

Home
in Place

2026 - 2029

HOME IN PLACE STRATEGIC PLAN

Building on progress, embracing new challenges.



ACKNOWLEDGEMENT OF COUNTRY

Home in Place acknowledges the Traditional Owners and Custodians of the lands where we work and live. We recognise their enduring connection to land, water and community, and we pay our respects to Elders past and present. We honour the strength, culture and traditions of Aboriginal and Torres Strait Islander peoples.

Our Commitment in Aotearoa

HE RINGA AKIAKI

We see ourselves as supporters, as guides to ensure that people and families have what is needed to live a healthy and prosperous life providing a strong hononga (connection) to the kainga (home) and the hapori (community).

He ringa akiaki, a hand up, a helping embrace, a hand for all.

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HOME IN PLACE GROUP CHAIR KWESI ADDO

A MESSAGE FROM THE GROUP CHAIR AND GROUP CEO

On behalf of the Home in Place Board of Directors and Executive Management Team, we are pleased to present Home in Place's 2026-2029 Strategic Plan and look forward to its implementation.

This strategic plan directs our commitment and ambition to expand the organisation's impact through increased housing provision, enhanced services and the cultivation of a vibrant, resilient, and client-centric organisation.

This strategic plan has three focus areas essential in achieving our vision:

- Creating and Pursuing Sustainable Growth
- Delivering Quality Services, Enhancing Lives and Building Communities
- Leading Organisational Excellence, Innovation, Financial Performance and Sustainability

These three focus areas ensure that our efforts are targeted, effective and accountable. This plan enables Home in Place to respond to emerging challenges and opportunities, supporting our vision that all people have appropriate and affordable housing and are engaged in sustainable communities.

Australia and New Zealand are currently experiencing a significant housing shortage, the demand for social and affordable housing has always been significant; however, current market conditions have intensified this need. The issue of securing safe, stable, and affordable housing is no longer limited to the most vulnerable or disadvantaged groups, it now impacts Australians and New Zealanders across all demographics.

Amid the ongoing economic challenges and the persistent concerns around the cost of living, our commitment to delivering safe, secure, and affordable housing, alongside high-quality services remains paramount.



HOME IN PLACE GROUP CEO LYNDALL ROBERTSHAW

The importance of affordable housing is fundamental to the stability of communities. Housing serves as a foundation for socio-economic development, facilitating upward mobility and contributing to greater equality. Access to adequate housing enables individuals and families to pursue opportunities and improve their quality of life.

Consequently, this strategic plan prioritises growth, aiming to deliver additional homes to those in need. With an established history of reliability and certainty in delivering and managing social, affordable, and disability housing, we continue to build upon our achievements.

We take pride in our commitment to being a valued partner and recognise that effective collaboration among government, private industry, and the community housing sector is essential for achieving sustainable, long-term housing solutions and delivering value to stakeholders.

Over the timeframe of this strategic plan, Home in Place will continue to strengthen our presence, proactively seek growth within our existing footprint, and seek opportunities for expansion into new jurisdictions that demonstrate potential for sustainable

growth. We will continue to strengthen relationships with clients and stakeholders and launch initiatives that engage more people in the pursuit of ending housing poverty.

We acknowledge the ambition inherent in our strategic goals and recognise the necessity for enhanced organisational effectiveness and resilience. With a dedicated workforce, we will invest in building greater capacity and capability across the organisation to ensure we achieve our strategic goals and continue to foster a dynamic, resilient, and client-focused environment.

This strategic plan articulates a clear direction for Home in Place, strengthening our shared mission and values through an ongoing commitment to improvement and innovation. Developed with oversight from the Board of Directors and Executive Management Team, this plan positions Home in Place as a leader in social and affordable housing provision across Australia, and New Zealand. We are committed to collaborating with our clients, governments, partners and other stakeholders as we strive to achieve our focus areas and strategic goals.



ABOUT US

At Home in Place, we provide homes for people in need and create places where communities can thrive. With almost 7,500 properties under management, and a history spanning 40 years, Home in Place is one of the largest and most experienced not-for-profit housing organisations in the Asia Pacific.

As a leader in the delivery of social housing and the fight against housing poverty, our vision is to create a world where all people have adequate, affordable housing and are engaged in sustainable communities. Our strength lies in our ability to bring people together around a proven, adaptable model that delivers positive outcomes for clients, governments and investors.

At the heart of our vision is a belief that safe and affordable housing is a basic human right. Our clients benefit from a model of service delivery which integrates tenancy and property management, with a broader network of services, designed to help people maximise their economic and social participation. Working with government and private sector partners, we have delivered close to 1,000 new homes over the past decade, achieving profound social and economic benefits at scale.

Home in Place may have started small and local, and it is still proudly Hunter based, but we have expanded rapidly with properties under management in New South Wales, Queensland, Victoria and New Zealand with expansion underway in Western Australia.

While housing remains our core business, it is now the foundation on which we are building a network of socially regenerative services, to help tackle housing poverty.

CULTURAL STATEMENT

United as one team for one purpose, we collaborate to fulfill our collective vision.

OUR VISION

That all people have appropriate and affordable housing and are engaged in sustainable communities.



OUR MISSION

Providing homes, Empowering people, Connecting communities, Impacting futures

At Home in Place, we stand for more than bricks and mortar, we are advocates for transformation, dignity and hope. Our mission is anchored in the belief that safe, affordable housing is a fundamental human right and the foundation for economic and social participation. United as one team, our shared purpose guides every action: we provide homes, empower people, connect communities, and impact futures.

PROVIDING HOMES

We commit to delivering housing that is not just affordable, but appropriate and secure. Our journey has seen significant growth with a vision to expand further across New South Wales, Queensland, Victoria, Western Australia, New Zealand, and beyond. Every home we provide is a foundation for stability, opportunity and well-being.

EMPOWERING PEOPLE

We foster shared responsibility and create opportunities for all, respecting every individual and the communities they belong to. With integrated services, we support our clients to maximise their social and economic participation, enabling them to shape their own futures with dignity.

CONNECTING COMMUNITIES

We believe thriving communities emerge when people are engaged and supported. By collaborating with government, private sector partners, stakeholders,

and our clients, we nurture relationships and build networks that break the cycle of housing poverty. Our partnerships and initiatives engage people across regions, strengthening the sense of belonging and mutual support.

IMPACTING FUTURES

Our mission is to create and sustain housing that uplifts, includes, and inspires. By daring to think big, holding ourselves accountable, and remaining steadfast in our values, we are not just responding to today's needs, we are investing in tomorrow's possibilities. Every home, every person, every community we touch is a testament to our commitment to a fairer future.

OUR PROMISE

Home in Place is more than an organisation, it is a movement. With integrity and aspiration, we pledge to stand alongside those facing housing hardship and work tirelessly to realise our vision. When everyone has a place to call home, our community prospers.

OUR VALUES

EMPOWERMENT

At Home in Place, we are committed to creating a better future by fostering shared responsibility and opportunity while respecting both individuals and their communities.

TRUST

At Home in Place, we believe in the integrity, honesty and goodwill of our staff and stakeholders. Supported by our transparent policies and robust processes we build unbreakable bonds that make us stronger together.

ASPIRATION

At Home in Place, we dare to envision extraordinary possibilities and pour our energy into realising our shared mission. Aspiration fuels our journey, driving us to reach new heights.

ACCOUNTABILITY

At Home in Place, each of us is responsible for our words, our actions and our outcomes. We stand collectively, holding ourselves and each other to the highest standards, guided by our values, our mission, and our vision.

INNOVATION

At Home in Place, we bravely challenge the status quo, our vision is pursued through innovation and by continuously striving to improve our practices. Every step forward is powered by our drive to build a brighter future for all.

SUSTAINABILITY

At Home in Place, we contribute to sustainable operational and environmental solutions through responsible actions, respect, advocacy and a focus on the long term.

LEADERSHIP

At Home in Place, we are fiercely determined to fulfill our mission. We empower and support one another, making courageous decisions and modelling behaviours that reflect our core values. Our leadership shines brightest when we inspire confidence, demonstrate courage, and celebrate the achievements of our team.

COLLABORATION

At Home in Place, we know the magic of partnerships. Through open hearts and open minds, we form meaningful bonds, build trust, and achieve remarkable results that none of us could reach alone. Our greatest successes are born from the honesty, respect and unity we nurture every day.



OUR OPERATING ENVIRONMENT

The current period marks a pivotal juncture in Australia's and New Zealand's housing history, one poised to drive significant transformation in the perception and implementation of social and affordable housing. With housing affordability among the most pressing challenges confronting communities today, the urgency for increased provision of social and affordable housing has never been more pronounced.

Addressing this shortage is critical to fostering equitable and inclusive communities, enhancing quality of life, mitigating homelessness and housing insecurity.

In response to the increasing housing shortage there is a stronger emphasis on the importance of affordable housing than ever before. We welcome the renewed focus on housing and we commend the Commonwealth Government for initiatives such as the Housing Australia Future Fund and the National Housing Accord that will deliver much-needed funding into the sector, these are steps in the right direction. Many state governments are increasing investment into social and affordable housing with some significant progress, and it is also encouraging to see that some local councils are also investing and partnering to deliver affordable housing outcomes.

The recent tax concessions and planning changes in Australia incentivising investment into Build-to-Rent that include affordable housing, and changes made to State Environmental Planning Policies to encourage affordable housing through increasing yield are also

very important levers. However, the magnitude of this issue requires additional measures. Continued investment over the long term is essential, along with additional planning reforms.

The evolving operating environment and increased partnerships will likely reshape housing delivery, establishing new paradigms for combining social impact with property development, management and investment. This transformation represents the emergence of a new asset class in Australia's property market.

As the sector continues to mature, Home in Place is well placed to deliver further innovation in partnership models, funding structures and development approaches. Home in Place is strategically positioned to adapt to the evolving operating landscape and contribute meaningfully to sector-wide solutions. Our strategic plan for sustainable growth is aligned with both government policy and industry best practice, ensuring our initiatives remain responsive to demands, current and emerging needs and opportunities.

Who we work with

STRATEGIC COLLABORATION AND PARTNERSHIPS

Strategic collaboration and partnerships are increasingly important; as private/institutional investment continues to emerge supporting large-scale project delivery.

Collaboration between governments, community housing providers and investors by combining our unique strengths, can drive innovation and deliver accelerated large scale social and affordable housing including build-to-rent rental housing.

Recognising that sustained positive outcomes for individuals and communities require more than dedicated effort alone, we actively engage with a broad spectrum of stakeholders to deliver housing and associated services. By fostering strategic collaborations, we enhance our capacity to achieve meaningful results for those we serve.

PRIVATE SECTOR ENGAGEMENT

We have various partnerships and joint ventures and continue to actively pursue partnerships with private investors, corporations, and developers to support affordable housing initiatives and expand housing availability in Australia and New Zealand.

We also offer fee-for-service arrangements for general tenancy and property management.

SUPPORT PARTNERS

We partner with a diverse array of community organisations and agencies to provide tailored support to residents and clients. These partnerships enable individuals to enhance their quality of life, acquire new skills, and participate in their communities.

Our service provider partners include health and well-being services, disability support agencies, employment services, and training institutions, all of whom share our values and commitment.

GOVERNMENT PARTNERSHIPS

Home in Place works collaboratively with commonwealth, state, and local governments to deliver social and affordable housing solutions.

Activities include partnering to deliver social, affordable and disability housing, managing government owned housing stock, and providing feedback on relevant policy matters.

CLIENTS

Our clients are central to our mission. We prioritise consultation and collaboration with them when developing new programs and services, ensuring their input informs our decision-making.

Feedback is solicited through surveys, our Client Engagement Strategy, Tenant Reference Groups, and Our Voice Panel. Additionally, we maintain ongoing engagement via community initiatives, training, volunteering, well-being programs, community hubs, and social events.



CREATING LASTING IMPACT

At Home in Place, our impact goes beyond simply providing homes. Our long-standing commitment to sustainability is woven into everything we do.

We measure success not only by the number of homes delivered and people housed, but by how well we support client well-being, connect communities and protect our environment. Our vision remains clear: a world in which every person has a safe, affordable place to call home within a sustainable community.

We are committed to building stronger, more inclusive and sustainable communities through a whole-of-organisation approach that considers environmental, social and governance priorities alongside our core **Home in Place P5 Framework** which focusses on **People, Place, Planet, Partnership** and **Performance** as outlined below.

P5 FRAMEWORK



ENVIRONMENTAL, SOCIAL AND GOVERNANCE

Home in Place is committed to embedding Environmental, Social, and Governance (ESG) principles across all facets of our organisation.

We actively seek to reduce our environmental impact, cultivate an inclusive, safe, and respectful workplace, and uphold the highest standards of integrity, transparency, and accountability in our governance.

Sustainability and social responsibility are central to our purpose. Through our ESG commitments, we aim to deliver long-term value for our stakeholders while making a meaningful contribution to the communities and environments in which we operate.

To further reinforce this commitment, Home in Place supports the United Nations Sustainable Development Goals. These principles guide our innovation, strengthen our resilience, and support our pursuit of sustainable growth in a rapidly changing world.

Our ESG approach is integrated into our broader strategy, shaping the way we work, the environments we create, and the partnerships we build. We are committed to influencing our operating environment in ways that promote sustainability, social equity, and long-term community well-being.

We recognise our responsibility to contribute to climate action and environmental stewardship through both our internal practices and project outcomes.

We are committed to transparency and accountability, measuring our ESG performance and reporting progress to the Community Housing Industry Australia, ESG Standard.

We also recognise that meaningful change requires collaboration. We work closely with our stakeholders and supply chain partners to drive sustainable and inclusive outcomes.



2026–2029 STRATEGIC GOALS

Our 2026 to 2029 Strategic Goals set a clear direction for how we will grow, deliver quality services and strengthen our organisation over the next three years.

They reflect our commitment to expanding housing options, deepening partnerships and ensuring that the people and communities we support remain at the centre of all we do.

Alongside this, we will continue to invest in our people, systems and projects, so we can lead with confidence, embrace innovation and create lasting impact across every part of our work.

FOCUS AREA

1

Creating and Pursuing Sustainable Growth

1. Increased pipeline for social and affordable housing, as well as fee-for-service management, with 10,000 homes in development, contracted or already under management.
2. Enhanced strategic partnerships and expanded influence.
3. Delivery of a diverse range of services and proactive pursuance of new avenues for growth.
4. Assets are managed using industry best practices to ensure optimal long-term results.

FOCUS AREA

2

Delivering Quality Services, Enhancing Lives and Building Communities

1. Our quality client-centric, tenancy and property management services support the diverse needs of our clients.
2. Our Client Engagement Strategy fosters inclusive communities and enhances well-being.
3. Through partnerships we facilitate supports to improve outcomes for our clients.
4. Clients are empowered to enrich their social and economic quality of life, enhance their communities, and play a role in shaping our services.

FOCUS AREA

3

Leading Organisational Excellence, Innovation, Financial Performance and Sustainability

1. Commitment to professional excellence, strong leadership, positive culture, and a focus on well-being and safety.
2. Commitment to environmental sustainability.
3. Optimising financial performance for current operations and to enable future growth.
4. Delivering outstanding organisational excellence.
5. Progressing innovation through technology.



2026-2029 STRATEGIC GOALS | FOCUS 1

Creating and Pursuing Sustainable Growth

1. Increased pipeline for social and affordable housing, as well as fee-for-service management, with 10,000 homes in development, contracted or under management.

1. Our planning is strategic and intentional, through our strategic growth plan, sustainable growth markets are identified and pursued to achieve the greatest impact.
2. We pursue ongoing expansion in both regional and metropolitan areas across New South Wales, Queensland, Victoria, Western Australia, New Zealand and other sustainable growth areas.
3. We provide a diverse range of housing options, designed to address a wide spectrum of needs across the housing continuum.
4. Our structure and processes enable the delivery of new homes at scale and expansion into new areas.

2. Enhanced strategic partnerships and expanded influence

1. We work collaboratively and establish strategic partnerships with governments, investors, and developers to ensure ongoing sustainable growth in the housing sector.
2. We maintain a structured model and prospectus for potential partnerships and joint ventures, facilitating collaborative mutually beneficial opportunities for growth.
3. We develop innovative competitive finance structures to provide value for money and support additional growth.
4. We influence through advocacy and promotion of housing need and actively respond to government policies to increase housing outcomes for individuals and communities.

3. Delivery of a diverse range of services and proactive pursuance of new avenues for growth

1. We provide professional real estate management services, including fee-for-service management.
2. We actively manage and pursue expansion in our build-to-rent portfolio.
3. We are recognised as a reliable NDIS provider.
4. We pursue diverse viable social enterprise offerings.
5. We pursue philanthropic funding to enhance the provision of housing and related support services.

4. Assets are managed using industry best practices to ensure optimal long-term results

1. Our strategic asset management plan, supported by comprehensive financial projections, guides our long-term asset strategy and investment into our assets.
2. We manage our portfolio with a focus on client satisfaction, safety, quality, and sustained value, while also evaluating asset longevity and redevelopment opportunities for ageing properties.
3. Our assets and maintenance division delivers value for money, best practice asset management and maintenance services with a strong competitive edge.
4. Our contractor and supplier management approach supports scalable operations, risk management and consistent service standards as our portfolio continues to grow.



2026-2029 STRATEGIC GOALS | FOCUS 2

Delivering Quality Services, Enhancing Lives and Building Communities

1. Our quality client centric, tenancy and property management services support the diverse needs of our clients

1. We are dedicated to providing exceptional service in accordance with our Client Service Charter, achieving high client satisfaction.
2. We enhance client outcomes through innovative tenancy management and support delivery models and adapt practices to reflect emerging needs and best practices in the sector.
3. We undertake tailored tenancy management and support to address the unique needs of each client and provide culturally appropriate services and resources for clients from diverse backgrounds.

2. Our Client Engagement Strategy fosters inclusive communities and enhances well-being

1. Our Client Engagement Strategy provides a clear path for engagement, community development and enhancing lives, catering to our varied cohorts.
2. We provide community hubs and deliver services and programs with our partners to enable our clients and the broader community to access various services in a supported community environment.
3. We deliver events, programs and initiatives to increase community engagement, place making, training and well-being.
4. Our Grow a Star program is delivered across all Home in Place operational areas, providing financial support and mentoring to young people, increasing opportunities for them to participate in the arts, sport and/or education.

3. Through partnerships we facilitate supports to improve outcomes for our clients

1. We identify, establish and maintain partnerships with local support organisations to address client needs and well-being.
2. We provide resources and regular information to increase awareness of available support services and develop referral pathways that connect clients to appropriate services, including health and well-being, financial, and social support.
3. We facilitate staff training to effectively assist clients in navigating and accessing partnered services.

4. Clients are empowered to enrich their social and economic quality of life, enhance their communities, and play a role in shaping our services

1. We create and provide opportunities internally and partner with organisations for clients to participate in volunteering, training and employment.
2. We facilitate and support client-led projects and events that enhance communal spaces, community participation and social cohesion.
3. We provide various formal and informal opportunities for clients to provide feedback and to be actively involved in improvements in policies, service delivery, programs and community initiatives.
4. Our Tenant Incentive Recognition Program celebrates contributions that enhance community life and individual well-being.

2026-2029 STRATEGIC GOALS | FOCUS 3

Leading Organisational Excellence, Innovation, Financial Performance and Sustainability

1. Commitment to professional excellence, strong leadership, positive culture, and a focus on well-being and safety

1. We are an employer of choice with a strong culture and high levels of employee satisfaction, with a commitment to flexible working practices and work-life balance.
2. We build capability, manage talent and empower people to grow and develop through support and investment in training, succession planning and leadership.
3. We foster a safe, inclusive and equitable one-team organisational culture with a strong focus on safety and wellbeing
4. We support, drive and embrace change to adapt to evolving environments.

2. Commitment to environmental sustainability

1. We have established clear reporting frameworks for sustainability achievements, communicating progress to stakeholders.
2. We maintain a commitment to environmental responsibility and undertake sustainable practices to reduce our carbon footprint and client living costs.
3. We integrate environmental, social, and governance (ESG) metrics through the organisational and governance initiatives to ensure transparency and long-term sustainability.

3. Optimising financial performance for current operations and to enable future growth

1. We provide efficient, sustainable and ethical corporate and financial management by consistently meeting budgets and returns, maintaining strong financial performance that supports future growth.
2. We use our Investment Strategy to inform and manage investment decisions for long term growth.
3. We ensure competitive financing and partnerships to optimise value.
4. We provide value for money and deliver services through a strong commercial acumen, with returns reinvested into housing and services.

4. Delivering outstanding organisational excellence

1. We continue to be a well-known leading community housing organisation, a trusted partner providing certainty in the delivery of new housing, services, contracts and partnership agreements.
2. We provide continual enhancements to our operating model and optimise productivity and performance to underpin excellence and support readiness for future expansion.
3. We uphold transparency and adhere to best practices in governance to ensure effective oversight.
4. Our risk management framework facilitates the integration of risk considerations into decision-making, strategic planning, governance, growth and operational processes.
5. We consistently exceed established benchmarks for both regulatory and contractual compliance.

5. Progressing innovation through technology

1. We invest in research and development of emerging technologies, advanced systems and digital solutions to enhance decision making, organisational efficiency, sustainability and growth.
2. We invest in staff training to build AI literacy and support a culture of innovation across the organisation.
3. We ensure we have high-quality, reliable and accurate data collection, storage and management for decision-making.
4. We regularly review and update cybersecurity controls to safeguard client and organisational data.
5. We implement technological innovation in development and construction to improve practices and planning in the delivery of new homes including smart building systems, building information modelling and innovative construction techniques to accelerate housing delivery and reduce costs.

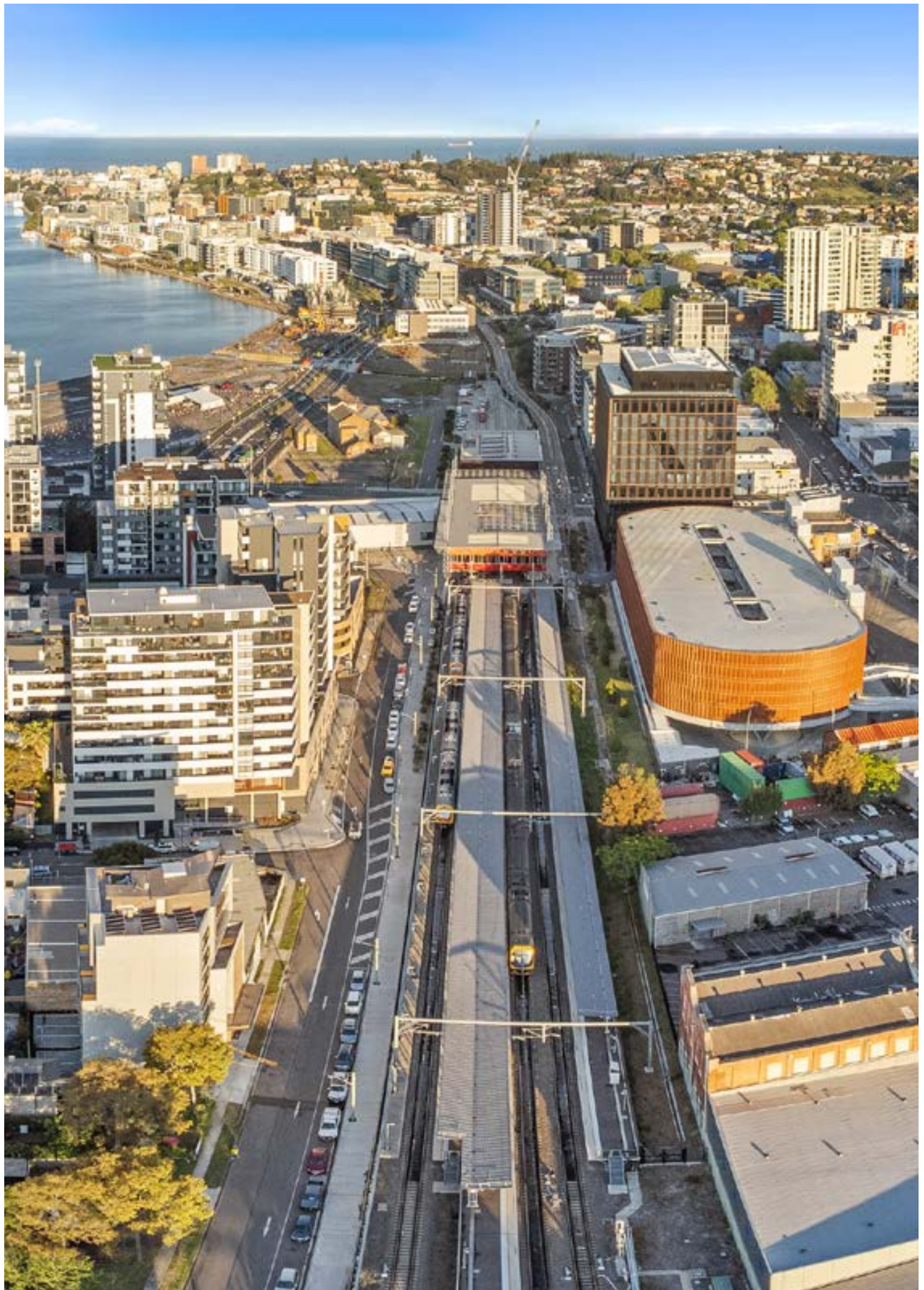


HOW WE MEASURE

The effectiveness of our strategic plan will be assessed using measures that reflect both Home in Place and stakeholder expectations, ensuring sustained progress towards our focus areas and strategic goals.

By regularly reviewing our metrics, we ensure accurate tracking of our performance and the results achieved for clients, partners, stakeholders, and staff. We track progress through a clear reporting and governance framework, ensuring our achievements remain aligned with our long-term vision.

KEY MEASURES	METRIC	STRATEGIC GOAL ALIGNMENT
Stakeholder relationships	Stakeholder satisfaction	1, 2, 3
Sustainable growth	Strategic operating area expansion	1, 2, 3
	Sustainable growth in properties under management	1, 2, 3
	Committed development pipeline	1
Asset portfolio performance	Assets meeting standards	1, 2, 3
	Long-term asset management strategy	1, 2, 3
	Maintenance response times	1, 2
Client satisfaction	Client service satisfaction	2
	Client satisfaction with maintenance services	1, 2
	Client satisfaction with engagement	2
Financial performance	Net operating surplus	1, 3
	Balance sheet growth	1, 3
	Operating cashflow	1, 3
Governance and Risk management	Risk management framework controls	1, 3
	Projects complete to budget and contractual requirements	1, 3
Reputation	Brand sentiment	1, 2, 3
	Contract and service delivery	1, 2, 3
	Regulatory performance	1, 2, 3
Employee engagement and culture	Culture survey results	3
	Staff retention	3
Safety and Well-being	Lost time injury incident rate	3
	100% identified hazards addressed	3
Sustainability	Impact Framework	3
	ESG reporting	3





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