



FAITH
HOUSING
AUSTRALIA

NSW Community Housing Growth Plan: Principles for Growth

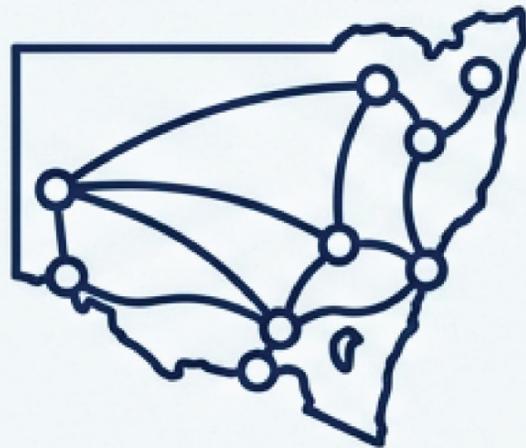
Supporting the growth of the CHP
sector in a viable multi-provider system



Nightingale Marrickville by member Fresh Hope Communities

Principles for a Plan to unlock housing delivery at scale

NSW can deliver a step-change in social and affordable housing by repositioning Homes NSW as a **System Steward** and empowering Community Housing Providers (CHPs and ACHPs) as **Delivery Leaders**.



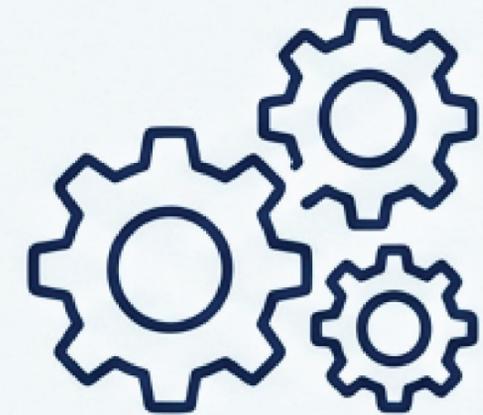
Mobilise the Full NSW Pipeline

Activate State, CHP, faith-owned, community and Council land through a unified, multi-year pipeline



Secure Long-Term Investment

Create predictable financial structures that attract institutional capital and de-risk development



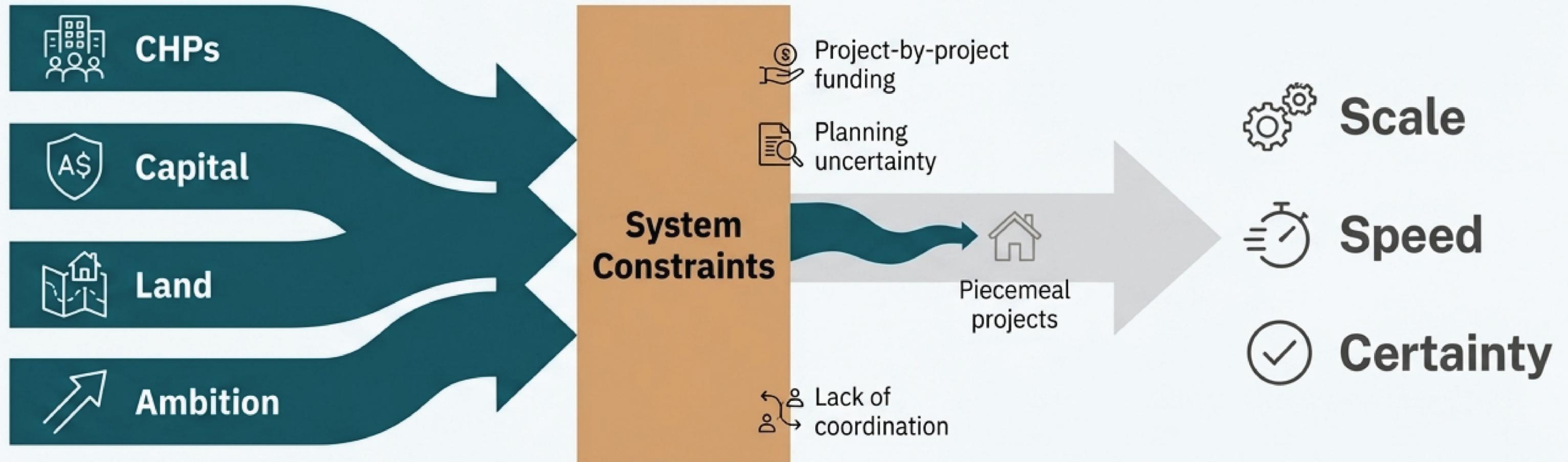
Strengthen Sector & System

Build CHP capability, streamline processes, and embed tenant-centric governance for sustainable growth



The Ambition-System Disconnect: A Sector Poised for Action

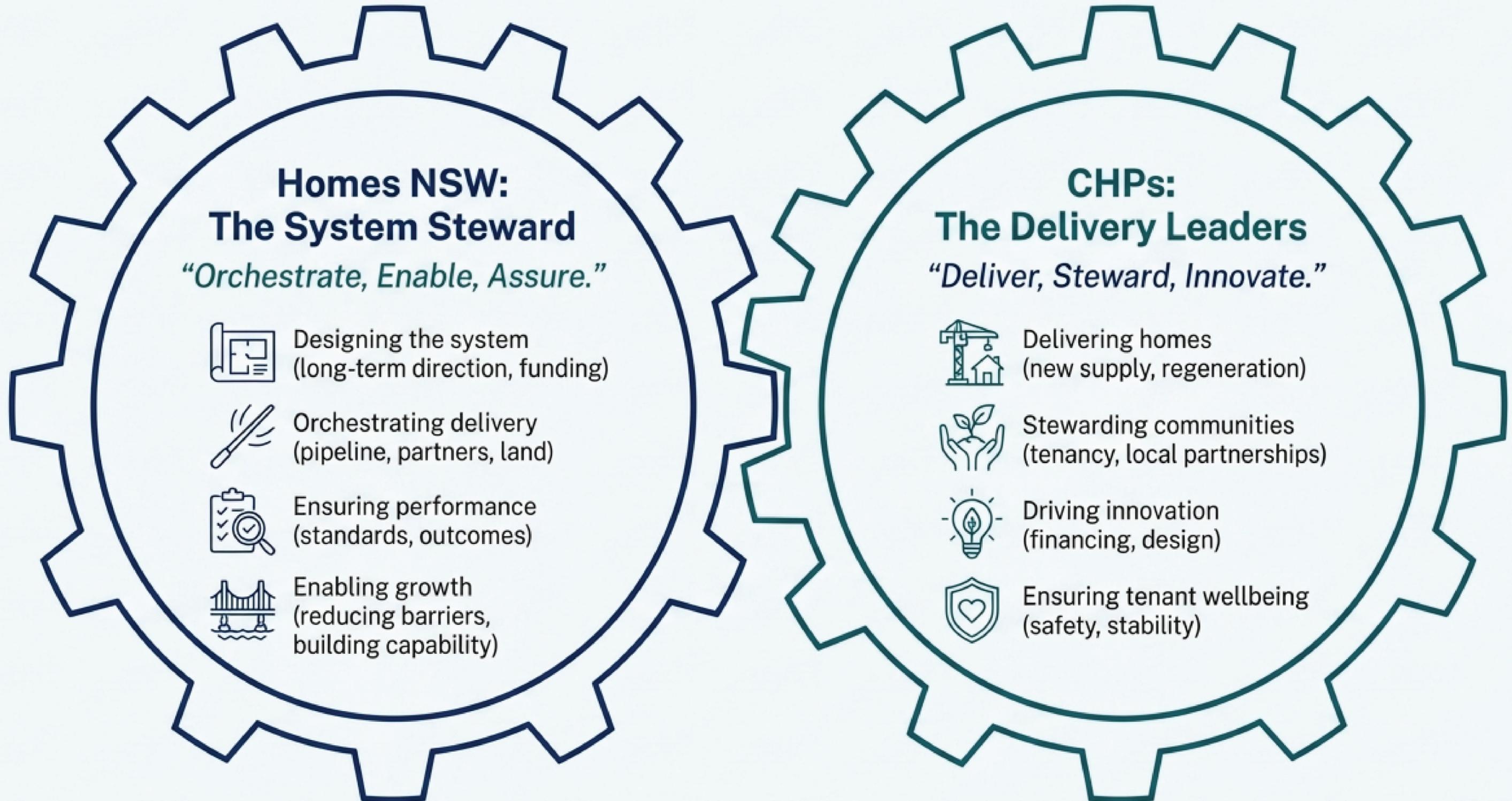
Community housing providers have development pipelines, deep partnerships, and increasing access to institutional capital. The missing piece is not willingness, but **system settings that enable ambition**.



“If Homes NSW laid out a clear forward pipeline... That level of certainty would shift the whole sector from piecemeal to powerhouse, unlocking scale and speed we’ve never come close to before.”



A New Partnership Model: System Steward & Delivery Leaders



THE FIVE PRINCIPLES

PRINCIPLE 1 — Enable a Unified NSW Pipeline

A joined-up, forward-looking pipeline that allows CHPs to plan, invest, and scale.

What This Unlocks

- Larger project volumes & multi-site partnerships.
- Faster mobilisation of HAFF funding.
- Certainty to progress stalled projects.

Key Levers for Homes NSW

- Publish and maintain a statewide, multi-year development pipeline
- Clear visibility of land and cohorts that Homes NSW is prioritising
- Transparency on where faith-owned land can slot into staging
- Opportunity to aggregate smaller sites into multi-site delivery programs
- Joint planning and feasibility pathways
- Coordinated early engagement with partners

Spotlight: The Faith-Based Opportunity

A 20,000+ Home Opportunity

Faith-based providers are 'land-rich but capital-constrained.' A unified pipeline provides the certainty needed to unlock their well-located sites and bring them to market systematically.



PRINCIPLE 2 — Secure Long-Term, Predictable Financial Structures

Financing certainty that supports scale, lowers risk, and attracts private investment.

What This Unlocks

- Stronger co-investment with Commonwealth Government/Housing Australia
- Ability for CHPs to leverage their balance sheets
- De-risk higher-needs housing types
- Encourage institutional and impact capital

Key Levers for Homes NSW

- Establish a NSW Housing Investment Framework aligned with HAFF.
- Deploy multi-year capital grants and operating supplements for supported housing.
- Utilise land value support tools (e.g., long-term leases, discounted land).
- Design funding settings fit for high-support cohorts (youth, DV, complex needs).



THE FIVE PRINCIPLES

PRINCIPLE 3 — Target Supply, Regeneration, and Scale

“Deliver new supply while renewing ageing assets and growing system capacity.”

What This Unlocks

- Thousands of new dwellings on public and private land.
- Uplifted precincts with mixed-tenure outcomes.
- Larger, more capable CHPs with robust pipelines.

Key Levers for Homes NSW

- Publish a 10-year regeneration roadmap for state-owned assets.
- Establish a dedicated **Faith and Community Land Activation Stream**.
- Coordinate planning, infrastructure, and decanting processes system-wide.
- Champion modular and rapid-delivery solutions, especially in regional areas.

Spotlight: The Adaptive Reuse Advantage

The NSW faith housing sector holds thousands of underutilised sites. Converting ageing assets (e.g., aged care facilities, retirement living) is a rapid, cost-effective supply model that NSW should explicitly encourage.



PRINCIPLE 4 – Prioritise Asset Quality, Safety, and Decarbonisation

“Ensure existing and new homes are modern, safe, and climate-resilient for the long term.”

What This Unlocks

- Improved tenant safety and wellbeing.
- Lower running costs for households and the system.
- A modern, climate-resilient social housing portfolio.

Key Levers for Homes NSW

- Set clear asset standards with realistic transition pathways.
- Coordinate state and federal funding for upgrades (e.g., energy efficiency).
- Facilitate joint procurement for CHPs (e.g., solar, insulation).
- Provide technical guidance and support to partners.



THE FIVE PRINCIPLES

PRINCIPLE 5 – Enhance Sector Capacity and Tenant-Centric Governance

Grow the workforce, leadership, and governance required for a high-performing system.

What This Unlocks

- Consistent governance quality across the sector.
- A strong pipeline of talent in development, assets, and tenancy.
- Genuine tenant voice embedded in system design and delivery.

Key Levers for Homes NSW

- Lead a Community Housing Capability Program.
- Anchor a statewide Tenant Outcomes Framework.
- Simplify and standardise reporting to reduce administrative burden.
- Fund a Supported Housing Position to deliver integrated, holistic support for tenants with complex needs.

Spotlight: Leveraging Human Infrastructure

Nationally, faith-based organisations contribute over 57,000 staff and 40,000 volunteers. NSW can leverage this deep community connection to lift tenant outcomes and build system capacity.



Clarity of Purpose: Defining the Roles

Homes NSW – The System Steward



Designs the system and sets long-term direction.



Orchestrates the pipeline, partners, and land.



Ensures performance against shared standards.



Enables growth by reducing barriers and building capability.

CHPs – The Delivery Leaders



Deliver homes through new supply and regeneration.



Steward communities via tenancy management and local partnerships.



Drive innovation in finance, design, and sustainability.



Ensure tenant wellbeing through safety, stability and support.



The Path Forward: A Phased and Deliberate Action Plan

Building the Foundations

- Set system-wide service standards.
- Align core tenancy and asset policies.
- Build an integrated intake and referral system.
- Publish system stewardship guidance and expectations.

Enabling Our Partners

- Support the growth and capability of CHPs and ACHPs.
- Make procurement and contracting simpler and more strategic.

Ensuring System Accountability

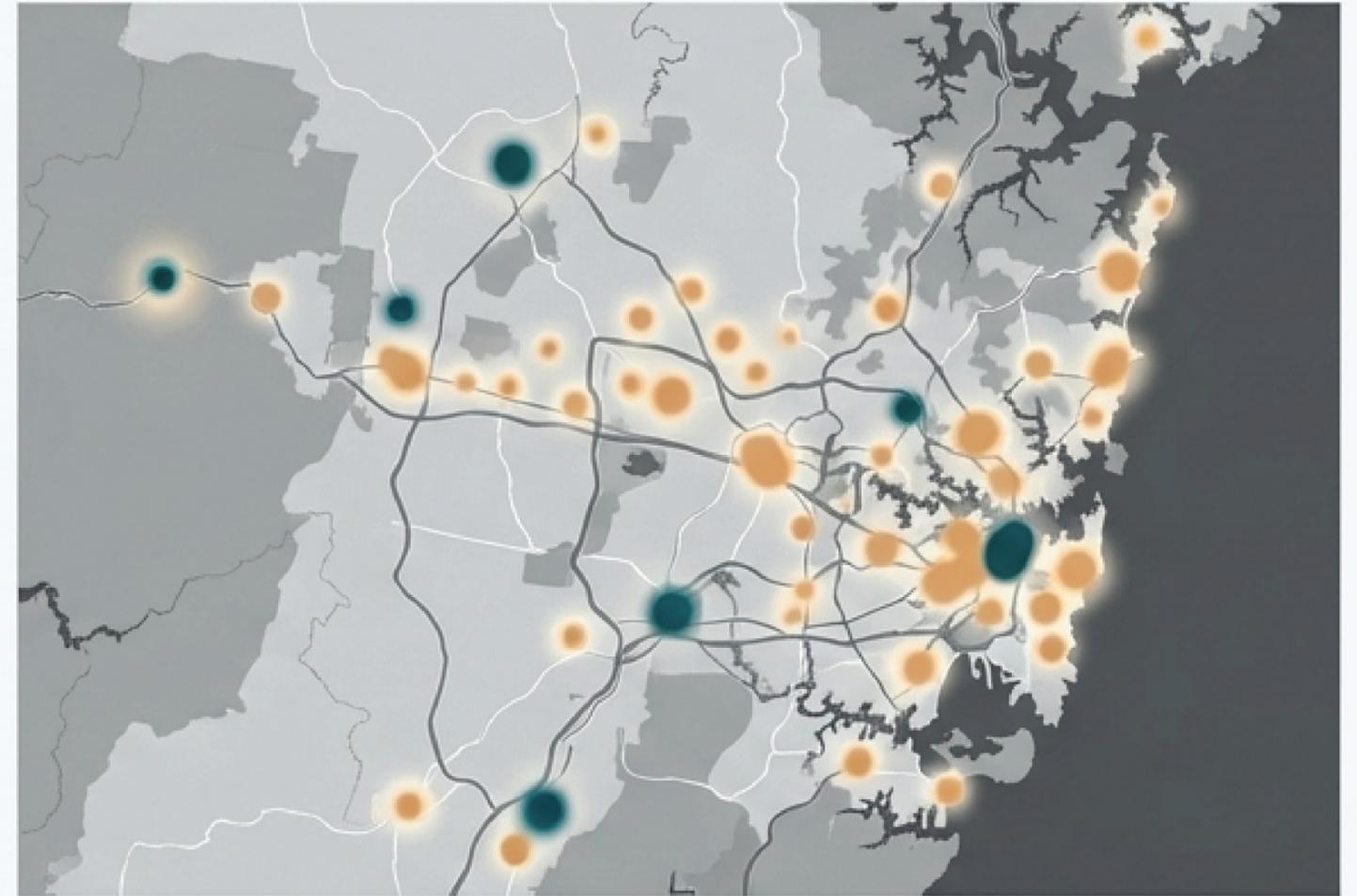
- Lead shared measurement and system accountability.
- Convene structured governance at state and local levels.
- Drive better integration with other government agencies (Health, Justice).
- Champion Closing the Gap outcomes across the whole system.



A Generational Opportunity: Unlocking the Faith-Based Housing Pipeline

20,000+

New homes that could be unlocked on well-located land over the next 5–10 years with the right state settings.



Why Faith-Based Providers are Ideal Partners:

- **Land:** Hold significant land in locations connected to services and jobs.
- **Trust:** Bring generational community roots and a deeply trusted local presence.
- **Capability:** Offer development capability, governance, and delivery scale.

