

Galvin-Rowley
Executive



Commercial-In-Confidence

Candidate Information Pack

Community Housing Limited

Chief of Staff

September 2026

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A national community housing leader

Community Housing Limited (CHL) is a purpose-driven, not-for-profit organisation with more than 30 years' experience providing social and affordable housing. Today, CHL is Australia's largest regulated community housing provider, managing more than 12,000 properties and supporting more than 20,000 customers. More than 420 people work across 30 offices spanning all six states and the Northern Territory, giving CHL national reach supported by strong local connections.

A clear and enduring purpose

CHL is guided by a vision of a world without housing poverty and the belief that every life deserves a solid foundation. Its work goes beyond providing houses, with a focus on creating safe, secure and affordable homes where people can experience stability, belonging and the opportunity to thrive. CHL works alongside customers, communities, government and partners to strengthen wellbeing and create better housing outcomes.

Capability across the housing lifecycle

CHL brings together a broad range of capabilities required to develop, deliver and sustain housing and communities. These include tenancy and property management, asset management and facilities maintenance, community engagement and development, property development, partnerships and investment, and policy and advocacy. Its housing portfolio encompasses social and affordable housing, specialist disability accommodation and market housing, enabling CHL to respond to different community and customer needs.

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National reach with local connections

CHL has built its scale through collaboration with governments, communities, commercial organisations and industry partners. Its national footprint allows the organisation to contribute to large and complex housing initiatives while maintaining an understanding of the individual communities in which it operates. This partnership model is central to CHL's approach to increasing housing supply, strengthening communities and developing sustainable responses to Australia's housing needs.

A strategy focused on people and sustainable growth

CHL's 2024–27 Strategic Plan provides the framework for the organisation's next stage of development, with putting people first at its centre. Its four strategic pillars focus on improving customer wellbeing, strengthening organisational culture and support for its people, promoting corporate sustainability and good governance, and broadening CHL's influence to improve housing outcomes. The strategy also places emphasis on strong organisational foundations, effective and efficient services, innovation and the discipline required to respond to increasing housing demand.

Creating greater impact through housing

Against the backdrop of Australia's housing challenge, CHL is focused on increasing the supply of quality social and affordable housing while strengthening the communities in which it operates. Its scale brings both opportunity and responsibility, requiring strong governance, financial sustainability and organisational capability to support continued growth. At its heart, CHL's ambition remains grounded in a simple outcome: more people having the security, dignity and sense of belonging that comes from a place to call home.



Position	Chief of Staff
Organisation	Community Housing Limited
Reports To	Chief Executive Officer
Location	Brisbane or Melbourne
Direct Reports	Executive Assistant / Administrator

Executive Summary

Community Housing Limited is seeking a highly capable Chief of Staff to work closely with the CEO and Executive Leadership Team at an important stage in the organisation's development.

This is a broad, enterprise-focused role with responsibility for strengthening organisational execution, coordination and accountability. The Chief of Staff will help translate strategy into action, maintain visibility across key priorities and performance, strengthen executive and Board reporting, and ensure critical commitments and projects progress with clear ownership and follow-through.

Operating at the centre of the organisation, the role will connect the CEO, Executive Leadership Team, Senior Leadership Team and broader functional leadership. It will require sound judgement, discretion and the ability to influence experienced stakeholders without relying on formal authority.

The successful candidate will bring structure to complexity, move comfortably between strategic priorities and practical detail, and create stronger disciplines around decision-making, reporting and accountability.



Community Housing Limited is seeking an accomplished Chief of Staff to work closely with the CEO and Executive Leadership Team, strengthening the organisation's ability to translate strategy into coordinated action.

Operating at the centre of the organisation, the Chief of Staff will provide the structure, visibility and follow-through needed across enterprise priorities. The role will connect strategy and operational planning with executive decision-making, organisational performance, Board reporting and key projects, helping ensure priorities have clear ownership and commitments are delivered.

A key focus will be strengthening the operating rhythm of the Executive and Senior Leadership Teams. The Chief of Staff will improve coordination across functions, maintain visibility of priorities and dependencies, and identify matters requiring CEO attention or intervention. Working alongside the CFO and other executives, they will also support a more integrated view of financial, operational and strategic performance.

This is a role built on influence rather than formal authority. It requires someone who can work confidently with senior leaders, absorb complex information quickly and bring clarity where responsibilities or priorities are unclear. Sound judgement, discretion and the ability to move comfortably between strategic issues and practical detail will be essential.

For the successful candidate, the opportunity is to have meaningful enterprise-wide influence while working alongside the CEO of a purpose-led organisation addressing one of Australia's most significant social challenges. The Chief of Staff will help strengthen the organisational disciplines that enable CHL to grow its impact, create more homes and deliver better outcomes for communities across Australia.

CEO Support and Executive Coordination

Working closely with the CEO, the role will ensure priority matters are appropriately coordinated and progressed across the organisation.

Responsibilities will include:

- Supporting the CEO to establish, sequence and maintain focus on organisational priorities
- Reviewing communications for and from the CEO to ensure clarity, consistency and appropriate positioning
- Maintaining oversight of commitments requiring CEO attention or follow-up
- Monitoring emerging organisational matters and escalating issues where appropriate
- Providing concise briefing information to support CEO decision-making
- Monitoring and summarising relevant sector activity, stakeholder engagement and external developments for the CEO and Board

Executive Leadership Team

The role will support the effectiveness and operating rhythm of the Executive Leadership Team.

Responsibilities will include:

- Managing the ELT agenda and meeting cycle
- Maintaining ELT action logs and ensuring agreed actions are followed through
- Coordinating the ELT engagement schedule
- Supporting alignment across ELT priorities and dependencies
- Maintaining visibility of agreed deliverables and executive accountabilities
- Identifying areas where additional CEO attention or intervention may be required

Senior Leadership Team

The role will also support the effectiveness of the broader Senior Leadership Team.

Responsibilities will include:

- Coordinating and developing content for the SLT forum
- Supporting communication of organisational priorities and leadership decisions

- Improving information flow between the CEO, ELT and broader senior leadership group
- Ensuring matters requiring broader leadership attention are appropriately communicated and followed through

Strategy, Operational Planning and Performance

A significant component of the role will be turning organisational strategy into disciplined execution, to include:

- Coordinate the organisation's strategy process
- Support the translation of strategic priorities into clear operational plans
- Establish and maintain effective strategy and operational plan tracking
- Coordinate reporting against strategic and operational priorities
- Monitor organisational KPIs and identify areas requiring leadership attention
- Help establish clear ownership, milestones and accountabilities across strategic initiatives
- Support accountability and functional mapping across the organisation
- Identify gaps, overlaps or unclear areas of responsibility that may affect execution

Board and Governance Support

The role will support the CEO in maintaining effective communication and accountability with the Board.

Responsibilities will include:

- Preparing the CEO Board report
- Coordinating ad hoc reports and briefing material for the Board
- Supporting improvements to the quality and consistency of Board reporting
- Monitoring actions arising from Board meetings
- Ensuring Board action items are assigned and delivered effectively and within agreed timeframes
- Providing visibility to the CEO on matters requiring escalation, follow-up or further reporting

Organisational and Financial Performance

Working alongside the CFO and other executives, the role will help improve visibility of organisational performance.

Responsibilities will include:

- Integrating financial, operational and strategic performance reporting to provide an enterprise view of performance.
- Supporting the development of improved management reporting
- Helping establish reporting that gives the CEO a clear view of organisational performance, risks and priorities
- Coordinating KPI monitoring and reporting

Special Projects

The role will oversee the CEO's special projects agenda and ensure priority initiatives are appropriately governed and progressed.

Initial areas of focus are expected to include:

- Development of new management reporting templates
- Strategy and operational plan reporting
- Board reporting improvements
- Accountability and functional mapping

- Other enterprise-wide projects identified by the CEO

The role will establish appropriate project disciplines, monitor progress and ensure risks, dependencies and decisions are brought forward at the appropriate time.

Communications

Support alignment of CEO communications and enterprise messaging with the organisation's agreed positioning, priorities and brand direction.

Responsibilities will include:

- Reviewing key communications for and from the CEO
- Ensuring CEO communications and enterprise messages are clear, consistent and aligned with organisational priorities
- Working with relevant functional teams to support consistency across high-level internal and external communications
- Providing advice on messaging, tone and presentation where communications relate to the CEO or broader enterprise priorities

Executive Support Team Leadership

Provide leadership, mentoring and guidance to the CEO's Executive Assistant/Admin resources, including:

- Providing clear direction and oversight to the Executive Support Team
- Ensuring executive support activities are coordinated and effective
- Clarifying priorities and responsibilities within the team
- Establishing appropriate working rhythms and service standards
- Supporting the development and performance of team members

Key Relationships

The role will build strong working relationships across the organisation.

Key relationships will include:

- Chief Executive Officer
- Executive & Senior Leadership Team
- Board and governance stakeholders
- Executive Support Team
- Functional leaders across the organisation
- Relevant external stakeholders and sector contacts

Experience and Background

The organisation welcomes candidates from a broad range of industry backgrounds.

Direct sector experience is not essential. Candidates from commercial, corporate, government or other complex organisational environments will be considered where they can demonstrate the required level of enterprise coordination, strategic execution and senior stakeholder capability.

Candidates from the not-for-profit sector will need to have worked within a large and complex NFP environment, with sufficient organisational scale, governance complexity and operational breadth to prepare them for the demands of the role.

Experience and Capability

- Highly organised and disciplined in follow-through
- Comfortable operating at a high tempo, responsive and adaptable
- Able to anticipate requirements and emerging issues
- Clear and concise in their communication
- Confident working with senior executives
- Comfortable influencing without formal authority

- Resilient and composed when priorities change
- Able to receive direct feedback and adjust quickly
- Skilled at bringing structure to ambiguity
- Persistent in maintaining accountability
- Politically astute and discreet
- Pragmatic and commercially minded
- Comfortable moving between strategic issues and practical detail
- Able to build productive relationships across different leadership styles

Leadership Attributes

The role will be a trusted, strategic and pragmatic leader who brings clarity to complexity and translates priorities into outcomes. Enterprise-minded and commercially astute, they will absorb and synthesise information quickly, influence across organisational boundaries and create alignment without relying on authority. They will be collaborative, low ego, delivery focused and genuinely motivated by CHL's purpose and commitment to improving housing and community outcomes.



What Success Will Look Like

Success will be reflected in stronger organisational discipline, clearer accountability and more effective execution. The CEO will have greater visibility of enterprise priorities and capacity to focus on matters requiring her direct leadership. The ELT and SLT will operate with clear agendas, actions and follow-through, while strategy, operational plans, Board reporting and special projects will be supported by practical governance, measurable KPIs and clear ownership. The Executive Support Team will operate as a coordinated function, and CEO communications and enterprise messaging will be clear and aligned. Most importantly, the role will strengthen CHL's ability to translate strategy into action.

Why Join Community Housing Limited?

Australia faces an unprecedented housing challenge, with increasing demand for safe, secure and affordable homes across the country. Community Housing Limited has the scale, experience, capability and ambition to make a meaningful contribution to addressing that challenge.

For the Chief of Staff, this creates an opportunity to work at the centre of a

significant, purpose-led organisation at an important stage in its development. The role will have broad exposure across strategy, organisational performance, executive leadership, governance and enterprise-wide priorities, with the ability to influence how CHL operates and how effectively it delivers against its ambitions.

The position offers the chance to work closely with the CEO and senior leadership team, strengthening the disciplines, visibility and accountability that support sound decision-making and effective execution. It is a role for someone who is motivated by making an organisation work better, bringing greater clarity to priorities and helping leaders maintain focus on the outcomes that matter most.

CHL's social purpose adds another dimension to the opportunity. Improvements in organisational effectiveness ultimately support the organisation's ability to increase its impact, create more homes and contribute to stronger communities.

For the right person, this is an opportunity to combine strategic influence with practical organisational impact, while contributing to an organisation addressing one of Australia's most important social challenges.

Selection Process

Thank you for your interest in the Community Housing Limited Chief of Staff selection process.

Galvin-Rowley Executive is thrilled to be leading the process of this appointment on behalf of Community Housing Limited.

This briefing pack provides you with the information regarding the organisation, the role, the process time frames and requirements.

Application Process:

Once you have reviewed this material, and if you haven't already, please provide us with the following to formalise your application.

- A one to two-page cover letter stating your interest and motivation, and a summary that demonstrates your achievements and suitability as relevant to this appointment
- Your resume

Jen Galvin-Rowley

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Key Dates

Late August

Position released to the market.
Initial discussions with applicants and targeted candidates.
Enquiries responded to and information packs distributed.

Mid September

Applications close.

Mid-Late September

Present long list of finalised candidates to Community Housing Limited.
Galvin-Rowley Executive to conduct interviews with long listed candidates.

Early October

Shortlist finalised and presented to Community Housing Limited.

Early October

CHL Interviews

Mid October

Finalise interviews, references completed and preferred candidate appointed.

Galvin-Rowley Executive is a boutique executive search and advisory firm with more than 30 years' experience guiding organisations through their most critical leadership appointments. We specialise in C-suite, board, and senior leadership recruitment, delivering tailored, high-touch solutions that ensure every placement is strategically and culturally aligned.

As the exclusive Australian member of Agilium Worldwide, a global alliance of independent executive search firms, we combine deep local expertise with international reach. This gives our clients access to a diverse global talent pool while retaining the personal service and discretion of a boutique partner.

Our team is led by Founding Partner and Director Jennifer Galvin-Rowley and includes highly experienced executive search consultants, talent specialists, and research professionals. Together, we operate as an

extension of our clients' organisations, acting as brand ambassadors with the insight and care to represent each role and business with integrity.

What defines our approach is a commitment to understanding the essence of every organisation we partner with – its purpose, structure, culture, and aspirations. By investing in this depth of knowledge, we design bespoke strategies that attract exceptional leaders and deliver long-term impact.



Quality & Excellence

We deliver more than capable leaders – we secure executives who are strategically aligned, culturally attuned, and equipped to create lasting impact.



Flexibility

Every search is bespoke. Our tailored approach allows us to respond quickly to each client's needs while maintaining the rigour that ensures success.



Tenacity

We pursue every search with focus and creativity, drawing on deep networks, insight, and persistence to identify and appoint exceptional leaders.



Honesty & Respect

Trust underpins every engagement. We are transparent, respectful, and committed to building relationships that endure well beyond the placement.



At Galvin-Rowley Executive, we combine the insight of a local partner with the scale of a global network.

As a proud member of Agilium Worldwide LLC—a top-ranked international executive search group with over 55 offices across more than 30 countries—we offer our clients seamless access to leadership talent around the world.

This affiliation extends our reach while maintaining the personal, consultative service we are known for. Whether conducting a local search with international complexity or delivering a fully cross-border executive appointment, we bring the same level of precision, discretion, and cultural alignment to every engagement.

Our clients benefit from:

- Global market access without compromising the bespoke approach that defines our work1/3 on Presentation of acceptable shortlist
- Cross-border search capability for roles requiring global perspective or specialised expertise
- Consistent quality and discretion, no matter where leadership is needed

From Melbourne to Madrid, Singapore to San Francisco—wherever leadership is required, we deliver with confidence, care and clarity.

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Jennifer Galvin-Rowley

Director and Founder

Jennifer Galvin-Rowley is the Founding Partner and Director of Galvin-Rowley Executive. For more than 30 years, she has built the firm's reputation as one of Australia's most trusted boutique executive search partners.

Her track record spans complex search assignments across diverse industries, including retail and consumer goods, ports and infrastructure, banking and financial services, aviation, health, government, not-for-profit, agribusiness, and manufacturing.

Working closely with boards and CEOs, Jennifer is recognised for her ability to listen deeply and design search strategies that meet the unique requirements of each appointment – whether for a chief executive, senior leadership role, or high-performing management team. She has developed a rigorous search methodology delivered with professionalism, discretion, and warmth, ensuring every client is represented with integrity in the market.

A strong advocate for candidates, Jennifer is committed to ensuring every executive she engages with experiences respect, care, and confidentiality throughout the process. She is also a leading voice for greater diversity in leadership and continues to champion inclusive practices across every search.



"I have had the great fortune to partner with Galvin-Rowley Executive for over 15 years. Jen and the team are extremely professional and above all take the time to understand the role requirements to ensure the right candidate is matched. When labour markets are tight, and roles are in high demand Galvin-Rowley Executive always find the right candidate. I really appreciate how they keep me informed of their progress, challenge my thinking and create a collaborative environment. Finding the right candidate is never easy, Jen makes it easy!"

Georgina Poulos,
T2, Global Director People

"What a joy it is to engage with Galvin Rowley Executive. Grace, care and expertise are the adjectives that come to mind when I think about Jen and the way she manages her clients and candidates. Above all, I am impressed with Galvin Rowley's service ethic and ability to astutely find the right match for a win-win outcome. Jen is a delight to work with and is a wonderful representative of your corporate or personal brand. She is trustworthy, generous, unflappable, diligent and savvy and comes with my heartfelt recommendation."

Jane Sydenham-Clarke,
Food Frontier, Chief Executive Officer

"I have utilised the executive search services of Jennifer Galvin-Rowley for many years. Throughout this time, I found Jennifer and her team members to be exemplary in their dedication and commitment to providing services that meet my needs and deliver positive outcomes. I believe the essence of Jennifer's success lies in her desire and her ability to comprehensively understand the needs of her clients and to ensure that all search activities are totally aligned to meeting those needs."

The Hon Chris Pearce MP
Adjunct Professor JP, FAICD, FAMI, BBus, MBA, GCDiv, GradCertPosPsych



At Galvin-Rowley Executive, we see diversity, equity, and inclusion as essential to building strong and future-focused leadership teams. Diverse leaders bring fresh perspectives, foster innovation, and create meaningful change within organisations.

Supporting our clients in advancing their DEI strategies means looking beyond traditional career pathways. We consider candidates across sectors, focusing on transferable skills and core leadership competencies as well as proven experience.

As trusted advisors, we are committed to presenting balanced and inclusive candidate pools that reflect both talent and potential. We actively encourage our clients to demand diverse shortlists for every role, including in sectors or environments where resistance has historically been stronger. In doing so, we help remove unconscious bias and expand opportunities for exceptional leaders.

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Leadership That Transforms Organisations

At Galvin-Rowley Executive, we specialise in appointing leaders who drive innovation, shape culture, and deliver meaningful impact.

Whether it's a visionary CEO, a strategic executive, or a governance expert, we bring the insight, rigour, and care required to secure transformative leadership.

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