



Our Strategic Plan 2025-2029

Affordable homes.
Thriving communities.
Brighter futures.



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Acknowledgement of Country

Advance Housing Limited acknowledges the traditional custodians of the land we live and work on, the Noongar people. We acknowledge and respect their continuing culture and contribution to this region.

Foreword

Everyone deserves a safe, secure place to call home.

Advance Housing Limited's Vision of a future where every person has access to a safe, supportive, and dignified place to call home summarises our entire identity as a community business.

With this 2025 Strategic Plan guiding Advance Housing Limited's direction beyond its 30th anniversary, it's important to reflect on the nature of community housing and the time it takes to achieve the outcomes we seek for the people we house.

The horizon we operate under is, by the very nature of the time it takes to build new homes to meet our purpose, much longer than in any other area of community services. Whilst we would dearly love to speed up delivery, the impacts of government budget and funding cycles, changing regulatory requirements, and limited access to builders and support trades make this challenging.

This means that a clear vision and strategic direction is more important than ever.

It is also critical to us as an organisation to keep our focus front and centre on effectively supporting our existing tenants and enhancing their quality of life. Whilst we are acutely aware that housing is the main mechanism for delivering on our purpose, Advance Housing Limited is ultimately about people — and the impact that stable, good-quality housing can have on their lives.





For that reason, we continue to emphasise the importance of tenant-centric design and refurbishments and investing in building our staff's capacity to work alongside our tenants — who, after all, are our 'why'.

We know that the collaboration we engage in with our Commonwealth, State, local government, and community services partners is a key enabler of these objectives, and we will seek to further strengthen these relationships for the benefit of our tenants.

Whilst the last strategic plan successfully focused on optimising Advance Housing Limited to ensure continued high-quality services for our tenants and the community, and to lay the foundations for housing growth, the new strategic plan is about delivering on our full potential.

The 2025 Strategic Plan reflects our commitment to fulfilling our vision, mission, and values by focusing on our strategic pillars:

- Expanding Housing Supply
- Provide High Quality Homes and Tenancy Services
- Strengthen Core Capabilities
- Grow Our People
- Help Shape the Future
- Champion Sustainable and Clever Designs

As an organisation, we will retain our focus on leading the social and affordable housing discussion for the Great Southern and regional Western Australia, and on advocating for innovative supply and funding models.

Advance Housing Limited remains committed to being the community housing provider that the region needs, and we look forward to sharing both planned and emerging initiatives with our community over the next four years.

Peter Adams
Chairperson

John Lysaught
Chief Executive Officer

Background

Advance Housing Limited (AHL), formerly known as the Great Southern Community Housing Association, was established in 1997 as an Incorporated Association in Albany, Western Australia. In 2017, the organisation transitioned to a Public Company Limited by Guarantee and adopted its current name.

Between 2009 and 2021, AHL experienced significant growth, expanding its portfolio from 109 to 371 community housing properties – an increase of approximately 240%. In addition to its core housing services, AHL operates two student accommodation facilities in Albany, offering a combined total of 60 beds.

AHL manages a diverse range of properties, including:

- Dwellings owned by AHL
- Residential properties leased from the WA Government under a head lease
- Properties leased from local government authorities

Our partnership with the WA Government is governed by the Community Housing Agreement (CHA), the Financier Side Deed (FSD), and a Performance Agreement.

AHL's vision is to 'a future where every person has access to a safe, supportive, and dignified place to call home'. This includes people with disability, seniors, survivors of family and domestic violence, individuals facing mental

health challenges, First Nations people, tertiary students, and others in need. A regionally based team delivers tenancy allocation, property management, and support services. Tenant satisfaction is consistently high, with 97% of tenants rating their overall experience as good or very good.

The organisation has demonstrated strong operational capability in both managing social and affordable housing and delivering capital development projects at a regionally significant scale. Since 2021, AHL has strategically acquired land across Albany to support future development and ensure social housing tenants have access to centrally located services. AHL has also secured a loan facility from Housing Australia to support its growing development pipeline.

AHL is in a phase of expansion, broadening its role across the housing continuum. Plans include involvement in crisis accommodation, market rentals, and commercial leasing, further strengthening its commitment to housing solutions for the region.



Regional Context

Advance Housing Limited (AHL) is headquartered in Albany, Western Australia, delivering housing services primarily across the Great Southern region. This region is defined by a unique demographic and economic profile that shapes both the demand for housing and the nature of service delivery.

Economic Profile

The region's economy is driven by Agriculture, Forestry, and Fishing — 22% of total economic output.

The main employment sectors are:

- **Health Care and Social Assistance:** 18%
- **Education and Training:** 12%
- **Public Administration and Safety:** 11%

With 30.4% of the population aged 60 or older, demands on health and social support services are expected to rise significantly in the coming years.



Demographic Snapshot

Regional Population



66,002
people
(63% in Albany)

Aboriginal Population



4.0
per cent
(WA: 3.3%)

Median Age



45
years
(WA: 38)

Median Personal Income



\$688
per week
(WA: \$848)

Regional Unemployment



2.3
per cent
(WA: 5.1%)

SEIFA Score



981
score
(WA: 1021)

¹ Data sourced from 2021 Census data on Great Southern Region Demographic and Community Insights | Summary | REMPLAN

² Socio Economic Indexes for Areas (SEIFA) in Australia ranks areas according to their relative advantage and disadvantage using Census data. A higher score indicates higher advantage, a lower score indicates greater disadvantage.

³ RMI December 2024 Report and RMI March 2025 Report

“Albany and Denmark ranked among the top five in Australia for greatest growth in net internal migration inflows.”

Population Growth and Housing Pressure

The Great Southern region has seen a marked increase in net internal migration. In 2024–2025, the local government areas of Albany and Denmark ranked among the top five in Australia for greatest growth in net internal migration inflows. However, housing construction has not kept pace with this population growth.

Key challenges include:

- A 28.33% increase in demand for social housing across the region.
- 87.6% of this demand is for one- or two-bedroom dwellings.
- A decline in the availability and affordability of private rentals, placing additional pressure on low- to moderate-income households and key workers.



AHL currently manages housing across the broader Great Southern region
(Depicted above)

Our Vision, Mission, and Values



Our Vision

A future where every person has access to a safe, supportive, and dignified place to call home.



Our Purpose

To deliver housing solutions that transform lives, communities and our region.



Our Mission

To empower lives and enhance community wellbeing through inclusive, sustainable housing, responsive tenancy services, strong cross-sector partnerships and adapting to meet evolving needs.



Our Values

People First

Every action and initiative is grounded in empathy, respect, and the pursuit of better outcomes for those we serve.

Social Responsibility

We are committed to advancing both community wellbeing and environmental sustainability.

Collaboration and Trust

We build meaningful partnerships based on respect, transparency, and mutual outcomes.

Integrity, Respect and Professionalism

We hold ourselves accountable to the highest standards, always delivering on our commitments with respect, honesty and competence.

Innovation with Purpose

We embrace creativity and continuous improvement to deliver greater value in housing and tenancy services.

Our Strategic Pillars

Expand Housing Supply

Grow and diversify the housing portfolio to meet current and emerging community needs.

Tactics:

- Maximise occupancy across all existing dwellings.
- Acquire and build homes, targeting areas of greatest unmet need.
- Explore and secure diverse funding streams such as private investment, government partnerships, social impact bonds, build-to-rent, and build-to-sell models.
- Leverage financial strength to optimise the housing portfolio via a structured growth program.
- Develop innovative and flexible housing models across the housing continuum.
- Redevelop under-performing assets and lead urban renewal and infill initiatives.
- Collaborate with stakeholders to co-design housing aligned with priorities.
- Advocate for, and lead proposals that attract investment in affordable housing innovation.

Provide high quality homes and tenancy services

Provide excellent tenancy and property management to foster sustainable tenancies.

Tactics:

- Build authentic, ongoing engagement with tenants and communities.
- Promote a tenant-centric culture across all teams.
- Deliver proactive, high-quality tenancy management services.
- Maintain dwellings at high standards, aligned with tenant needs and compliance.
- Facilitate tenant access to timely and appropriate support services.
- Strengthen partnerships with service providers to co-deliver support.



“Access to appropriate, affordable and secure housing is a social determinant of health.”

Strengthen Core Capabilities

Continuously improve the essential systems, structures, and practices that underpin our effectiveness and impact.

Tactics:

- Meet all regulatory, compliance, and reporting obligations with accuracy and timeliness.
- Meet all financial and non-financial measures, plus achieve budgeted outcomes.
- Implement tools and frameworks to measure social and organisational impact.
- Use a tenant-centred approach in planning and decision-making to ensure services are responsive and grounded in lived experience.
- Apply a whole-of-life asset management approach to protect long-term value.
- Leverage digital technologies to enhance tenant services and internal operations.
- Regularly review and enhance governance, planning, policies, procedures and accountability mechanisms to support sustainable growth.
- Continuously improve risk management frameworks and culture.
- Identify dedicated resources needed to support operations and growth.

Grow Our People

Build a skilled, adaptable, and values-aligned workforce through continuous learning, strong leadership, and performance excellence.

Tactics:

- Attract and retain purpose-driven professionals who reflect our values and commitment to community.
- Foster a culture of continuous learning and professional development at all levels, including cross skilling of staff.
- Invest in leadership development to build internal capability and succession readiness.
- Implement a robust performance management framework that supports personal responsibility, accountability, growth, and recognition.
- Create an inclusive, fit-for-purpose work environment that supports employee wellbeing and collaboration.
- Ensure organisational structures and roles are agile and aligned with strategic goals.



Help Shape the Future

Influence change in the community by leading discussions, influencing policy, and demonstrating innovation.

Tactics:

- Develop and implement a communications strategy that positions AHL as a trustworthy voice and change-maker in the community.
- Advocate to government, industry partners, and communities to advance inclusive and sustainable housing policy and practices.
- Share knowledge, outcomes, and innovations to influence best practice across the community.
- Actively contribute to strategic partnerships, research initiatives, and forums that shape the future of housing and the broader community.
- Maintain and strengthen the organisational reputation to build trust, attract investment, and increase the organisation's impact.

Champion Sustainable and Clever Designs

Embrace emerging best practice in housing design to enhance liveability, affordability, sustainability and future proof our portfolio.

Tactics:

- Incorporate energy-efficient technologies and materials that reduce costs for tenants and operations.
- Minimise the carbon footprint of new builds and major refurbishments.
- Integrate clever building systems that improve maintenance efficiency, tenant comfort and sustainability.
- Apply sustainable principles in all stages of project planning, procurement and delivery processes.



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