CHIA Victoria Workforce Survey

2025 - 2026 DATA

Kate Whelan *Consulting*

RESEARCH & INSIGHTS

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Acknowledgement of Country

We acknowledge the Traditional Custodians of Country throughout Australia and their connections to lands, waters and communities. We pay respect to Aboriginal and Torres Strait Islander cultures; and to Elders past and present.

This report was prepared on the unceded lands of the Wurundjeri people of the Kulin Nations.

METHODOLOGY

This survey was in field from August 2025 – April 2026

This report was prepared by Kate Whelan Consulting. Data was cleaned and provided by CHIA NSW. This report contains analysis of n=167 employees and n=15 of organisations who are members of the Community Housing Industry Association Victoria.

SURVEY DESIGN

Designed in partnership by CHIA NSW and CHIA VIC, based on a survey run previously by CHIA Victoria. Scripted and hosted online via Snap Surveys.

DISTRIBUTION

The survey was distributed via email directly to members, as well as to key contacts across organisations to share internally. The staff survey was distributed internally by providers using a shared link. The organisation-level survey was completed by a senior representative (typically COO, CEO, or People and Culture).

PARTICIPATION

Only completed responses included; duplicates removed.

ANALYSIS

Results cross-tabulated against key demographic variables, including age, gender, Aboriginal and Torres Strait Islander status, culturally and linguistically diverse background, multilingual status, work location, lived experience of housing insecurity, education, tenure, organisation size, role level and work area.

Averages exclude organisations with missing or invalid responses from both numerator and denominator; applicable sample sizes are shown on each slide. This may produce small differences from figures displayed on the House Keys dashboard.

Due to some questions not being compulsory the base for some questions differs



Online survey delivered jointly by CHIA NSW and CHIA Victoria.



Voluntary participation (not a census), so results reflect respondents rather than the wider workforce.



Some subgroup samples are small and should be treated as indicative rather than definitive



Due to rounding not all graphs equal 100%

CONTEXT A NOTE FROM CHIA NSW

Nationally, Tier 1 and Tier 2 (or equivalent) CHPs collectively reported **31,746 FTEs** in this report. However, many of these organisations operate across a range of service areas beyond community housing, including disability

CHIA NSW applied a tenancy-based methodology in order to estimate the workforce **attributable specifically to community housing**. Using the National Profile 2025, This workforce data and House Keys. This analysis estimated the number of FTEs dedicated to community housing activities only.

Based on this methodology, **3,730 FTEs** are estimated to be directly attributable to community housing activities **nationally** across Tier 1 and Tier 2 providers (or equivalent). this equates to an estimated:

- **1,828 FTEs in NSW**
- **1,334 FTEs in Victoria**

In terms of Total employee headcount Community Housing 5,700, 2793 in NSW and 1587 in VIC directly related to community Housing Industry. The analysis also identified an average workforce intensity of **36.2 tenancies per FTE** across the sector

2025 - 2026 VIC DATA

Workforce Data

SUMMARY OF FINDINGS

DEMOGRAPHIC PROFILE

Three-quarters (76%) of the 167 respondents to this survey identified as women, 75% work in major cities, and half (50%) are aged 36–55. The workforce is diverse on other measures: 29% have lived experience of housing insecurity, 24% identify as culturally and linguistically diverse, 27% speak a language other than English at a conversational level, and 5% identify as Aboriginal and/or Torres Strait Islander.

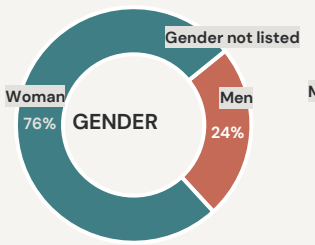
TENURE AND CAREER PROGRESSION

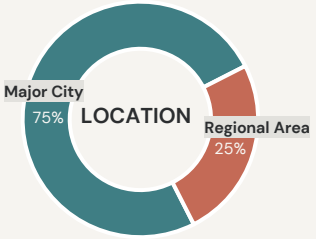
Over half (57%) have 5+ years in the community housing sector. 56% are team members and 44% hold a supervisor, manager or executive role, with tenancy management (32%) and corporate services (28%) accounting for the largest work areas. 48% see a career path within their current organisation, and a further 20% see one somewhere else in the sector. However, only 41% expect to stay in the sector for 5+ years.

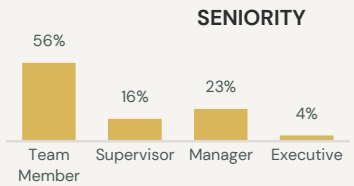
MOTIVATIONS AND SATISFACTION

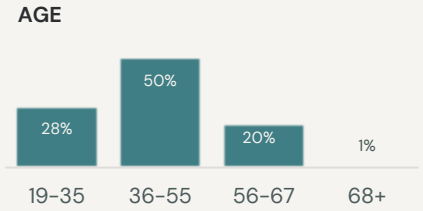
The sector attracts staff primarily through purpose: 92% cite socially impactful work as a reason they joined, and 81% name it as their main reason. Secondary draws are employee benefits (43%) and organisational culture (39%). 78% are satisfied with their current role, citing the ability to use their skills (75%), meaningful work (75%) and work conditions (59%) as primary reasons. Where dissatisfaction arises, it is most often about workload (34%) or organisational culture (29%), with pay a less common driver (15%). However, a quarter (25%) say there is nothing about their work they are dissatisfied with.

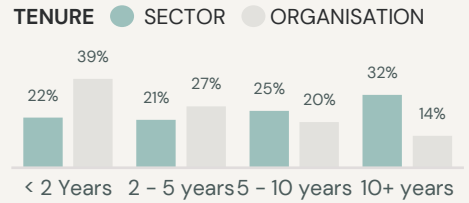
KEY NUMBERS









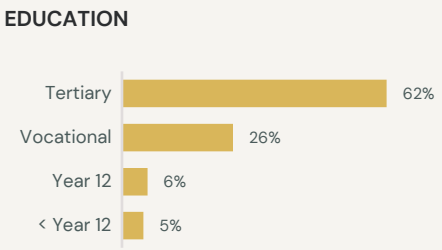


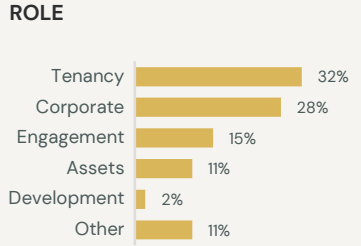
5% identify as Aboriginal and/or Torres Strait Islander

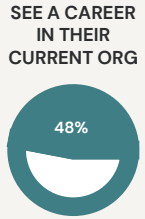
29% have lived experience of housing insecurity

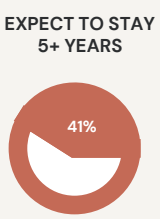
24% identify as culturally and linguistically diverse

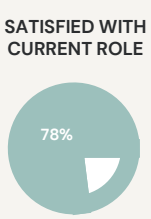
27% speak a language other than English









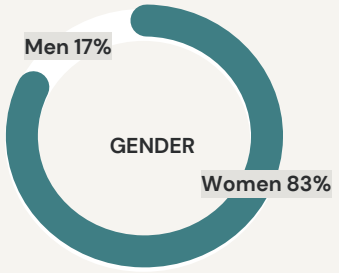


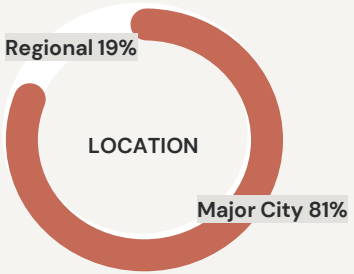


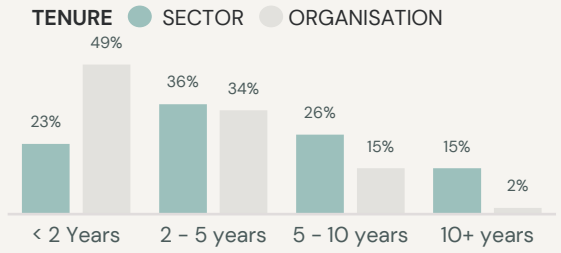
PROFILES

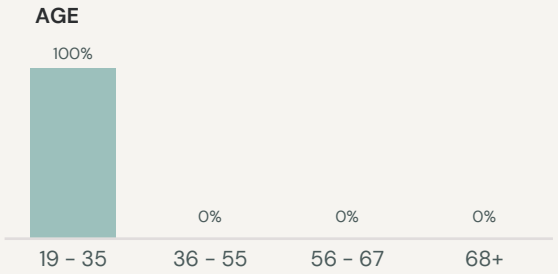
VIC WORKFORCE DATA 2025 - 2026

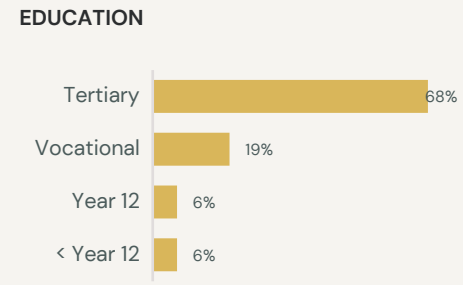
UNDER 36 PROFILE

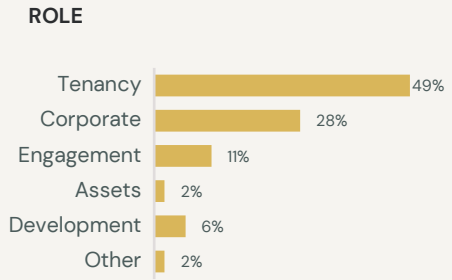


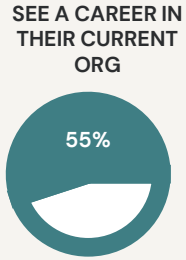


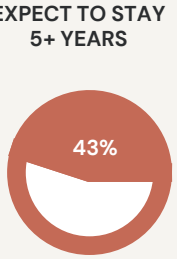


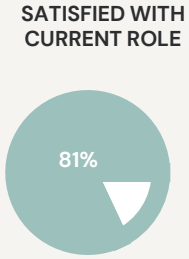


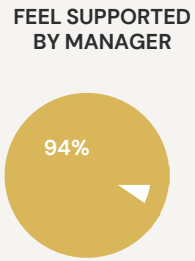










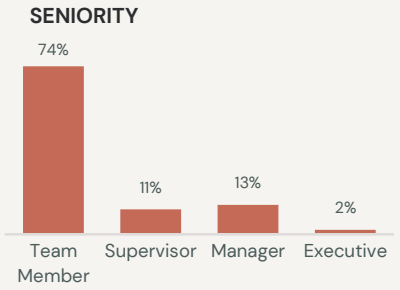


32% have lived experience of housing insecurity

6% identify as Aboriginal and/or Torres Strait Islander

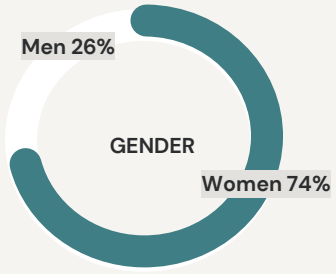
28% identify as culturally and linguistically diverse

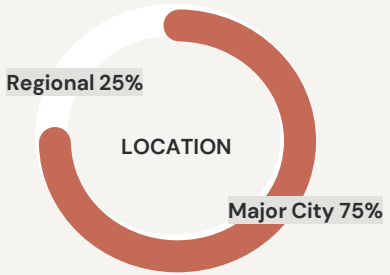
30% speak a language other than English

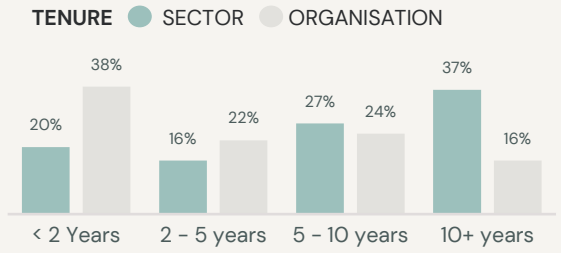


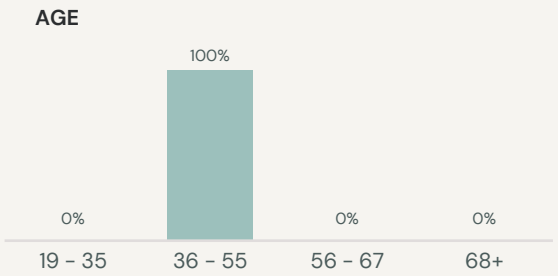
- **Newer to the sector and to their organisation**: 40% have 5+ years in the community housing sector, but only 17% have been at their current organisation for 5+ years.
- **Concentrated in client-facing roles**: 74% are team members and 60% work in tenancy management or community engagement, while just 15% hold manager or executive positions (vs 28% of the workforce overall).
- **Satisfied and supported, but less settled long-term:** 81% are satisfied in their current role and 94% feel supported by their manager, and 55% see a career path within their current organisation; however, only 43% expect to stay five or more years.

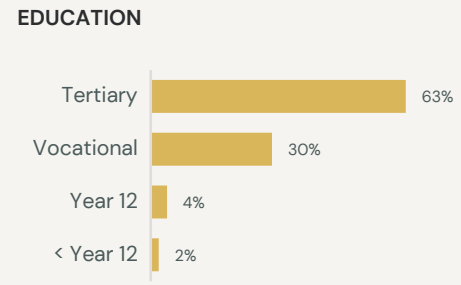
36 – 55 PROFILE

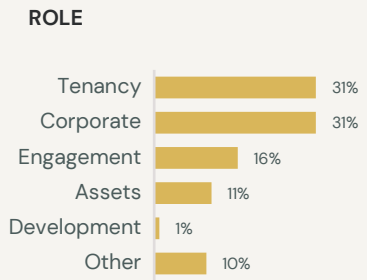


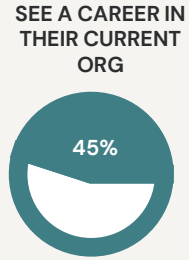


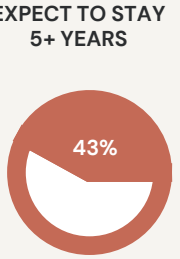


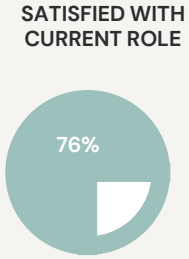


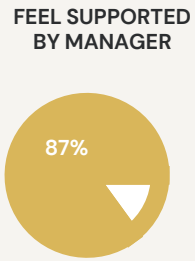










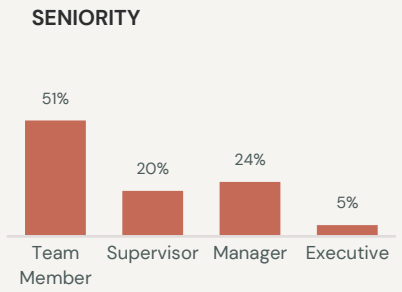


23% have lived experience of housing insecurity

6% identify as Aboriginal and/or Torres Strait Islander

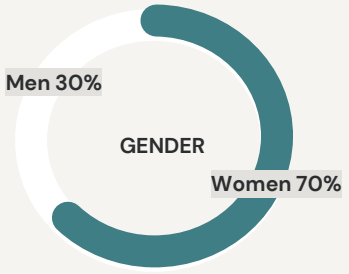
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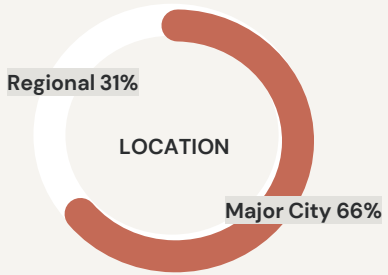
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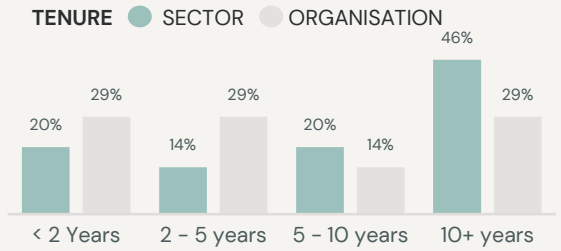


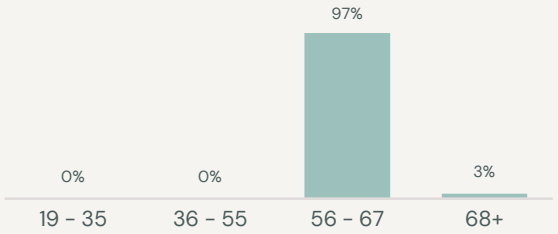
- **The largest cohort:** at 50% of respondents, this is the largest age group. They are also experienced with 64% having five or more years in the community housing sector and 37% having a decade or more.
- **Concentration of leadership:** 49% hold a supervisor, manager or executive role. Work is split fairly evenly between corporate services and tenancy management (both 31%).
- **Committed but not certain long-term:** 45% see a career path within their current organisation and 76% are satisfied in their role, yet only 43% expect to stay five or more years.

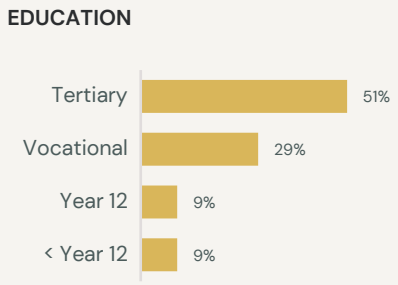
56+ PROFILE

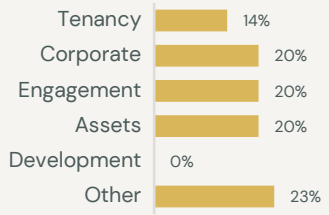


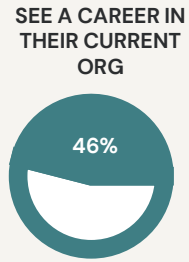


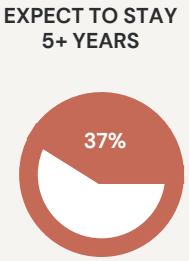


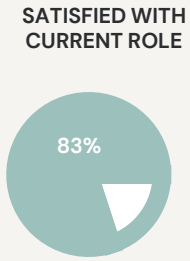


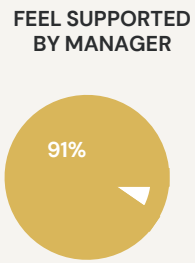










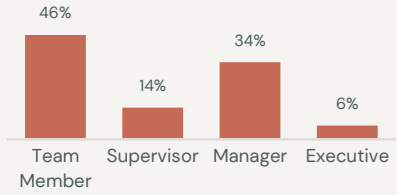


37% have lived experience of housing insecurity

3% identify as Aboriginal and/or Torres Strait Islander

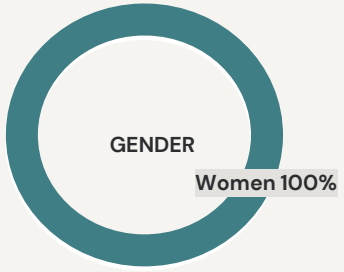
14% identify as culturally and linguistically diverse

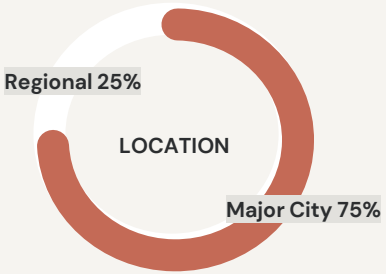
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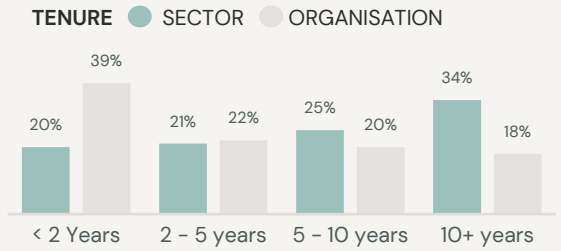


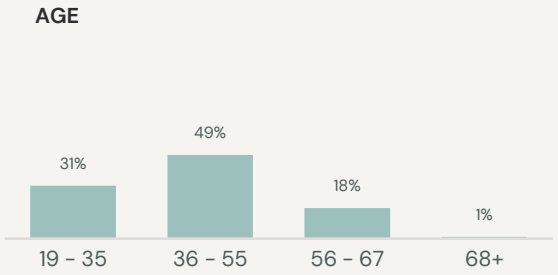
- **The most experienced cohort:** almost half (46%) have worked in the community housing sector for 10 or more years, and two-thirds (66%) for five or more. They are also the most likely to hold leadership: 54% are supervisors, managers or executives, with more than a third (34%) managers.
- **Settled and satisfied, but closer to leaving:** this group reports the highest satisfaction of any age group (83%) and strong manager support (91%), yet only 37% expect to stay five or more years, consistent with a cohort approaching retirement.
- **The most likely to bring lived experience:** more than a third (37%) report lived experience of housing insecurity, the highest of any age cohort.

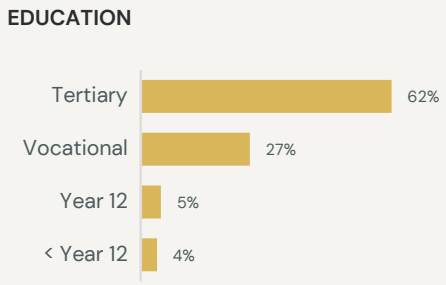
WOMEN PROFILE

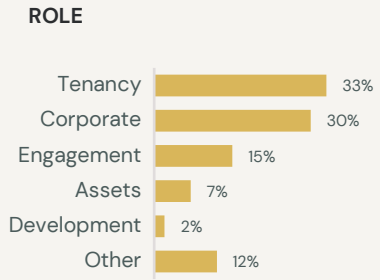


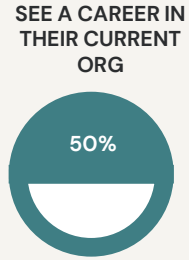


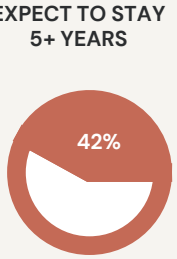


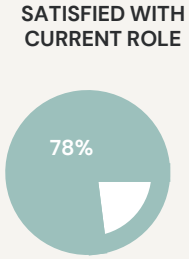












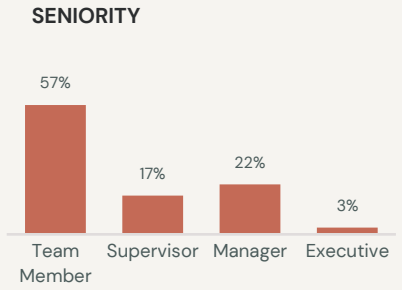


32% have lived experience of housing insecurity

7% identify as Aboriginal and/or Torres Strait Islander

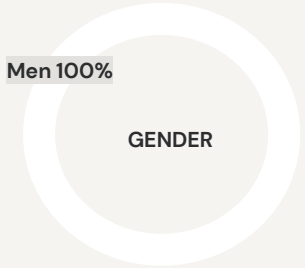
23% identify as culturally and linguistically diverse

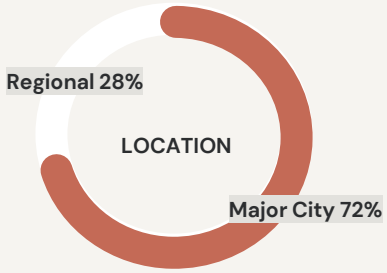
26% speak a language other than English

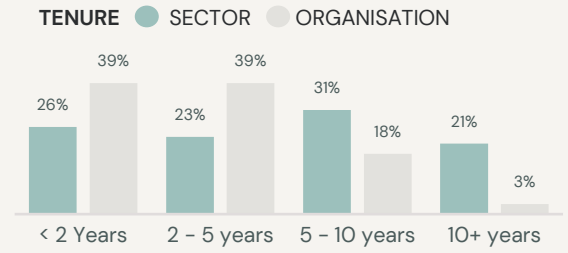


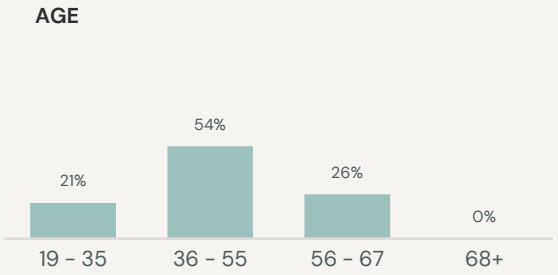
- **The majority of the Victorian workforce:** women make up 76% of respondents. They are concentrated in tenancy management (33%) and corporate services (30%), and less represented in asset management (7%) and development (2%).
- **At parity with men in leadership:** 43% of women hold a supervisor, manager or executive role, effectively the same as men (44%). Women are equally likely to be team members (57%) as men (56%).
- **Committed to the sector:** half of women (50%) see a career path within their current organisation and 42% expect to stay five or more years, both higher than for men (41% and 33%). Women are also more likely to report lived experience of housing insecurity (32%, vs 23% of men).

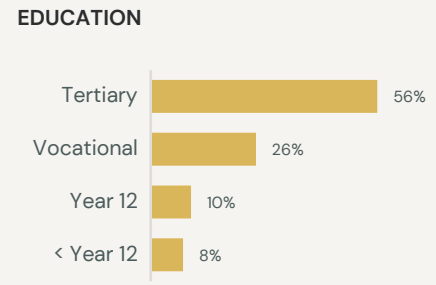
MEN PROFILE

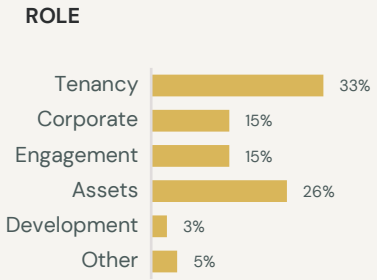


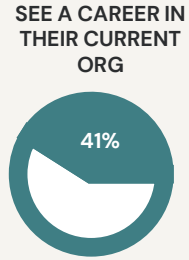


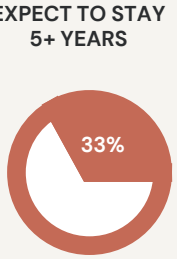


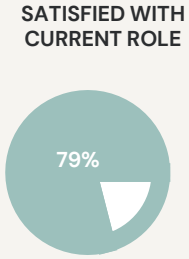


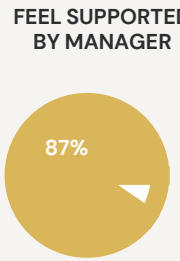










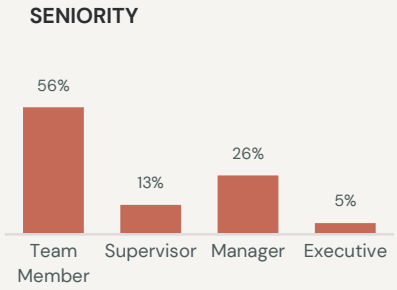


23% have lived experience of housing insecurity

-% identify as Aboriginal and/or Torres Strait Islander

26% identify as culturally and linguistically diverse

26% speak a language other than English

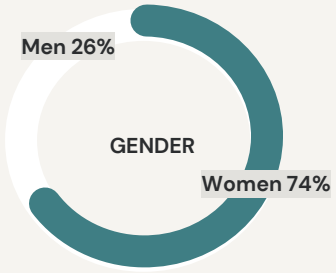


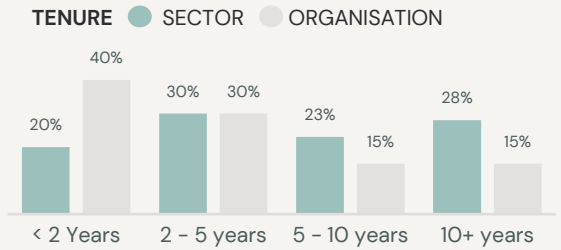
Around a quarter of the workforce, and more concentrated in asset management: men make up 24% of respondents. A quarter (26%) work in asset management (far more than the 7% of women in that area) while a third (33%) are in tenancy management.

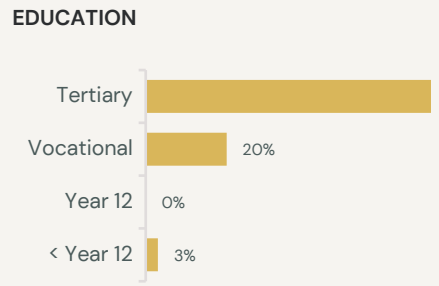
At parity with women in leadership: 44% of men hold a supervisor, manager or executive role, essentially the same as women (43%). Just over half (56%) are team members.

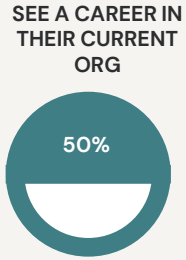
Less settled in the sector than women: only 33% of men expect to stay five or more years and 41% see a career path within their current organisation, both lower than for women (42% and 50%). Men are also less likely to report lived experience of housing insecurity (23%, vs 32% of women).

CALD PROFILE

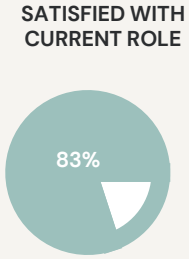


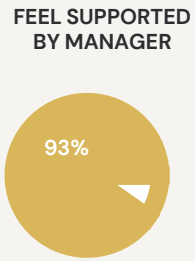


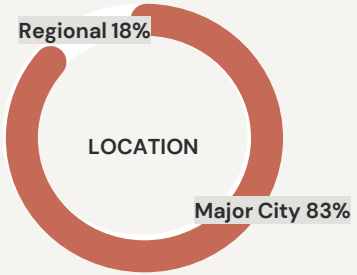


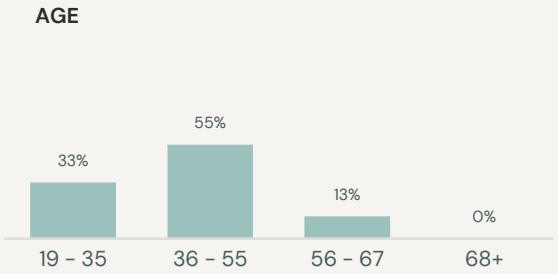


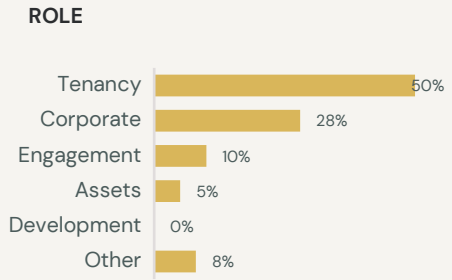










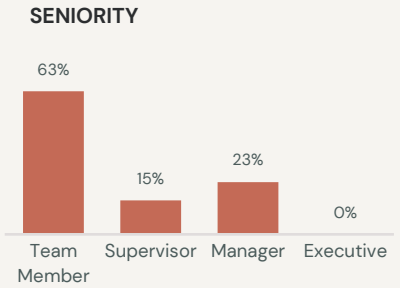






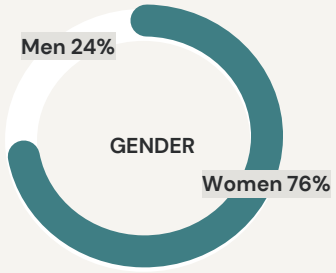


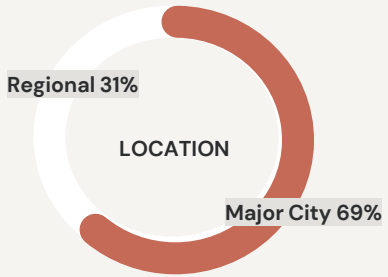


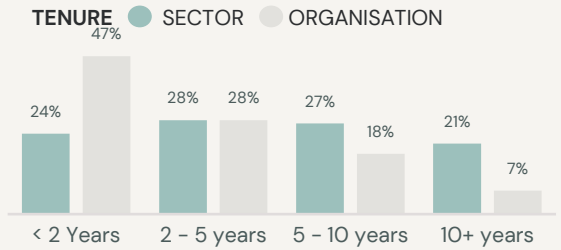


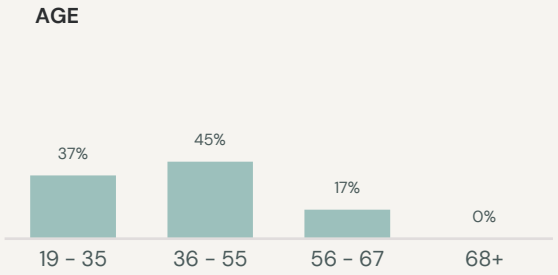
- **A metropolitan, tertiary-educated group:** 24% of the workforce identify as culturally and linguistically diverse. They are more concentrated in major cities than other staff (83% vs 73% of non-CALD) and considerably more likely to hold a tertiary qualification (75% vs 57%). More than three-quarters (78%) speak a language other than English.
- **Concentrated in tenancy management, less in leadership:** half (50%) work in tenancy management, well above the 27% of non-CALD staff, and 63% are team members. Culturally and linguistically diverse staff are somewhat less likely to hold a supervisor, manager or executive role (38% vs 45% of non-CALD staff).
- **The most committed to staying:** half (50%) expect to remain in the sector five or more years, above the 38% of non-CALD staff. They also report high satisfaction (83%) and manager support (93%).

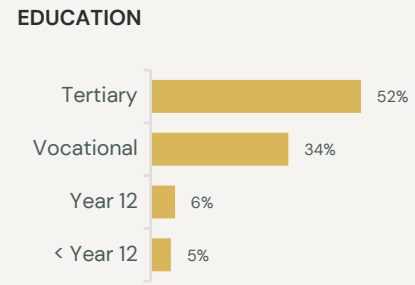
FRONTLINE STAFF PROFILE

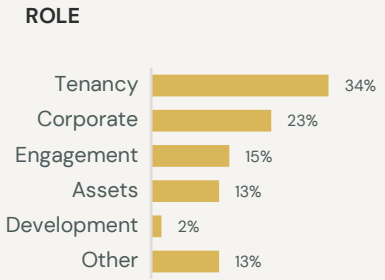


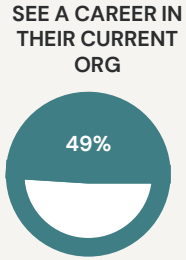


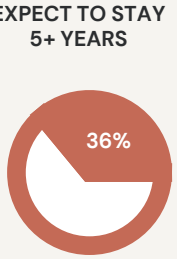


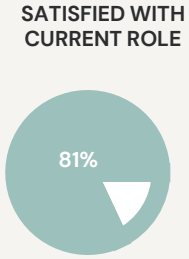


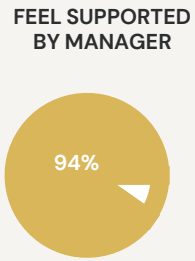










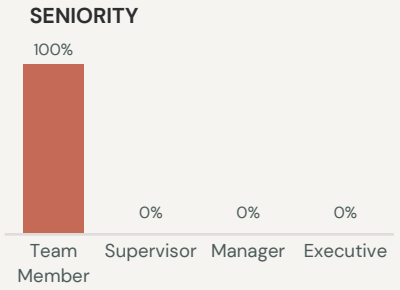


26% have lived experience of housing insecurity

4% identify as Aboriginal and/or Torres Strait Islander

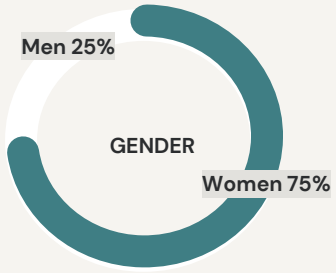
27% identify as culturally and linguistically diverse

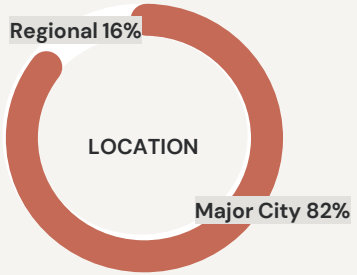
30% speak a language other than English

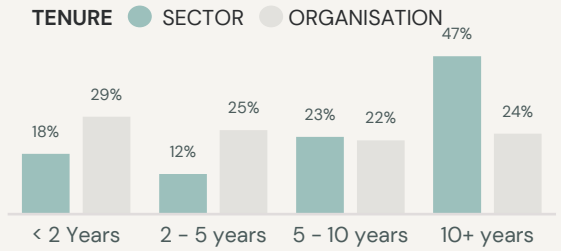


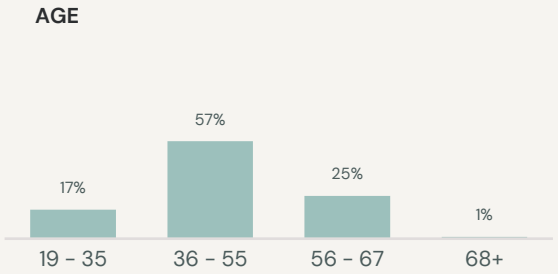
- **The majority of the workforce, and the youngest:** frontline team members make up 56% of respondents. They are more likely than those in leadership to be under 36 (37% vs 17%) and to hold a vocational rather than tertiary qualification (34% vs 16%).
- **Satisfied, but not settled long-term:** frontline staff report higher satisfaction than those in leadership (81% vs 74%) and feel strongly supported by their managers (94%). However, fewer expect to stay five or more years (36% vs 47% of leaders), and almost half (47%) have been at their current organisation less than two years.
- **More regional and more likely to bring lived experience:** frontline roles are more regionally spread than leadership (31% regional), and around a quarter (26%) report lived experience of housing insecurity.

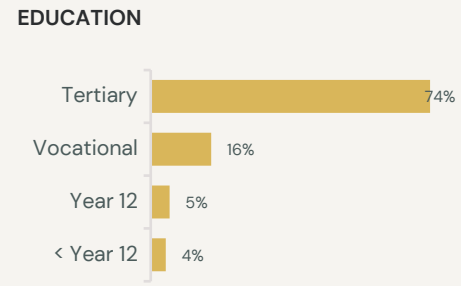
LEADERSHIP STAFF PROFILE

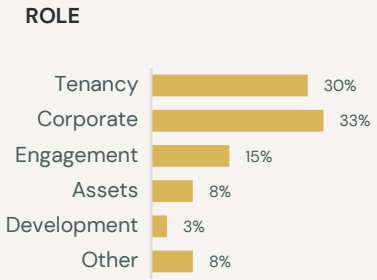


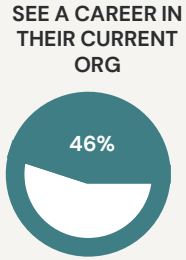


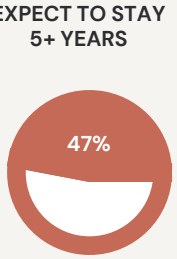


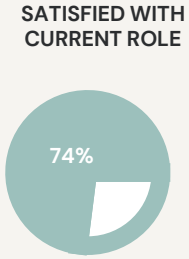


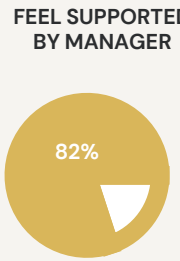










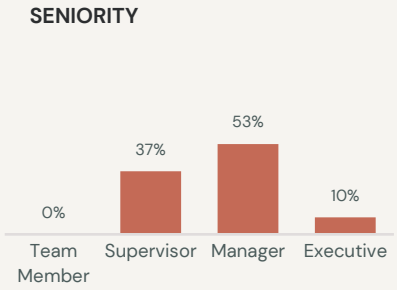


33% have lived experience of housing insecurity

7% identify as Aboriginal and/or Torres Strait Islander

21% identify as culturally and linguistically diverse

23% speak a language other than English

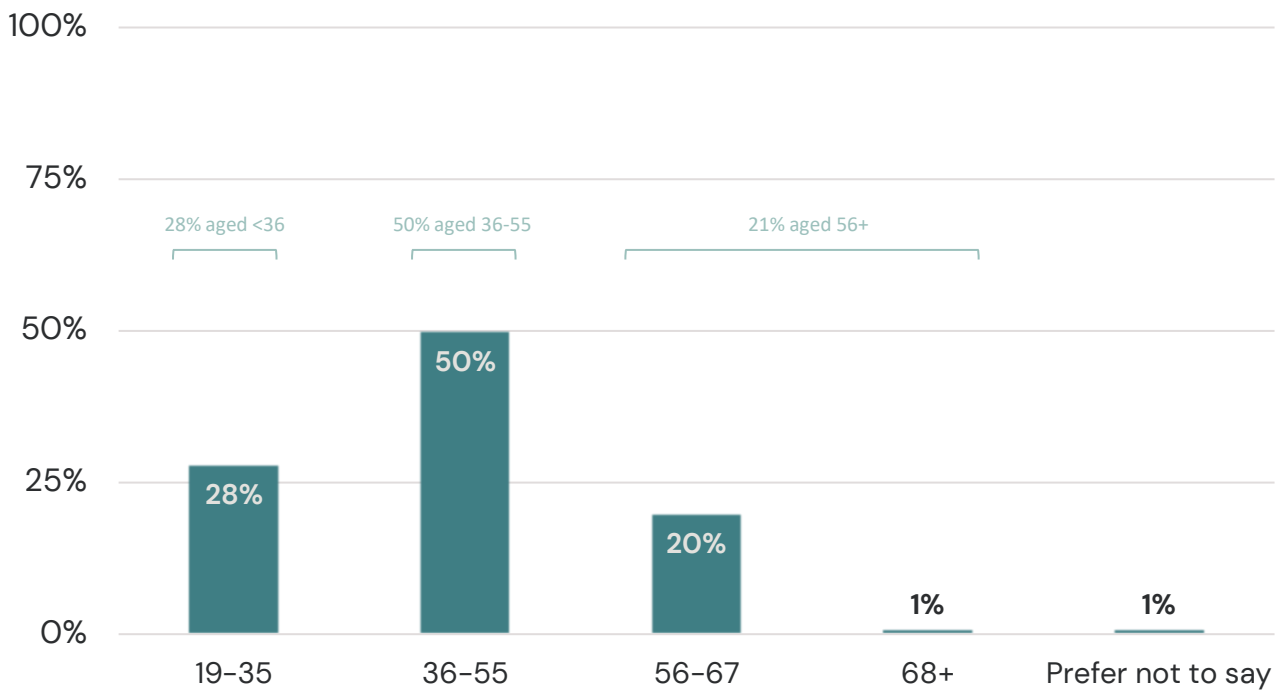


- **A long-serving, tertiary-educated group:** the 44% of respondents in supervisor, manager or executive roles comprise 53% managers, 37% supervisors and 10% executives. Nearly three-quarters (74%) hold a tertiary qualification, and almost half (47%) have 10 or more years in the community housing sector.
- **Metropolitan and concentrated in corporate services:** leaders are more concentrated in major cities than frontline staff (82% vs 69%) and more likely to work in corporate services (33% vs 23%). Tenancy management remains the second largest area at 30%, while asset management accounts for just 8%.
- **Committed and stable, but slightly less satisfied than frontline:** leaders are one of the most likely groups expecting to stay five or more years (47%), yet report somewhat lower satisfaction (74%) and manager support (82%) than frontline staff.

DEMOGRAPHICS

VIC WORKFORCE DATA 2025 - 2026

AGE



Commentary

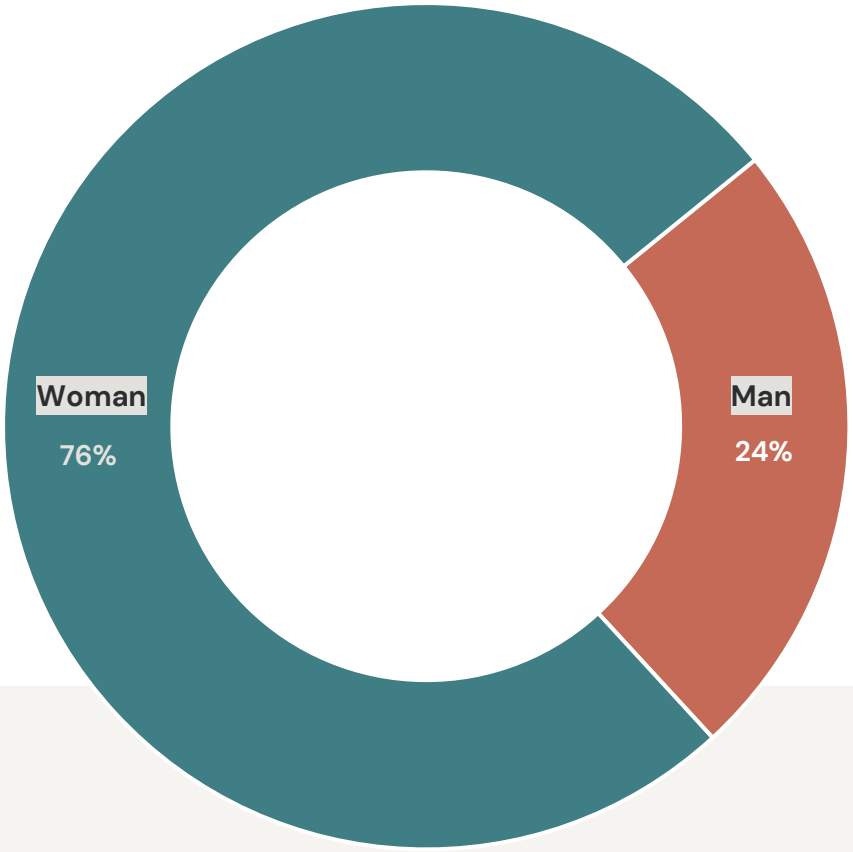
Half the Victorian workforce (50%) are aged 36–55, with a further 21% aged 56 or over. Women are proportionally more represented in the youngest age band than men — 31% of women are 19–35, against 21% of men. While men are proportionally more represented at 56+ (26% vs 19% of women).

Key Insights

- Half the workforce (50%) is aged 36–55.
- Younger staff (19–35) skew female: 31% of women vs 21% of men.
- Older staff (56+) skew male: 26% of men vs 19% of women.

Sample of n=166

GENDER



Commentary

The Victorian workforce predominantly identifies as women (76%). In terms of roles, 44% of men and 43% of women hold supervisor, manager or executive roles, and women make up a similar share of both frontline (76%) and management (75%) positions. Only asset management is majority-male (56%); corporate services (86%) and "other" roles (88%) are strongly female. Women are somewhat more likely than men to report lived experience of housing insecurity (32% vs 23%). All nine Aboriginal and/or Torres Strait Islander respondents identify as women, though this is a small group.

Key Insights

- Women make up 76% of the workforce.
- Leadership representation is near-even by gender: 44% of men and 43% of women hold senior roles.
- Asset management is the only work area where men are the majority (56%); corporate services is 86% women.

Sample of n=161

LOCATION



MAJOR CITIES

75% OF WORKFORCE

The metropolitan workforce is younger, more culturally and linguistically diverse, more multilingual, more tertiary-educated, and holds a higher proportion of management and supervisory roles.



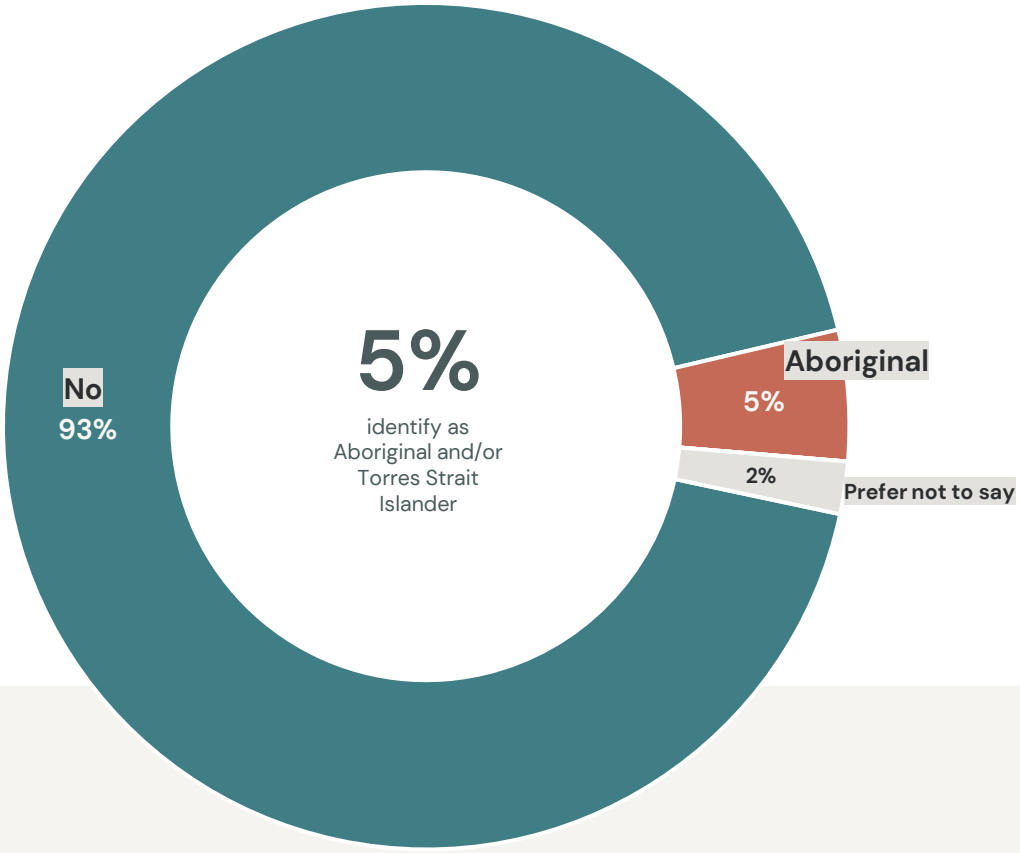
REGIONAL AUSTRALIA

25% OF WORKFORCE

The regional workforce is older, less culturally and linguistically diverse, less likely to be multilingual, more concentrated in frontline roles, and slightly more likely to report lived experience of housing insecurity.

Sample of n=167

FIRST NATIONS



Commentary

Five per cent of the Victorian workforce identify as Aboriginal and/or Torres Strait Islander (n=9). All nine identified specifically as Aboriginal; none identified as Torres Strait Islander or both.

Among them, all nine are women and most work in major cities (six of nine). Most hold a tertiary qualification (six of nine).

This is a small group, and its composition should be read as descriptive of these nine respondents rather than as workforce-wide patterns.

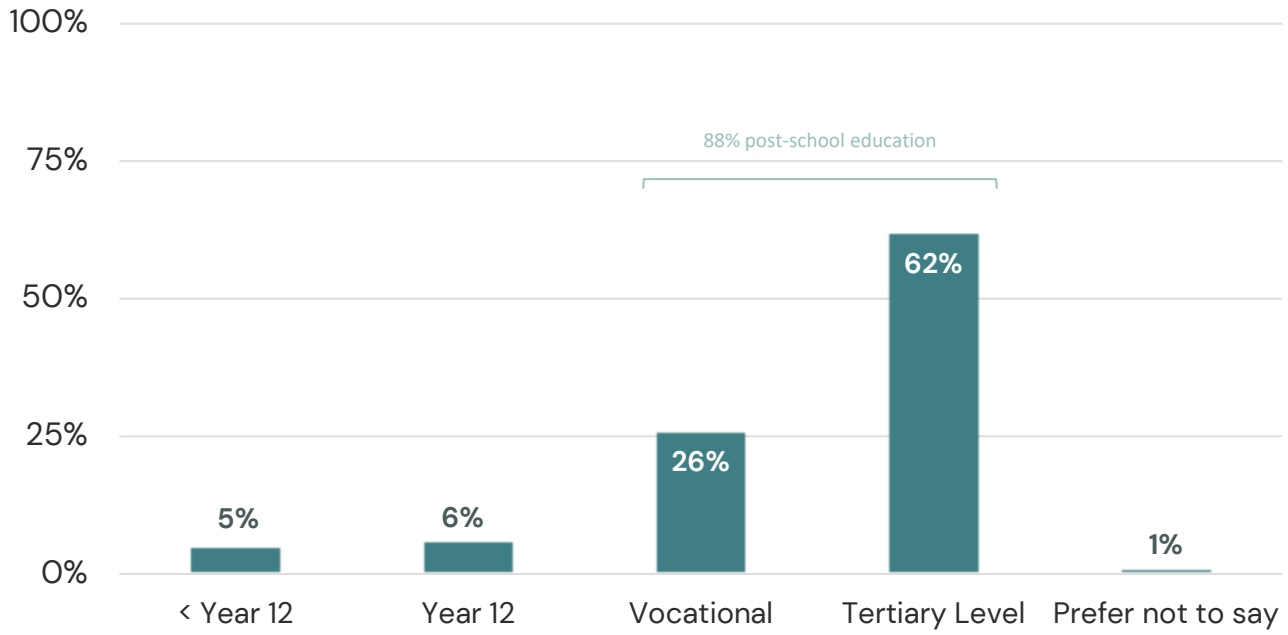
Note: Respondents were also offered Torres Strait Islander and Aboriginal and Torres Strait Islander as options, but no respondents selected these.

Sample of n=167

EDUCATION

Almost nine in ten of the Victorian workforce (88%) hold a post-school qualification, with 62% tertiary-educated and 26% vocationally trained. Men are somewhat more likely than women to have Year 12 or below as their highest qualification (18% vs 9%), while women are marginally more likely to be tertiary-qualified (62% vs 56%). Education levels differ more sharply by role: 74% of management hold a tertiary qualification, compared with 52% of frontline staff, who are more than twice as likely to hold a vocational qualification (34% vs 16%).

LEVEL OF EDUCATION



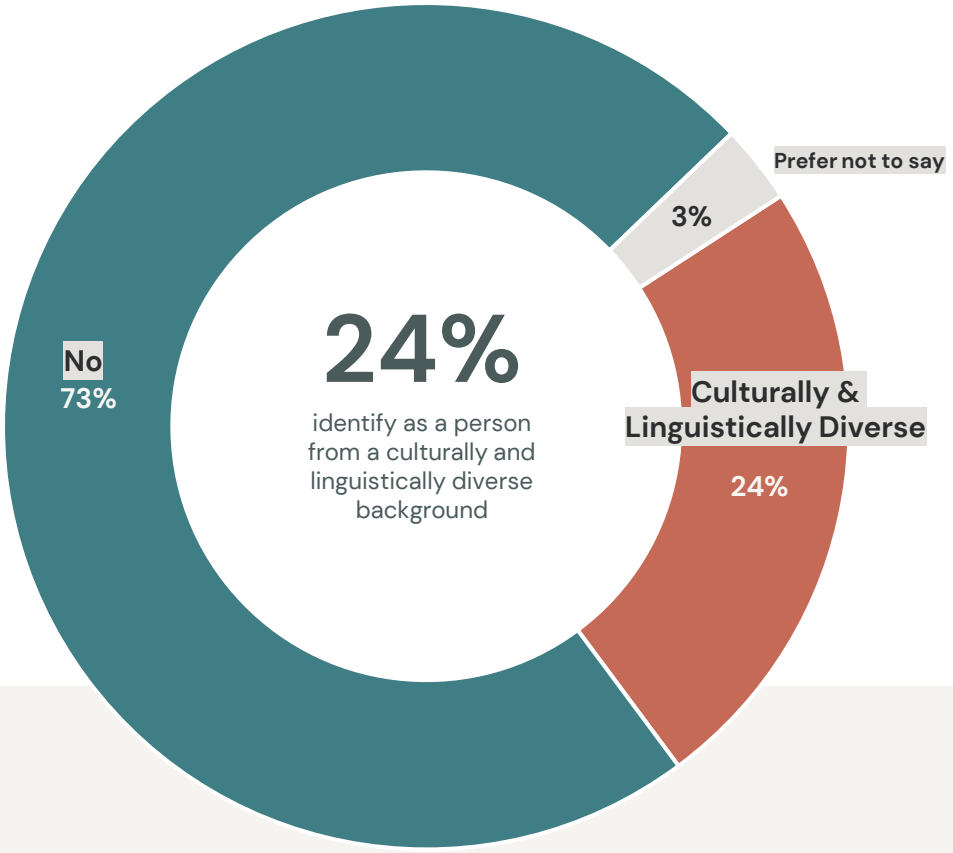
Sample of n=167

QUALIFICATION BY FIELD OF STUDY

	%	n=
Arts / humanities / social sciences	32%	40
Business / accounting / finance	28%	35
Social work / community services / counselling	25%	31
Property / real estate / construction / housing	22%	28
Law / justice / criminology	6%	7
Health / nursing / allied health	5%	6
Engineering / science / environment	4%	5
Education / training	4%	5
IT / technology	2%	3
Trades	2%	2
Unspecified	6%	7

Note: Based on the n=126 respondents with a post-school qualification who described their field of study (21 did not specify). Multi-response — respondents could list more than one field, so percentages sum to more than 100%.

CULTURALLY & LINGUISTICALLY DIVERSE



Commentary

Almost one in four of the Victorian workforce (24%) identify as culturally and linguistically diverse, and 27% speak a language other than English at a conversational level. Among culturally and linguistically diverse staff, 78% speak a language other than English. Metropolitan staff are more likely to identify as culturally and linguistically diverse than regional staff (27% vs 17%). The most commonly named languages are Greek, Italian and Spanish, though respondents named 27 different languages in total.

Key Insights

- 24% identify as culturally and linguistically diverse.
- 27% speak a language other than English at a conversational level.
- Metropolitan staff are more likely to be culturally and linguistically diverse than regional staff (27% vs 17%).

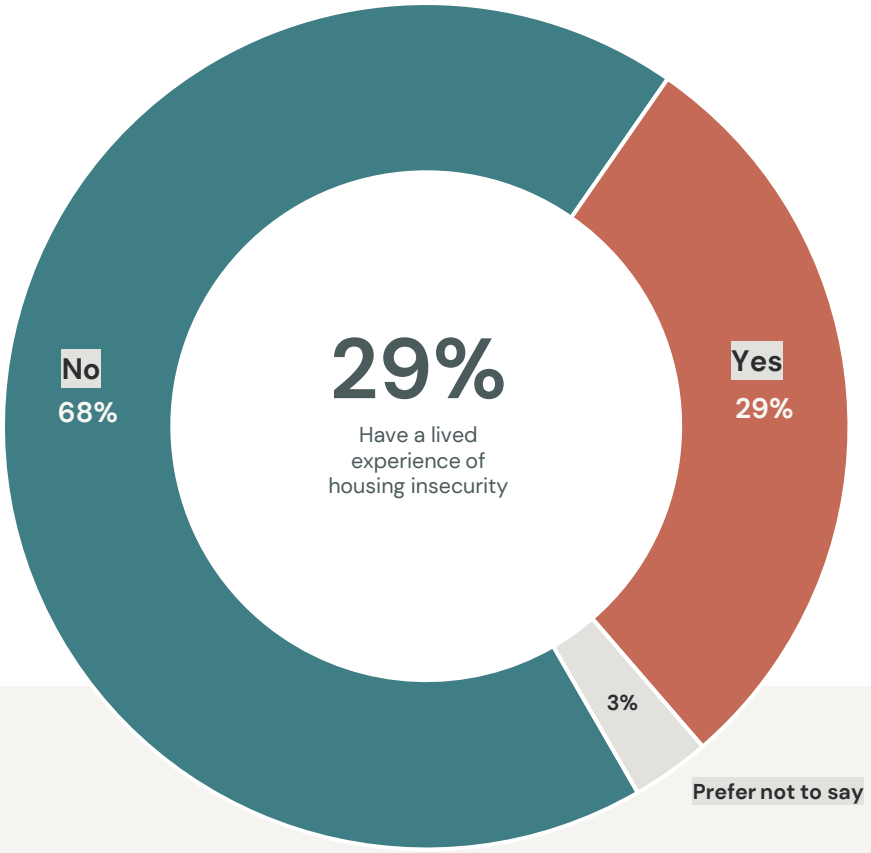
27%

SPEAK A LANGUAGE OTHER THAN ENGLISH

The total workforce speaks at least 27 languages other than English. The most commonly spoken are Greek (n=5), Italian (n=4) and Spanish (n=3), followed by Somali, Hindi, Vietnamese, French, Mandarin and German (n=2 each). A further 18 languages were each named once

Sample of n=166

LIVED EXPERIENCE OF HOUSING INSECURITY



Commentary

Almost three in ten (29%) report a lived experience of housing insecurity. Women are more likely to report it than men (32% vs 23%). It is somewhat more common among regional staff (32% vs 28% metropolitan) and among those in management roles (33% vs 26% frontline).

Lived experience is most concentrated among staff who did not complete Year 12 (7 of 8 respondents in that small group) and among the longest-serving: 40% of those with 10+ years in the sector report it.

Key Insights

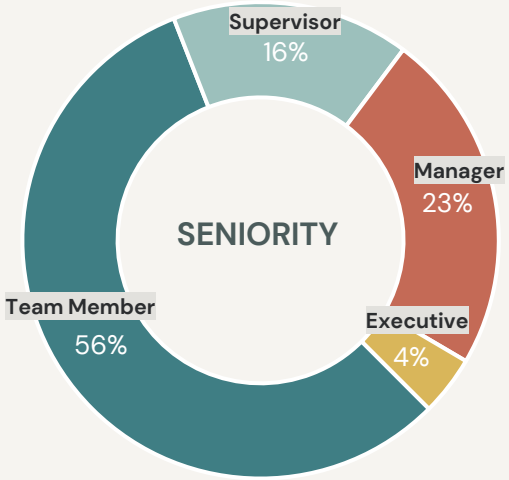
- 29% of the workforce have lived experience of housing insecurity.
- Women are more likely to report it than men (32% vs 23%).
- Rates are higher among the longest-serving staff (39% of those with 10+ years in the sector).

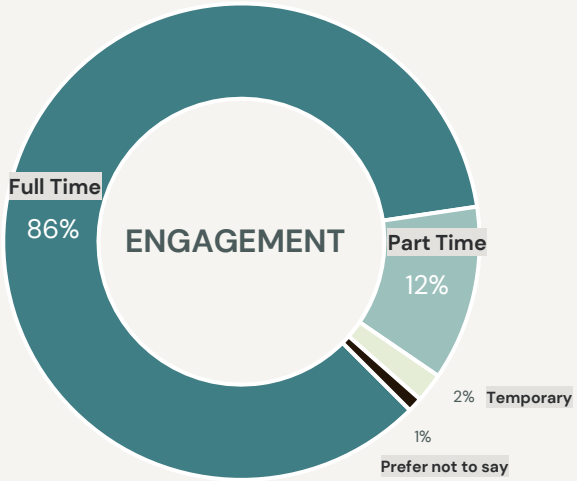
Sample of n=165

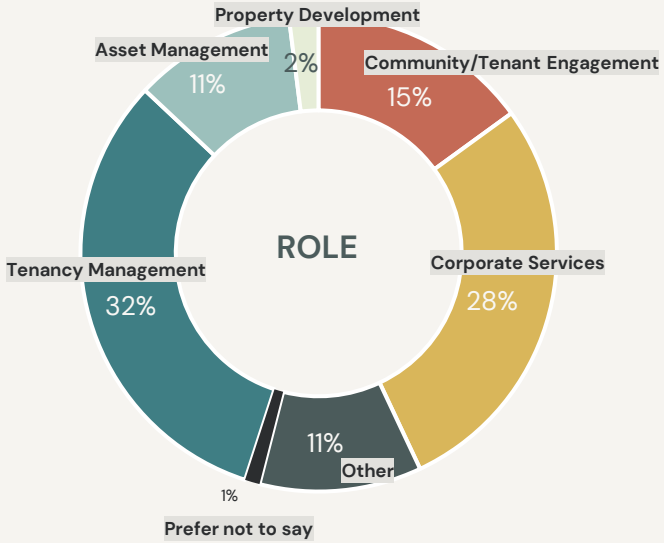
WORK

VIC WORKFORCE DATA 2025 - 2026

WORK PROFILE





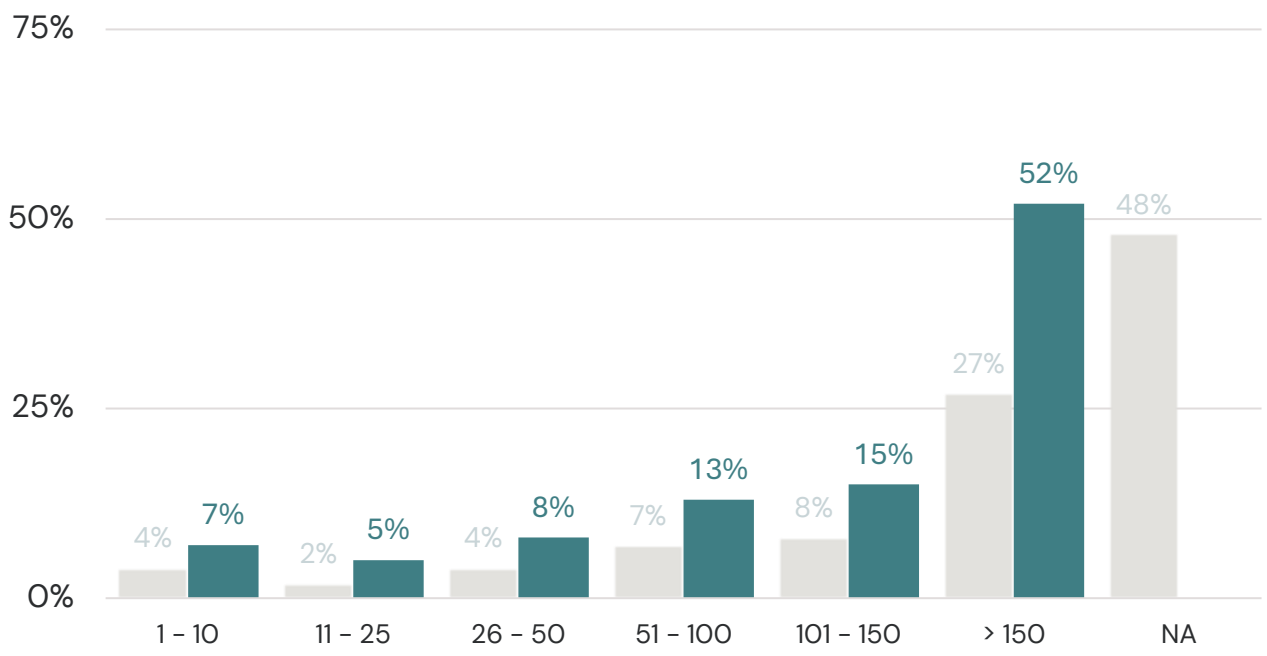


Commentary

- Seniority: Just over half of staff (56%) are frontline team members; 23% are managers, 16% supervisors and 4% executives, meaning 44% hold a supervisory, management or executive role. Seniority is close to even by gender; 43% of women and 44% of men hold a senior role.
- Engagement: 86% of the workforce is full-time. Part-time work is far more common among regional staff (24% vs 7% metropolitan) and frontline roles (16% vs 5% management), and is also slightly more common among staff aged 56+ (17%).
- Role: Tenancy management (32%) and corporate services (28%) are the two largest work areas, together accounting for 60% of the workforce. Work areas are gendered: asset management is the only area where men are the majority (56%), while corporate services (86%), tenancy management (75%) and community engagement (75%) are strongly female. Staff aged under 36 are concentrated in tenancy management (49%).

Sample: Seniority n=167, Engagement n=165, Role n=167

NO. OF PROPERTIES RESPONSIBLE FOR



48% 150 or less properties

Commentary

Almost half (48%) of respondents indicated this question was not applicable to them, reflecting roles without direct property or tenant management duties.

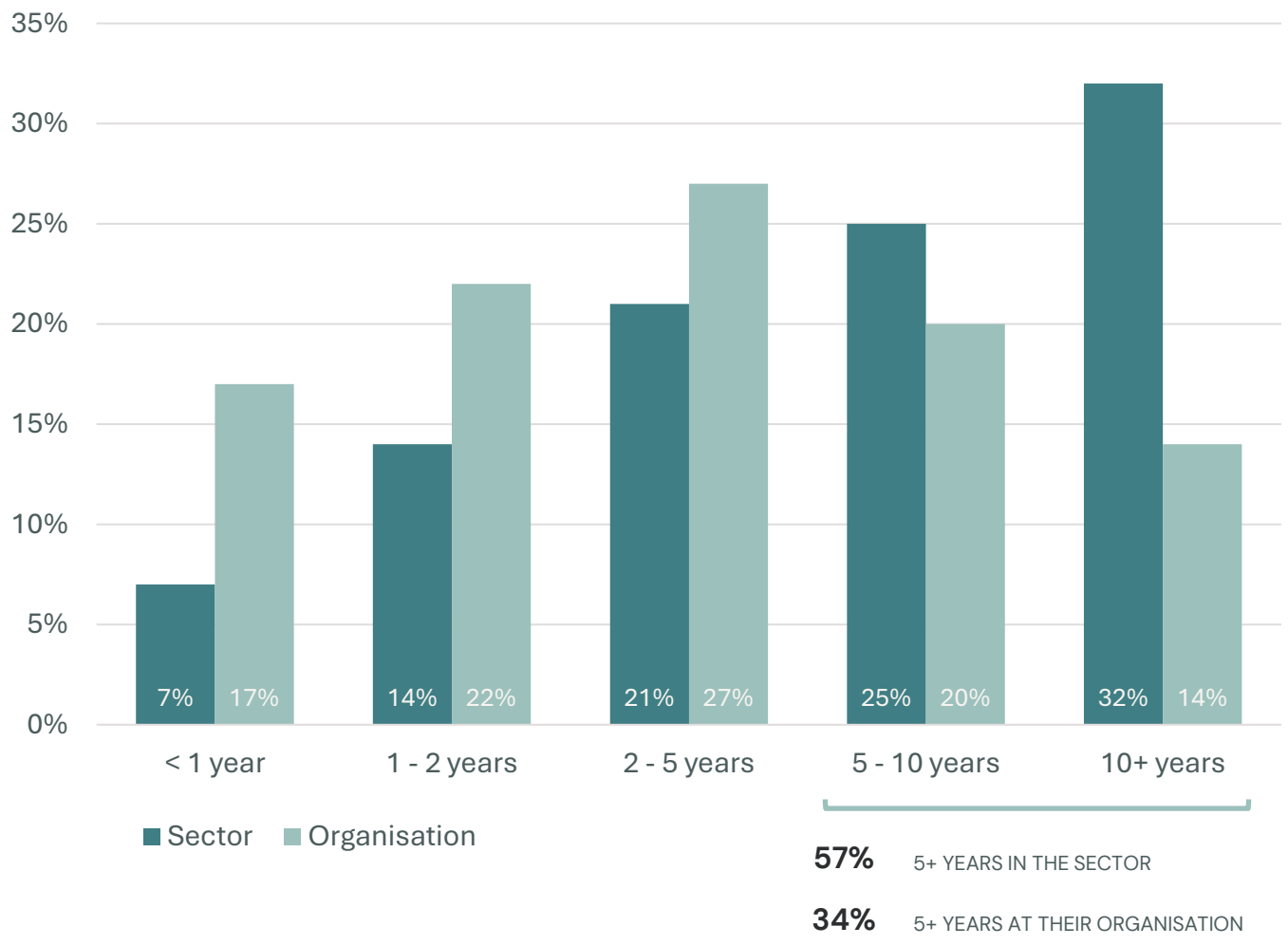
Among the 85 respondents who do carry a caseload (represented by teal bars), workloads are weighted toward the high end: just over half (52%) are responsible for more than 150 properties, while the remaining 48% manage 150 or fewer. At the other end, one in five (20%) manage 50 properties or fewer.

Sample of n=165; caseload n=85

CAREER

VIC WORKFORCE DATA 2025 - 2026

TENURE



57% 5+ YEARS IN THE SECTOR

34% 5+ YEARS AT THEIR ORGANISATION

Sample of n=167 (sector) and n=166 (organisation).

SECTOR COMMITMENT

Over half the Victorian workforce (57%) have been in the community housing sector for five or more years, and almost a third (32%) for over a decade.

NEW ENTRANTS TO THE SECTOR

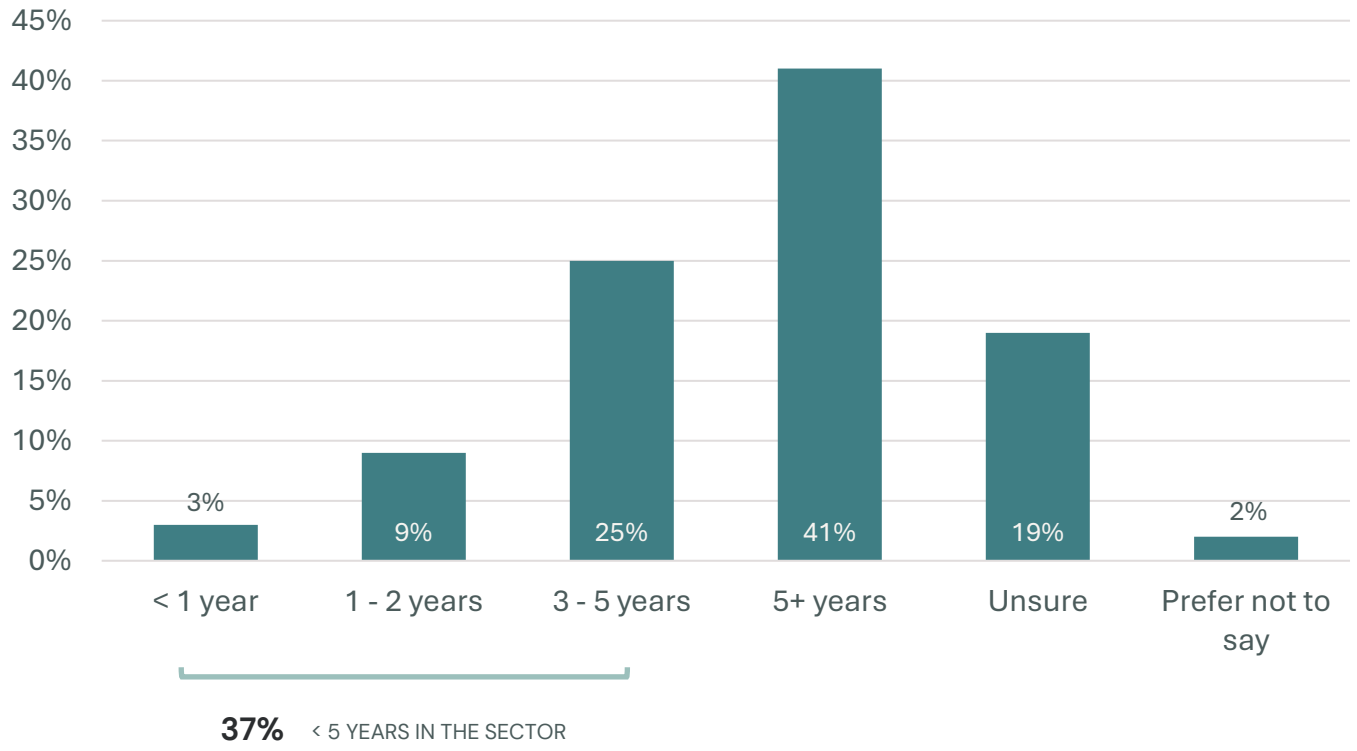
Around one in five (22%) have been in the sector less than two years. Recent entry is somewhat more common among men (13% are in their first year vs 6% of women) and metropolitan staff (8% vs 5% regional).

ORGANISATION RETENTION

Movement between employers is common: 39% of staff have been at their current organisation less than two years, against 22% who are that new to the sector overall.

EXPECTED TENURE IN SECTOR

Two in five (41%) expect to remain in community housing for more than five years, with a further 25% expecting three to five years. Just 12% plan to leave within two years, while 19% are unsure. Intent to stay long-term is broadly even across age groups (43% of under-36s, 43% of those aged 36–55, and 37% of those 56+ expect 5+ years). Culturally and linguistically diverse staff are more likely than others to see a long-term future in the sector (50% expect 5+ years, vs 38% of non-CALD staff).



Sample of n=166

PURPOSE DRIVES LONG-TERM COMMITMENT (n=40)

Those expecting to stay five or more years overwhelmingly describe a love of the work and its purpose; recurring themes are enjoyment, meaningful and impactful work, and a personal commitment to social justice and helping vulnerable people. A smaller group in this band intend to stay in the sector until retirement.

RETIREMENT, LIMITED PROGRESSION AND BURN OUT SHAPE THE 3–5 YEAR GROUP (n=30)

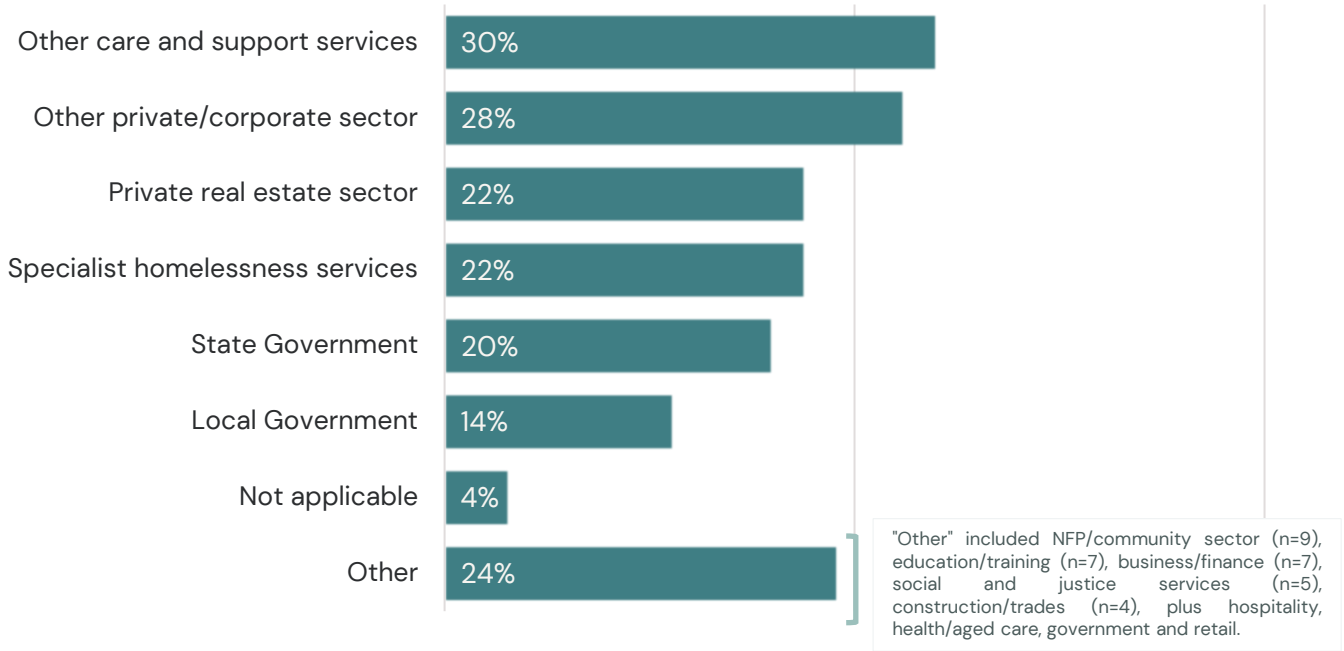
Those expecting to stay three to five years split between two distinct drivers. The most common is approaching retirement, with many describing a planned transition to retirement within five years. The second is burnout, exhaustion and limited progression; some describe being tired or "burnt out," or seeing minimal growth in their current role, prompting them to keep options open.

PROGRESSION AND RETIREMENT DRIVE EARLIER EXITS (n=16)

Those planning to leave within two years cite burnout and stress, unsupportive management, and insufficient pay relative to workload. Some are seeking career progression that their current organisation cannot offer. Retirement also accounts for a proportion of planned short-term exits.

Note: the above includes analysis of open-ended questions.

EMPLOYMENT IN OTHER SECTORS



Commentary

The workforce is drawn from a wide range of prior sectors. The most common backgrounds are other care and support services (30%) and other private or corporate roles (28%), followed by specialist homelessness services and the private real estate sector (both 22%). Government is also a notable source, with 20% having worked in State Government and 14% in Local Government. A further 24% named an "other" sector, most commonly the not-for-profit and community sector, education and training, or business, finance and professional services.

Key Insights

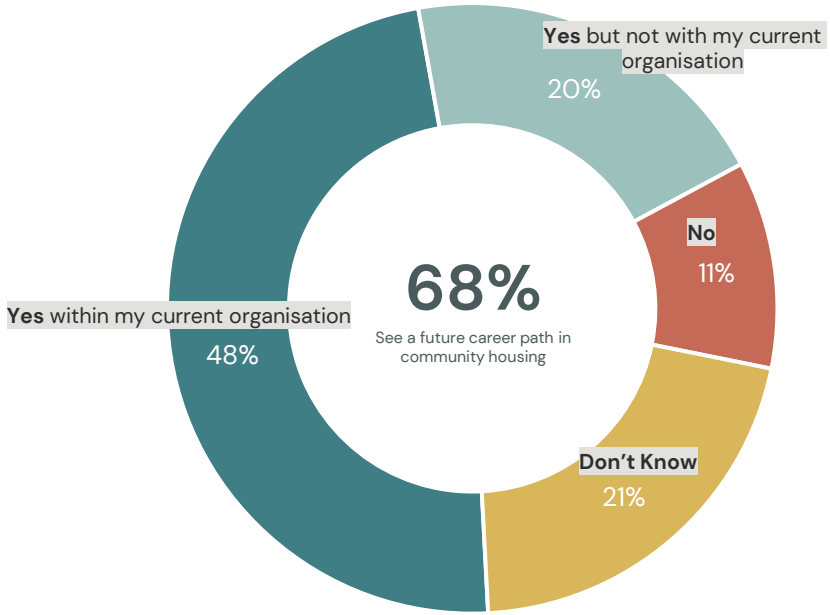
- Care and support services (30%) and private/corporate roles (28%) are the most common prior sectors.
- One in five (20%) came from State Government and 14% from Local Government.

Sample of n=167

CAREER PATH

Around two-thirds of respondents (68%) see a future career path in community housing, with most of these (48% of all respondents) seeing it within their current organisation, and a further 20% seeing it with another organisation. Just 11% see no career path, while 21% are unsure.

Optimism about progressing within one's current organisation is higher among under-36s (55%) than among those aged 36–55 (45%) or 56+ (46%), and highest among tenancy management staff (61%). It is broadly similar across organisation sizes (44% in small, 49% in medium and 49% in large organisations).



Sample of n=166

GROWTH, CULTURE AND PURPOSE RETAIN STAFF (n=50)

Those who see a career path within their current organisation most often point to visible growth and progression opportunities, frequently noting their organisation is expanding and creating new roles. Supportive leadership, positive team culture, values alignment and enjoyment of the work are also strong anchors.

LIMITED PROGRESSION AND LEADERSHIP CONCERNS PROMPT STAFF TO LOOK ELSEWHERE (n=29)

Those seeking a path outside their current organisation cite two main drivers: structural limits on advancement (often because their organisation is too small or has too flat a structure) and concerns about organisational culture, values or executive leadership.

RETIREMENT AND LIMITED OPPORTUNITIES ARE THE MAIN BARRIERS (n=16)

Those who see no career path fall mainly into two groups: staff approaching retirement or the end of their working life, and those who feel there is little scope for advancement in their organisation or the sector. A smaller number are content at their current level and not seeking progression.

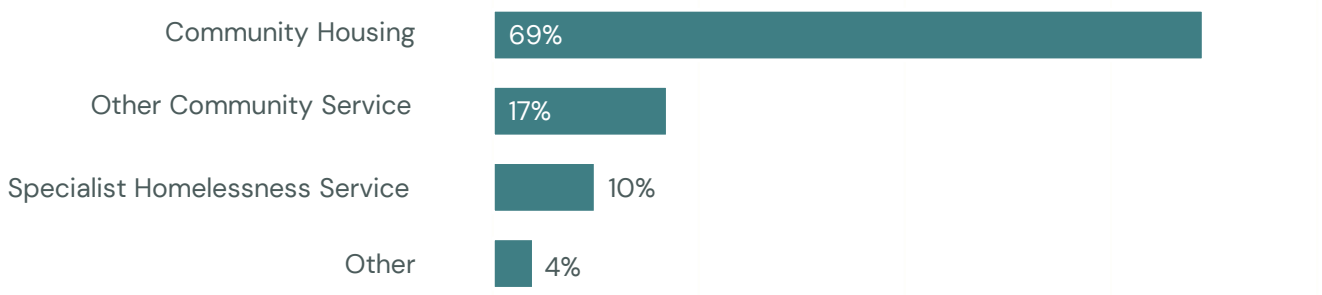
Note: the above includes analysis of open-ended questions.

EMPLOYER

VIC WORKFORCE DATA 2025 - 2026

ORGANISATION PROFILE

MAIN BUSINESS

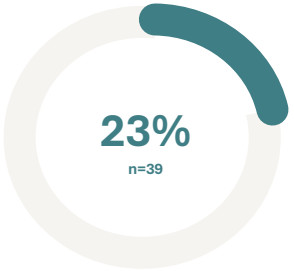


Commentary

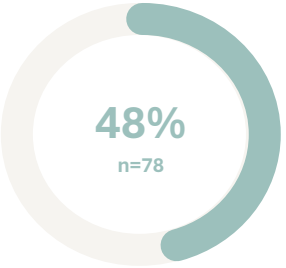
Around seven in ten respondents (69%) work for an organisation whose main business is community housing, with a further 17% in other community services or a combination of services, and 10% in specialist homelessness services. Almost half (48%) work for an organisation that operates across more than one jurisdiction. Nearly a quarter (23%) work for an Aboriginal Community Controlled Organisation. The large majority (84%) work for an organisation registered with the Victorian Housing Registrar, though 8% were unsure of their organisation's registration status.

Key Points

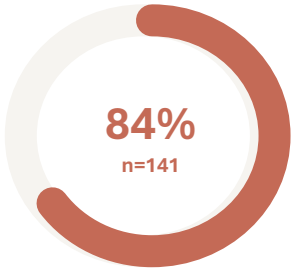
- 69% work in community housing as the organisation's primary business.
- 84% are registered with the Victorian Housing Registrar; 8% are unsure of their registration status.
- 23% work for an Aboriginal Community Controlled Organisation.



Are **Aboriginal Community Controlled Organisations**



Operate in **more than one jurisdiction**



Are registered with **the Victorian Housing Registrar**

Sample: main business n=167, registration n=167, ACCO n=166, jurisdiction n=164

SIZE OF ORGANISATION

60%

EMPLOYED BY ORGANISATION WITH 500+ TENANCIES

6 in ten employees work in an organisation with 500+ tenancies.

27%

EMPLOYED BY ORGANISATION WITH 2000+ TENANCIES

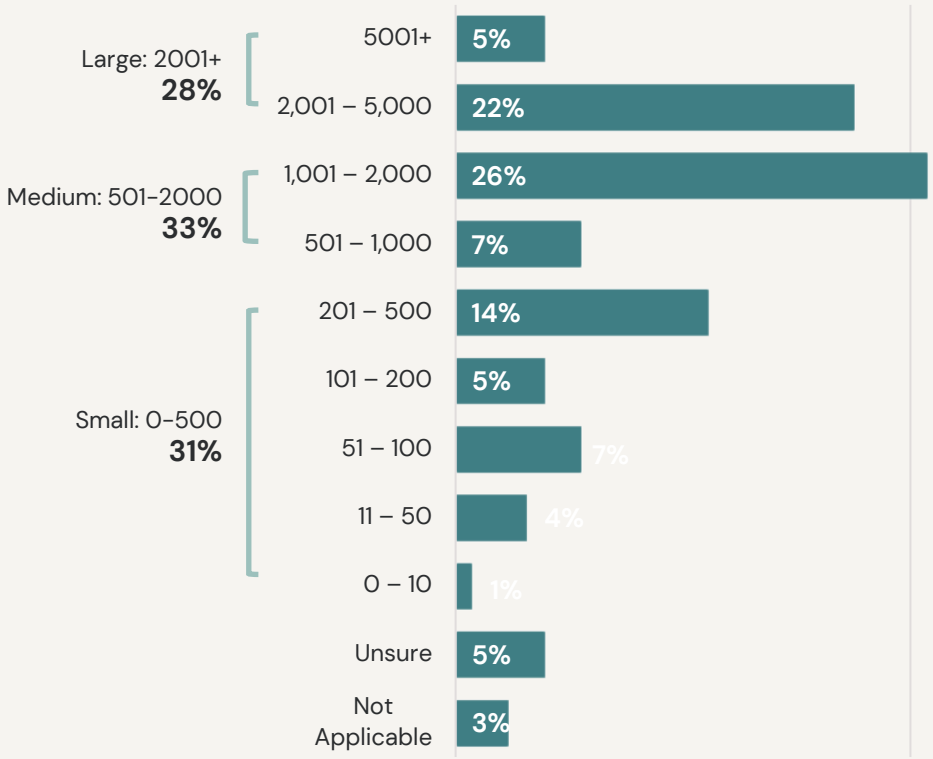
More than a quarter of employees work in an organisation with 2000+ tenancies.

Commentary

The Victorian workforce is spread fairly evenly across organisation sizes: around a third work for large providers with 2,000 or more tenancies (28%), a third for medium providers with 501–2,000 (33%), and a third for small providers with 500 or fewer (31%). The single most common size band is 1,001–2,000 tenancies (26%). Overall, 60% work for an organisation with 500 or more tenancies.

Regional staff are more likely to work for small providers (41% vs 28% in major cities) and less likely to work for large ones (15% vs 31%); the largest providers, with 5,000+ tenancies, are almost entirely metropolitan.

NUMBER OF TENANCIES



Sample of n=167

SATISFACTION

VIC WORKFORCE DATA 2025 - 2026

SATISFACTION

89%

FEEL SUPPORTED BY THEIR LINE MANAGER

Just over half (51%) feel supported all the time. Support is strongest among younger staff, with 62% of under-36s feeling supported all the time, compared with 43% of those aged 56+.

78%

ARE SATISFIED IN THEIR CURRENT ROLE

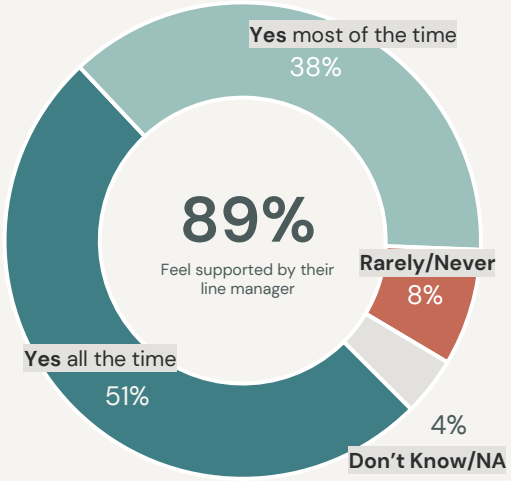
Almost a third (31%) are very satisfied. Satisfaction is high at both ends of the age range but lower in the middle; 40% of under-36s 46% of those aged 56+ and 21% of those aged 36-55 are very satisfied.

Commentary

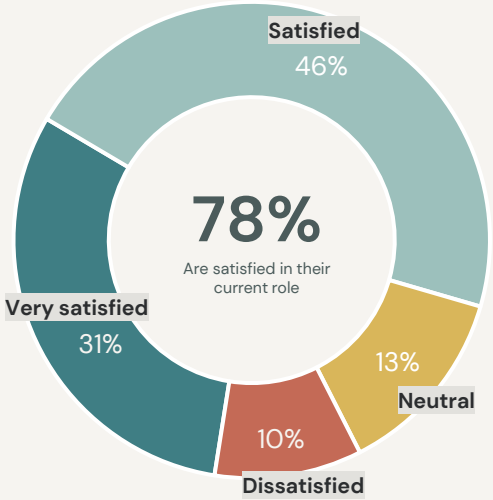
Both satisfaction and manager support are high across the Victorian workforce, with some variation between groups. Regional staff report higher satisfaction than those in major cities (39% very satisfied vs 28%). Frontline team members are slightly more likely to be satisfied than those in management roles (81% vs 74%). Culturally and linguistically diverse staff are marginally more likely to be very satisfied (35% vs 28% of non-CALD staff).

Sample: Support n=167, satisfaction n=166

SUPPORT FROM LINE MANAGER

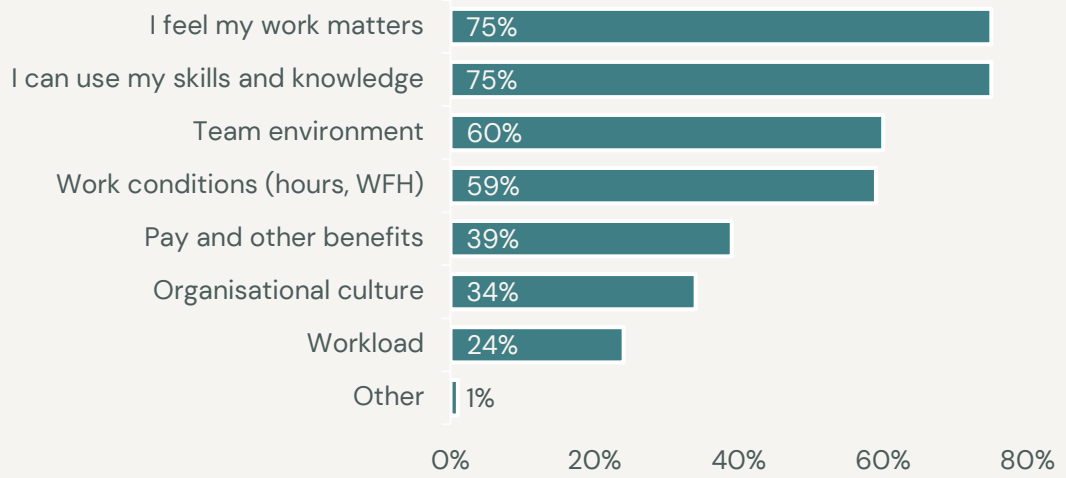


OVERALL SATISFACTION

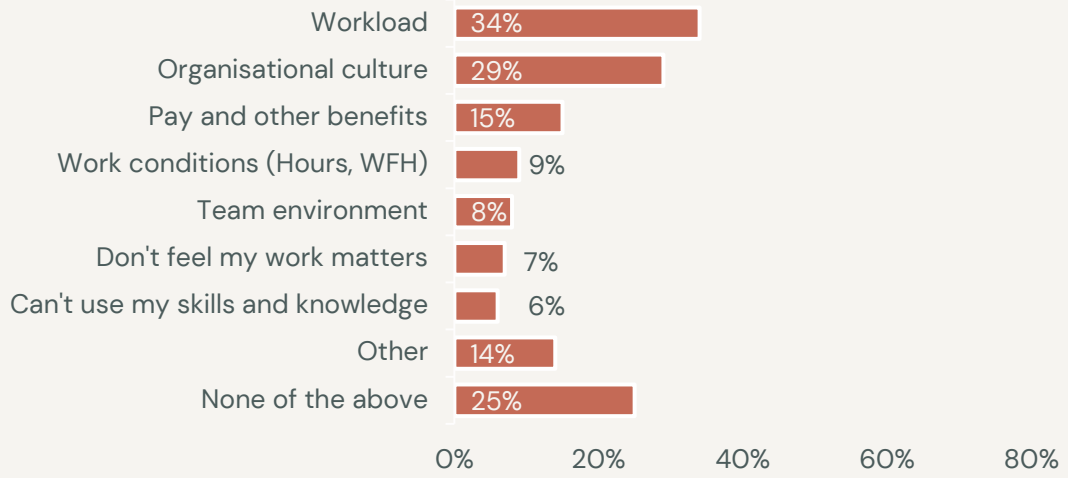


REASONS FOR SATISFACTION OR DISSATISFACTION

SATISFACTION



DISSATISFACTION



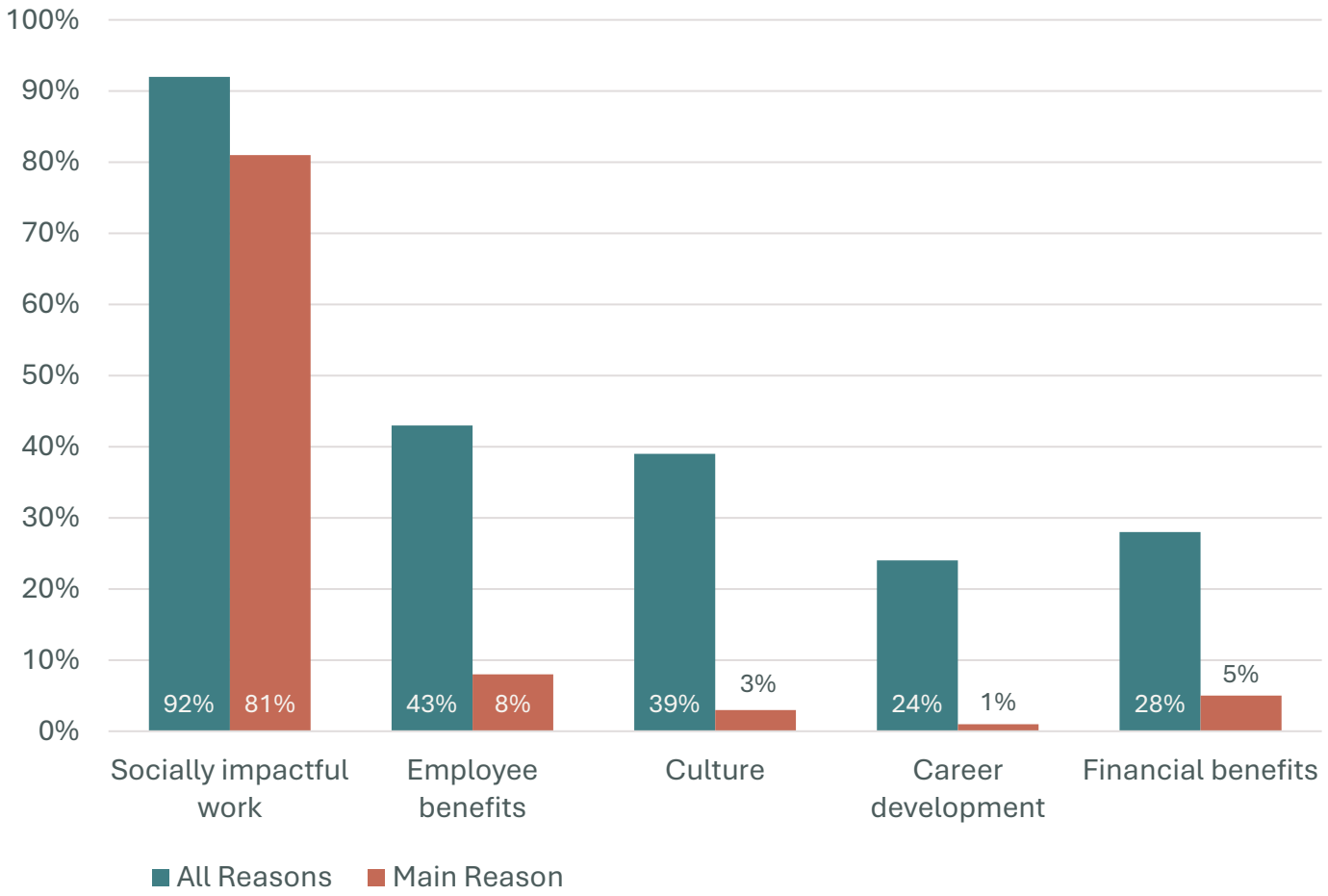
COMMENTARY

The top drivers of satisfaction are being able to use one's skills and knowledge (75%) and feeling that the work matters (75%), followed by the team environment (60%) and work conditions (59%). Pay is a less common source of satisfaction (39%). Workload is the leading source of dissatisfaction (34%), followed closely by organisational culture (29%), which ranks well above pay (15%).

Encouragingly, a quarter of respondents (25%) selected no sources of dissatisfaction at all. Workload dissatisfaction is slightly higher among management (37%) than frontline staff (31%), and similar for women and men (34% and 36%). Workload is the only factor cited more often as a source of dissatisfaction than satisfaction (34% vs 24%).

Sample of n=167

MOTIVATIONS



Sample all reasons n=167, main reason n=165

IMPACT IS THE KEY MOTIVATOR

Social impact is the overwhelming motivation for working in community housing: 92% select it as a reason and 81% name it as their main reason. Secondary motivations such employee benefits (43%), culture (39%), financial benefits (28%) and career development (24%) are widely selected but very rarely cited as anyone's primary driver. Staff with lived experience of housing insecurity are the most mission-driven group, with 96% citing social impact compared with 89% of those without.

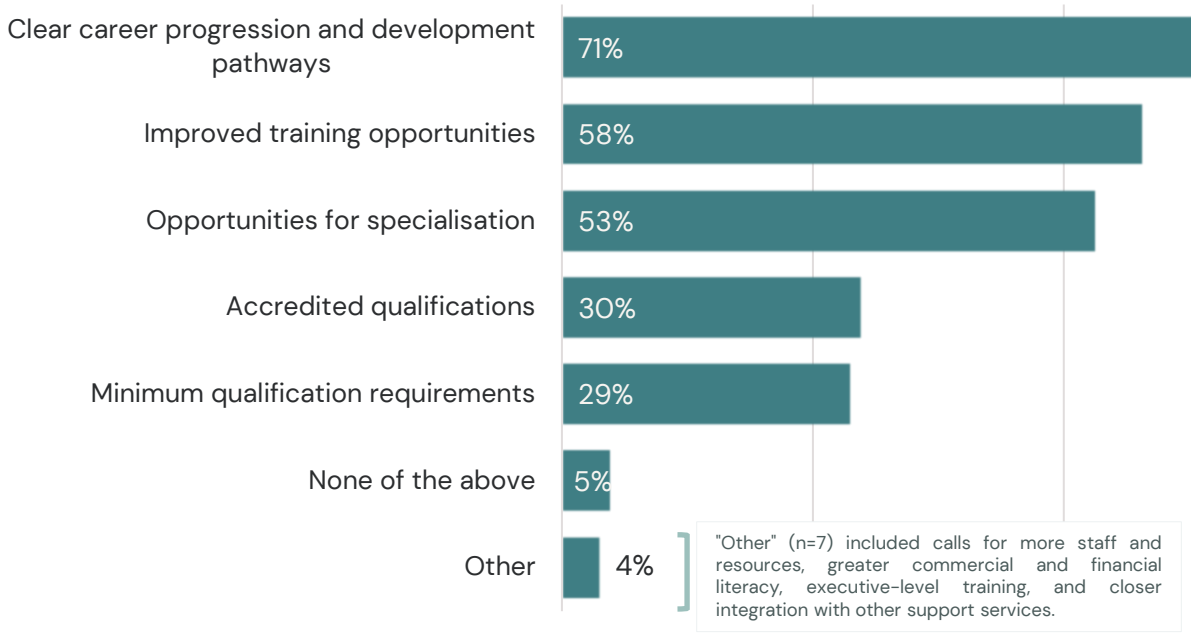
SECONDARY MOTIVATIONS SHIFT WITH AGE AND ROLE

Career development is a much stronger draw for younger and more junior staff: 45% of under-36s cite it, compared with 17% of those aged 56 or over, and 29% of frontline staff versus 18% of management. Financial benefits are more commonly cited by frontline staff (37%) than management (15%), though (unlike career development) they do not vary much by age.

CULTURE OUTRANKS PAY AND PROGRESSION

Beyond social impact, organisational culture (39%) is a more commonly cited reason for working in the sector than either financial benefits (28%) or career development (24%).

OPPORTUNITIES FOR SECTOR IMPROVEMENT



Commentary

Respondents see the strongest opportunities for sector improvement in career and skills development. Clear career progression pathways (71%) are the single most commonly identified priority, followed by improved training opportunities (58%) and opportunities for specialisation (53%). Formal credential options rank notably lower: 30% want accredited qualifications and 29% want minimum qualification requirements. Just 5% see no need for improvement.

Key Insights

- Career progression pathways (71%) are the most commonly identified opportunity, ahead of training (58%) and specialisation (53%).
- Management staff are more likely than frontline staff to want accredited qualifications (40% vs 22%).
- Respondents highlighted the absence of a Victorian-specific housing qualification.

Sample of n=167

TRAINING

VIC WORKFORCE DATA 2025 - 2026

SATISFACTION WITH TRAINING

Among the 123 respondents who have attended, 77% are satisfied with CHIA Victoria training and only 4% dissatisfied. Positive feedback focused on knowledgeable, sector-experienced trainers and relevant, well-presented content, with the introductory training especially valued by those new to community housing. The main criticism was that training is pitched at entry level with little for experienced staff.

REASONS FOR SATISFACTION

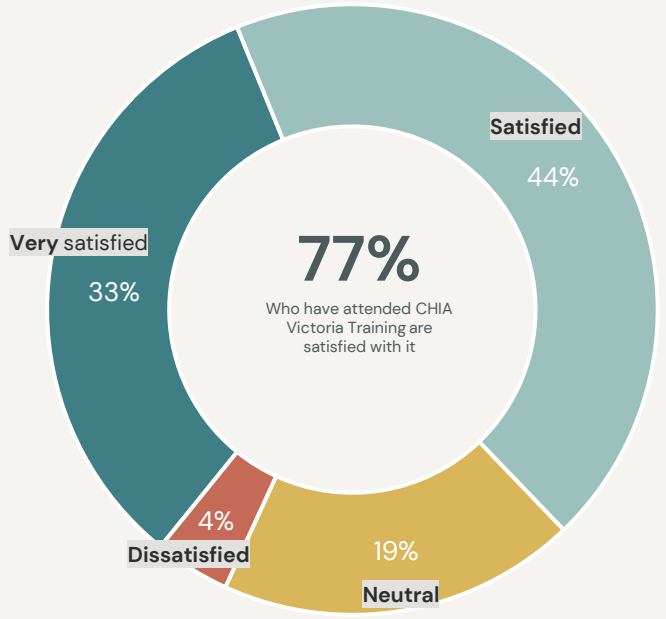
Positive comments centred on three recurring themes:

- **Knowledgeable, expert trainers** — the most common reason, with trainers frequently described as experienced, engaging, and often having worked in the sector themselves.
- **Relevant, well-presented content** — described as clear, easy to understand, up to date, and useful for day-to-day work.
- **Value for those new to the sector** — introductory training was especially valued by those new to their role or the sector, providing a good grounding in community housing.

REASONS FOR DISSATISFACTION

Critical comments (from neutral, dissatisfied and very dissatisfied respondents) fell into three distinct themes:

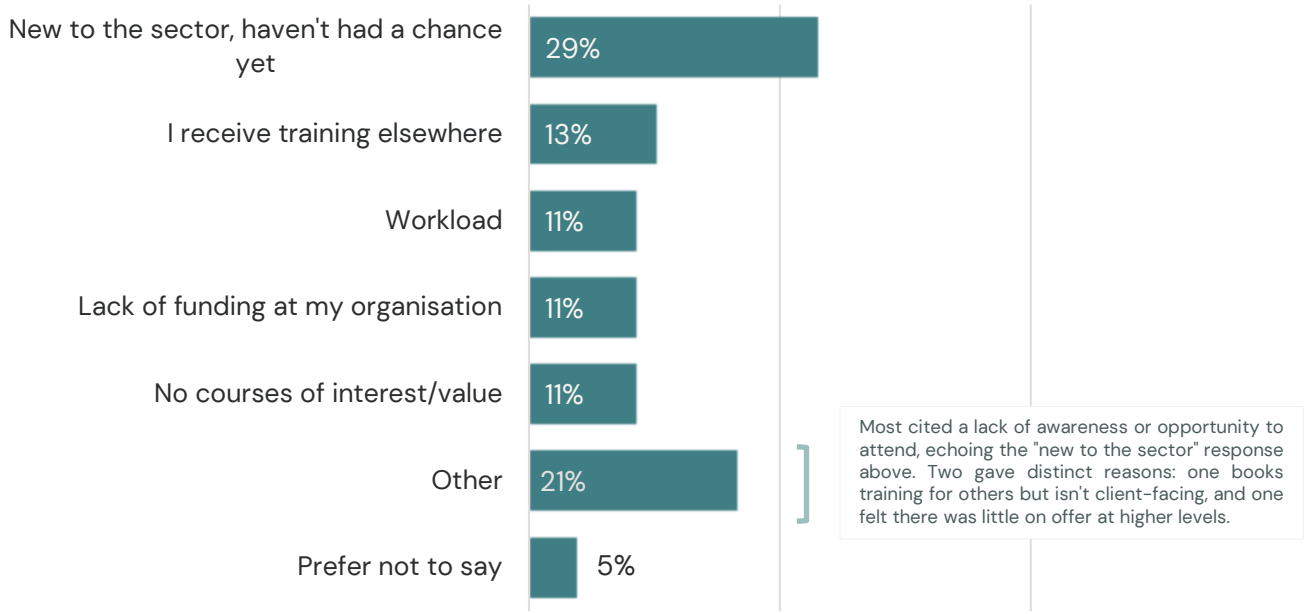
- **Too basic for experienced staff** — by far the most common criticism: long-serving respondents found day courses pitched at beginners, offering little new, with limited advanced options and significant repetition.
- **Not practical enough** — some found content idealistic rather than applicable to real, day-to-day challenges and difficult situations.
- **Trainer knowledge and accuracy** — a small number reported presenters lacking specialist knowledge, including specific instances of incorrect Residential Tenancies Act advice.



Sample of n=123, those who did not provide a response (n=6) or who have not attended training (n=38) have been excluded.

Note: the above includes analysis of open-ended questions.

REASONS FOR NOT ATTENDING



Commentary

Non-attendance at CHIA Victoria training is driven by access and opportunity rather than dissatisfaction — no respondent cited previous dissatisfaction with CHIA Victoria training as their reason for not attending.

The most common explanation was being new to the sector and not yet having had the chance (29%). Most of the "other" responses reinforced this, describing a lack of awareness of what training is available. Receiving training elsewhere (13%), a lack of organisational funding (11%) and workload (11%) were the other main barriers.

Sample of n=38

DESIRED TRAINING TOPICS

Respondents were asked what topics or areas of training they would like CHIA Victoria to offer. Their suggestions grouped into the following themes (n=53 substantive responses):

VCAT AND RESIDENTIAL TENANCIES ACT TRAINING (n=11)

By far the most requested area. Respondents wanted advanced, practical VCAT training (covering evidence requirements, application processes and clause-level guidance) as well as training on RTA changes and Victorian legislative reforms, aimed at experienced rather than entry-level staff.

MENTAL HEALTH, AOD, TRAUMA AND FAMILY VIOLENCE SUPPORT (n=8)

Respondents sought training on supporting tenants with complex needs, including mental illness, alcohol and other drugs, trauma-informed practice, and responding to family violence.

COMPLIANCE, REPORTING, DATA AND GOVERNANCE (n=8)

Requests included sector compliance and reporting, data collection and accuracy, Housing Registrar requirements, and governance. There was one call for training specific to housing cooperatives.

COMMUNITY DEVELOPMENT, PLACEMAKING AND ENGAGEMENT (n=7)

Respondents wanted training focused on community development, placemaking, and building belonging for residents, rather than direct tenant support alone.

PROPERTY-CONDITION MANAGEMENT (n=5)

Practical training on hoarding, squalor, methamphetamine contamination, and managing tenant damage versus fair wear and tear.

ADVANCED TRAINING FOR EXPERIENCED STAFF AND MANAGERS (n=5)

A recurring call for deeper, role-specific courses, including team leader and manager training, and corporate-services training to build sector knowledge. This reflects the view that current content is pitched too low for experienced staff.

FINAL COMMENTS

VIC WORKFORCE DATA 2025 - 2026

FINAL COMMENTS

Final comments were provided by a small number of respondents (n=14), several of whom simply indicated they had nothing to add. Among those who did comment, the following distinct themes emerged:

PAY AND THE SCHADS AWARD (n=3)

Three respondents raised concerns about the SCHADS award. They felt tenancy and housing workers are inadequately compensated for the complexity and emotional demands of the role, and expressed disappointment at proposed award changes that would lower entry-level classifications without a clear progression tier. Two linked these changes directly to difficulty hiring and to their own intention to leave the sector.

CAREER DEVELOPMENT AND MENTORSHIP (n=2)

Two respondents noted that career progression is difficult and that organisations often lack the budget to invest in staff development, calling for mentorship pathways for entry-level workers and for CHIA Victoria to advocate on career development.

TRAINING COST AND ACCESS (n=2)

While CHIA Victoria training was valued, two respondents noted that its cost can make it unviable to send multiple staff to courses.

INCLUSION AND WORK CONDITIONS (n=2)

Individual comments raised workforce inclusion, including a call for CHIA to measure whether First Nations, people of colour and LGBTQIA+ staff feel safe, valued and able to progress. Other mentioned better work-from-home options to support retention.

POSITIVE FEEDBACK ON CHIA VICTORIA (n=3)

Several respondents offered positive feedback, describing CHIA Victoria's support to the industry as excellent and praising the annual conference.

2025 - 2026 VIC DATA

Organisation Data

SUMMARY OF FINDINGS



WORKFORCE PROFILE AND REPRESENTATION

Women make up 69% of the workforce, culturally and linguistically diverse staff 13%, and Aboriginal and Torres Strait Islander staff 6%. Representation is concentrated rather than distributed: 21 of the 25 Aboriginal and Torres Strait Islander staff reported are employed at a single organisation, and 11 of the 14 organisations reporting employ none. Culturally and linguistically diverse staff are reported by 9 of 14 organisations.



A CONTRACTING WORKFORCE

The sector recorded a net loss of 14 positions (99 recruited, 113 departing) alongside a 22% turnover rate. Career progression (47%) is the most cited separation driver, followed by stress/burnout (40%), with dissatisfaction with their current role and improved remuneration offers equal third (both 27%). Wellbeing, performance management culture, and training and professional development are equal-highest workforce challenges (all 33%).



HIGH CASELOADS, UNEVEN INVESTMENT

Housing management staff carry an average caseload of 95 tenancies (range 1–221). Asset management caseloads have average of 187 (range 0–900). Organisations invest an average of $1,125 per FTE in staff development, ranging from $0 to $120,000 per organisation. No organisation employs any apprentices, cadets or trainees.



SECTOR PIPELINE FLOWS BOTH WAYS

Private real estate is the most common source of new staff (47%), followed by other care and support services (40%) and specialist homelessness services (33%). 47% of organisations report staff leaving to other community housing organisations, and 33% each to other care and support services and other private/corporate roles. Socially impactful work (80%) and employment benefits (53%) are the strongest attraction factors, and social impact is clearly the single most important draw (71%).

BY THE NUMBERS

HOUSING RELATED INCOME
$124.6m

TOTAL FTE
504

TOTAL TENANCIES
11,046

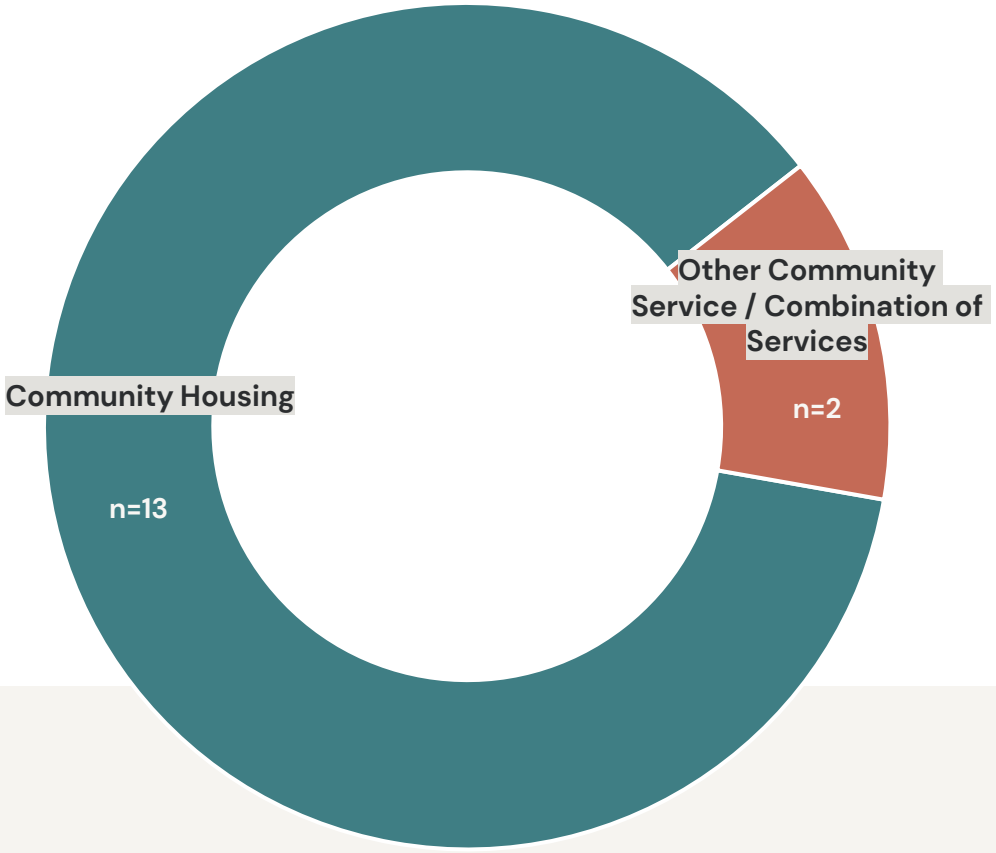
WORKFORCE GROWTH
-2.8%

TURNOVER RATE
22%

ORGANISATIONAL PROFILE

VIC ORGANISATION DATA 2025 - 2026

PRIMARY BUSINESS



COMMENTARY

Almost all responding organisations (13 of 15) report community housing as their primary business. The remaining two describe their primary business as other community services or a combination of services.

No organisations reported specialist homelessness services as their primary business.

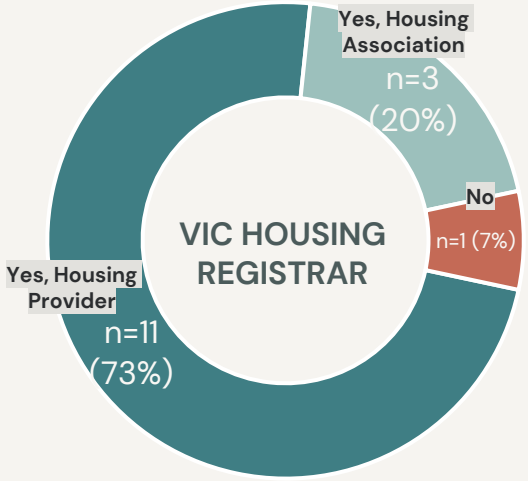
80%

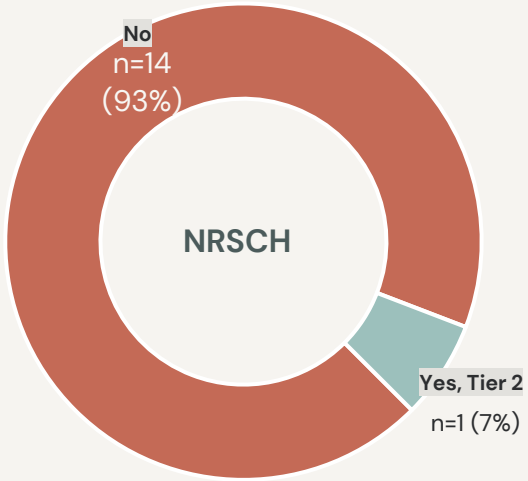
OPERATE IN VIC ONLY

12 (80%) organisations operate in VIC only, while 3 (20%) are multijurisdictional.

Sample of n=15

REGISTRATION







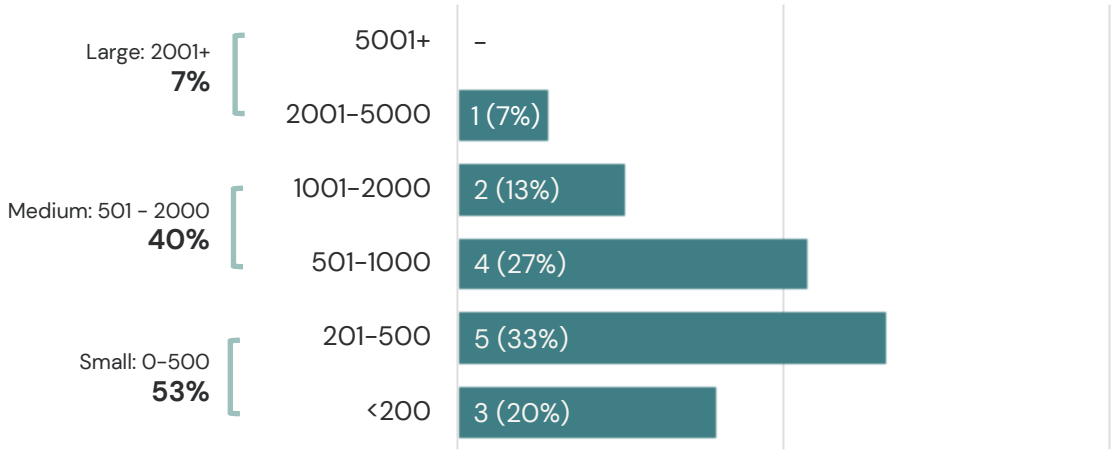
COMMENTARY

- 14 of 15 organisations (93%) are registered with the Victorian Housing Registrar - 11 as Housing Providers and 3 as Housing Associations.
- Just one organisation (7%) is registered with NRSCH, as a Tier 2 provider.
- No responding organisation said they were an Aboriginal Community Controlled Organisation (0 of 15).

Sample of n=15

TENANCIES

NUMBER OF TENANCIES



COMMENTARY

The 15 responding organisations collectively manage 11,046 tenancies, of which 98% are located in Victoria. The average organisation manages 736 tenancies, though this is pulled upward by a small number of large providers. The median is 374, and just over half the organisations (8 of 15) manage 500 or fewer tenancies. Only one organisation manages more than 2,000. The sample spans a wide range, from a single tenancy to 2,331.

Sample of n=15. One organisation reports a single tenancy and zero FTE. Excluding it, the median is 615 and the range 36 – 2,331.

BY THE NUMBERS

11,046
Total Tenancies Managed

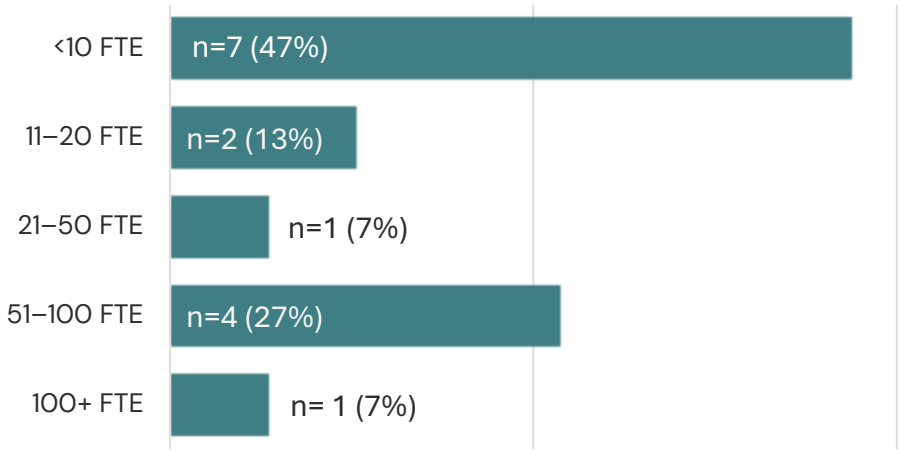
736
Average tenancies per CHP

98%
Located in VIC

1 – 2,331
Range (smallest to largest number of tenancies)

FTE

NUMBER OF FTE



COMMENTARY

The 15 responding organisations employ a combined 504 FTE staff in housing-related roles, an average of 34 per organisation. This average is pulled upward by a small number of large employers: the median is 14, and almost half the organisations (7 of 15) employ fewer than 10 FTE. One organisation employs more than 100. Across the sample, each FTE staff member is responsible for an average of 22 tenancies, though this ratio varies widely between organisations, from around 13 to over 50.

Sample of n=15

BY THE NUMBERS

504

Total FTE Staff

34

Average FTE per CHP

0 – 129

Range (smallest to largest number of FTE)

22

Average organisation tenancies per FTE staff member

HOUSING RELATED INCOME

INCOME



COMMENTARY

The 12 organisations that provided income data reported a combined $124.6 million in housing-related income, an average of $10.4 million each. This average is heavily influenced by two large providers; the median is $4.2 million, and two-thirds of reporting organisations (8 of 12) earn under $5 million. Income per tenancy averages $18,043 across reporting organisations, though this varies considerably.

Sample of n=12, three organisations did not provide data. Averages calculated on n=12. The three excluded organisations excluded manage n=4,140 tenancies (37% of the total). One organisation who reported no income was included as this was consistent with their other responses.

BY THE NUMBERS

$124.6m

Total Housing-Related Income

$10.4m

Average Income Per Organisation

$0 – $48m

Range of housing-related income

$18,043

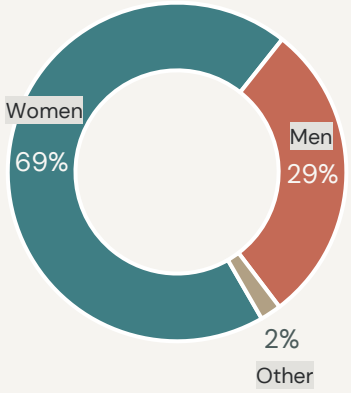
Average Income Per Tenancy

WORKFORCE COMPOSITION

VIC ORGANISATION DATA 2025 - 2026

WORKFORCE PROFILE

GENDER



		n=
♀	Women	359
♂	Men	153
⚧	Other	10

ABORIGINAL AND/OR TORRES STRAIT ISLANDER



Total Staff	25
Orgs Employing 1+	3/14
Orgs Employing None	11/14

CULTURALLY AND LINGUISTICALLY DIVERSE



Total Staff	51
Orgs Employing 1+	9/14
Employing None	6/14

COMPARISON

Metric	Organisation Survey	Workforce Survey
Women	69%	76%
Men	29%	24%
Aboriginal and Torres Strait Islander	6%	5%
Culturally and Linguistically Diverse	13%	24%

COMMENTARY

Across the responding organisations, the reported workforce is 69% women, 29% men and 2% another gender, though the gender balance varies widely between organisations (from 43% women to an all-women workforce).

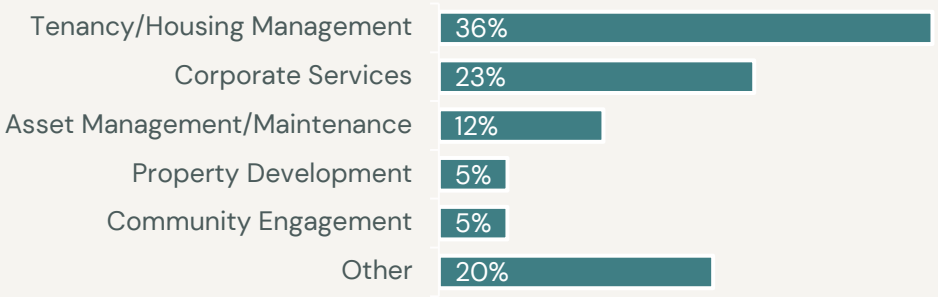
Six per cent of the reported workforce (25 staff) identify as Aboriginal and/or Torres Strait Islander, but this is highly concentrated: only 3 of 15 organisations employ any Aboriginal and/or Torres Strait Islander staff, and the large majority are employed by a single organisation. Eleven organisations employ none.

Culturally and linguistically diverse staff make up 13% of the reported workforce (51 staff) and are more widely spread, with 9 of 15 organisations employing at least one.

Sample of n=15. Workforce composition percentages calculated as percentage of total reported headcount (n=522), not FTE, across all responding organisations. One organisation did not report the number of Aboriginal and/or Torres Strait Islander employees they have.

FTE BY ROLE AREA

ROLE



HOUSING MANAGEMENT



95

CASELOAD

ASSET MANAGEMENT



187

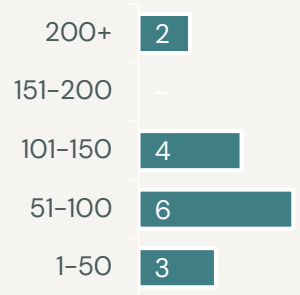
CASELOAD

COMMENTARY

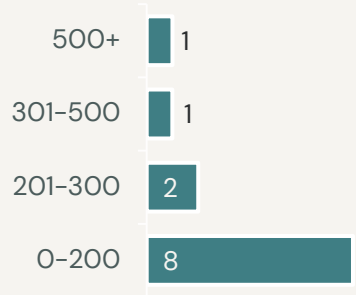
Tenancy and housing management is the largest workforce area, accounting for 36% of FTE, followed by corporate services (23%) and asset management (12%). All but two organisations employ staff in tenancy management, and 12 of 15 employ corporate services staff.

Caseloads vary considerably. Housing management staff carry an average of 95 tenancies each (median 90, range 1–221). Asset management caseloads are higher and far more variable — an average of 187 (median 83, range 0–900).

CASELOAD DISTRIBUTION



CASELOAD DISTRIBUTION



Sample of n=15. Role percentages calculated as share of total by-role FTE reported (n=546). Asset management caseload reflects the 12 organisations that provided data; all 15 provided housing management caseload data. Caseload figures reflect organisations' self-reported staff-to-tenancy ratio.

UNSCHEDULED ABSENCES

DISTRIBUTION OF DAYS PER FTE



COMMENTARY

Across the 11 organisations with usable data, a total of 896 unscheduled absence days were recorded in the last financial year. Because raw totals reflect organisation size, the more comparable measure is days per FTE, which averages 3.0 across the sample. This ranges from organisations reporting no unscheduled absences to a high of 6.6 days per FTE.

Sample of n=11.
Note: Four organisations provided no data.

BY THE NUMBERS

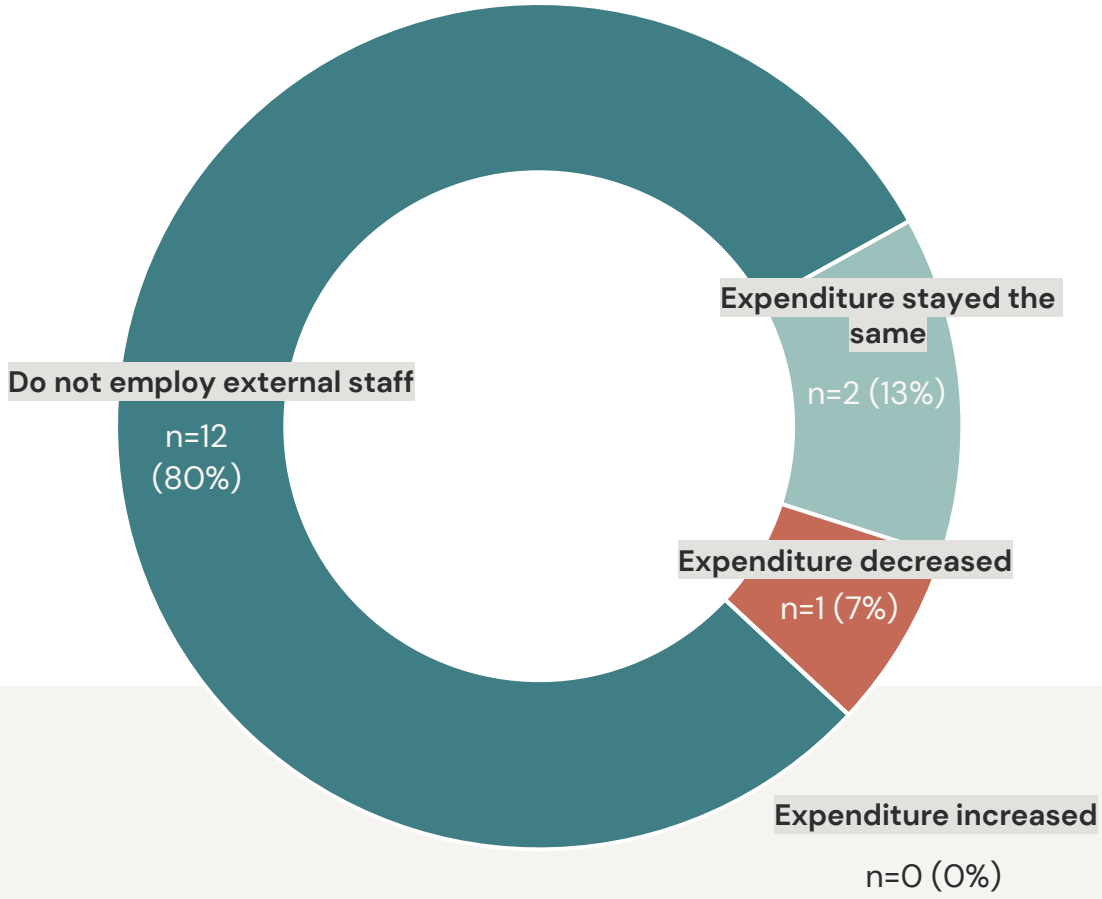
896
Total Days

81
Average Per Org

3.0
Average Days per FTE

0–6.6
Range of Average Days per FTE

EXTERNAL AGENCY STAFF



COMMENTARY

The large majority of responding organisations (12 of 15) do not employ any external agency staff.

Of the three that do, two reported that their expenditure on agency staff has stayed the same over the past year and one reported it had decreased. No organisation reported an increase in agency-staff expenditure.

Sample of n=15

STAFF DEVELOPMENT

VIC ORGANISATION DATA 2025 - 2026

WORKFORCE INVESTMENT

DEVELOPMENT BUDGET

TOTAL BUDGET

$417,277

AVERAGE PER ORGANISATION

$32,098

AVERAGE PER FTE

$1,125

WELLBEING ACTIVITIES

Time to attend PD courses re staff wellbeing	87%
Staff social events	80%
De-briefing policies and processes re critical incidents	73%
Access to Employee Assistance Program	73%
Leadership and management programs	60%
Internal wellbeing days	40%
Mentoring for staff	33%
Conditions of employment (including wellbeing leave)	33%
Other	20%
External supervision for staff members	13%
Programs targeted to Aboriginal and Torres Strait Islander employees	13%
Programs targeted to CALD employees	13%

TRAINEES

0

TOTAL TRAINEES

DEVELOPMENT BUDGET

The 13 organisations that provided development budget data invest a combined $417,277 in staff development, averaging $32,098 per organisation, or $1,125 per FTE. Investment varies considerably, from $0 to over $3,100 per FTE.

WELLBEING ACTIVITES

Nearly all organisations provide time to attend professional development courses (87%) and staff social events (80%), and around three-quarters offer critical-incident debriefing and Employee Assistance Programs (both 73%).

TRAINEES

No responding organisation employs any apprentices, cadets or trainees. Across all 15 organisations, formal trainee positions are entirely absent from the reported workforce.

Note: Average per organisation and average per FTE are both calculated across the 13 organisations that provided budget data ($417,277 total across 371 FTE). Two organisations that did not provide budget data are excluded from both. Wellbeing activity and trainee data are based on all 15 responding organisations. Two organisations reported a genuine $0 development budget and are retained in the base.

RECRUITMENT & RETENTION

VIC ORGANISATION DATA 2025 - 2026

STAFF RETENTION

-14
Net Workforce Growth

99
Staff Recruited

113
Staff Separated



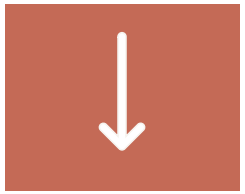
GREW

3 ORGANISATIONS (20%)



STABLE

6 ORGANISATIONS (40%)



SHRANK

6 ORGANISATIONS (40%)

COMMENTARY

Across the 15 responding organisations, 99 staff were recruited and 113 separated in FY 2024–25 — a net loss of 14 positions, or -2.8% of the workforce.

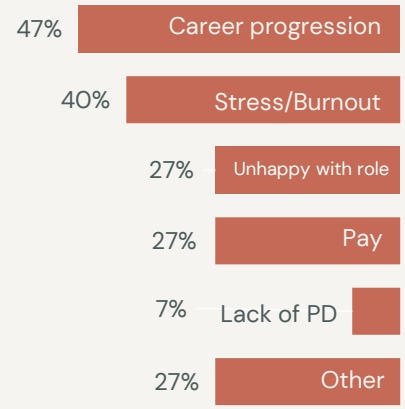
The overall turnover rate was 22% of FTE, though this varied considerably across organisations, from no turnover to around 30%.

The workforce contracted overall: six organisations shrank and only three grew, with a further six holding stable.

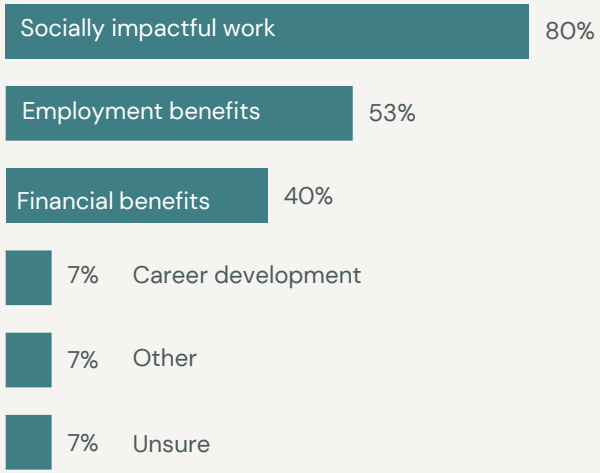
Sample of n=15. Recruitment, separation and net figures are aggregate sums across all 15 responding organisations. Workforce growth rate and turnover rate are calculated on total FTE across all 15 organisations (504 FTE). One organisation reporting 0 FTE is excluded from per-organisation turnover calculations but retained in the aggregate figures and in the grew/stable/shrank classification.

DRIVERS OF ATTRACTION & SEPARATION

WHAT DRIVES SEPARATIONS



WHAT ATTRACTS WORKERS



MAIN ATTRACTIONS

71% Socially Impactful Work

14% Financial / Employment Benefits

MAIN SEPARATORS

43% Career Progression

21% Stress

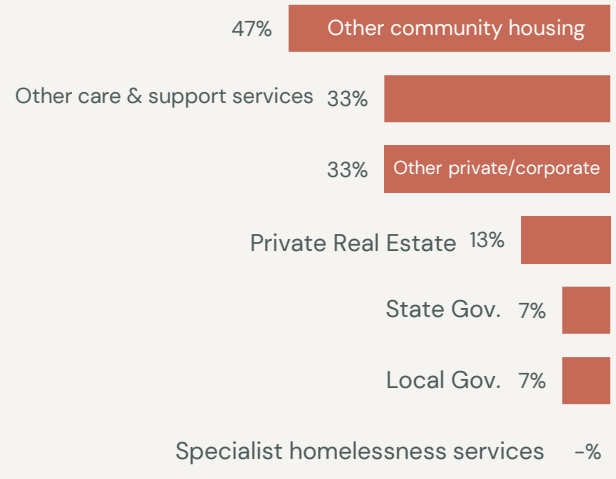
COMMENTARY

Social impact is the dominant attraction factor, cited by 80% of organisations and named by 71% as the single most important draw, well ahead of employment benefits and financial benefits (which tie at 14% each as the main attraction). Employment benefits (53%) are more widely cited as an attractor than financial benefits (40%), while career development is seen as an attractor by just 7% of organisations. Career progression is the leading driver of separations, cited by 47% of organisations and named by 43% as the single most important factor, followed by stress/burnout (40% overall, 21% as the main driver). Improved remuneration, role dissatisfaction and "other" reasons are each cited by around a quarter of organisations. Among "other" separation reasons, life-stage factors (particularly retirement) were the most common.

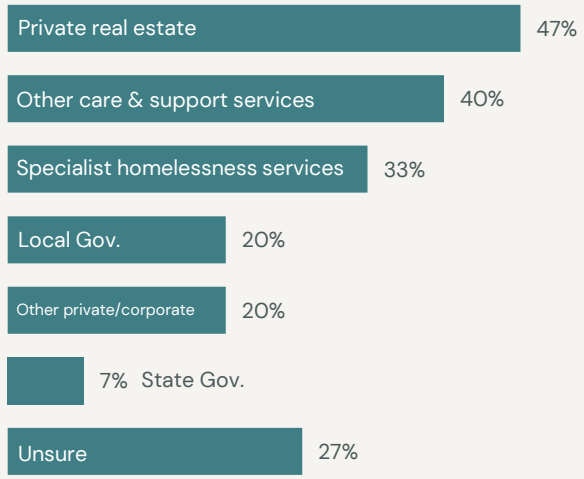
Sample of n=15. Main separator and main attractor data based on the 14 organisations that provided a single most important factor.

SECTOR PIPELINE

DESTINATION SECTORS



SOURCE SECTORS



MAIN SOURCE SECTORS

40% Other care and support services

30% Private real estate

MOST COMMON DESTINATIONS

47% Other community housing

33% Other care and support services

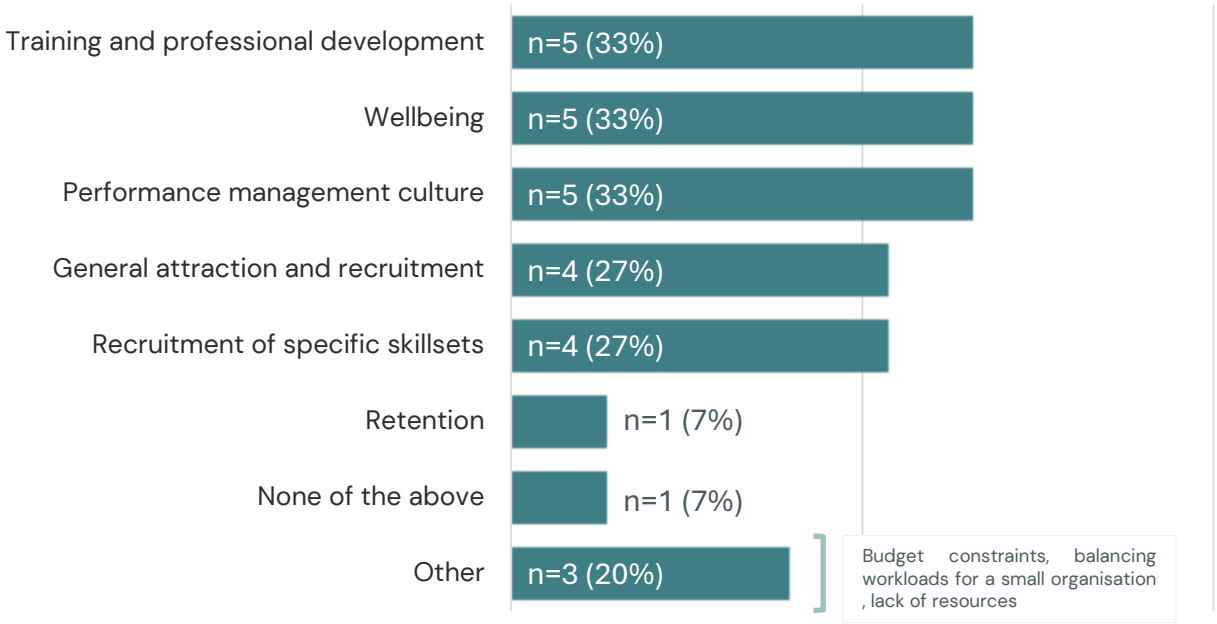
COMMENTARY

The sector recruits from and loses staff to a range of other sectors. On the recruitment side, the private real estate sector is the most commonly cited source (47%), followed by other care and support services (40%) and specialist homelessness services (33%). Around a quarter of organisations (27%) were unsure where their recruits come from.

Departure destinations are more concentrated within the sector: the most common destination is another community housing organisation (47%), followed by other care and support services and other private/corporate roles (both 33%). Private real estate is a much stronger source than destination (47% come from it, 13% go to it), while other community housing organisations are the leading destination for leavers. Specialist homelessness services supply staff to a third of organisations but were not reported as a destination by any.

Sample of n=15. Most common source based on the 10 organisations that nominated a single main source sector.

KEY WORKFORCE CHALLENGES



Commentary

Organisations identified a broad and fairly even spread of workforce challenges rather than one dominant concern.

Training and professional development, wellbeing, and performance management culture were each cited by a third of organisations (33%), followed by general attraction and recruitment and the recruitment of specific skillsets (both 27%). The three "other" responses all related to resourcing — budget constraints, a lack of resources, and balancing workloads in a small organisation.

Retention was cited by just one organisation, and one reported no workforce challenges.

Sample of n=15

Thank you.

This report was prepared by Kate Whelan Consulting under guidance from the Community Housing Industry Association NSW.

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The Research Society 2025-26 Member

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