

NHFIC Professional Advisory Services (Panel Member) page 1

Applicant's name:	Kate Breen T/A Affordable Development Outcomes
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Contact:	Kate Breen, Director kate@adoutcomes.com.au 0452260955
Business status	<input checked="" type="checkbox"/> Individual consultant <input type="checkbox"/> Consultancy firm <input type="checkbox"/> Association/group of individual consultants

Summary

I am seeking to be a Panel Member as I have the required skills and experience to support community housing organisations (CHOs) that are intending to apply or are in the process of applying for a NHFIC product to build their capacity in relation to property, business and risk management, thereby supporting their ability to attract and manage financing and funding and deliver projects.

A capacity statement is attached and highlights the extensive experience that I would draw on in delivering services. I have a deep understanding of the policy and funding environment that underpin Social and Affordable Housing delivery and the roles and requirements of different organisations, including CHOs, to co-invest, deliver and manage outcomes. My work crosses over all aspects of residential development and Affordable and Social Housing policy and delivery, including developing strategies for specific sites and also organisations looking to deliver and manage outcomes.

My experience includes working with CHIA-Victoria and several large and smaller CHOs. The later has included development of property development strategies and tenders for government land and funding. Prior to establishing the consultancy, I worked in State Governments in Victoria and South Australia and as a result I bring a deep understanding of government objectives and processes to my work.

I am an excellent communicator and have established a well-regarded reputation nationally in relation to my knowledge, skills and outputs.

I look forward to the opportunity to continue to work with CHOs that are seeking to partner with NHFIC to build capacity and address the significant demand for Social and Affordable Housing in Australia.

Sector knowledge

I established Affordable Development Outcomes in 2015 and since this time have provided highly regarded advice to State Governments, local councils, peak bodies including CHIA-Vic, the UDIA and the Property Council, CHOs, other not-for-profit organisations, planners and property developers on strategies (organisational and site-specific) and action to deliver Affordable and Social Housing.

The attached Capacity Statement highlights the range of projects I have delivered.

I have a sound understanding of the operating environment CHOs work within including the government policy, funding, financing and regulatory structures that guide delivery. I understand the importance of CHOs operating prudentially and meeting their obligations in relation to regulatory requirements whilst also providing high quality services to tenants.

My work with CHOs' has included:

- Support for agencies to partner and develop applications for State Government land and/or funding, requiring me to bring together and reflect knowledge on property development, feasibility, planning, funding and CHO operating limitations and capacity.
- Development of a paper on financing and funding for Affordable Housing, developed for a local council in Victoria and setting out my extensive insights into the environment CHOs operate under in terms of funding and financing below-market housing.
- Development of a framework for a large housing association to apply when approached by developers seeking to partner and co-invest as a result of a planning requirement.
- Co-development with CHIA Victoria of an industry position statement on inclusionary zoning.

- Development of a masterclass for local government and planners in Victoria on planning mechanisms and process to negotiate Social and Affordable Housing which included a specific session on CHO role, regulation and financial capacity.
- Development of a growth strategy for a small housing organisation.

Skills	Offered?	Demonstrated qualifications, consultancy skills and consulting track record						
Finance	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Whilst I am not proposing to provide dedicated finance services I note that in applying to deliver services in the other categories I bring a sound understanding of development feasibility and concepts of funding and financing for Affordable Housing and expect to draw on this in providing advice.						
Business planning	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	I have worked with a number of CHOs to support business planning exercises. This has included: <ul style="list-style-type: none"> - Support for a large CHO to explore a potential merger; - Development of an organisation growth strategy for a smaller CHO, including consideration of current land holdings and guidance on an optimal plan for pursuing redevelopment and housing growth. - Development of a framework for a large CHO to assist them in prioritising different opportunities arising from planning negotiations. 						
Property development	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	My experience includes working for the Victorian land development authority (now known as Development Victoria) in roles relating to new business/site acquisition and Affordable Housing delivery. I have also part-completed a Diploma in Property. My experience includes developing property strategies for CHOs, including undertaking preliminary due diligence on planning and making recommendations on objectives and processes relating to portfolio redevelopment. In providing advice in relation to planning agreements for Affordable Housing I have applied and demonstrated my knowledge of the property development process and feasibility. This includes preparing desktop feasibility analysis to determine the estimated cost impact of Affordable Housing inclusions.						
Risk management	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	I have a sound understanding of risk management and have undertaken a number of risk assessments for CHOs as part of tender submissions for government funding. My specific skills in this area relate to risk assessments associated with different property deals and development structures and agreements and identifying risks and mitigations for consortiums of CHOs and developers.						
Geography	ACT	NSW	NT	Qld.	SA	Tas.	Vic.	WA
Office?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Worked in?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Future work in?	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>