



# Impact Report.

**Year in Review – 2025**



**Big Picture**  
TRAINING

# Impact Report.

## CEO Message from Jo Leckie

Most people in housing choose to work in the sector because they want to make a difference. At Big Picture Training, that's our "why". That's what drives us too.

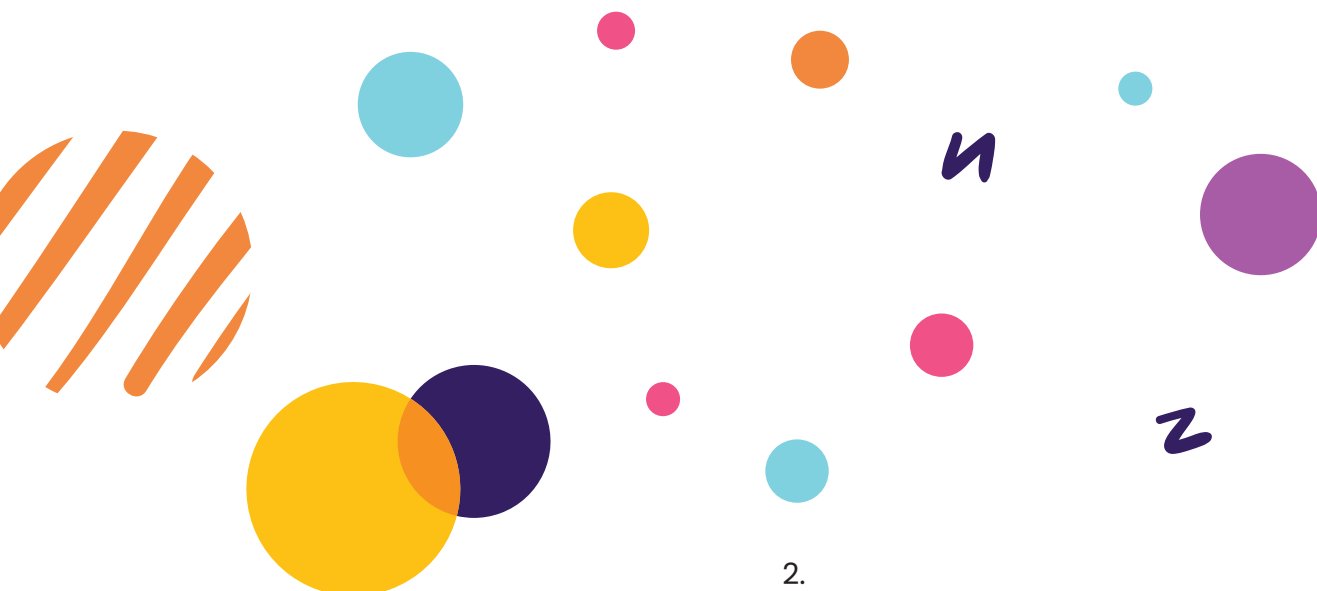
This year has tested the housing sector. Rising pressures, higher demand, increasing complexity, and a workforce carrying a lot on their shoulders. And yet, everywhere we go, we meet teams who show up with compassion, resilience, and a genuine desire to make a difference.

**Our purpose remains the same:** to improve customer experience in the social housing, community housing and not for profit sectors by building capability, increasing confidence, and providing the tools to deliver exceptional customer experience and stronger tenancy outcomes.

Whether it's helping a new starter learn the ropes, elevating emerging leaders, supporting teams to handle complaints well, or empowering front facing teams to respond with empathy, our focus is always aligned to our values: collaboration, innovation, integrity and respect.

Thank you to every organisation, every learner, every partner, and every associate who has worked with us this year. You are the reason Big Picture keeps growing, keeps innovating, and keeps showing up.

Jo



## 1. Our Year at a Glance

- **337 workshops delivered** across the UK and Australia
  - **4950 learners trained**
  - **12 major programs launched or refreshed**, including:
    - Tenancy & Property Manager Program
    - Elevate Leadership Development Program
    - ASB Training Program
    - Customer Service – Making a Difference
    - Assets and Maintenance Training Program
    - Supporting Tenancies Program
  - **Big Picture Academy launched** with over 100 fully interactive SCORM compliant eLearning modules
  - **New licensees and associates onboarded**, expanding our capability
  - **New learning design innovations**, including interactive games, behavioural nudges, and sector-specific toolkits
  - **High learner satisfaction** with an average net promoter score of 91/100
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## 2. Our Impact on the Community Housing Workforce

Six years ago, Big Picture Training launched in Australia with one clear purpose, to help the housing sector build capability to deliver outstanding customer experiences and stronger communities.

Since then, we've grown into a trusted training partner across Australia and the UK, creating learning experiences that transform the way housing professionals think, feel, and deliver services.

We've been proud to collaborate with the Australasian Housing Institute (AHI) along the way, working together to strengthen capability across the community housing workforce. As we continue to grow, it's time for our next chapter, delivering our public program independently of the AHI, directly to the public, and housing organisations, from our website. Enabling us to:

- Expand our learning offer.
- Deliver more training at a more affordable price point.
- Create innovative programs and pathways shaped by sector need.
- Freely Partner with community housing providers, peak bodies, and governments across Australia.

Big Picture's work is designed to support the sector in the ways that matter most:

## Improving Tenancy Sustainment

- Better quality tenancy conversations
- Stronger service consistency across teams
- Increased confidence in difficult interactions
- Nudge-based approaches helping CHPs improve rent collection, early engagement, access for routine inspections and management transfers.

## Embedding Better Customer Experience

- Organisations reporting clearer service expectations
- Improved communication skills
- Staff feeling empowered, rather than overwhelmed
- Front facing teams adopting practical tools and scripts

## Safer Support for Vulnerable Tenants

- Domestic and family violence awareness and signposting training
- Cultural awareness training
- Trauma-informed practice embedded into learning design and workflows
- Staff more confident recognising risk and knowing their remit



## Better Complaints Handling

- Organisations reducing escalation rates
- Teams handling service recovery with more empathy
- Managers feeling more capable of resolving issues early

## Consistent Induction for New Starters

- SCORM eLearning modules creating predictable, high-quality onboarding
- Manager toolkits
- Reduced training load on managers
- Faster competency for new team members

## Developing Emerging Leaders

- The Elevate Leadership Development Training Program
- Coaching
- DiSC Work of Leaders Profiling

*"The experience has been overwhelmingly positive for our team at Believe Housing. The tools and knowledge provided through the Elevate program have significantly improved the productivity of our line managers, equipping them with the skills they need to excel in their roles. The quality of the training has been consistently impressive, and I have observed noticeable improvements in the leadership and management capabilities of our delegates."*

**Stacey Northover – Believe Housing**



### 3. Case Studies

#### Beyond Housing – Housing Management Service Review

##### Challenge

Beyond Housing (Beyond) is a leading Tier 1 community housing provider in Victoria and the largest in the Goulburn and Ovens Murray regions, delivering both housing and homelessness support. Beyond is committed to giving people a clear and supported pathway to a safe home.

Over the past four years, staffing changes and amendments to the Residential Tenancies Act have led to some procedures becoming inconsistent, with staff developing their own ways of doing things or processes dropping off altogether.

##### What We Delivered

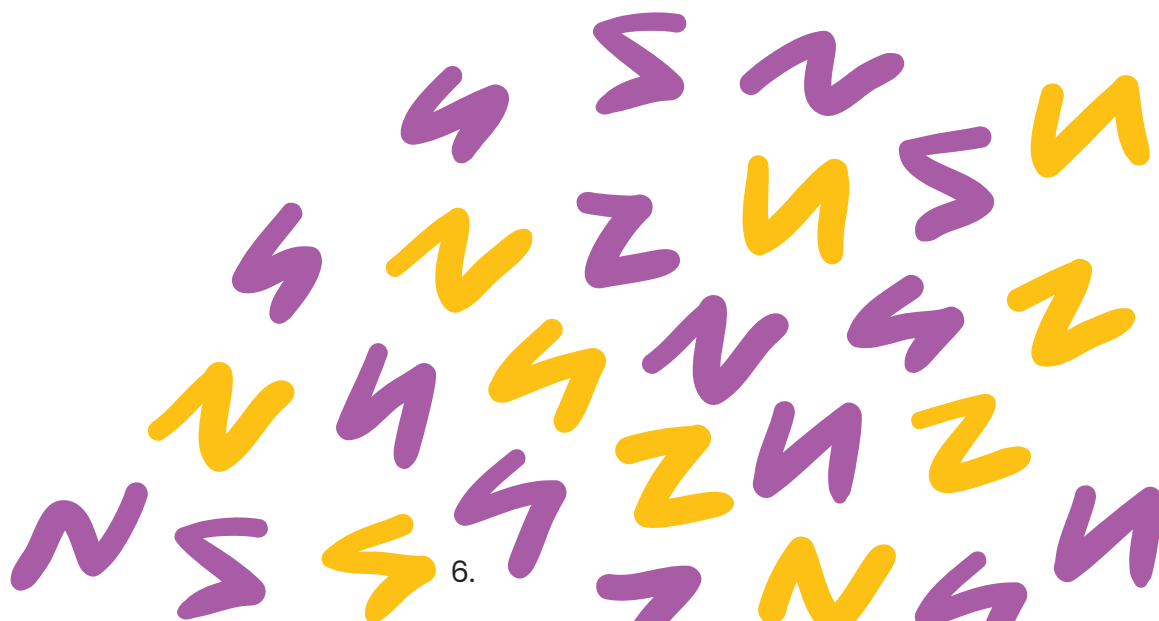
Beyond engaged Big Picture Training to undertake a comprehensive review of the Housing Management function. This review assessed the current service against the relevant legislation, the community housing performance standards and best practice.

Big Picture Training completed an independent review of Beyond Housing's housing management services, developing a comprehensive Tenancy Management Manual.

The Training Needs Survey showed that all Tenancy Management staff felt they needed further training. 42.8% reported needing foundational training in arrears management, rent setting, case notes, and record keeping. BPT provided a comprehensive suite of training programs and workshops in response.

##### The Impact

- Higher confidence in complex tenancy conversations
- Stronger record-keeping and case noting
- Team reporting "real behaviour change"
- A more consistent approach



## Mission Australia – Tenant Fact Sheets

### Challenge

Mission Australia Housing identified that both internal and external communication materials, including tenant resources and staff training presentations, were text-heavy, inconsistent, and difficult to navigate.

For tenants, the existing fact sheets used policy-based language that was hard to understand and lacked consistent design or structure. For staff, internal training materials such as PowerPoints needed to be refreshed to improve engagement and clarity.

There was an opportunity to make communication across the organisation more consistent, visually engaging, and easy to understand for both staff and tenants.

### What We Delivered

Big Picture Training partnered with Mission Australia Housing to redevelop a suite of standard letters and existing fact sheets, aligned with brand guidelines and the organisation's policies and procedures. We introduced consistent visual design elements to improve accessibility and applied Plain English and nudge principles to encourage engagement.

We also undertook a redesign of existing PowerPoint training materials to create more dynamic delivery.

### The Impact

- A suite of clear, accessible and visually consistent fact sheets now supports staff and tenants.
- Updated training materials are more engaging, easier to navigate and align with Mission's brand.

*"What a journey it's been! I've truly enjoyed working alongside you and learning from each of you. Together, we've delivered some fantastic outcomes for the organisation, our staff, and tenants."*

*We began by exploring Nudge Theory to shape the letter project with Jo and quickly saw opportunities to expand, creating Fact Sheets with Ellie and developing learning and development tools with Shenaid.*

*It's been an absolute pleasure collaborating with you all, so easy to work with, which is bliss. Thank you 🌻 Until next time!"*

**Brenda Scott – Mission Australia**

## Housing First – Standard Letter Redesign

### Challenge

As part of the rollout of a new housing IT system, Housing First identified the need to review and update their standard letter templates used across all housing functions, from allocations and rent reviews through to arrears and tenancy management.

With more than 50 letter templates identified for inclusion in the new system, Housing First saw an opportunity to update all written tenant communication.

### What We Delivered

Big Picture Training partnered with Housing First to review and rewrite approximately 50 new letter templates.

We applied Plain English principles and behavioural insights to make content easy, attractive, social and timely.

We worked closely with project and housing operations teams to ensure each letter aligned with system requirements and accurately reflected policy.

### The Impact

- A suite of standardised letters integrated into the new housing management system in line with the wider IT rollout.

*"I am very happy with the letter style and quality. Awesome. Thank you! I need to say, thank you again for being so willing and able to accommodate the very short timeline. I can't tell you how much of a relief it was."*

**Chief Resident Services Officer, Housing First**

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## 4. Thought Leadership & Sector Influence

Big Picture has become known for practical, human-centred insights that support the sector:

### Publications & Articles

- The Bigger Picture LinkedIn newsletter published weekly with a monthly spotlight on topics of interest to the sector. In November the spotlight was on Artificial Intelligence. For December the spotlight is on resilience.
- Blogs and articles are regularly published on LinkedIn and on the website with topics such as:
  - Saving money on your training budget
  - Recognising when a tenant is signalling for help
  - When "Thank you" isn't enough
  - There is a why behind every complaint
  - Raising the customer service bar
  - Measuring the true success of learning programs

## Sponsorships

- Australasian Housing Institute Brighter Future Awards
- Australian Community Housing Awards
- Australian Community Housing Affiliate Program
- Hive Live – Data Protection Conference
- AHURI National Housing Conference
- All Big Picture employees are members of the Australasian Housing Institute.

## Charitable Donations

- Haven; Home, Safe – Sydney Myer Haven
- Link Wentworth – Home Sweet 2025 campaign
- Everybody's Home – national campaign to fix the housing crisis
- Cancer Research
- Dementia Awareness
- Stop Social Housing Stigma

## Pro bono events hosted by Big Picture Training this year

- Managing Persistent Complainants one day workshop
- 3 x Managing complaints roundtables
- 1 x Customer Experience Roundtable



## 5. Voices of Learners & Clients

*"The training has been inspiring and has equipped me with resources tools and more know how to prepare and manage a team, coach and support staff."*

*"Delightful and knowledgeable trainer. Learnt new methods and framing of difficult situations, as it is timely for my circumstances."*

*"This was great value – think it was a well-done program with lots of effective tools to be taken away."*

*"Just want to say Thank you for your time and efforts in putting together a training of high quality. You have helped the CHPs and the housing community."*

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## 6. Looking Ahead

The next 12 months will be significant for Big Picture Training. Having launched our own public training program, we have a renewed focus on helping the sector get "HAFFF-Ready" to onboard, uplift, and embed capability at scale.

We will be creating:

- New facilitated training in collaboration with subject matter experts
- Additional eLearning modules, available through the Academy, to purchase and licence for hosting on your own LMS
- Toolkits and resources
- Stronger partnerships with CHPs across Australia

## 11. Thank You

Thank you to every organisation that trusted us this year.

Thank you to every learner who showed up with a growth mindset.

Thank you to our partners, associates, and supporters.

And thank you to the front facing teams whose work changes lives daily.

