

Strategic Plan 2026 – 2029

CEHL'S PURPOSE CEHL provides access to secure, affordable housing, with a primary focus on delivering and strengthening co-operative housing.

CEHL'S VISION CEHL's vision is to be recognised as a national leader in co-operative housing, creating strong, connected communities and shaping a more equitable and sustainable housing system.



STRATEGIC PLAN INITIATIVES

Sustain a strong and resilient co-operative housing system

- Develop and implement a long-term, sustainable portfolio asset strategy
- Reinvest in existing co-ops to support viability and achievement of target capacity
- Strengthen governance, compliance and risk management across the co-op network
- Support co-ops to foster strong and engaged communities



OUTCOME: A resilient, high-performing and sustainable co-operative housing program

Grow the national reach, influence and impact of the co-operative housing model

- Build strategic partnerships with government, developers and finance partners
- Advocate for increased national supply and investment in co-operative housing
- Strengthen the evidence base and visibility of co-operative housing outcomes



OUTCOME: Co-operative housing recognised and supported as a scalable national solution

Expand into new markets and housing opportunities

- Explore and pilot limited equity and other innovative housing models
- Position CEHL to deliver new supply through partnerships and growth opportunities



OUTCOME: A growing, diversified organisation operating across new housing markets and geographies

Strengthen organisational capability and performance

- Improve core business systems, processes and data capability to support decision making and service delivery
- Embed a culture of continuous improvement, accountability, innovation and strong risk management
- Attract, develop and retain a skilled, diverse and values aligned workforce
- Strengthen leadership capability and succession planning across the organisation
- Enhance staff engagement, wellbeing and alignment with CEHL's purpose and co-operative values



OUTCOME: A high-performing, well-governed organisation with an engaged, skilled and capable workforce