



TOWARDS
2030

Acknowledgement of country

Hume Community Housing acknowledges Aboriginal and Torres Strait Islander people as the Traditional Custodians of this land including the Dharawal, Cabrogal, Wonnarua, Worimi and Awabakal people and the Dharug Nation whose lands Hume Housing operates within.

We pay our deep respect to the Elders, past and present, and acknowledge their continuing connection and contribution to the lands and waters.



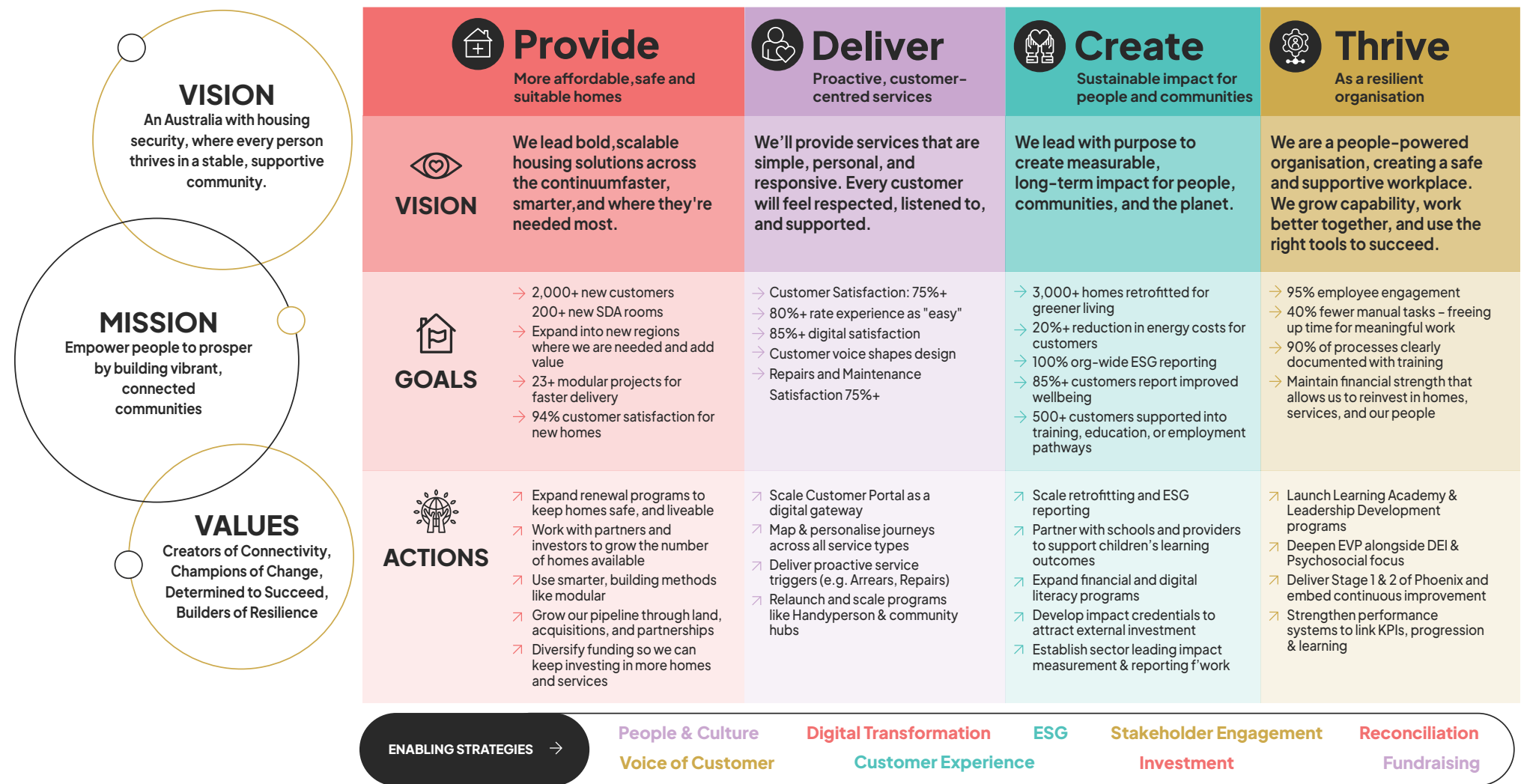
Artist: Tyson Jolly

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Towards 2030

Delivering on four **key ambitions**



From our Chair and CEO

Hume Housing's 2025–2030 Strategy is both a call to action and a statement of hope. At its centre is our unwavering belief that safe, secure, and affordable homes transform lives and strengthen communities. We care deeply about our customers and are committed to walking alongside them, providing both homes and services that are respectful, responsive, and inclusive.

The scale of the housing crisis demands courage. It requires us to challenge the status quo, embrace new ideas, and pioneer better ways to meet long-term needs. This strategy charts that course: delivering more homes where they are most needed, creating service systems that are easier and more personal, and shaping stronger, more sustainable communities.

Our employees are at the heart of this journey. By investing in their growth, wellbeing, and leadership, we will make Hume the best place to work, and the best partner to trust.

Together, with customers, employees, partners, and communities, we will help build better lives and lasting impact, ensuring that more people can thrive in safe, stable homes.

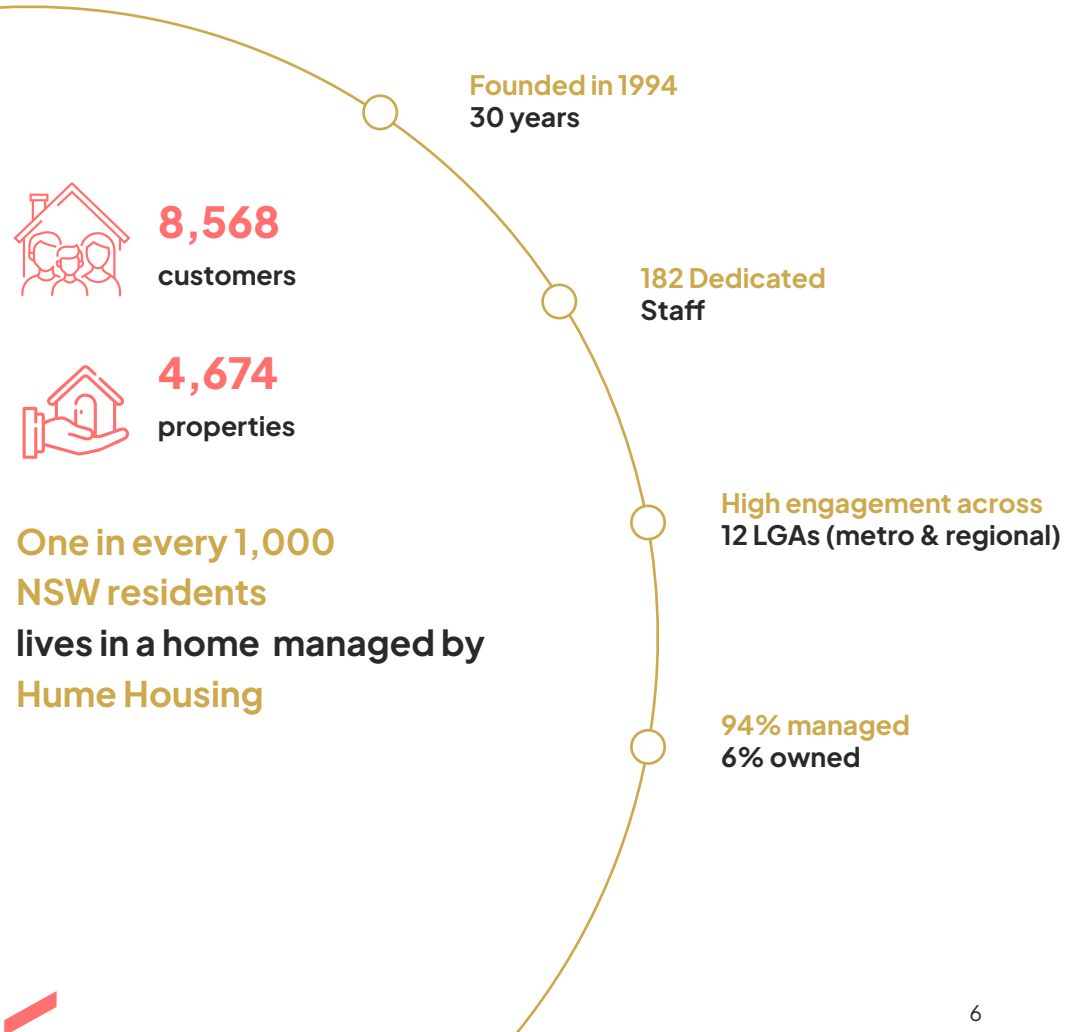


True Swain
Chair

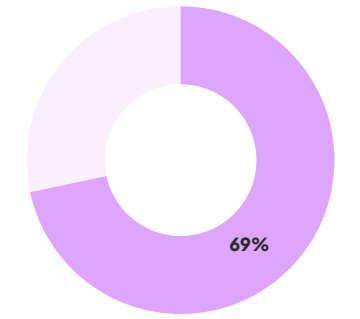


Brad Braithwaite
CEO

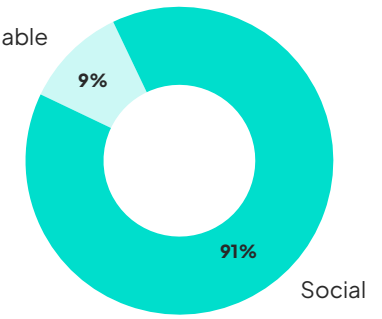
Where we are **now**



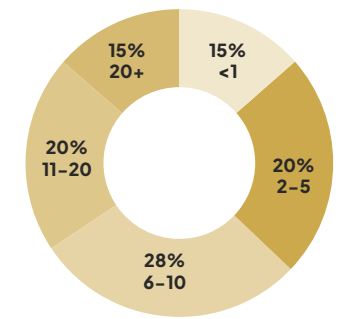
69%
of **customers** are satisfied with the condition of their property



Secure and affordable housing
(includes 461 SDA tenancies)



Length of tenancy (years)



Hume Housing's 2025–2030 **Strategy**

We're at a defining moment. The housing crisis is growing, and the needs of the people we serve are more complex – but our ability to make a difference has never been stronger.



- More homes that meet real needs
- Services that reach people earlier
- Support that makes a lasting difference in people's lives

Over the next five years, we will make work easier and free up more time for you to focus on people. That means giving you the right tools, training, and support to do your job well, every day. Every new home we provide offers someone safety, stability, and hope. Every improved service helps us step in earlier, prevent problems from escalating, and give customers the respect and support they deserve. Together, we will create more homes and deliver services designed around real customer journeys and voices — making it easier for every person we support to thrive.



Why This Matters More Than Ever



Right now

Over **640,000** Australian households are in housing stress, and the gap between housing need and supply continues to grow.

In New South Wales alone, more than **65,000** households are waiting for a safe, affordable home – including over **11,000** families in urgent need.

Hume is already part of the solution – we’re a trusted housing provider and a committed community partner. For 30 years, our staff and partners have worked on the frontlines to build sustainable, inclusive communities where people thrive.

But the scale of the challenge has grown, and so must we. This five-year strategy sets out how Hume will play a fundamental role in responding to the housing crisis. It is a bold plan to create more homes, strengthen our services, and provide greater support to the people and communities we work with.

It’s a roadmap to amplify our impact, guided by the conviction that everyone deserves a safe place to call home.

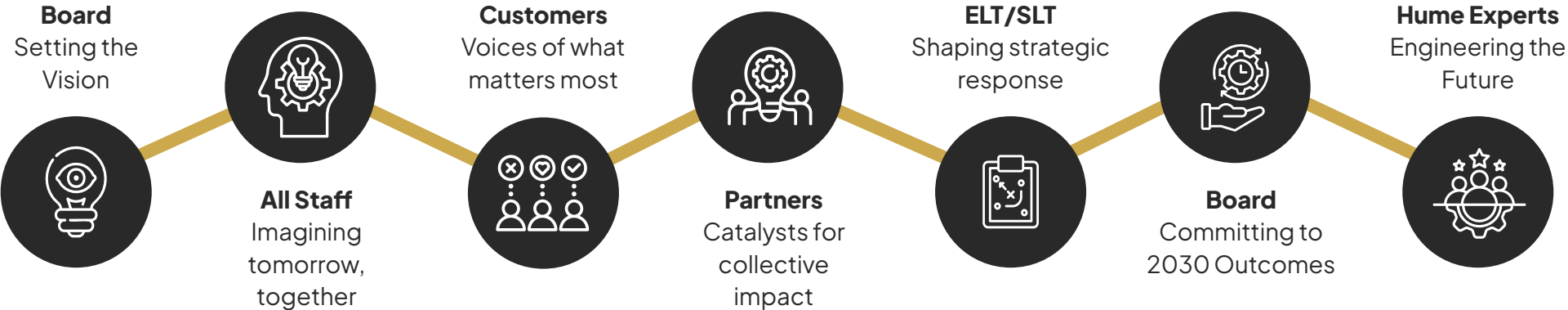
You are the heart of this strategy. Every home we manage, every phone call we answer, and every problem we solve contributes to a bigger picture – one where thousands more people find stability and hope. Together, we will show that even amid a housing crisis, a dedicated community housing provider can light the way forward.

Our Co-Creation Journey: Designing Hume in 2030

Our strategy was shaped by **the voices of our Hume community**. We started by listening, to ensure this plan reflects the real needs of those we serve.

We have facilitated these conversations both virtually and in person, engaging participants through a variety of formats, from large group sessions and small group discussions to individual one-on-one conversations. In total, we have engaged with:

- 300+ customers across social, affordable & SDA
- 180+ staff
- 13 Executive & Non-Executive Directors
- 15 external partners



Building on Our Strengths

The Foundation of Our Future

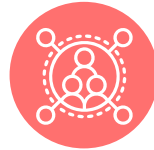
As we launch into a new strategic journey, one thing is certain: we are not starting from scratch. Hume Community Housing's greatest asset is what we have already built together – our people, our culture, our expertise, and our track record of making a difference. This strategy is about amplifying what we do best and carrying forward the legacy of success that has brought us this far.

Let's take stock of our strengths:



Three Decades of Impact

For over 30 years, Hume has grown from a small local provider to a trusted Tier-1 community housing leader, building on deep experience, credibility, and enduring relationships.



Homes and Communities at Scale

Managing nearly 5,000 diverse homes and a \$100+ million development pipeline, Hume delivers stability and adapts to meet the changing housing needs of communities.



Our Passionate Team and Culture

Hume's staff bring care and respect to every interaction. Our strategy invests in these strengths by supporting our people, deepening our impact, and continuing to create safe homes, strong communities, and great futures for our customers.



Community and Partner Relationships

Strong partnerships with service providers, councils, developers, and government expand our impact and enable us to tackle housing challenges together.



Financial and Governance Strength

Strong finances and trusted governance give Hume the stability to keep delivering services, secure funding, and invest in new homes and programs.

Poised for the next chapter:

building on strong foundations, with clarity of purpose, growing capability, and a bold vision.



**This strategy is
simple but clear**

Four ambitions to guide what
we do and how we allocate
our valuable resources

One big vision
for us to strive
towards

An unchanged
mission of why
we exist

The Future We’re Striving For

These statements capture why we exist and what we aspire to
achieve. They are the compass points that will guide us over
the next five years and beyond.



VISION

An Australia with housing
security, where every
person thrives in a stable,
supportive community.



MISSION

Empowering people
to prosper by building
vibrant, connected
communities

Our promise

To achieve our 2030 vision, it's not just what we do, but how we do it that will define our success.

These promises are grounded in our organisational values and reflect how we already show up every day — with purpose, integrity, and care.

Aligned to the ambitions of Hume Housing's 2025– 2030 strategy, they express what our customers, colleagues, and partners can expect from us.

More than words, they are a commitment to turning strategy into meaningful action and delivering lasting impact in the communities we serve.



Creators of Connectivity

We bring people, ideas, and opportunities together.

We listen first – We act on what people tell us, valuing lived experience and community voice to shape better outcomes.

We welcome everyone – We champion equity and inclusion, ensuring our homes and services are welcoming and fair for all.

Determined to Succeed

We are driven, focused, and committed to results.

We walk in the other's shoes – We lead with empathy, supporting those around us to succeed and feel seen.

We succeed together – Our shared success is rooted in how we lift each other up.

Champions of Change

We challenge the status quo and pursue better.

We innovate for impact – We find new and better ways to solve tough housing challenges through bold ideas and trusted partnerships.

We embrace digital thoughtfully – We expand digital services while ensuring choice, inclusion, and personalisation for every customer.

Builders of Resilience

We create strength and stability through everything we do.

We lead for the future – We balance bold decisions with sustainable delivery.

We adapt and thrive – We remain steady through change, always focused on continuity and care.

Where We're Headed: Our Four Ambitions for 2030

Our ambitions are the big goals we're working toward by 2030. They are bold, people-focused, and grounded in our expertise. Striving for these ambitions allows us to remain focused across everything we do.





More affordable, safe and suitable homes

By 2030, we will serve over 2,000 more customers

Through building, buying, renewing, and managing properties, reaching new communities, and expanding our Specialist Disability Accommodation (SDA) so more people have housing that truly works for them.

We'll be recognised for finding practical solutions to tough housing challenges – from renewing older homes so they better meet people's needs, to trialling innovative construction methods that speed up delivery and help us provide homes faster.

Strategic Ambition 1:

 More affordable, safe and suitable homes

OUR AMBITION

Hume is accelerating housing solutions to meet rising demand. Over the next five years, we will grow our impact through diverse delivery methods, stronger partnerships, and a clear focus on what communities need.

HOW WE WILL GROW

We'll develop, acquire, partner, and deliver fee-for-service projects that unlock housing across the continuum. Growth will be both scalable and responsive – with targeted efforts in areas of highest need.

THE RIGHT HOMES IN THE RIGHT PLACES

We'll deliver a stronger pipeline of affordable, social, transitional, and specialist disability housing – shaped by customer insight, community priorities, and long-term impact.

PARTNERING FOR IMPACT

We'll work with government, the sector, and investors to deliver more homes, while strengthening our internal systems and staff capability to support ambitious, confident growth.

GROWTH WITH PURPOSE

We'll balance social outcomes with financial sustainability, ensuring our growth is accountable, adaptable, and designed to last.



“We will build more of the right homes, in the right places, for the people who need them most.”

BY 2030, WE WILL HAVE:

- Built and registered new Specialist Disability Accommodation (SDA) properties
- Fee-for-service at scale to support more affordable homes
- Deep developer partnerships to accelerate new homes
- Piloted and scaled regional renewal program, starting in Raymond Terrace
- Successful alternate/modern methods of construction (MMC) execution to fast-track affordable housing delivery



Proactive customer-centred services

By 2030, we'll be known for making every customer's housing journey simple, respectful, and human.

No matter their needs or location, our people, systems, and processes will work seamlessly so customers feel understood and supported. We'll anticipate needs, solve issues quickly, and connect people with the right services – using real-time data and connected systems to focus on what matters most: trust, quality outcomes, and lasting impact.

Strategic Ambition 2:



Deliver customer-centric, proactive services

OUR AMBITION

Hume is committed to delivering excellent services that are easy to access, responsive to need, and grounded in trust. Over the next five years, we will elevate the customer experience by listening deeply, acting on feedback, and designing services around what matters most.

HOW WE WILL IMPROVE

We'll embed real-time feedback, map and personalise customer journeys, and use insight to shape decisions and policies. Our focus is on consistency, care, and continuous improvement – across every channel and interaction.

SERVICES THAT WORK FOR EVERYONE

We'll offer more choice in how customers engage with us, with digital and non-digital options designed to be simple, inclusive, and effective. Customers will feel safe, supported, and understood, no matter where they are on their journey.

PARTNERING TO LIFT THE STANDARD

We'll work across sectors to connect services, close experience gaps, and ensure every customer touchpoint is a chance to build trust and improve lives.

EXCELLENCE WITH IMPACT

We'll measure success through outcomes that matter to customers — feeling heard, respected, and well-served while strengthening systems, data, and staff capability to deliver at scale.



“We'll design services around what matters to our customers – and make it easier for them to connect with us, their way.”

BY 2030, WE WILL DELIVER:

- Customers feel safe, supported, and connected – with 85%+ satisfaction across service and digital experiences. 80%+ of customers rate their interactions as “easy”
- Services are designed around real customer journeys – predictive, personalised, and inclusive across all channels
- Customer voice shapes decisions at every level through insight, feedback, and lived experience
- Service delivery is data-informed, secure (Essential 8, Level 2), and continuously improving. AI for streamlining customer experience is piloted & scaled
- Staff are recognised and supported through performance transparency and capability investment
- Partnerships extend reach and impact, ensuring inclusive service experiences
- 70% of people in Transitional Housing exit into secure housing.



Sustainable impact for people and communities

By 2030, we'll be recognised for leading the way in sustainability, social wellbeing, and strong governance.

Through our homes, services, and partnerships, we'll help customers thrive, cut our environmental impact, and support people to live well through the challenges of climate change and energy costs. We'll show that community and specialist housing can strengthen lives, communities, and the planet for the long term.

Strategic Ambition 3:



Create lasting & sustainable impact for communities and customers

OUR AMBITION

Hume exists to create long-term impact - for people, places, and the planet. Over the next five years, we will deepen our social value, reduce our environmental footprint, and lead with integrity through strong governance and transparent decision-making.

HOW WE WILL LEAD

We'll embed ESG thinking into every part of our organisation - from how we build and manage homes, to how we engage with communities and make investment decisions. This means setting clear standards, tracking what matters, and holding ourselves accountable.

HOMES AND COMMUNITIES THAT LAST

We'll improve the quality, accessibility, and sustainability of our homes, investing in upgrades that support safety, comfort, and climate resilience - now and for the future.

INCLUSIVE, MEASURABLE IMPACT

We'll partner with others to improve social outcomes - from community connection to economic participation - and ensure our impact is measurable, equitable, and responsive to local need.

INTEGRITY AT EVERY LEVEL

Strong governance will underpin all we do. We'll build trust through transparency, ethical practice, and decisions that balance commercial discipline with social purpose.



"We're here to deliver outcomes that last - for people, for communities, and for future generations."

BY 2030, WE WILL DELIVER:

- Retrofit 3,000+ homes & reduce those customers energy costs by 20%
- Maintain ESG performance in the top quartile of sector benchmarks with integrated, organisation-wide reporting
- Ensure 75%+ of supported customers report improved wellbeing or housing stability
- Raise and deploy fundraising and impact investment to support social and capital projects
- Be nationally recognised as an "impact-first" housing innovator, with clear social ROI
- Establish a sector-leading customer voice and lived experience model to influence design, delivery, and policy
- Embed predictive metrics and ESG-aligned data to guide real-time decisions and proactively support at-risk customers





Thriving and resilient organisation

By 2030, we will be a digitally enabled, efficient, and agile organisation – structured to thrive.

Hume will be a sector leader in employee engagement, productivity, leadership effectiveness, and overall organisational resilience and high performance. Our workforce will be equipped with the right tools, skills, and technology to do high-impact work, supported by automated systems, integrated data, and an operating model that supports scale and sustainability.

Strategic Ambition 4:

 **Thrive as a high-performing, people-driven organisation**

OUR AMBITION

We're building a future-ready organisation – digitally enabled, financially sustainable, and powered by great people, smart processes, and the right tools. Over the next five years, we'll strengthen how we operate and position Hume as an employer of choice, both within and beyond our sector.

HOW WE WILL LEAD

We'll invest in what makes us adaptable – from systems and data to workforce and culture. This includes rightsizing to ensure we're fit for the future, with the leadership, capability, and focus to deliver results. We'll set bold benchmarks, evolve continuously, and support our people to do their best work.

PEOPLE, PROCESS, PERFORMANCE

We'll help every person thrive – with clear roles, growth opportunities, and modern ways of working. By uplifting capability, we'll drive performance and bring our employee value proposition to life.

DIGITAL FOUNDATIONS THAT EMPOWER

We'll modernise core systems, improve data flow, and use automation and AI to cut manual effort – so teams can act faster, make better decisions, and spend more time in relationship with customers.

SUSTAINABLE, SCALABLE OPERATIONS

We'll make smart, data-driven choices about how we organise and invest – guided by strong governance and a focus on long-term value for our people and communities.



“We're building an organisation that lasts – by investing in our people, strengthening how we work, and making every part of Hume ready for the future.”

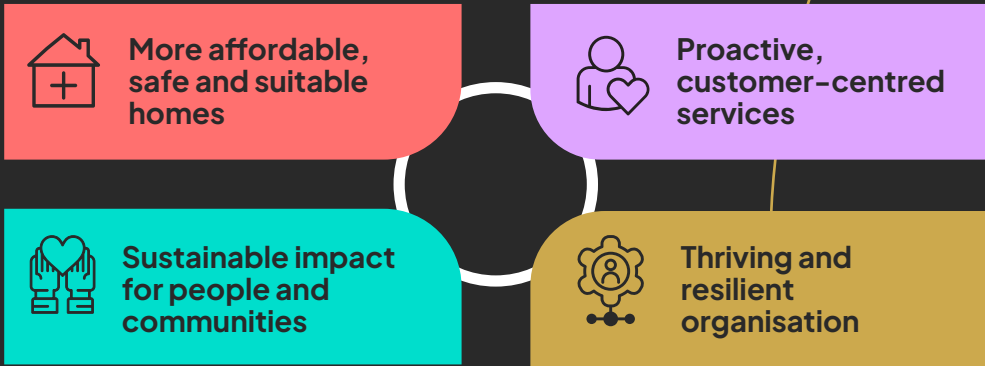
BY 2030, WE WILL DELIVER:

- Achieve 95% employee engagement, with world-class scores for leadership support, psychological safety, and empowerment
- Be recognised as an employer of choice in the community housing sector, with internal mobility driving a significant share of leadership progression
- Attain 85%+ employee experience and alignment scores
- Automate at least 50% of routine tasks, freeing up teams to focus on relationships, insight, and value-added work
- Achieve 100% digital integration across core systems, enabling seamless data flow and decision-making
- Maintain ISO 9001 and/or ISO 37301 certification, ensuring governance, compliance, and continuous improvement across operations
- Fully address modern slavery risks through a published Modern Slavery Statement and embedded procurement safeguards
- Deliver a scalable Learning Academy model recognised across the sector, with internal capability uplifted and externally leveraged

Enabling our strategic ambitions

Our strategic pillars define the outcomes we are working towards, while our enabling strategies detail the key levers we use to achieve them – ensuring alignment across people, systems, investment, and impact.

Our strategic ambitions



Our enabling strategies

People & Culture

Focuses on workforce capability, leadership development, internal mobility, role clarity, and embedding our values.

ESG Integration

Embedding environmental, social, and governance thinking into how we plan, build and operate—including emissions tracking, modern slavery compliance, and ESG-aligned governance.

Digital Transformation

Core system modernisation, automation, self-service platforms, and smarter use of digital tools/ emerging technology to improve how we work.

Investment

Covers capital allocation, business case development, return-on-investment frameworks, and financial models that balance impact with value for money.

Voice of Customer

Defines how we listen to, co-design with, and learn from our customers—including lived experience storytelling, engagement tools, and governance.

Reconciliation

Drives our commitment to cultural learning, and respectful relationships with Aboriginal and Torres Strait Islander peoples – guided by our RAP and embedded across our people, partnerships, services, and governance Hume applies our commitment to reconciliation and best practice in service delivery to our Aboriginal Customers and Stakeholders across each of our strategic ambitions.

Stakeholder Engagement

How we build trusted relationships with delivery partners, service providers, government & investors—working together to fund, develop, and deliver better housing services.

Customer Experience

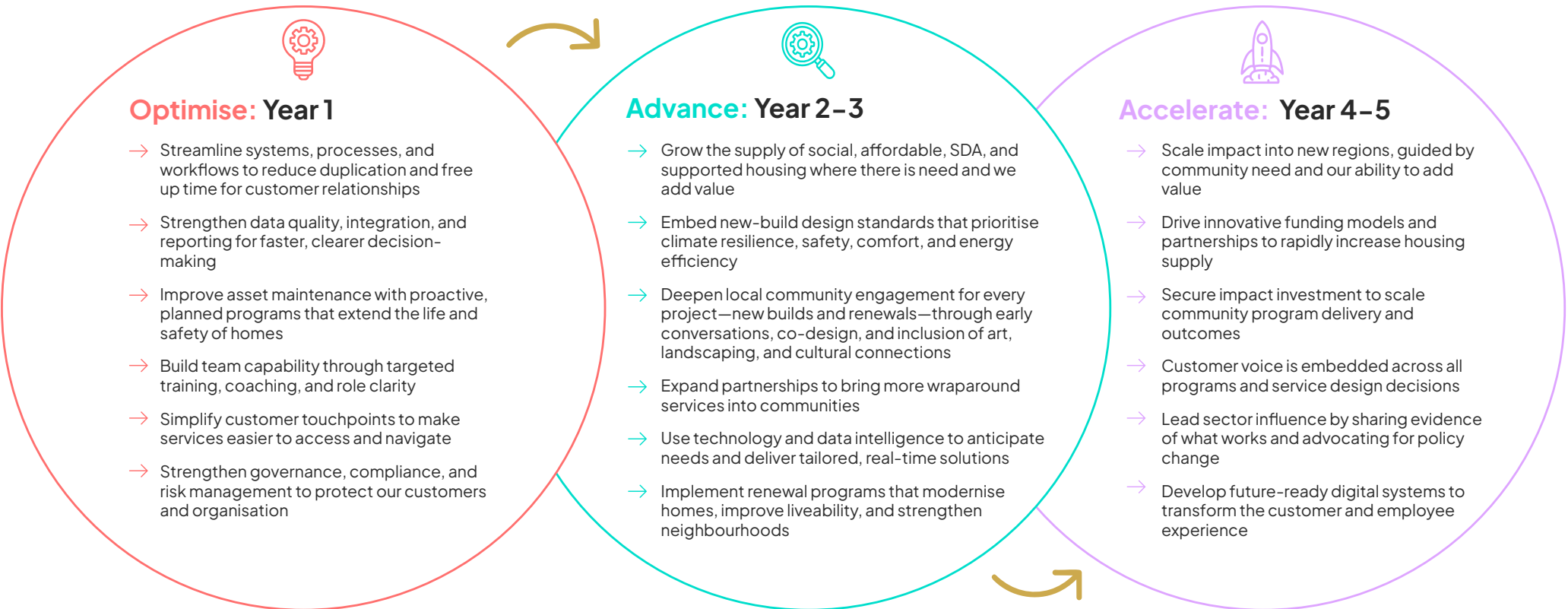
Focuses on service design, customer journey improvement, feedback loops, accessibility, and trauma-informed approaches to service delivery.

Fundraising

Details our approach to philanthropy & impact investment, and how we grow new income streams to fund housing and community initiatives.

Our Five-Year Roadmap at a Glance

From Optimising to Accelerating





Inspired by our
vision, driven by
our **mission** and
grounded in **values**.

humehousing.com.au