

Typha Inc

Business Plan 2026-2031

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.

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Purpose

The Typha Inc 5-Year Business Plan (2026–2031) translates our ten-year Strategic Development Plan into clear, measurable action. It sets the direction for how we will build capability, create opportunity, and strengthen community through the delivery of housing, support, and enterprise outcomes across Queensland.

This plan represents the first stage of our long-term vision — laying down the foundations that will enable Typha Inc to grow from an emerging community housing provider into a trusted, self-sustaining organisation that leads with compassion, accountability, and strength.

Every decision in this plan is grounded in our belief that housing is the beginning of someone’s story, not the end of it. Over the next five years, we will focus on creating homes, systems, and partnerships that enable people to move from vulnerability to stability — and from stability to opportunity.



Strategic Focus: 2026–2031

During this first five-year phase, Typha Inc will:

- Establish strong governance, accreditation, and compliance systems.
- Build an initial portfolio of 100+ homes, managed under the National Regulatory System for Community Housing (NRSCH).
- Deliver tenancy and wellbeing services that sustain housing and strengthen lives.
- Launch and operate three social enterprises that create training and employment pathways.
- Achieve financial sustainability through diversified revenue and reinvestment.
- Build partnerships that connect housing with education, employment, and wellbeing outcomes.

Our priorities remain people, place, and purpose — ensuring that everything we build is practical, sustainable, and grounded in compassion.

Strategic Priority 1: Housing and Development

Objective:

To grow a sustainable, diverse housing portfolio that provides safe, affordable, and supported homes for people at risk of homelessness or housing insecurity.

Focus Areas 2026–2031:

- Achieve Tier 3 NRSCH registration by 2026 and build asset management capacity.
- Manage a minimum of 100 homes by 2031 through a combination of direct ownership, leases, and partnerships.
- Embed sustainability principles in all maintenance and procurement activities.
- Develop an Asset Management Framework to guide future development, maintenance, and compliance.

Intended Impact:

Safe, well-managed homes that enable tenants to rebuild, remain, and thrive.

Strategic Priority 2: Support Services

Objective:

To deliver holistic, trauma-informed support that strengthens wellbeing, life skills, and tenancy sustainment.

Focus Areas 2026–2031:

- Establish the Integrated Wellbeing and Capability Framework as the foundation of all support work.
- Deliver core services including tenancy sustainment, budgeting, financial literacy, and wellbeing programs.
- Build partnerships with mental health, family, and employment providers for wrap-around care.
- Implement a wellbeing and capability measurement tool to evaluate progress.

Intended Impact:

Tenants experience improved wellbeing, increased confidence, and long-term housing stability.

Strategic Priority 3: Social Enterprise and Employment Pathways

Objective:

To develop social enterprises that create jobs, training, and reinvestment opportunities for tenants and community members.

Focus Areas 2026–2031:

- Launch three social enterprises:
 - Maintenance Services
 - Cleaning and Facilities Management
 - Financial Literacy and Training
- Create structured training and employment pathways for at least 100 people by 2031.
- Reinvest enterprise profits directly into housing development and community initiatives.
- Establish partnerships with local councils, developers, and training organisations.

Intended Impact:

People gain meaningful employment, skills, and pride in contributing to their own community's success.

Strategic Priority 4: Governance and Accreditation

Objective:

To build a governance model that upholds transparency, accountability, and continuous improvement.

Focus Areas 2026–2031:

- Finalise policy frameworks for governance, probity, and risk management.
- Achieve Tier 3 NRSCH registration by 2026, progressing toward Tier 2 readiness by 2031.
- Transition from a management committee to a skills-based board by 2028.
- Implement quarterly reporting dashboards for performance, compliance, and impact.
- Maintain lived-experience representation within governance structures.

Intended Impact:

A credible, ethical organisation governed by skill, integrity, and lived understanding.

Strategic Priority 5: Financial Sustainability

Objective:

To achieve operational self-sufficiency and build financial resilience through diversified income streams.

Focus Areas 2026–2031:

- Develop a blended finance model incorporating social investment, enterprise profits, and grant funding.
- Build 12-month operating reserves and publish annual audited financial reports.
- Secure philanthropic and impact investment partnerships to support housing growth.
- Strengthen internal financial management systems and transparent reporting.

Intended Impact:

A financially independent organisation capable of reinvesting profits for lasting community benefit.

Strategic Priority 6: Community and Partnerships

Objective:


To build strong, collaborative partnerships that connect housing with wellbeing, education, and opportunity.

Focus Areas 2026–2031:

- Formalise partnerships with government, NGOs, education, and private sector partners.
- Establish a Lived Experience Advisory Group to shape programmes and policy.
- Host annual Community Hui and Tenant Forums to gather feedback and strengthen relationships.
- Engage in regional housing collaborations and research initiatives.

Intended Impact:

Communities that feel connected, empowered, and part of the housing and wellbeing solution.

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 mountains under a clear sky. The text is overlaid on this image.

Together like the Typha grove, 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.

Implementation Framework

Typha Inc’s implementation approach reflects steady, deliberate growth grounded in strong governance, partnership, and place-based impact.

Initial operations will focus within the Northern Corridor — Moreton Bay District through to the Sunshine Coast and adjacent regions, where demand, opportunity, and community partnerships align. This framework outlines the staged actions that will enable Typha Inc to establish 100 homes within the first operational year, consolidate systems, and build toward long-term financial and organisational sustainability.

Phase	Timeframe	Key Deliverables	Outcome
Phase 1 – Mobilisation and Launch	2026 – 2026	<ul style="list-style-type: none"> • Achieve Tier 3 NRSCH registration by Q3 2026. • Finalise governance, compliance, and risk frameworks. • Secure management and headlease agreements totalling 100 homes across the Northern Corridor. • Recruit 10 core FTE and implement unified CRM and data systems. • Launch first two social enterprises (Maintenance & Cleaning). • Publish first Annual Impact & Financial Report (Oct 2026). 	<p>Outcome: Typha Inc operates as a Tier 3-registered community housing provider managing 100 homes and demonstrating compliance, financial viability, and measurable community impact.</p>
Phase 2 – Consolidation and System Strengthening	2027 – 2028	<ul style="list-style-type: none"> • Develop Asset Management Framework and procurement plan. • Expand enterprise activity (Financial Capability Training). • Build 12-month cash reserve and achieve ≥ 80 % self-funded operations. • Transition from Management Committee to skills-based Board. • Implement performance dashboards and outcome tracking. • Complete external governance and financial audit (2027). 	<p>Outcome: A robust, transparent organisation meeting Tier 2 standards across governance, finance, and service delivery, with a stable workforce and established reputation in the Northern Corridor.</p>
Phase 3 – Expansion and Innovation	2029 – 2031	<ul style="list-style-type: none"> • Achieve Tier 2 NRSCH readiness and CHIA Accreditation. • Grow to 120 + homes under management, including 20 owned dwellings. • Launch new enterprise stream (e.g., Landscaping or Property Maintenance Training). • Formalise research and policy partnerships. • Publish Five-Year Impact Report demonstrating social and economic ROI. 	<p>Outcome: A financially secure, Tier 2-ready organisation recognised for innovative, integrated housing and wellbeing delivery, leading regional growth across Queensland’s Northern Corridor and beyond.</p>

Governance, People, and Systems

- **Leadership:** CEO/General Manager accountable to the Management Committee.
- **Workforce:** Dedicated teams for Housing, Support, and Enterprise; supported by Finance and Administration.
- **Systems:** Integrated data management across housing, tenancy, and finance; dashboards for reporting and decision-making.
- **Capability:** Continuous professional development in tenancy management, trauma-informed practice, and leadership growth.

The detailed operational responsibilities, timelines, and performance measures that support this governance, people, and systems framework are outlined in Appendix A – Implementation Matrix (2026–2031).

This appendix serves as a live management tool, reviewed quarterly to ensure alignment between strategic intent, operational delivery, and measurable impact.

- **Accountability:** Quarterly performance reviews, annual impact reports, and independent financial audits.

Review and Accountability

- **Quarterly Reviews:** Monitor performance across housing, tenancy, finance, and community metrics.
- **Annual Delivery Plans:** Translate strategic priorities into actionable work plans with KPIs.
- **Mid-Term Review (2028):** Assess progress and recalibrate for the 2031–2035 phase.
- **Transparency:** Publish annual Impact and Financial Reports demonstrating measurable community benefit.

Closing Reflection

From the Typha we learn to rise, from the stone we learn to stand.

The next five years are about laying the foundation — not just in buildings, but in people, systems, and purpose. Every action in this plan brings us closer to a future where everyone has a place to call home, and where compassion, capability, and resilience are the cornerstones of lasting change.



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.

Appendix A – Implementation Matrix (2026 – 2031)

Translating strategy into measurable action

Initial operations will concentrate within the Northern Corridor, spanning the Moreton Bay District through to the Sunshine Coast and adjacent regions. This geographic focus enables Typha Inc to establish deep community connections, efficient service delivery, and scalable housing management systems within a defined regional footprint.

This matrix outlines the key actions, timelines, responsibilities, and success measures guiding Typha Inc's rapid mobilisation toward managing 100 homes in its first operational year.

Strategic Priority	Objective	Key Actions / Deliverables	Timeline
Housing And Development	Establish and manage a portfolio of 100 affordable homes within the first year through mixed headleases and management contracts.	<ul style="list-style-type: none"> • Secure Tier 3 NRSCH registration (Q3 2026). • Negotiate DoH, private-landlord & developer headleases. <ul style="list-style-type: none"> • Implement asset & maintenance system. • Onboard 100 homes by Q4 2026. • Develop Asset Management Framework for future owned stock. 	2026 – 2031
Support Services	Deliver wrap-around tenancy sustainment and wellbeing support across the 100-home portfolio.	<ul style="list-style-type: none"> • Implement Integrated Wellbeing & Capability Framework. • Recruit two Support Coordinators for Northern Corridor. • Deliver tenancy sustainment, budgeting and wellbeing programmes. • Formalise referrals with health and employment partners. • Collect baseline wellbeing data and track improvements. 	2026 – 2031
Social Enterprise and Employment Pathways	Create local employment and training opportunities through internal social enterprises.	<ul style="list-style-type: none"> • Establish Property Maintenance & Cleaning enterprises by 2026. • Develop Financial Literacy & Training programme by 2027. • Partner with TAFE and councils for certified training. • Employ 30+ tenants or community members in first two years. 	2026 – 2027
Governance and Accreditation	Embed strong governance capable of Tier 2 readiness within two years.	<ul style="list-style-type: none"> • Tier 3 NRSCH registration Q3 2026. • Quarterly Board performance dashboards. • Policy & risk frameworks implemented. • Transition to skills-based Board by 2027. • CHIA accreditation target 2027-2028. 	2026 – 2028
Financial Sustainability	Achieve operational self-sufficiency while maintaining growth momentum.	<ul style="list-style-type: none"> • Develop blended finance model (DoH contracts, enterprise profits, impact investment). • Create 12-month cash reserve by 2027. • Publish audited annual impact & financial reports. • Build financial resilience for Tier 2 status. 	2026-2027 foundation; ongoing
Community and Partnerships	Build trusted regional partnerships to sustain 100 homes and expand local impact.	<ul style="list-style-type: none"> • Sign 5+ formal MOUs (DoH, NGOs, developers). • Establish Lived Experience Advisory Group 2026. • Hold annual tenant forums and regional hui. • Engage in collective impact projects in Moreton Bay & Sunshine Coast. 	2026 – 2031

Strategic Priority	Responsible Role	Performance Indicators / KPI	Intended Outcome
Housing And Development	CEO / Housing Manager	<ul style="list-style-type: none"> • 100 homes under management by Dec 2026. <ul style="list-style-type: none"> • Tenant satisfaction > 85%. • All properties registered and audited for compliance. 	Immediate large-scale impact demonstrating capacity and regional credibility.
Support Services	Support Services Lead / Case Coordinator	<ul style="list-style-type: none"> • ≥ 90 % tenancy sustainment. • ≥ 20 % improvement in wellbeing scores. • Documented partnership agreements. 	Tenants stabilised and supported to build capability and independence.
Social Enterprise and Employment Pathways	CEO	<ul style="list-style-type: none"> • 2 enterprises operational by 2026. • ≥ 30 people employed/trained. • ≥ 10 % profits reinvested. 	Sustainable employment pathways supporting financial independence and community pride.
Governance and Accreditation	Chairperson / CEO / Company Secretary	<ul style="list-style-type: none"> • Unqualified audit each year. • Governance review 2026 & 2028. • Tier 2 readiness confirmed by mid-2027. 	Recognised compliance and leadership capacity within two years of inception.
Financial Sustainability	Finance Manager / CEO	<ul style="list-style-type: none"> • Operational self-sufficiency ≥ 80% by 2031. • Unqualified audit each year. • Annual report published by 31 Oct. 	Financially stable organisation with capacity to reinvest in homes and people.
Community and Partnerships	Manager / Support Lead	<ul style="list-style-type: none"> • ≥ 10 MOUs active. • Tenant engagement rate > 80%. • Annual impact summary released. 	Strong regional network anchoring housing, employment and wellbeing outcomes.

Review Cycle and Continuous Improvement

Activity	Frequency	Lead	Purpose
Quarterly Performance Review	4× per year	CEO + Managers	Assess delivery progress and address risks early.
Annual Impact and Financial Report	Annually by Oct	CEO + Finance Manager	Demonstrate transparency and outcomes to stakeholders.
Mid-Term Review (Strategic)	2028	Board / External Advisor	Evaluate progress and set direction for 2031–2035 phase.
Policy and Governance Audit	Annual	Company Secretary	Ensure compliance with NRSCH and CHIA standards.

Monitoring Statement

This matrix will be embedded into Typha Inc’s internal planning system.

Progress against each deliverable will be reported quarterly to the Management Committee through performance dashboards and reviewed annually in the Impact and Financial Report.

All measures link directly to NRSCH and CHIA standards to maintain compliance and continuous improvement.

Refer to **Appendix B** – Workforce and Capability Plan for detailed staffing structure and resourcing alignment.

Appendix B

Workforce and Capability Plan (2026–2031)

Workforce deployment in the first phase aligns with Typha Inc's regional focus across the Northern Corridor (Moreton Bay to Sunshine Coast). Staff will be located within this area to ensure close connection to tenants, housing stock, and local service partners. Successful delivery of the 100-home target depends on a skilled, flexible, and well-supported team able to integrate tenancy, wellbeing, and enterprise functions from day one.

Phase One - Establishment (2026-2026)

Role	FTE	Purpose / Key Responsibilities
Chief Executive Officer / General Manager	1	Strategic leadership, governance liaison, partnership and funding negotiation, NRSCH compliance.
Operations Manager	1	Oversee housing and support functions; coordinate tenancy allocation and maintenance.
Tenancy Officers (x3)	3	Manage approx. 30 properties each; ensure tenancy sustainment and compliance.
Support Coordinators (x2)	2	Deliver wellbeing programmes, tenancy education, and referrals.
Finance & Compliance Officer	1	Financial management, reporting, grant acquittals, audit preparation.
Social Enterprise Manager	1	Develop and run maintenance and cleaning enterprises; manage training contracts.
Administration / Data Officer	1	Maintain CRM systems, records management, and performance dashboards.

Total FTE = 10.0

Operational Budget ≈ \$1.1 M per annum

Phase Two - Growth

Projected Team: 16 FTE / Expanded Budget ≈ \$1.6 M per annum

New or Expanded Roles	FTE Additions	Focus Area
Asset Officer / Maintenance Coordinator	1	Manage property repairs and contractor relations as owned stock develops.
Training & Employment Coordinator	1	Oversee social enterprise training and tenant employment pathways.
HR / People & Culture Officer	1	Recruit, induct, and develop staff; manage safety and wellbeing programme.
Communications & Partnerships Officer	1	Coordinate stakeholder relations and community events.
Additional Support Workers (x2)	2	Extend wellbeing coverage as tenant numbers grow.

Capability and Development Priorities

- Cross-Training: All staff trained in basic tenancy compliance and trauma-informed practice.
- Digital Systems: Unified CRM and finance platform with Power BI dashboards.
- Professional Growth: Governance and leadership training for future board succession.
- Wellbeing Culture: Regular supervision and resilience workshops to prevent burnout.

Outcome by 2031

A stable, skilled team operating within a mature Tier 2-ready organisation managing 100 + homes, multiple social enterprises, and regional partnership programmes across Queensland’s Northern Corridor.

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.

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