

Panellist Profile

Approved Professional Advisory Panel – Community Housing Futures

Business Name	SORA Partners (Agora Ventures Pty Ltd ATF Agora Ventures Trust)		
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Business Status	<input type="checkbox"/> Individual consultant <input checked="" type="checkbox"/> Consultancy firm <input type="checkbox"/> Association/group of individual consultants		

Introduction Summary

SORA Partners is an advisory practice specialising in helping Community Housing Providers (CHPs) and Indigenous Controlled Housing Organisations (ICHOs) plan, structure and deliver social and affordable housing projects.

We support organisations at the front end of delivery — before projects become risky, unworkable or resource-intensive. Our role is to clarify opportunities, test whether a project should proceed, structure partnerships, align proposals with funding programs and help boards make confident decisions. We combine development, finance and strategic experience to ensure projects are both achievable and sustainable.

Our work commonly includes project feasibility assessment, business case development, funding pathway design, partnership structuring, governance advice, growth planning and delivery setup. Where detailed financial modelling or specialist technical analysis is required, we coordinate and integrate inputs from trusted quantity surveyors, financiers and technical advisors, ensuring boards and executives understand the implications and can make informed decisions.

We have supported organisations across Queensland and nationally on projects ranging from small regional developments through to larger mixed-use housing programs and participation in HIF, Quickstarts, HAFF, QCHIP and other government initiatives. Our focus is practical outcomes — helping organisations move from ideas to deliverable projects while managing risk and protecting long-term sustainability.

Sector Knowledge

SORA Partners has practical experience working with Tier 1–3 Community Housing Providers, Indigenous housing organisations, developers, financiers and government agencies.

We understand the operating environment CHPs work within, including NRSCH requirements, rent and subsidy settings, procurement expectations, governance responsibilities and the balance between social outcomes and financial viability. We regularly assist organisations navigating HAFF, QCHIP, QuickStarts and state acquisition programs.

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We are particularly experienced supporting smaller and mid-sized CHPs who are seeking to grow but face internal capacity, risk and funding constraints. Our work often involves translating development and finance concepts into operational and board-level decisions.

We also work with Indigenous organisations exploring ICHO pathways, governance structures and project participation, with sensitivity to control, community leadership and cultural considerations.

Skills	Offered?	Summary of demonstrated qualifications, consultancy skills and consulting track record
Finance	<input checked="" type="checkbox"/> X Yes <input type="checkbox"/> No	<p>Services: Funding pathway design, financial viability assessment, capital structure advice, funding program alignment and decision support. We interpret financial feasibility and funding information and coordinate specialist financial modelling and lender engagement through trusted partners where required.</p> <p>Track Record: Advised CHPs on project viability, funding readiness and responsible use of debt. Supported organisations participating in HAFF, QCHIP and similar programs by translating financial and funding requirements into clear board-level decisions and delivery strategies.</p>
Business Planning	<input checked="" type="checkbox"/> X Yes <input type="checkbox"/> No	<p>Services: Strategic planning, growth strategy, service model planning, governance and organisational design, and business case development.</p> <p>Track Record: Supported boards and executives to develop growth roadmaps, clarify organisational direction and align strategy with funding opportunities and operational capability.</p>
Property Development	<input checked="" type="checkbox"/> X Yes <input type="checkbox"/> No	<p>Services: Front-end development structuring, delivery model selection, procurement approach advice, partner identification and project setup prior to construction engagement.</p> <p>Track Record: Supported CHPs to move from concept to structured projects by establishing appropriate delivery pathways, selecting suitable partners and defining responsibilities before entering binding agreements..</p>
Risk analysis Management	<input checked="" type="checkbox"/> X Yes <input type="checkbox"/> No	<p>Services: dentification and assessment of development, governance, financial</p>

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		<p>and partnership risks; contract structure review; and decision-making support for boards and executives.</p> <p>Track Record: Helped CHPs identify delivery, financial, organisation, operational and partnership risks before committing to projects or funding agreements, improving project outcomes and preventing inappropriate contractual or financial exposure.</p>
Partnership development	<input checked="" type="checkbox"/> X Yes <input type="checkbox"/> No	<p>Services: Structuring relationships between CHPs, developers, financiers and government stakeholders; negotiation support and partnership frameworks.</p> <p>Track Record: Established development and delivery partnerships enabling CHPs to undertake projects beyond internal capacity while maintaining appropriate control and risk management. Particular experience assisting CHPs to work effectively with private developers while maintaining appropriate control and protecting organisational interests.</p>
Growth readiness assessments	<input checked="" type="checkbox"/> X Yes <input type="checkbox"/> No	<p>Services: Organisational capability reviews, governance assessment, delivery readiness and improvement planning.</p> <p>Track Record: Completed readiness assessments helping CHPs prepare for expansion, funding participation and project delivery.</p>
Strategic asset management	<input checked="" type="checkbox"/> X Yes <input type="checkbox"/> No	<p>Services: Portfolio review, renewal planning inputs, redevelopment pathway assessment and asset strategy development.</p> <p>Track Record: Supported CHPs to prioritise assets, plan reinvestment, link asset management plans to budgets and identify redevelopment opportunities aligned with financial capacity.</p>
Feasibility	<input checked="" type="checkbox"/> X Yes <input type="checkbox"/> No	<p>Services: Project feasibility assessment, options analysis, risk review and business case preparation. We lead the overall feasibility process and integrate inputs from quantity surveyors, planners and financial specialists to determine whether a project is deliverable and sustainable.</p>

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		<p>Track Record: Led feasibility assessments for multiple community housing proposals across regional and metropolitan locations, enabling boards to make informed go/no-go decisions and avoid unviable projects.</p>
<p>NRSCH Registration</p>	<p><input checked="" type="checkbox"/> X Yes <input type="checkbox"/> No</p>	<p>Services: Governance structuring, policy guidance and readiness advice for organisations considering CHP or ICHO participation. Application support.</p> <p>Track Record: Supported emerging organisations exploring registration pathways and compliance preparation.</p>
<p>Other</p>	<p><input checked="" type="checkbox"/> X Yes <input type="checkbox"/> No</p>	<p>Strategic Advisory & Funding Alignment</p> <p>Services: Advice on government funding programs, project positioning, organisational readiness, growth strategies and delivery strategy.</p> <p>Track Record: Assisted organisations to position for funding rounds, structure projects appropriately and avoid unviable proposals.</p>