



CHIA QUEENSLAND

STRATEGIC PLAN 2026-32

**VALUES-LED. IMPACT DRIVEN.
SECURING THE FUTURE OF THE COMMUNITY
HOUSING SECTOR**

FORWARD

The Queensland housing landscape is currently undergoing its most significant transformation in a generation with rapid expansion anticipated through to 2032.

This Strategic Plan is designed to guide CHIA Qld through this evolution—ensuring that it grows in effectiveness, influence, resilience and scale.

The lead-up to 2032 provides a critical window for community housing in Queensland.

It is a timeframe that demands we move from reactive crisis management to the delivery of a permanent, high-performing community housing system.

CHIA Qld's role as a peak body is to provide steady, evidence-based leadership to ensure record investment delivers a lasting social legacy.

VISION

By 2032 Community housing plays an integral role in ensuring all Queenslanders have appropriate, secure and affordable housing, now representing over 35% of social housing.

CHIA Qld is highly regarded as the voice of the sector, representing a large majority of providers, helping to shape policies that deliver more outcomes.

Government and other stakeholders value our evidence-based approach, while members value our willingness to listen, facilitate partnerships, and create opportunities.

PURPOSE

To lead, enable and advocate for the community housing industry in Queensland

VALUES

Inclusion

We champion a housing system that is accessible to all, ensuring that regional diversity and cultural safety are embedded in every new development and service model

Impact Driven

We are focused on measurable outcomes. We use data and lived experience to ensure that the expansion of our sector results in tangible improvements to the lives of the Queenslanders we house.

Leadership

We provide a clear, authoritative voice for a growing industry, leading policy change to strengthen the community housing sector's role in Queensland's social and economic infrastructure.

Integrity

Our influence is built on evidence and trust. As an independent peak body, we provide principled advocacy to help the sector navigate a complex and evolving political and policy landscape.

Collaboration

We act as the vital link between our members, government, and the private sector, recognising that strong cross-sector partnerships are essential to meeting Queensland's housing needs.

STRATEGIES

PROMOTE growth and sustainability of the Community Housing sector

ADVOCATE on behalf of our members to strengthen the community housing sector

SUPPORT our members with access to knowledge, resources and connections.

GROW CHIA Qld's organisational and financial capacity

MEASURES

- CH > 35% social housing
- Viability of CHPs
- Diversity of options
- Tenant well being
- Sustained partnerships

- Sector funding growth
- Policy changes secured
- Trusted by government
- Regarded as the prominent CH voice

- Membership growth & coverage
- Membership NPS
- Take up of offerings
- Diversity of support

- Staff engagement
- Funding growth & certainty
- Systems effectiveness
- Leverage of our impact

ACTIONS

- Lead initiatives to increase the strength and capacity of the community housing sector in Queensland
- Increase awareness and understanding of community housing and a diverse and inclusive housing system
- Encourage innovation through collaboration and research sharing to deliver new and diverse supportive housing.
- Work with members to ensure tenant wellbeing is at the heart of community housing solutions

- Foster sound working relationships with Government, understanding their perspectives and constraints
- Provide evidence-based advocacy for policy, legislation and investment which supports sector growth & sustainability
- Drive key priorities including - Precinct renewal; Transfer of government housing stock; New T2 and T3 provider development program; Housing Register Eligibility
- Develop greater role clarity and alignment with related peak bodies

- Provide member engagement program including CH conference, Study Tours, site visits, regional roadshows.
- Facilitate partnerships and collaboration between community housing and the broader housing industry
- Develop and facilitate service offerings based on member needs research, including ACH or other peak body offers to support key initiatives and grow the sector strategically
- Support delivery of the Securing our Housing Foundations Plan, Community Housing Futures and other key initiatives

- Resource to deliver our objectives and foster CHIA Qld values- based culture
- Grow a sustainable and secure revenue base
- Develop, acquire or leverage fit for purpose systems and processes
- Ensure effective governance and risk management