



Putting People First

CHL Strategic Plan 2024–2027



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The need for action

Australia has a housing crisis. People are living in stress without access to safe, secure and affordable housing. Too many people are spending years on housing waiting lists. At December 2023, the number of households on the waiting lists for social housing across Australia is at 224,326¹.

Put simply – we need more new quality affordable homes and services that contribute to thriving and cohesive neighbourhoods where residents feel valued, supported and empowered.

In partnership with others, community housing providers play a critical role in addressing this need and there needs to be more money invested in the sector to enable more quality affordable homes to be developed that contribute to thriving communities.

At the same time, community housing providers must be good long-term investment options with growing community, lender and investor expectations for organisations to demonstrate their environmental, social and governance (ESG) performance. Increasingly lenders and investors are mandated to allocate funds into assets that provide commercial returns as well as positive environmental, social and governance outcomes for communities.

We must also contribute to addressing the systemic issues underpinning housing stress and ensure the creation of innovative housing solutions.

¹ Productivity Commission: *Report on Government Services 2024, Housing and homelessness (part G)*, pc.gov.au

Our response

Community Housing Limited (CHL) is committed to providing sustainable housing solutions to address the growing need for secure and dignified housing across Australia.

Our Strategic Plan 2024–2027 sees us continue to focus on empowering individuals and communities facing housing challenges by supporting our people to deliver effective and efficient services, growing our housing stock and strengthening our collaborations and advocacy.

Our vision:
A world without housing poverty by providing safe, affordable, sustainable and good quality housing for those in need.



Our four goals – putting people first



Improve customer wellbeing

We understand every customer has their own unique life experiences and preferences, but all our customers want safe, secure and affordable housing.

We will listen to, understand, communicate to empower, and provide services and housing to ensure positive customer experiences that contribute to customer wellbeing.

Key initiatives

- Strengthen communication with customers
- Improve customer experience
- Increase impact
- Asset management focus



Strengthen our culture and support our people

We want to be the employer of choice in the community housing sector. The skills, passions and talents of our people and the way we work together to enable positive impact for our customers is at the heart of what we do.

We will establish and maintain a workplace renowned for its culture by empowering people to grow and develop, and provide unwavering support to ensure everyone can meaningfully contribute to a world without housing poverty.

Key initiatives

- Create a safe, inclusive and equitable organisational culture
- Enhance staff training and development
- Increase internal capability
- Improve business systems and infrastructure



Promote corporate sustainability and good governance

To contribute to addressing the critical shortage of affordable and appropriate housing, and to continue to evolve and respond to changing community needs, we must be attractive to new investors through good governance and management.

We will continue to strengthen our strategic collaborations and ensure exemplary financial management and governance practices.

Key initiatives

- Ensure good governance
- Monitor and improve financial sustainability
- Seek opportunities for growth and diversification
- Strengthen strategic collaboration



Broaden our influence to improve housing outcomes

Our relationships with government, industry and strategic partners is paramount to our ability to deliver innovative and sustainable affordable housing solutions.

We will broaden our influence by continuing to work with our partners to advocate for housing affordability, promote community housing and contribute to research and solutions that expose housing poverty and improve outcomes for the community.

Key initiatives

- Enhance communication and promotion
- Leverage collaboration
- Extend advocacy initiatives
- Use research and assessment to develop solutions



CLIENT STORY: ADAM GRANT

Adam Grant has been a CHL customer for almost a decade. A partnership between My Place (West Australian disability support service) and CHL allowed Adam to choose his own home in the northern suburb of Clarkson, WA.

‘My journey with CHL started when My Place were assisting me with the transition to independent living. They suggested I look for a place where I would like to live, and they would purchase the home so that I could pay rent and live independently.’

Adam wanted to be located near his stepmother. ‘I found a place in Clarkson, and have been living there ever since. I love it. I live there independently, and have an overnight support worker that comes over sometimes to check in and offer advice and structure.’

Having his own home has given Adam choice and control in his life. ‘I realised that not living in care meant I didn’t have to follow a regime every day. I can go to and from work on my own. It bought me more independence. I got my licence and now I go out and see my friends when I want.’



STAFF PROFILE: JENIEVA COLLINS

Jenieva Collins began her Housing Cadetship with CHL in January 2024. In addition to bringing lots of enthusiasm to her role, Jenieva is also a CHL tenant and brings her lived experience as a CHL customer.

Based in one of our NSW offices, Jenieva has a very full life, juggling fulltime work and a young family, all while studying for her Certificate IV in Housing. She is enjoying her cadetship with a focus on assisting people to access housing. ‘There are heaps of things I like about my job, but mostly I would have to say helping people, regardless of their situation and seeing positive results, is the best. I am also enjoying my studies and working with CHL makes my assessments easier to understand ... I’m gaining new skills and giving back to my local community. All of this is helping me to start a new life with my children.’

Jenieva aligns with the CHL values. ‘The team values are like the values and morals I had growing up and I find that very comforting. The staff here really do live the CHL values, and they make everyone feel welcome and supported.’

Our impact matters

Community Housing Limited is committed to creating a positive impact. To do this, we are taking a strategic approach to how we create impact by addressing environmental, social and governance (ESG) factors. This includes being guided by our Social Impact Framework to understand and measure customer wellbeing, our Community Development Framework to drive community led value, and our commitment to report and continuously improve our ESG performance.



By 2027 our impact will mean

People in housing stress have ...

- better access to safe, affordable, sustainable and good quality housing

Customers have ...

- housing stability and opportunities to build their life and community
- improved wellbeing.

CHL is ...

- a great place to work
- collaborative and sustainable

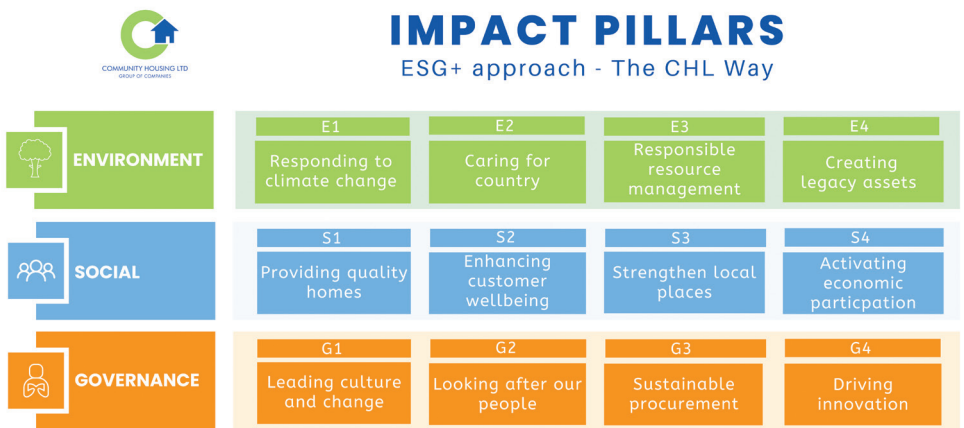
CHL and our partners are ...

- enabling more new quality homes and liveable communities
- influential and driving housing solutions
- making positive change at scale.

Investor ready

CHL has developed an Impact Strategy to grow our positive impact. The strategy seeks to create long-term and holistic value considering three pillars.

- **Environmental impact** entails implementing sustainable practices in housing design and operations, such as energy efficiency measures, waste reduction and access to green spaces. We will seek to understand and respond to the impacts of climate change and identify opportunities to responsibly manage resources to contribute to environmental conservation and resilience, safeguarding natural resources for future generations.
- **Social impact** revolves around fostering inclusive communities, empowering customers and addressing societal challenges. This involves providing safe, affordable housing options, promoting social inclusion and inclusive customer participatory opportunities to improve wellbeing and quality of life. Through initiatives focused on our six social impact framework domains, we strive to create thriving and cohesive neighbourhoods where residents feel valued, supported and empowered.
- **Governance** plays a crucial role in ensuring transparency, accountability and ethical practices. This pillar will help us to be an employer of choice by strengthening our culture, living our values and investing in our people. It is also about ensuring our decision-making involves stakeholders, prioritises sustainable procurement and drives innovation. This will build trust amongst our stakeholders, strengthen organisational resilience and sustain our long-term positive impact.



PARTNERSHIP WITH WOMEN'S PROPERTY INITIATIVES (WPI)

Community Housing Victoria Limited (CHVL) and Aboriginal Community Housing (Vic) Ltd is partnering with WPI on the Ground Lease Model 2 (GLM2) project. In the preliminary project stages, WPI and CHVL came together with a plan to enhance the project's social benefit and outcomes.

WPI plays an important role in providing bespoke services for women-headed households in need of social housing. With a designated provision of women's housing in the GLM2 project, WPI brings 27 years' expertise with a cohort-specific approach to ensure best practice design and operations. Additionally, WPI has a women-focused, tried and tested wraparound support services partnership model which will be a key contributor to the project success.

As a National Tier 1 Housing Provider, CHVL has provided integral support to WPI to take a significant growth step through the project – enhancing their knowledge and capability in public private partnership projects, and designing and delivering service offerings such as community development. CHVL looks forward to a long, impactful partnership with WPI.

About CHL

CHL is a not-for-profit company delivering social and affordable housing for vulnerable and low to moderate income people who are unable to secure long-term affordable housing in the market.

Established in Australia in 1993, CHL has since evolved to extend across multiple Australian states, including Victoria, New South Wales, Queensland, South Australia, Western Australia, Tasmania and the Northern Territory.

chl.org.au



For more information contact
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