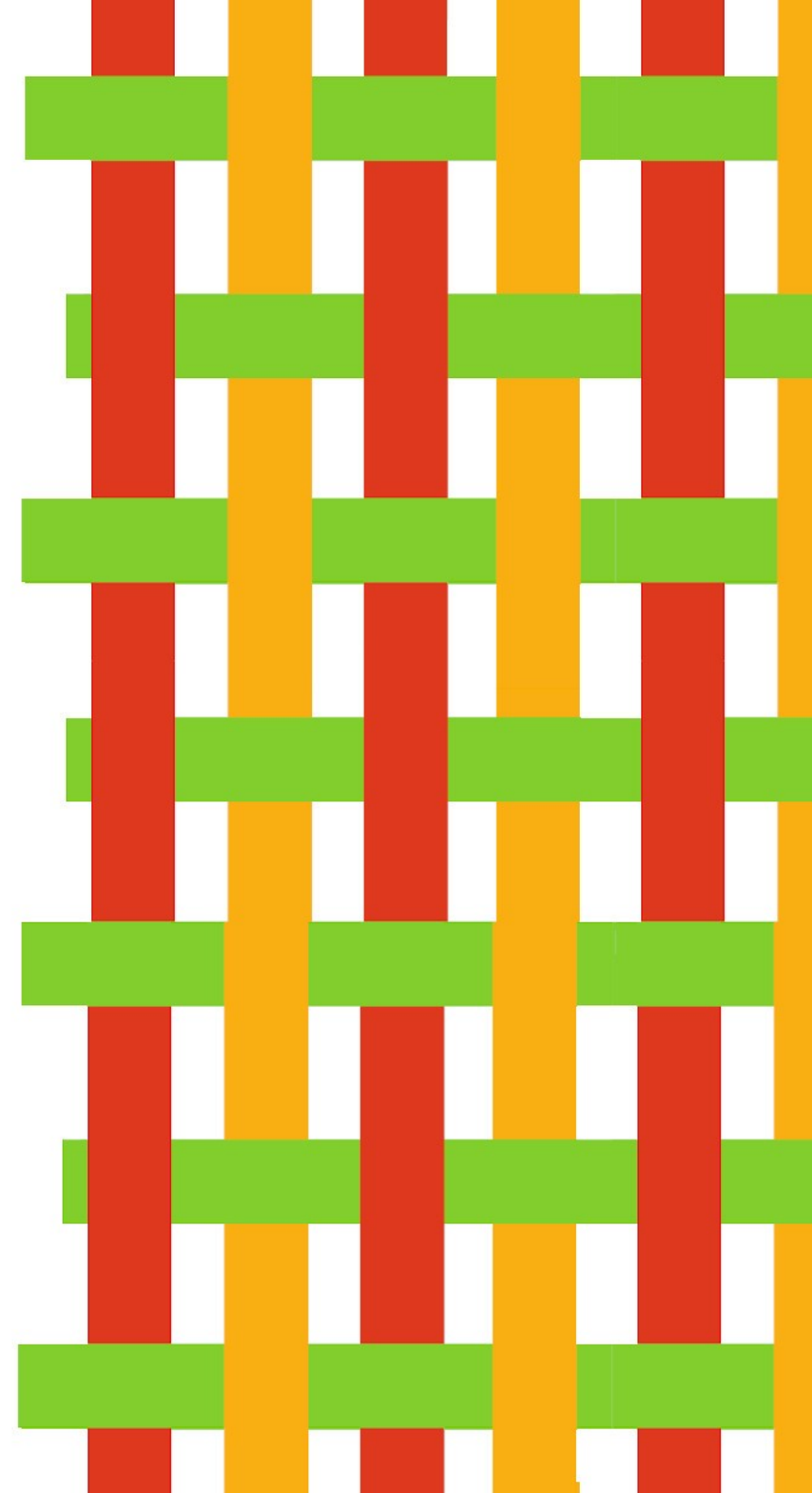


# Live well, be well, do well, Dwell

Strategic Plan 2020-2025 [Updated 2023]  
Dwell Housing Trust



# Our vision

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

# Our mission

We provide affordable, quality, secure 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: By 2025 Dwell will be managing and building 250 tenancies in total



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

## What we will do

- Build warm, safe, secure, affordable homes and have a strong pipeline of new developments.
- 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, relationships to make available more affordable homes.
- Offer a mixture of housing options in mixed tenure communities including social housing and shared home ownership.
- Ensure we are building as sustainable as possible.

## Measured by:

- We are managing 150 tenancies.
- We have built 100 new homes in our development pipeline.
- We will have purchased one other property for future development beyond 2025.
- Our new homes are built with 80% wood and are built in locations where people can live without cars.
- Our build partner has a construction waste minimisation strategy.
- Where possible our homes meet LifeMark and Homestar 5 standards.
- We have financial and investment models that have enabled us to build more homes.
- We have a progressive home ownership model that attracts government support.



# Great services

Goal: For our residents' wellbeing all of 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 to people who are our tenants. Our services improve residents' wellbeing and future opportunities. We put people at the heart of everything we do.

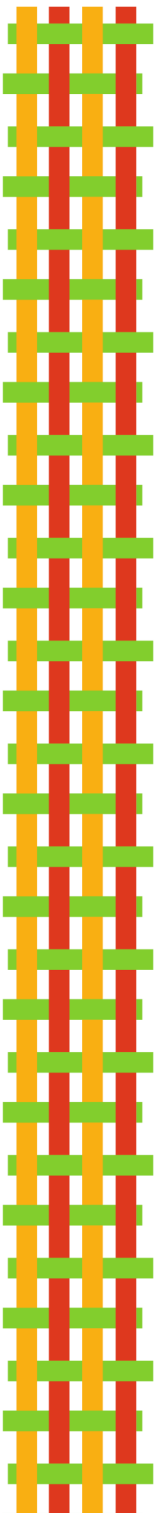


## What we will do

- With our focus on people, we will work with our tenants to access community services that support them through the cycles of life.
- 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.
- Our homes, at minimum will meet all government healthy housing residential tenancy standards by 2024.
- We are a leading organisation, committed to best practice and innovation.

## Measured by:

- Tenants' surveys of, and interviews about, our housing services will show these results:
  - Overall measure of satisfaction that exceeds 90%.
  - Over 90% of tenants are satisfied with their home.
  - Over 90% feel safe in their home.
  - Over 90% of tenants feel their Dwell home has contributed positively to their overall wellbeing.
- Our tenants sustain their tenancies by ensuring:
  - Rental arrears total less than 1% of our budgeted income.
  - On average less than 15% per annum of our tenants vacate their Dwell homes.
  - 95% of tenants leave their Dwell home for positive reasons which include purchasing a home, employment reasons, moving to live with family.
- Our houses meet our property standards.
- We 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

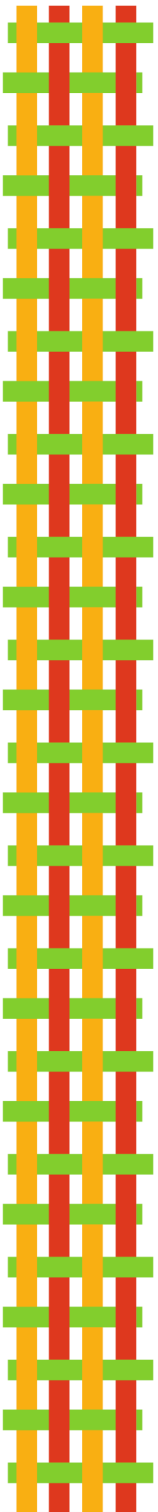
- We will tell our story to increase awareness of our quality services and the impact we have on our tenants, residents, and community.
- We will tell our story to increase the support we get from external agencies which enables us to build more homes.
- Have effective quality communication and stakeholder 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 raising \$5,000,000 from private supporters and trusts.
- At least \$5,000 has been donated per year through the Dwell website.
- We have been involved in all appropriate local and central government consultation processes on community housing and issues that affect our residents and customers.

*We provide quality affordable homes  
where people can flourish*

*Ka whakarato ngā kainga  
whakaruruhau kia hāpai i ngā tangata*



# Organisational well-being (Dwellbeing)

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



Photograph by Paul McCredie

## What we will do

- People are our greatest assets. We will attract and retain quality staff who love where they work.
- Have a 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:

- 90% of vacant homes are re-let in less than 15 days.
- Financial management meet agreed benchmarks and surpluses.
- Board and staff feedback and performance reviews show high satisfaction rates working for Dwell.
- We have a 90% staff retention rate.
- Staff do not have more than 15 days annual leave owing unless otherwise agreed.

