

# ***Typha Inc***

## Strategic Development Plan 2026-2036

Building Capability • Creating Pathways • Strengthening Communities





When hearts and  
hands work  
together,  
foundations  
become  
***unbreakable***

**This saying reflects the spirit of Typha Inc — unity, purpose, and shared strength. It reminds us that the most enduring change is built together, through collaboration and compassion. When people combine heart, intention, and action, they create foundations that can withstand any challenge and support growth for generations to come.**

# *Chairperson's Statement*

When I began this journey, I wasn't building an organisation — I was building a response to what I've seen and lived. Housing insecurity isn't just a policy issue; it's a human one. It's the young person wondering where they'll sleep next week, the family trying to make rent, the quiet resilience of people doing their best to survive systems not built for them.

Typha Inc was born from the belief that we can do better. That housing should not be the end of someone's story, but the beginning of it. Every home, every person, and every opportunity matters.

The Typha reminds us to rise again — to find renewal and colour even after fire.

The stone reminds us to stand firm — to hold steady when life gets hard.

Together they speak to what this organisation stands for: strength, compassion, and the unshakable belief that people can and do rebuild.

Over the next ten years, Typha Inc will grow, learn, and lead with heart. We will build homes, create opportunities, and form partnerships that last. But most of all, we will keep standing beside people — not ahead of them — as they build their own futures.

This Strategic Plan is more than a document; it is a promise.

A promise to do the work, to stay grounded, and to never lose sight of the people at the centre of it all.

— Fiona Daniel

Founder and Chairperson

Typha Inc Inc.

**For everyone finding their way home — this plan is for you.**

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# Introduction

**Typha Inc** was founded on the belief that housing is more than shelter — it is the foundation for wellbeing, opportunity, and belonging.

Across Australia, many people experience barriers to secure housing and independence. Too often, systems respond to crisis rather than capability, leaving individuals and families caught between temporary solutions and long waiting lists.

**Typha Inc** was created to change this narrative. Our mission is to connect **safe housing** with **practical support, education, and employment pathways** that enable people to thrive.

We bring together **housing, support, and social enterprise** — creating a model of resilience and capability that helps people move from vulnerability to strength.

This ten-year Strategic Development Plan sets out how Typha Inc will grow from a small incorporated association into a nationally recognised provider of community housing and integrated support services. It outlines the long-term vision, priorities, and partnerships that will guide our progress to 2036.

At its heart, this plan is about **people** — their homes, their wellbeing, and their future.



# Strategic Direction

Typha Inc's strategy is grounded in three core beliefs:

1. Housing is the foundation for wellbeing.
2. Capability creates independence.
3. Community connection sustains long-term change.

Our integrated approach recognises that safe, affordable housing alone is not enough — people also need the skills, confidence, and opportunities to maintain it.

Over the next decade, Typha Inc will:

- Develop and manage a diverse housing portfolio of more than 100 homes.
- Deliver tenancy and support services that strengthen wellbeing and capability.
- Build and operate social enterprises that create employment, training, and reinvestment opportunities.
- Achieve full accreditation under the National Regulatory System for Community Housing (NRSCH) and Community Housing Industry Association (CHIA).
- Establish a sustainable financial model based on social impact and reinvestment.
- Lead collaborative partnerships that connect housing with education, employment, and wellbeing outcomes.


The Integrated Wellbeing and Capability Framework sits at the centre of this plan. Inspired by holistic wellbeing models such as Te Whare Tapa Rima and Te Waka Hourua (reinterpreted for a mainstream context), it provides a balanced structure for how housing, support, and enterprise work together.

# Guiding Principles and Values

Typha Inc is built on values that reflect wellbeing, connection, and growth — the foundations of strong people and strong communities.

We believe in transforming trauma into resilience and challenge into opportunity. Every person, when supported with dignity and purpose, has the ability to thrive.

Principle	Description
<b>Integrity</b>	We act with honesty and care in every decision, creating environments of trust, emotional safety, and respect.
<b>Empowerment</b>	We believe in people's ability to shape their own future when supported with opportunity, knowledge, and encouragement.
<b>Community</b>	We nurture belonging through relationships, collaboration, and shared purpose — walking alongside others, not ahead of them.
<b>Sustainability</b>	We make choices that protect the wellbeing of people, place, and environment, ensuring future generations can thrive.
<b>Learning and Innovation</b>	We grow through reflection, curiosity, and creativity — finding new and better ways to connect housing, capability, and enterprise.
<b>Resilience</b>	We focus on growth beyond adversity. Through healing, support, and opportunity, we help people move from survival to strength.

An aerial photograph of a lush, green valley with a winding river. In the foreground, a small boat is visible on the water. The background shows rolling hills and a clear sky. The overall tone is serene and natural.

# Together like the Typha Reeds, we rise again — stronger after every *Storm*

This saying reflects the spirit of Typha Inc — resilience, renewal, and unity. The Typha grove flourishes through connection; its trees shelter and strengthen one another, returning brighter after hardship. In the same way, when people stand together in purpose and compassion, they grow stronger through adversity.

It is a reminder that enduring change and true resilience are found in community, not isolation.

# *Our Organisation*

## WHO WE ARE

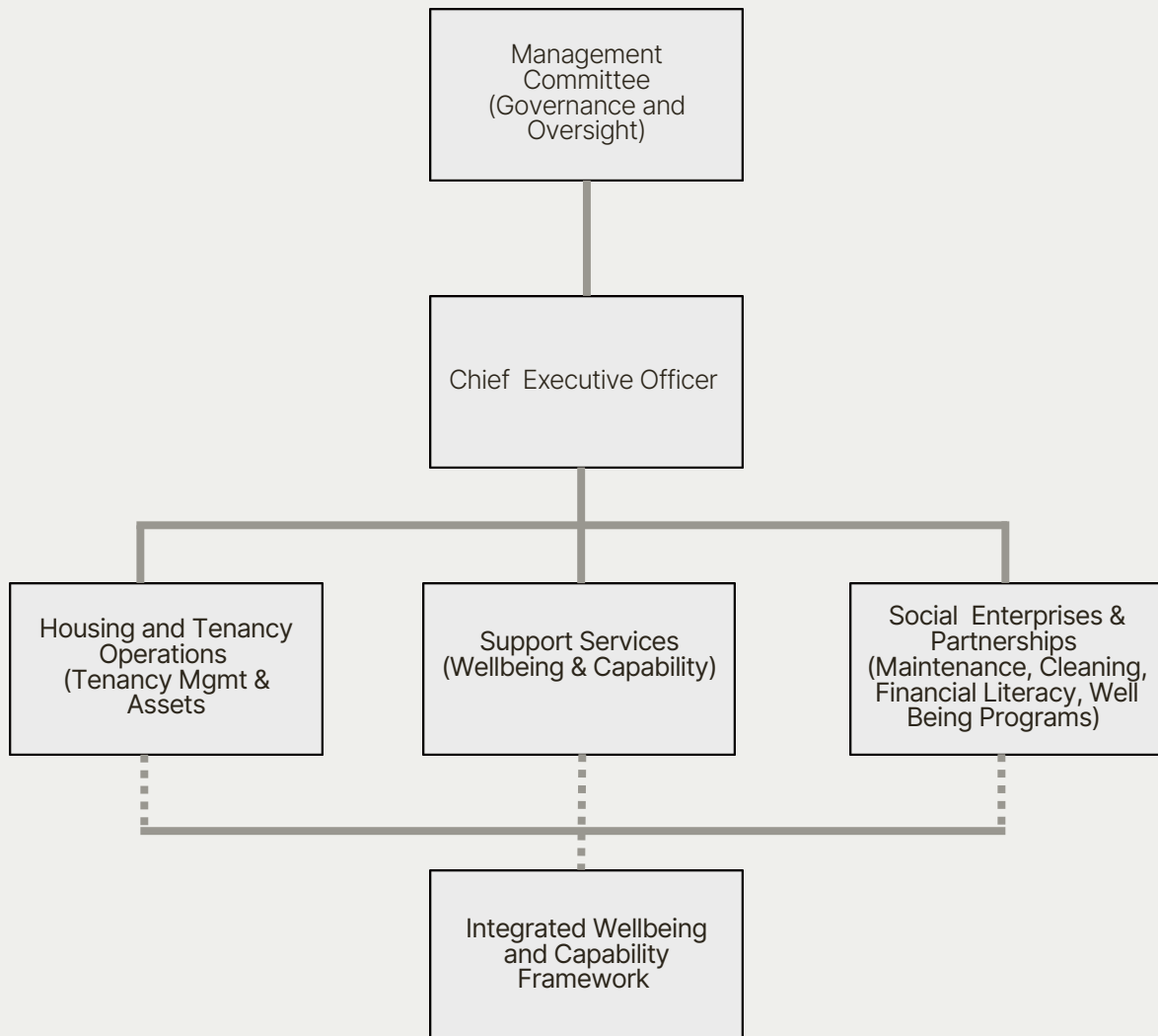
Typha Inc is an Incorporated Association established in Queensland to deliver safe, affordable, and supported housing for people experiencing or at risk of housing insecurity.

Founded in 2026, the organisation connects housing, support, and social enterprise into one cohesive model that enables people to achieve stability, capability, and independence.

## GOVERNANCE AND LEADERSHIP

Governed under the Associations Incorporation Act 1981 (Qld), the Management Committee oversees strategy, compliance, and performance. Over time, the committee will transition into a skills-based board that reflects expertise across housing, finance, community development, and social enterprise.

# Organisation Model



Operational Arm	Purpose
<b>Housing and Tenancy Operations</b>	Provides secure, affordable homes and delivers tenancy management services focused on stability, safety, and success.
<b>Support Services</b>	Offers wellbeing, life-skills, and capability programmes under the Integrated Wellbeing and Capability Framework.
<b>Social Enterprise and Partnerships</b>	Creates employment, training, and financial literacy opportunities through in-house enterprises that reinvest profits back into housing and community outcomes.

# *Our Organisation*

## ACCREDITATION AND COMPLIANCE PATHWAY

Typha Inc will achieve Tier 3 NRSCH registration, progress to Tier 2, and obtain CHIA National Accreditation by 2031, embedding continuous improvement and transparent governance.



# Connection to Sector and Policy Alignment

Typha Inc's work aligns with:

- Queensland Housing and Homelessness Strategy 2021–2027
- National Regulatory System for Community Housing (NRSCH)
- Community Housing Industry Association (CHIA)
- Queensland Social Enterprise Strategy

These frameworks underpin our compliance, service delivery, and commitment to innovation and social impact.

## **Queensland Housing and Homelessness Strategy (2021–2027)**

Typha Inc's goals directly support Queensland's vision that "every person has a safe, secure, and affordable home, supported by a strong housing system."

We contribute by:

- Increasing the supply of affordable housing through mixed-tenure development.
- Strengthening community partnerships that connect housing with support and employment.
- Supporting early intervention and sustainable tenancy outcomes.
- Creating inclusive, accessible, and resilient housing models that meet the diverse needs of Queenslanders.

## **National Regulatory System for Community Housing (NRSCH)**

The NRSCH sets national standards for community housing providers.

Typha Inc is committed to meeting and exceeding the National Regulatory Code performance outcomes by embedding compliance, transparency, and tenant-focused service delivery.

# Connection to Sector and Policy Alignment

Performance Outcome	Typha Inc's Commitment
<b>Governance and Management</b>	Maintain strong governance and financial viability, led by an experienced and accountable management committee.
<b>Probity and Accountability</b>	Operate with transparency and integrity; publish annual performance and impact reports.
<b>Tenant and Housing Services</b>	Deliver inclusive, responsive, and trauma-informed tenancy services focused on wellbeing and sustainability.
<b>Housing Assets</b>	Maintain high-quality, safe, and environmentally sustainable housing stock.
<b>Community Engagement</b>	Build authentic partnerships with tenants, service providers, and local communities.



# Connection to Sector and Policy Alignment

## **Community Housing Industry Association (CHIA) Standards**

As the national peak body for community housing, CHIA provides a quality assurance and accreditation framework that complements NRSCH compliance.

Typha Inc will work toward CHIA National Accreditation, demonstrating leadership in:

- Governance and leadership excellence.
- Organisational sustainability.
- Tenant outcomes and wellbeing.
- Community development and innovation.

## **Social Enterprise and Impact Investment Alignment**

Our business model contributes to the growing social enterprise ecosystem by reinvesting profits into social impact outcomes.

This aligns with key principles of the Queensland Social Enterprise Strategy, including:

- Driving inclusive employment and training opportunities.
- Using enterprise for community benefit.
- Building financial sustainability and reducing reliance on grant funding.

## **Integrated Wellbeing and Capability Framework**

The foundation of all Typha Inc services — inspired by holistic wellbeing models such as Te Whare Tapa Rima and Te Waka Hourua, reinterpreted for a Pākehā context.

This framework ensures our approach:

- Addresses the whole person — physical, emotional, social, and economic wellbeing.
- Builds capability and independence through education, skill development, and connection.
- Promotes resilience and long-term housing stability.

## **Alignment Summary**

Through this strategic alignment, Typha Inc contributes to:

- A stronger, fairer housing system in Queensland.
- Reduced homelessness and increased housing security.
- Social and economic participation through training and employment.
- Sustainable, community-led housing models that can be replicated nationally.

# Even the stone is shaped by pressure, yet it endures with *Grace*

This saying reflects strength, perseverance, and dignity in the face of challenge. Just as stone is shaped by time, weight, and pressure, people too are refined by their experiences. It reminds us that true resilience is not about resisting change, but allowing adversity to shape us into something stronger, grounded, and enduring.

# Strategic Priority Areas

Typha Inc's Strategic Priorities define what we will achieve over the next decade.

Each priority contributes to our vision of a future where everyone has a stable home, genuine opportunity, and the support to build a life of independence and dignity.

Our six priorities are interdependent — housing, support, enterprise, governance, finance, and community — working together through the **Integrated Wellbeing and Capability Framework**.

## Housing and Development

Objective: To grow a sustainable, diverse housing portfolio that provides safe, affordable, and supported homes.

Key Outcomes:

- 100+ homes under management by 2036.
- A minimum of 5 homes owned outright by Typha Inc.
- Mixed-tenure developments combining affordable rentals and supported housing.
- Partnerships with developers and investors to build or lease housing stock.
- Sustainable design principles embedded in all builds and refurbishments.

## Support Services

Objective: To provide holistic support that strengthens wellbeing, capability, and tenancy success.

Key Outcomes:

- Operate as a community hub delivering tenancy support, life-skills, and wellbeing services.
- Deliver financial literacy, budgeting, and employment-readiness programmes.
- Partner with mental health, family, and community organisations to provide wrap-around support.
- Embed trauma-informed, resilience-based practice in all service delivery.
- Measure outcomes through increased tenancy sustainment, reduced crisis intervention, and improved wellbeing scores.

## Social Enterprise and Employment Pathways

Objective: To establish social enterprises that create jobs, training, and reinvestment opportunities.

Key Outcomes:

- Establish three operating enterprises by 2030 (Maintenance, Cleaning, and Financial Capability).
- Create structured training and employment pathways for tenants and community members.
- Build partnerships for social procurement with local councils and developers.
- Reinvest profits into housing, maintenance, and community initiatives.
- Support at least 200 people in employment or training by 2036.

### **Governance and Accreditation**

Objective: To achieve and maintain best-practice governance and regulatory standards.

Key Outcomes:

- Achieve Tier 3 NRSCH registration within 2 years, progressing to Tier 2 by 2030.
- Obtain CHIA National Accreditation by 2031.
- Transition from a management committee to a skills-based governance board.
- Implement transparent reporting, risk, and performance frameworks.
- Embed continuous governance training and lived-experience representation.

### **Financial Sustainability**

Objective: To create a stable, self-sustaining financial model that supports growth and impact.

Key Outcomes:

- Develop diversified revenue streams: housing income, social enterprise profits, impact investment, and grants.
- Achieve operational self-sufficiency by 2036.
- Build financial reserves equal to 12 months of operating costs.
- Publish annual financial and impact reports to ensure transparency.
- Strengthen relationships with investors and philanthropic partners.

### **Community and Partnerships**

Objective: To build strong, trusted relationships that connect housing with opportunity and wellbeing.

Key Outcomes:

- Formalise partnerships with government, NGOs, educational institutions, and private sector allies.
- Create a lived-experience advisory group to inform programmes and policy.
- Deliver annual community hui and tenant feedback forums.
- Engage in collective impact projects addressing housing, employment, and wellbeing.
- Establish Typha Inc as a regional connector and national thought leader in integrated housing models.

Each of these priorities will be delivered through a 5-Year Business Plan (2026–2030) and Annual Delivery Plans, which will outline detailed targets, timelines, and resource allocations.

# Strategic Alignment Matrix

Typha Inc Strategic Priority	NRSCH Performance Outcomes	CHIA Accreditation Standards	Queensland Housing and Homelessness Strategy Alignment
<b>Housing and Development</b>	4. Housing Assets – maintain, manage, and develop properties to ensure they are fit for purpose and sustainable.	Standard 3: Asset Management – effective planning, maintenance, and improvement of housing assets.	Pillar: <i>Increasing housing supply and diversity</i> – support delivery of safe, affordable housing options.
<b>Support Services</b>	5. Tenant and Housing Services – provide services that meet tenants’ needs and support sustainable tenancies.	Standard 4: Tenant Engagement – deliver services that are accessible, inclusive, and responsive.	Pillar: Improving pathways out of homelessness – provide wrap-around and early intervention supports.
<b>Social Enterprise and Employment Partnerships</b>	5. Tenant and Housing Services – facilitate community and economic participation opportunities for tenants.	Standard 5: Community Engagement – foster partnerships that create social and economic benefit.	Pillar: Supporting economic participation – connect housing with training, employment, and local business opportunities.
<b>Governance and Accreditation</b>	1. Governance and Management – ensure effective leadership, probity, and regulatory compliance.	Standard 1: Governance – maintain transparency, accountability, and ethical decision-making.	Pillar: Building a strong housing system – promote sector capability, leadership, and collaboration.
<b>Financial Sustainability</b>	2. Probity and Accountability – maintain sound financial and risk management practices.	Standard 2: Financial Management – ensure financial viability and sustainability.	Pillar: Strengthening long-term system sustainability – develop partnerships and financial models that increase resilience.
<b>Community and Partnerships</b>	3. Community Engagement – engage meaningfully with tenants, partners, and local communities.	Standard 5: Community Engagement – demonstrate collaboration and measurable community outcomes.	Pillar: Connecting services and communities – build stronger partnerships and shared delivery models.

# Operational Alignment

**Typha Inc's** operations are structured around three interconnected service arms: Housing and Tenancy Operations, Support Services, and Social Enterprise and Partnerships.

Each arm has a defined purpose, yet all work collectively under the Integrated Wellbeing and Capability Framework to deliver consistent outcomes in housing stability, capability, and community wellbeing.

This operational model ensures:

- A clear line of accountability between governance, management, and service delivery.
- Integration of housing and support services through shared planning and reporting.
- Efficient use of resources and data systems to measure social and financial impact.

## **Housing and Tenancy Operations**

- Oversees property management, tenancy sustainment, and compliance with all regulatory standards.
- Manages rent, maintenance, and tenant communications through centralised systems.
- Works directly with Support Services to identify tenants requiring additional assistance.
- Reports regularly to governance on asset performance, occupancy, and tenant outcomes.
- Embeds sustainability principles in all housing activities, including maintenance and procurement.

Operational Outcome:

Safe, well-managed, and affordable housing that provides a stable foundation for people to thrive.

## **Support Services**

- Coordinates wellbeing, capability, and community engagement programmes.
- Delivers financial literacy, life-skills, and tenancy education initiatives.
- Partners with external agencies for family, health, and mental-health support.
- Applies trauma-informed and resilience-based practice across all client interactions.
- Tracks outcomes through wellbeing and capability measures, feeding data into continuous improvement systems.

Operational Outcome:

Tenants receive the right support at the right time — leading to sustained tenancies, increased confidence, and measurable growth in personal capability.

# Operational Alignment

## **Social Enterprise and Partnerships**

- Develops and operates social businesses that provide employment, training, and financial reinvestment.
- Current focus areas include:
  - Maintenance and Property Services
  - Cleaning and Facilities Management
  - Financial Literacy and Training Programmes
- Builds partnerships with local councils, developers, and training providers to deliver joint projects.
- Generates revenue to fund housing development and community initiatives.

Operational Outcome:

Employment and enterprise opportunities that strengthen financial sustainability and create pathways out of disadvantage.

## **Governance and Management Integration**

- The Management Committee oversees all operational areas through structured reporting and performance dashboards.
- The Chief Executive Officer (or General Manager) leads cross-functional coordination to ensure consistency and accountability.
- Policies, procedures, and risk frameworks apply uniformly across all service areas.
- Annual internal reviews assess effectiveness against NRSCH and CHIA standards, with continuous improvement actions documented.

Operational Outcome:

An organisation that functions as a single, aligned system — agile, accountable, and capable of delivering consistent results.

## **Digital and Data Systems**

- A unified information system links housing, support, and finance data to enable evidence-based decision-making.
- Dashboards track tenancy performance, social impact, financial viability, and compliance metrics.
- Secure data management ensures privacy and transparency in all reporting.

# Operational Alignment

## **Workforce and Capability Development**

- Ongoing staff training in tenancy management, case coordination, trauma-informed care, and enterprise operations.
- Leadership development programmes prepare emerging managers for future governance roles.
- A focus on wellbeing, safety, and continuous learning creates a stable and motivated workforce.

## **Operational Alignment Summary**

**Typha Inc's** structure ensures that all components of the organisation — governance, management, housing, support, and enterprise — are connected through shared systems, clear communication, and a unified purpose.

This alignment enables Typha Inc to deliver measurable, sustainable, and people-centred outcomes across every service area.

# Implementation and Review

The Typha Inc Strategic Development Plan (2026–2036) provides the long-term direction for all housing, support, and enterprise operations.

Implementation will occur in staged phases, supported by a 5-Year Business Plan and annual delivery plans to ensure progress is measurable, transparent, and adaptable to changing needs.

## Implementation Framework

Phase	Timeframe	Key Deliverables
Phase 1 – Establishment	2026–2026	Finalise governance and compliance systems. Achieve Tier 3 NRSCH registration. Begin building housing management capacity and secure initial partnerships.
Phase 2 – Growth	2027–2030	Expand housing portfolio to 50+ homes. Launch social enterprise operations. Achieve CHIA National Accreditation. Strengthen workforce and financial systems.
Phase 3 – Consolidation and Innovation	2031–2036	Achieve 100+ homes under management. Establish full financial sustainability. Lead regional housing innovation and contribute to national sector reform.

# Implementation and Review

## **Annual Planning and Review**

- A 5-Year Business Plan will break down strategic objectives into measurable actions, with clear responsibilities and annual performance indicators.
- Each year, an Annual Delivery Plan will be developed, detailing key projects, resource allocations, and timelines.
- Annual reviews will assess performance against NRSCH and CHIA standards, financial targets, and social impact outcomes.
- Findings from reviews will inform adjustments to business and operational plans to ensure continuous improvement.

## **Monitoring and Reporting**

- Quarterly performance reports will track progress across housing, support, and enterprise activities.
- Annual Impact Reports will combine financial and social outcomes, demonstrating how resources are reinvested to create long-term community benefit.
- Audited financial statements and NRSCH compliance reports will be presented to the Management Committee and relevant regulators.
- Data dashboards will monitor housing performance, tenant satisfaction, enterprise profitability, and wellbeing outcomes.

## **Governance Accountability**

- The Management Committee holds ultimate responsibility for strategic oversight, policy direction, and performance monitoring.
- Subcommittees or advisory panels (e.g., Finance & Risk, Housing & Community) will support detailed oversight and ensure accountability.
- Leadership will maintain transparency through documented reporting, risk management, and compliance with all relevant legislation and codes.

# Implementation and Review

## Continuous Improvement

**Typha Inc** is committed to being a learning organisation.

Through reflection, evaluation, and collaboration, we will continuously refine our systems, partnerships, and services.

Feedback from tenants, staff, and partners will directly inform policy updates and service design, ensuring our model evolves with the communities we serve.

## Review Cycle

The Strategic Development Plan will be reviewed:

- Annually for progress updates and performance reporting; and
- Every five years for a full strategic review and refresh, ensuring ongoing alignment with sector priorities and organisational capacity.

# Long-Term Commitment

Typha Inc's Strategic Development Plan is a living commitment to build capability, create opportunity, and strengthen community through housing and enterprise.

Our success will be measured not only in homes delivered, but in the strength and resilience of the people whose lives are changed.





# From the Typha we learn to rise, from the stone we learn to ***Stand***

This saying reflects the heart of Typha Inc — renewal and strength in harmony. The Typha teaches us to grow, to bloom again after hardship. The stone reminds us to stand firm, grounded, and enduring.

Together they symbolise balance: the resilience to rise and the stability to remain.

**Typha Inc stands as a promise — that from strength and renewal, hope will always find its way home.**

Document Version Control

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