



**COMMUNITY  
HOUSING  
FUTURES WA**

# **Business Advisory Grants**

## **GRANT GUIDELINES**

2026 Round 1

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Administered by Shelter WA and supported  
by the WA Government.

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# Acknowledgement of Country

Shelter WA acknowledges Aboriginal peoples as the Traditional Custodians of the lands and waters of Western Australia. We pay our respects to Elders past and present and recognise the ongoing connection of Aboriginal people to Country. We are committed to culturally safe and respectful engagement with all Aboriginal Community Housing Organisations and Aboriginal-led organisations throughout this program.



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**Footnote:** Using the term *Aboriginal Within Western Australia*, the term *Aboriginal* is used in preference to *Aboriginal* and *Torres Strait Islander*, in recognition that *Aboriginal* people are the original inhabitants of Western Australia. *Aboriginal* and *Torres Strait Islander* may be referred to in the national context and other terms like *First Nations* and *Indigenous* may be referred to. No disrespect is intended to our *Torres Strait Islander* colleagues and community.



## **BUSINESS ADVISORY**

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# About Business Advisory Grants

The Business Advisory (BA) Grants Stream provides targeted, time-limited funding to assist registered and emerging community housing organisations to strengthen their internal capability and support their readiness for growth in social and affordable housing delivery.

## Capability Focus Areas

- Finance
- Business Planning
- Asset Management
- Risk Management
- Registration Assistance



*Applicants can apply for more than one capability area.*

Funded activities should utilise the [Approved Supplier List](#) and aim for lasting improvements in organisational capability. Pre-qualified advisors, selected by Shelter WA, will support Aboriginal Community Housing Organisations (ACHOs) and Aboriginal Community Controlled Organisations (ACCOs) with culturally informed assistance throughout the Grants process.

## Grant Parameters

<b>Maximum grant</b>	\$50,000 (excluding GST) in Round 1.
<b>Project duration</b>	Up to 12 months. Extensions up to 18 months may be considered where there is genuine need.
<b>Payment</b>	The full grant amount is paid as a lump sum when the Funding Agreement is signed. There are no progress payments.
<b>Unspent funds</b>	Any funds not spent must be declared in the final acquittal and returned to the program.
<b>BA Approved Supplier List</b>	A register of pre-qualified professional advisors assessed and approved by Shelter WA. You can browse the List and contact suppliers directly.

## What is the Approved Supplier List?

The Approved Supplier List is a register of professional advisors assessed and approved by CHFWA Team to deliver advisory services under this grant stream. All listed advisors have been verified for relevant expertise, professional standing, and cultural safety capability. The List is available to browse on the [CHFWA website](#) by capability area, with suppliers contactable directly. Selecting an advisor is entirely the organisation's decision, CHFWA does not assign or recommend individual suppliers.

# Who Can Apply?

Business Advisory Grants are open to organisations across Western Australia that are delivering, or actively preparing to deliver, social and affordable housing. This includes:

- Registered Community Housing Organisations (CHOs) across all tiers
- Aboriginal Community Housing Organisations (ACHOs) / Aboriginal Controlled Community Organisations (ACCO)
- Emerging or aspiring community housing organisations working toward registration or housing service delivery

## Priority Consideration

Applications from Aboriginal-led organisations and organisations based in, or primarily serving, regional and remote communities receive priority weighting in the assessment.

## What We Fund

Applications must align with one or more of the Capability Focus Areas below and clearly demonstrate how the funded activity will strengthen organisational capability.

<b>Finance</b>	Financial modelling, cashflow forecasting, funding strategy, financial risk analysis, and building the financial knowledge of organisation needs to plan and support housing growth.
<b>Business Planning</b>	Business and strategic planning, preparing business cases, option analysis, forming partnerships, and building internal planning capability.
<b>Asset Management</b>	Developing asset management frameworks, asset planning, lifecycle analysis, maintenance programming, portfolio performance monitoring, and preparing Strategic Asset Management Plans (SAMPs).
<b>Risk Management</b>	Understanding, managing, monitoring and mitigating business, financial, governance and policy risks relevant to the housing operations and growth plans.
<b>Registration Assistance</b>	Support to develop the policies, procedures, business plans and governance frameworks required to apply for WA state registration or pursue a tier upgrade.

# Types of Eligible Costs

- Professional advisory or consulting services from an advisor on the **Approved Supplier List**, or a nominated advisor who has completed the same CHFVA vetting process
- A time-limited internal role created specifically for the project, fixed-term with defined deliverables and additional to existing staffing (CV and qualifications required at application)
- Systems and digital tools that directly support the capability project, including design, configuration, implementation, and operational or module purchases. Ongoing licences and subscriptions are not eligible. Value for money justification required.
- Minor project delivery costs directly tied to delivering a funded activity, including printing or materials produced through the advisory work, regional travel where face-to-face engagement is necessary, and minor administrative costs associated with managing the grant (capped at \$5,000 in total)

## Using an advisor not on the Approved Supplier List?

Advisors engaged through a Business Advisory Grant who aren't on the Approved Supplier List must undergo the same vetting before funds are released, without disadvantaging the application. CHFVA team recognises diverse advisory needs and evaluates unlisted advisors with the same standards. This supports self-determination and acknowledges that other Suppliers might better meet the needs of both the ACHO and ACCO while aligning with the program's standards.

## What We Don't Fund

BA Grants fund new, time-limited capability projects, not ongoing operations or business-as-usual activities. The following costs are not eligible:

- **General operating costs:** rent, utilities, insurance, standard IT support, office supplies
- **Salaries for existing staff**, or backfilling positions while existing staff work on the project
- **Capital works**, construction or property acquisition
- **Costs incurred before** the Funding Agreement is signed
- **Costs not included** in the approved budget, unless a formal variation has been approved in advance
- **Activities already** funded by another source
- **Retrospective costs:** work that has already been done

### Not sure if something is eligible?

Contact the program team before you apply at [team@chfva.org.au](mailto:team@chfva.org.au)

# How Applications Are Assessed

All eligible applications are independently assessed by the Grant Panel using the criteria below. The Panel comprises members with lived experience of housing need, community housing industry expertise, and a government representative.

Criterion	What we look for	Weight
<b>Eligibility</b>	The applicant meets all eligibility requirements (eligible organisation type, WA focus, and the proposal is within the BA Stream scope).	<b>Not Weighted</b>
<b>Purpose &amp; alignment</b>	The application clearly identifies the capability gap and demonstrates alignment with the organisation's housing growth direction.	<b>15%</b>
<b>Growth &amp; impact</b>	The funded activity will materially improve the organisation's ability to plan, finance or deliver social and affordable housing. Outcomes are clear, practical and achievable.	<b>30%</b>
<b>Financial and budget</b>	The budget is realistic, clearly costed and proportionate to the scope. All costs are eligible and demonstrate value for money.	<b>20%</b>
<b>Capacity to deliver</b>	The organisation has appropriate internal oversight and a credible plan to manage delivery and implement outputs.	<b>20%</b>
<b>Readiness &amp; timing</b>	The organisation is ready to commence. The timeline and milestones are realistic and achievable within the funding period.	<b>10%</b>
<b>Priority &amp; equity</b>	Priority is given to Aboriginal-led organisations, Tier 2 and Tier 3 registered CHOs, and organisations based in or primarily serving regional and remote communities with demonstrated barriers to accessing advisory services.	<b>5%</b>

## Minimum Threshold

Applications must reach a minimum score of 75% to be considered for funding. All applications are assessed by the Grant Panel regardless of score. Where the Panel considers that an application below the threshold demonstrates exceptional merit or strategic need, it may recommend that application with written reasons, and clear rationale, documented.

# Getting Help with Your Application

The program team is available to assist with eligibility queries, project scoping and application preparation prior to submission. Information webinars are held before each round opens, details are published on the Community Housing Futures WA website and shared to the program's LinkedIn page.

## How to Reach Us

<b>General enquiries</b>	<a href="mailto:team@chfwa.org.au">team@chfwa.org.au</a>
<b>Phone</b>	0475 409 667
<b>Website</b>	<a href="http://chfwa.org.au">chfwa.org.au</a>

## How to Apply

Applications must be submitted by email using the official Word application form. The Word application form will be available to download from 3 June via the **Business Advisory Grants page**. Applications will only be accepted from 1 July.

To submit, complete the form and email it to [team@chfwa.org.au](mailto:team@chfwa.org.au) between 1 July and 15 July 2026.

### Before submitting, applicants should be able to clearly address:

- What capability gap does the organisation have and how does it impact housing delivery or growth?
- Which BA Capability Focus Area/s does the project address?
- What activities will be undertaken and what will be produced or implemented if the Grant is approved?
- Who will manage the project internally and what is the organisation's capacity to deliver?
- How will success be measured and what will be demonstrably different for the organisation at project completion?
- Who will deliver the advisory work and are they on the BA Approved Supplier List?

## Tips for a Strong Application

- Specific, evidence-based responses score more favourably than general statements
- Word limits are set to encourage focus – concise and well-structured answers are preferred
- Supporting documents should be attached where they add weight: for example, a quote from the proposed advisor or evidence of a growth readiness recommendation
- The program team welcomes feedback requests and will provide written feedback to unsuccessful applicants upon request

### Deadline

Applications must be submitted by **15 July 2026 at 5 pm AWST**.

Late applications will not be accepted.

## Reporting Requirements

Successful applicants are required to submit three reports over the life of the project. Report templates will be provided upon execution of the Funding Agreement.

Report	When	What it covers
<b>Six-Month Progress Report</b>	Six months after project commencement	A progress update on activities delivered, expenditure to date, any issues or delays, and forecast for the remaining period.
<b>Final Report</b>	Within 30 days of project completion	A summary of all activities delivered, outcomes achieved and lessons learned.
<b>Financial Acquitall</b>	Within 30 days of project completion	A reconciliation of all expenditure against the approved budget, supported by invoices and receipts, and a signed declaration.

### Support with Reporting

Our team is available to assist with reporting obligations throughout the project. Any difficulties or anticipated delays should be raised with the program team as early as possible.

# Appendix A: Examples of Eligible Activities

The table below gives **some examples** of activities that are eligible under each Capability Focus Area. These are examples only, and there may be other eligible activities; the program team can assist in talking these through to see if they are eligible.

## Finance

- Develop a cashflow model to support a housing growth business case
- Engage a financial advisor to stress-test your balance sheet ahead of a development proposal
- Build internal financial reporting tools and upskill staff to use them
- Prepare a funding strategy and investor-ready financial pack for a proposed development
- Conduct a financial risk assessment of your current housing portfolio

## Business Planning

- Develop a 3-year strategic business plan that includes housing growth targets and pathways
- Prepare a detailed business case for a specific development or growth proposal
- Engage a consultant to assist with partnership scoping and heads of agreement drafting
- Develop an investment-readiness plan to support access to CHFC or bank finance
- Build internal business case writing capability through targeted coaching and templates

## Asset Management

- Develop a Strategic Asset Management Plan (SAMP) covering your current property portfolio
- Engage a specialist to conduct a lifecycle analysis and maintenance schedule for existing stock
- Implement an asset management system to track maintenance, condition and costs
- Develop portfolio performance monitoring tools and train staff to use them
- Assess the condition and remaining life of your assets to inform capital planning

## Risk Management

- Develop or update a Risk Management Framework and risk register
- Engage a governance specialist to conduct a board capability review and develop an action plan
- Develop a suite of governance policies required for state registration or a tier upgrade
- Facilitate a risk workshop with your board and leadership team
- Develop a business continuity and financial resilience plan

## Registration Assistance

- Develop the policies, procedures and planning documents required to apply for state registration
- Engage a consultant to guide your organisation through the state registration process
- Prepare the governance and financial documentation required for a tier upgrade application

### Still not sure?

Contact us at [team@chfwa.org.au](mailto:team@chfwa.org.au). We are happy to talk through your project idea before you apply and help you determine whether it is a good fit for the program.





# COMMUNITY HOUSING FUTURES WA

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**The Community Housing Futures WA  
Program is a WA State Government-  
supported initiative.**



Department of  
Housing and Works

**The Community Housing Futures WA  
Program is managed by  
Shelter WA**



**shelterwa**