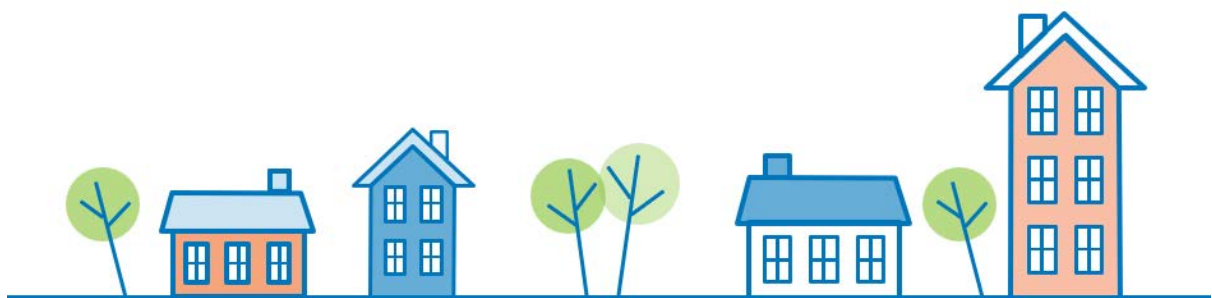




# Strategic Plan

## 2023 - 2026



# 1. Contents

- 1. Contents ..... 2
- 2. Background..... 3
- 3. Our Business Model ..... 4
  - 3.1 Client and Tenancy Management..... 4
  - 3.2 Property Management Services ..... 4
  - 3.3 Asset Management and Development..... 4
- 4. The Future ..... 5
  - 4.1 Future Direction ..... 5
  - 4.2 Delivery Approaches ..... 5
- 5. Strategic Plan at a Glance ..... 7

## 2. Background

Stellar Living is a registered not-for profit community Housing Provider. We make a positive difference in the lives of people on low to moderate incomes by delivering secure affordable housing. We own or manage 262 properties and assist 610 residents across the Perth Metro, Peel and Kalgoorlie.

There is currently strong population growth, housing market capacity constraints limiting new supply, and uncertainty about interest rates preventing home purchase which are all placing increased pressure on existing housing stock. In addition, increasing rental prices are exacerbating the existing structural affordable housing problems in WA. Therefore, demand for affordable rental, social housing and homeless services are likely to continue to increase for the next 5 years and will remain high into the future.

Both the State and Federal Government have accepted that affordable housing problems are structural and endemic, requiring long term investment. Both levels of Government are making significant financial and policy commitments aimed at increased supply. The community housing sector will need to play a key role in the delivery of outcomes within both the State and Federal Commitments.

With the significant constraints and challenges on the Australian construction industry developers and builders, they will be looking for new solutions to deliver projects which will involve looking at the community housing Sector.

Stellar Living has a history of effective delivery of affordable housing and has grown from 30 to 262 properties over the last 10 years and is now uniquely positioned to take advantage of the opportunities that will be presented over coming years. We are a Tier 2 registered housing provider, operating mainly in the Metro and Peel and are purely focused on housing delivery. Our current size allows us to be nimble and adaptable in how we partner, we have the organisational capacity to expand and a strong balance sheet to support growth. This gives us our distinct point of difference from our competitors.



### 3. Our Business Model

Stellar Living has a simple business model that connects families and individuals to safe and affordable housing. The business activities are:

#### 3.1 Client and Tenancy Management

Providing supportive landlord services to ensure compliance with the tenancy obligations and supporting tenants to maintain engagement with relevant support services.

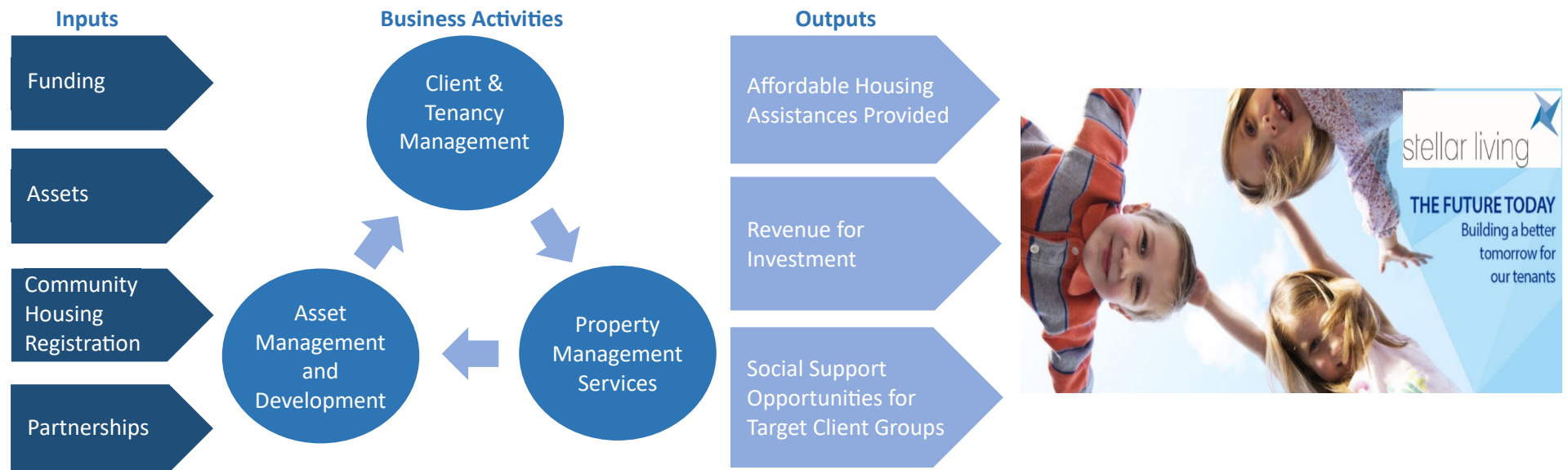
#### 3.2 Property Management Services

Maintaining and managing individual properties to a standard suitable for ongoing occupation and use by clients throughout the properties useful life.

#### 3.3 Asset Management and Development

Activities required to plan, manage, optimise and grow the portfolio of assets over time.

Stellar Living provides operational excellence by providing reliable tenancy and property management at a competitive price. We have minimal overheads and strive to create savings through process efficiencies and cross functional improvement initiatives.



## 4. The Future

Stellar Livings Strategic Plan 2023- 2026 provides the foundation for us to achieve our long-term vision of increasing the provision of sustainable affordable housing options for Western Australians. This includes adopting new approaches to the way we deliver our services that create a positive impact on our residents' lives and growing our property portfolio to increase the supply of social and affordable housing for people in need. Our Strategic Plan identifies three Strategic Goals and three key Strategies that will guide our work over the next three years.

The Strategic Plan will be supported by an annual Business Plan setting out actions to progress each of the identified objective and priorities. Together these will drive our progress towards achieving the meeting of our objectives, and ultimately towards our long-term vision.

Stellar Living is committed:

- To remaining a core housing provider in the social and affordable setting and will look to partner with support services.
- To focus on organisational growth by growing its portfolio, increasing its impact and enhance its sustainability both financially and as an organisation.
- To become self-sustaining and self-determining and to pursue options to grow without Government assistance around funding and decision -making.

### 4.1 Future Direction

- Stellar Living is clear about the priorities for future projects but is open to new opportunities as they are presented.
- Priority will be given to growing the social, affordable rental stock while also looking to provide options for key worker accommodation.
- We remain open to managing properties used for Supported Housing, however such initiatives will be self-sustaining and appropriately funded. Stellar Living would not provide capital funding for these projects and the projects would need to be cost neutral.
- A new initiative to be explored is to provide pathways to affordable home ownership through transition programs or shared equity initiatives.
- Growth will be targeted in the South East/ South West Metropolitan Area and Peel with the provision on accommodation for seniors and small households.
- Our organisational strength is in managing smaller scale density housing or between 15-20 units and this will remain our focus.

### 4.2 Delivery Approaches

The current strengths and constraints of Stellar Living will mean that as an organisation we will be looking to optimise partnership opportunities targeted at gaining additional skills and capabilities that we do not have currently.

Stellar Living will continue to explore to leverage partnerships to secure land and funding from the State Government and Catholic Archdiocese (if appropriate).

Our existing relationships with support providers are valuable and we will pursue opportunities to increase the supported housing portfolio with them and with new providers of support to deliver innovative housing models and options.

New partnering arrangements with developers will be identified to create new projects or housing delivery model there are mutually beneficial opportunities. Stellar Living can support developers to deliver affordable housing targets to meet Government performance obligations particularly focused on small development sites that meet our future direction requirements. This will include the potential to deliver on the emerging Build to Rent sector.

Options to partner with impact investors can be explored for development projects or via new and emerging delivery arrangements such as managing affordable private rentals.

## 5. Strategic Plan at a Glance

