

A close-up photograph of two young girls with long, dark, wavy hair. They are both smiling warmly and hugging each other. The girl on the left is wearing a dark blue long-sleeved shirt, and the girl on the right is wearing a light grey long-sleeved shirt. The background is a soft, out-of-focus outdoor setting with a wooden structure visible.

Mission Australia Housing

Annual Report 2019

**MISSION
AUSTRALIA**



We acknowledge the traditional custodians of the lands throughout Australia, and we pay our respects to the Elders past, present and future for they hold the memories, the culture and dreams of the Aboriginal and Torres Strait Islander people.

We recognise and respect their cultural heritage, beliefs and continual relationship with the land and we recognise the importance of their young people who are the future leaders.

We are Mission Australia Housing

We are a national Christian charity helping Australians in need move towards independence

Our values



Compassion

We are sensitive, understanding and caring in our service of all people.



Integrity

We are honest, accountable and transparent in our work and relationships.



Respect

We treat people as we ourselves expect to be treated, offering love, acceptance and a voice of support in the face of life's challenges.



Perseverance

We are dedicated to serving people and helping them overcome challenges they face, no matter how hard it is.



Celebration

We recognise and celebrate the efforts and achievements of the people we help, volunteers, supporters and staff.

Our goal: To reduce homelessness and strengthen communities across Australia

Our purpose

Inspired by Jesus Christ, Mission Australia exists to meet human need and to spread the knowledge of the love of God

'Let us not love with words or speech but with actions and in truth.' (1 John 3:18)

Creating better homes in vibrant communities

At Mission Australia Housing, our aim is to create better homes in vibrant communities.

In order to do this, our strategic directions and actions across each year are informed by our aspiration to **'Become the Community Housing Provider of Choice'** for all our stakeholders. We recognise that we must set our key stakeholder groups up for success.

Our focus is on the following six strategic directions:



Set tenants up for success



Set staff up for success



Set partnerships up for success



Create vibrant communities



Grow sustainably



Influence housing policy

Better homes in vibrant communities

Becoming the Community Housing Provider of Choice

As part of our aim to **'Become the Community Housing Provider of Choice'**, Mission Australia Housing has established the **'Setting up for Success'** program. These are the improvements we believe we can and should make to our business.

The three areas of focus are setting up our staff, tenants and partners for success. If we do this well, we believe we will achieve our aspiration and deliver upon our goal of **Reducing Homelessness** and **Strengthening Communities**.

Setting staff up for success

- Quality induction and on-boarding
- Good systems and tools
- Focus on professional development
- Values based culture
- Staff engagement
- Collaboration with service providers
- National team approach



Setting tenants up for success

- Welcoming and accessible services
- Supportive tenant induction
- Safe, secure, affordable housing
- Quality repairs service
- Meaningful tenant engagement
- Collaborate and engage with tenant representative groups
- Links to education and employment
- Improved neighbourhoods and communities
- Support and referrals
- Flexible approach

Setting partnerships up for success

- Better homes in vibrant communities
- Quality tenancy and asset management services
- All KPI's are met and exceeded
- Financially sustainable growth
- Innovative services
- Establishment of shared goals
- Commercial outcomes achieved

A welcome message from Chris Bratchford



Welcome to our 2019 Annual Report. Across the financial year, we have had a strong focus on developing our ability and capacity to ensure we are ready for substantial growth of the business.

Over the coming 12 months we will see a dramatic increase in size of our portfolio through the Social Housing Management Transfer Program, commencement of the Ivanhoe Estate redevelopment and the ongoing increase of social and affordable housing supply through our acquisition and development programs in NSW and Tasmania.

Expanding our reach

The NSW Government's Social Housing Management Transfer Program adds a further 1,066 social homes to our portfolio on 1 July 2019. This addition commences a 20-year investment of Housing services into the Coffs Harbour and Bellingen communities to complement the existing community services delivered by Mission Australia in the region.

In March, we opened the doors to our new Coffs Harbour office, furthering our investment in the region and supporting our preparation for the Social Housing Management Transfer Program.

The office at 39 Gordon Street adequately hosts our increased staff levels, which grew from one staff member to 20 during the lead up to the Transfer. It is centrally located within walking distance of

retail stores, transport, and the region's government, community and health services.

Increasing supply

Last year we reported on our work with NSW Land and Housing Corporation (LAHC) and the Aspire Consortium (Frasers Property Australia and Mission Australia Housing) on the development of the former Ivanhoe public housing estate located in Macquarie Park in north west Sydney. Under the Communities' Plus model, 259 former public housing dwellings will turn into a mixed tenure community of over 3,000 new homes including 950 social and 128 affordable homes. It will redefine the way social, affordable and market housing integrate in their community. This year, submissions were received from a wide range of interested stakeholders and changes were made to the master plan, enabling the consortium to build a cohesive and sustainable future for the site, based upon a shared community aspiration.

We continue to increase the supply of new social and affordable homes through the Nation Building Economic Stimulus Program in NSW with the aim to secure 177 properties by 2021. To date, we have delivered 96 dwellings, with a further 19 under development in Western Sydney and plans to build a further 40 dwellings on the Mid North Coast of NSW.

Since 2017, Mission Australia Housing has been building much needed homes in Clarence Plains, Tasmania.

To date, we've completed and tenanted 18 new social homes in the community, with six more under construction. We're well on our way to achieving our target with the Tasmanian Government of delivering 49 new social and affordable homes over the next couple of years.

In October, we joined forces with Australian Red Cross, Centre for Social Impact and PwC Australia to launch 'The Constellation Project'. The collaboration aims to bring together government and the private and non-profit sector to achieve solutions to help end homelessness in a generation. All four founding members have prioritised actions to increase the number of affordable, accessible, appropriate and secure housing options; improve people's ability to manage their housing; and prevent homelessness before it occurs.

Improving services

Our overall Annual Tenant Satisfaction score continues to increase year on year. This year we achieved a score of 86%, which maintains our position above the Community Housing Industry Association NSW overall benchmark of 84% and exceeded individual benchmarks across 13 indicators.

Mission Australia Housing exceeded the National Regulatory System for Community Housing (NRSCH) benchmark of 75% and comfortably outperformed all three thresholds:

- **Overall satisfaction, by 11%**
- **Condition of home, by 12%**
- **Repairs and maintenance, by 6%**

Delivering stable and consistent improvement year on year demonstrates our focus on improving service delivery through an Integrated Service Delivery approach combining housing services, asset management, tailored support coordination and community development in each region we operate within.

Our Service Improvement Project continued to bring benefits to the business, helping us to improve performance outcomes by systematically reviewing and improving core processes and policies and developing a range of staff training and learning tools. Improved performance enables us to deliver higher quality services to tenants and applicants, better support our staff and achieve sustainable growth.

We worked diligently with Mission Australia Community, Family & Children's Services to introduce the Tailored Support Coordination Service. This exciting new collaborative program is designed to provide individualised support to tenants to improve their wellbeing and capacity to maintain stable tenancies.

By maintaining an understanding that our tenants and our

communities are all different, we work together to find solutions and we increase our tenants' chance of success of sustaining their tenancies and building stronger communities.

Strengthening Communities

In 2017, we took a strategic direction to focus efforts on delivering Mission Australia's Strengthening Communities Community Development approach in each region in which we operate. We have built the capacity of a team that now delivers informed and focussed programs across our portfolio working collaboratively with the Operations team.

The activities and partnerships we deliver are informed by analysis of local needs through various forms of data and this year we successfully undertook our first Impact Measurement program on the Mid North Coast of NSW. This data enables us to gain a deeper understanding of our tenant's wellbeing and needs over time, bringing an evidence-based approach for planning better service delivery.

Through Strengthening Communities, we also develop collaborative programs for improving areas of lower satisfaction from the Annual Tenant Satisfaction Survey results. This includes improving

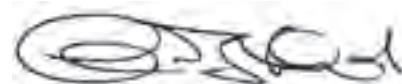
neighbourhoods, common area upgrades to increase community cohesion, and decrease safety and security concerns.

In recognition of the importance of resident voice to Housing operations and positive community outcomes, this year we developed our new national Tenant Committee framework. The framework provides a consistent and multi-tiered platform for more tenants to become involved with Housing; options now range from national level representation to special project groups that wish to improve their local area.

In closing I would like to acknowledge the support and guidance from the Mission Australia Housing and Mission Australia Boards, and I would particularly like to thank all our staff who have worked so hard to help our residents achieve better life outcomes.

I invite you to read on for further detailed information in the pages following and hope you enjoy our 2019 Annual Report.

Warm regards,



**Chris Bratchford, Executive,
Mission Australia Housing**



Our footprint

at 30 June 2019

1,996

residential properties owned or managed Australia-wide



Dwelling type



1,168

social housing dwellings

150

NRAS* managed dwellings

85

affordable housing dwellings



523

social housing dwellings

22

NRAS* managed dwellings



42

social housing dwellings



6

social housing dwellings



70+

Mission Australia
Housing
employees

*National Rental Affordability Scheme

Our residents at a glance

3,047

residents housed
Australia-wide

45

average age of
residents

1.6

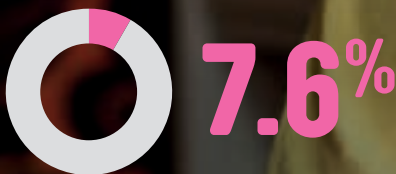
average number of
residents per household

723*

families housed

\$182

average weekly rent



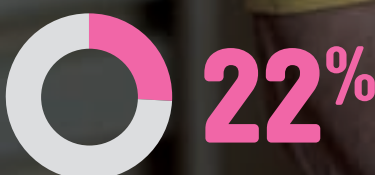
Aboriginal and/or
Torres Strait Islander
residents



residents with
disability



residents aged
25-55 years



residents who
have experienced
homelessness



female residents
over 55 years



senior residents
over 55 years

*Households with children and/or dependants.
Does not include single occupants or couples.

Reducing homelessness



Increasing supply and supporting tenants

In 2019, we continued to invest our resources into improving the tenant experience and increasing the supply of quality housing across the country, in order to deliver better long-term outcomes for our tenants.

Social Housing Management Transfer, Coffs Harbour and Bellingen region, NSW

During 2018-19, Mission Australia Housing prepared for the transfer of public housing services from the NSW Department of Family & Community Services (FACS) to Mission Australia Housing as part of the Social Housing Management Transfer (SHMT) Program. This program involved the management transfer of 14,000 public housing tenancies to nine community housing providers across NSW.

FACS committed to transferring these public housing tenancies to Mission Australia Housing and other organisations to ensure that community housing providers were able to:

- Make the most of community networks to deliver better long-term outcomes for tenants and applicants
- Make the social housing system stronger and more diverse
- Access more sources of funding that are available to community housing providers to better support tenants.

From July 2019, we became responsible for delivering the full range of social housing services and products in the Coffs Harbour and Bellingen local government areas. This includes tenancy and asset management services, access and demand services, community development and Tailored Support Coordination services to 1,066 tenancies.

Service System Coordination

As part of the transfer program, Mission Australia Housing also takes the lead role for the Social Housing Service System across the region.

The Social Housing Service System is the structure and process that brings all stakeholders together with the aim of the collective achievement of goals, which alone the stakeholders cannot achieve.

We have been working hard to determine how the right systems and processes and a diverse network of partnerships can support the needs of our tenants to sustain their tenancies and improve their lifestyle.

Mid North Coast, NSW

362 
properties at 30 June 2019

1,066
social housing transfer 2019
at 1 July 2019

1,428
total properties from 1 July 2019

Mid North Coast NSW




Mission Australia Chairman Ken Dean and CEO James Toomey thank our tenants

Clarence Plains, Tasmania

Since 2017, Mission Australia Housing has been busily building much-needed homes in the suburbs of Clarendon Vale and Rokeby, located just 22 minutes outside of the city of Hobart. Now known as Clarence Plains, 18 new social homes have already been completed and tenanted by Mission Australia Housing, with six more under construction. We're well on the way to achieving our target with the Tasmanian Government of delivering 49 new social and affordable homes in Clarence Plains over the coming years.

The design of the new homes reflects Mission Australia's desire to deliver more than just a place to live. Through our partnership with local builder Ronald Young and Co, we're committed to delivering quality homes that respect the needs of our residents. In particular, close attention has been paid to the cold climate and the high costs that come with heating homes in Tasmania's chilly winters.

All homes have full double-glazed windows and external doors fitted with deadlocks and a two-camera digital alarm system for security and peace of mind. Each dwelling has an energy efficient hot water service, a solar power system with photovoltaic roof panels, and is oriented to ensure maximum solar gain is achieved in living rooms and the private outdoor space. In most cases, the homes have three bedrooms, a main bathroom, en suite,

walk-in robe, and a generous open plan kitchen, dining and living room.

Ronald Young and Co managing director Paul Burnell commented: 'It is so refreshing and positive to be involved in a social housing project where the provider is so committed to quality homes that are energy efficient, secure and family or resident friendly. Too often we are asked to supply social housing that is too site dense and is constructed to the lowest possible standard.

'Mission Australia Housing is always seeking our advice on how these homes can be improved for the benefit of their residents and I believe they should be commended for it. It is a very welcome change!'

Looking to the future, Mission Australia Housing also recently commenced the development of a 48-lot subdivision in the same area. We will build a mix of ten social and affordable homes within this new subdivision and will market and sell the remaining lots to private buyers to continue to provide affordable housing solutions in Tasmania.

Ivanhoe, NSW

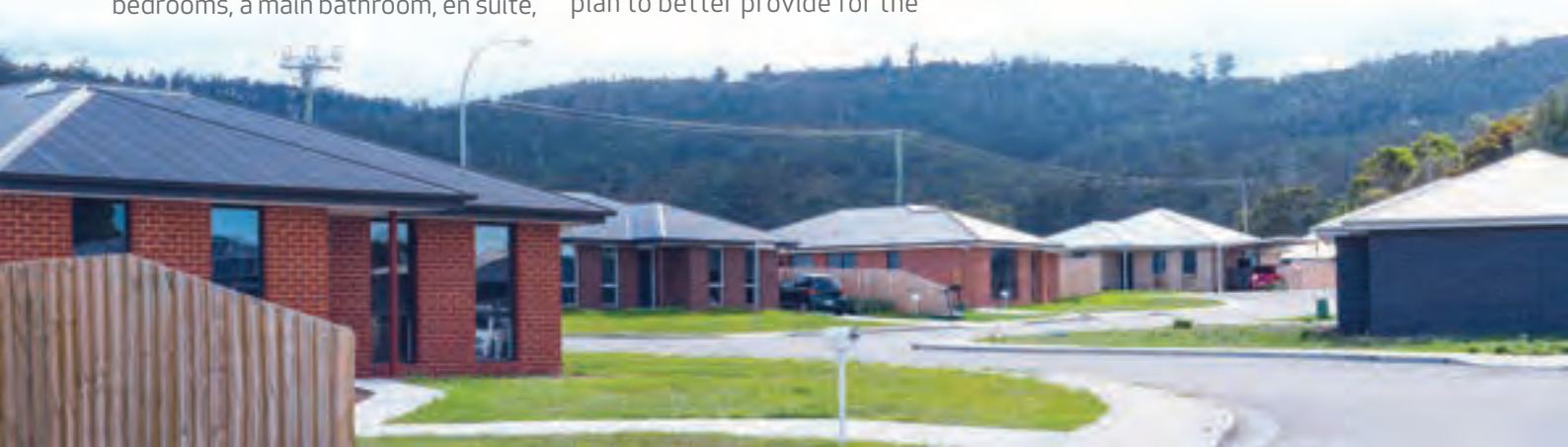
Our partnership with Frasers Property Australia saw the Stage 1 Development Application and full Ivanhoe Master Plan submitted for consideration this year. The development attracted interest and comments from a wide range of local stakeholders and changes were made to the master plan to better provide for the

community. We're working with Frasers to establish a modern and multifunctional sales centre, and building partnerships with local employment and training organisations, including key partner TAFE, to provide opportunities to local social housing residents.

Townsville Youth Foyer, Qld

We're ready to partner with the Queensland Government to deliver a specialised housing service for young people who are at risk of experiencing homelessness in Townsville. The Townsville Youth Foyer will support up to 40 young people aged 16-24 at any one time, providing safe self-contained accommodation, as well as access to education, employment and case management.

Mission Australia will manage the Youth Foyer and provide 24/7 specialist support, ensuring young people have a secure place to call home and the help and guidance they need to take positive steps towards independence. With more than 2,700 young people in Townsville assisted by specialist homelessness services between 2013-17, the Youth Foyer will help to address a great need within the community.





'Mission Australia Housing is always seeking our advice on how these homes can be improved for the benefit of their residents and I believe they should be commended for it. It is a very welcome change!'

Paul Burnell, Ronald Young and Co

New market, social and affordable homes built by Ronald Young and Co, Tasmania



Top to bottom: Little Street, Forster, NSW and architectural render of Kingswood, NSW studio apartment building

NSW Nation Building commitments

Housing need remains acute and widespread across NSW. As part of the NSW Government's ongoing commitment to provide more social and affordable housing, we continue to increase NSW's housing supply through the Nation Building Economic Stimulus Program with the aim to secure 177 properties by 2021. To date, we have delivered 96 dwellings, with a further 19 dwellings under development in Western Sydney and plans to build a further 40 dwellings on the Mid North Coast of NSW.

Little Street, Forster, NSW

In January, Mission Australia Housing tenants and staff and MCR Building and Property Maintenance celebrated the official launch of the newly renovated Little Street property in Forster. Mission Australia Housing purchased the 41-unit complex in 2016 as part of our Nation Building Leverage Commitments and we've since transformed it into an affordable housing property to help reduce housing stress on the Mid North Coast of NSW.

Necessary upgrades to fire safety, sewerage and stormwater systems were carried out, along with the creation of courtyards for ground floor residents and balconies for top floor residents. Units were painted, privacy screening provided, CCTV installed and common areas enhanced with gardens, landscaping and seating for residents to socialise and get to know each other. Mission Australia Housing spent more than \$1 million to ensure the property is up to standard and tenants now have both private and communal spaces to enjoy.

Kingswood, NSW

Last year, we also signed contracts to create a new two-storey development in Kingswood in Western Sydney, which will deliver 19 studio apartments in 2020. These homes are intended to provide stable housing primarily for women over 55 years old who are homeless or at risk of homelessness.

Tas

49

properties targeted



18



delivered as at 30 June 2019

NSW

177

properties targeted



96



delivered as at 30 June 2019



New social homes by Ronald Young and Co, Tasmania

**'Sometimes I cry myself in happiness
what my life is today. I am living the
life that I want to live'**

Jono, Disabled resident at Lardner Road
facility, Victoria



Community spaces projects

Total

\$285k+

(includes \$138,195 NSW Social Housing
Community Improvement Fund grants)



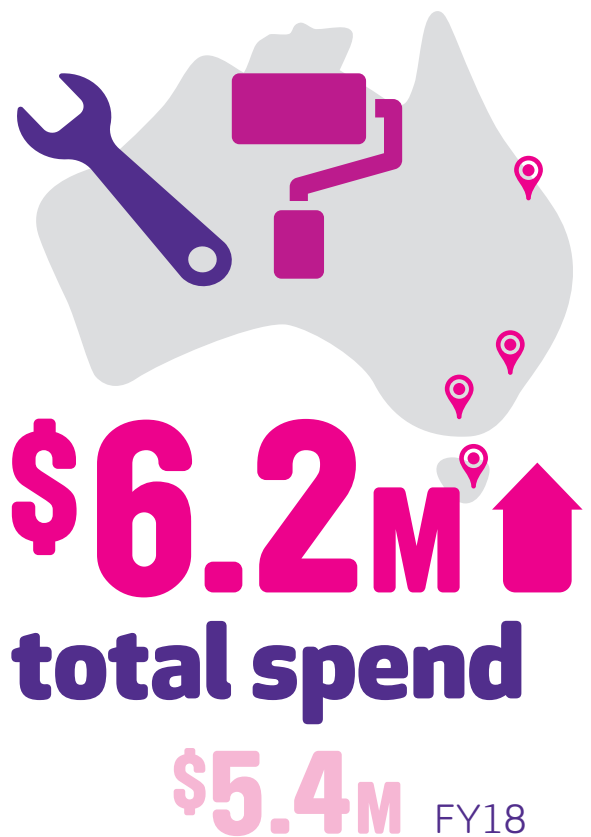
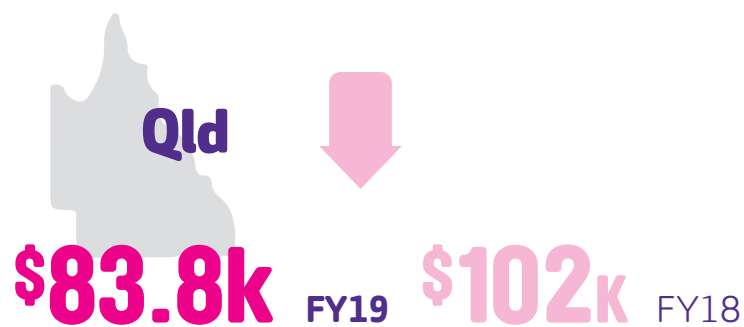
Little Street, Forster, NSW upgrade

Assets snapshot

As a Tier 1 Community Housing Provider, Mission Australia Housing manages community housing assets in a manner that ensures properties are available now and in the future.

Repairs and maintenance

What we have spent on repairs and maintenance in 2018/19.



Our planned and proactive approach to asset management ensures that our properties are maintained, or restored to, a condition that meets the needs of our tenants, supports our service delivery and serves the communities we work in.

Mission Australia Housing's approach to asset management includes:

- Improving tenant satisfaction with property services
- Extending the life of our properties
- Ensuring property management services make a positive social impact at a household, community and program level
- Ensuring compliance with contractual, legislative and regulatory obligations.

Our Asset Management Plan for 2019-20 looks ahead to focus on improving any low-standard properties, undertaking defects rectification works and compliance

to essential services in all our properties.

Service delivery, management and resources integration

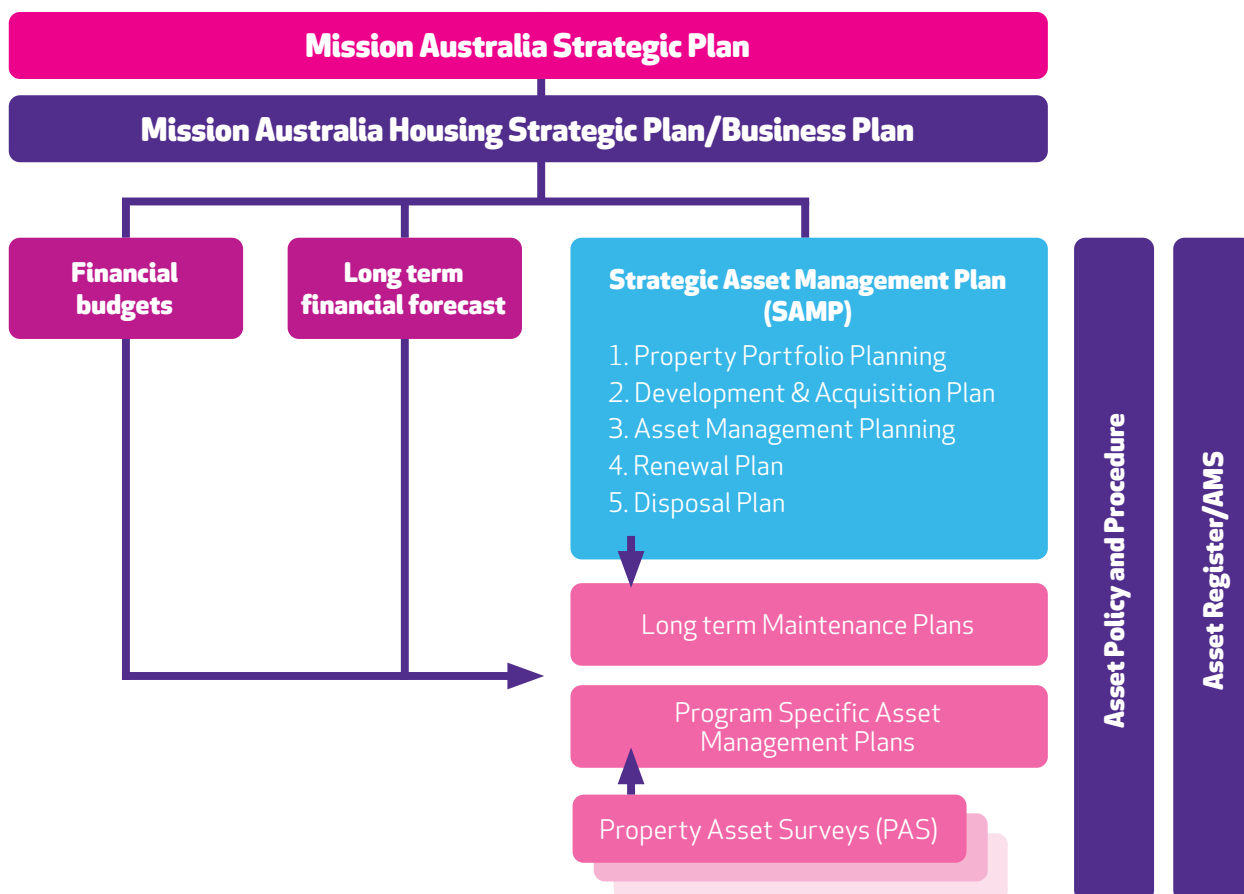
Following a Total Asset Management philosophy, our integrated asset management approach aligns long-term asset management planning with short-term service delivery demands within the limits of available resources.

This approach is designed to:

- Meet the housing needs of our target tenant cohorts
- Support sustainable tenancies and build stronger communities
- Manage assets throughout their lifecycle

- Maintain condition and preserve asset value through long-term maintenance planning
- Leverage the asset base to enable portfolio growth
- Contribute to maintaining our financial sustainability.

The chart below details Mission Australia Housing's Total Asset Management approach and outlines how it fits within Mission Australia and Mission Australia Housing's overall strategic framework.





Work orders raised for repairs and maintenance in 2019

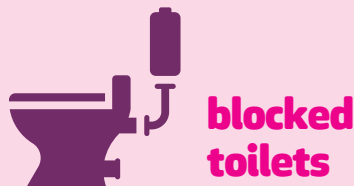


Top 3 repairs and maintenance works

NSW



Tas





Strengthening Communities

**'We had a lot of fun setting up this garden!
The whole family got involved we were in it
planting and watering whilst talking veggies
right up till sundown'**

Clarence Plains resident

Community development approach

We play a much wider role in communities than just housing people. Taking a place-based approach, we seek to make people, families and communities more engaged, connected and resilient.



Food security

Through consultation with our tenants, we know each region we operate in requires better access to healthy and affordable food and our tenants are keen to learn how to grow and prepare healthier meals.

The **Gardens and Recipes of our World (GROW)** community garden project in Clarence Plains was nominated for a second year in a row for the Leading Community Engagement Practice award at the Tasmanian biennial **Australasian Housing Institute Awards**.

Facilitated by Mission Australia, the GROW community garden has been designed and managed by local residents, Mission Australia Housing tenants and local services, bringing the local community together to strengthen relationships.

Mission Australia Housing supported community members

to start and run a **Growers and Crafters Market**. Every year in Clarence Plains, local people are growing amazing food, turning fresh food into other products and creating fantastic art, craft and other hand-made items. The Growers and Crafters committee of local residents are running the initiative and the market has very rapidly outgrown its first location. It now runs every second month with over 20 stalls attracting larger crowds each time.

The **Tenant Home Grown Garden** program installed eight raised garden beds into families' homes, filled with premium organic veggie blend and planted by the family with in season seed and seedlings.

A **Community Garden Installation** program continues in Greater Western Sydney (GWS) in partnership with Bunnings; two new gardens installed at our Boldrewood and Beames Ave complexes.

By partnering with local social enterprises, Common Ground developed cooking experiences to increase independent living

skills and community connections. Hosted by our partner **Lentil as Anything 'Common Table'** is a regular cook-off that provides a volunteer opportunity for tenants plus feeds and entertains over 60 participants through having a meal together, telling a story, singing or telling jokes. Through a partnership with **Alfalfa House**, a local organic food co-operative grocery store, Mission Australia Housing has provided **Sourdough Bread Baking workshops** free for tenants.

We collaborated with Settlement Services International's (SSI) 'The Staples Bag' project to create a low cost supermarket within our Common Ground facility. The supermarket was set up by a group of volunteer tenants and SSI and they continue to run the store each week.



The Staples Bag

Tollard Drive working bee

Hospitality and cooking classes

We have utilised **Oz Harvest** and **Food Bank** to assist our tenants with regular food deliveries across our NSW assets.

Employment and training

Opportunities to move into the workforce, by retraining or upskilling are key to tenants maintaining independence. Through a strong partnership with TAFE, at **Common Ground**, we have provided 24 residents and five further community members face-to-face **Education to Employment Pathway** training giving them an introduction to:

- **Gardening:** Skills and knowledge to grow food organically in a community garden.
- **Hospitality:** Provide the skills and knowledge to prepare, plan and cook healthy meals
- **IT/Computer:** Essential basic computer skills and how to safely navigate the internet



A pathway into horticulture, production nursery or landscaping



A pathway to hospitality, cookery, catering operations and cafe skills



A pathway to Information Technology (IT). Additionally, Mission Australia Housing assisted four tenants gain

Employment pathways provider Max Solutions is working with a tenant with over 20 years of experience in scaffolding. Through the TAFE Certificate III Rigging course, he is able to update existing skills and gain new skills such as using computers and smart phones to apply for work.

access to **TAFE Certificate III** and **Certificate IV courses** in Community Services, Rigging and Individual Support.

Skyline Landscape Services

came to Common Ground for an open day where tenants learnt about job opportunities in various landscaping professions. Two tenants are now employed full time with Skyline.

Ignite Ability - Three tenants utilised the assistance from an Ignite Ability facilitator to help them set up their own business.



Tenant Committees

The **Annual Greater Western Sydney Tenant Action Group (GWS TAG) Tenant Forum** provided up to 100 tenants from all regions of our Sydney portfolio with updates from Mission Australia Housing, the TAG and a range of local service providers. We also were very pleased to present our inaugural Tenant Garden Awards.

Adaptive Leadership program

Last year we piloted a capacity building program in collaboration with members of our GWS TAG and our staff in Greater Western Sydney. The program aimed to bring both groups together regularly to share knowledge and problem solve matters of resident and community interest. This program consisted of a series of half and full day workshops over a period of 6 months and provided the opportunity for the GWS TAG and staff to work together using adaptive leadership skills to create lasting change.

At completion of these workshops, enthusiastic feedback from both the GWS TAG and staff was received, and as a result of this new way of working together a new resident group structure and resident engagement framework



One Community Together

Community gardens

GWS Tenant Forum

are being trialled. Over the coming year, we are looking to roll this training out to all our locations in each state.

'I really found the training very helpful. It gave us the opportunity to brainstorm some tricky issues, vent our feelings and frustrations, and put a future plan in place with Mission Australia Housing. The workshops really taught me how to get on the balcony, look at the bigger picture and become a positive community leader. I am really excited about the future ahead with MAH because it is only together we can make a difference'.

GWS TAG member

Residents at Common Ground expressed interest in getting out more to learn about Sydney landmarks and to have access to more of the local service providers to increase their social and community participation. In response, an Events Working Group was created with five keen tenants organising a range of outings and more services are now coming into Common Ground on a regular basis.

Coffs-Bello Housing Connections, our very first Tenant Committee formed on the Mid North Coast of NSW. We utilised the learnings of working with the GWS TAG to establish this new group and a **'Working Together'** agreement.

As the Social Housing Management Transfer drew close, we were able to combine the existing **'Housing Links'** Committee with our new group. The committee initially focuses upon bringing community gardening to some of our complexes and building greater engagement from more tenants.

The **Clarence Plains Resident Steering Committee (RSC)** remains strong and committed to improving the lives of tenants and the community. The RSC has continued to be an excellent sounding board on many aspects of our service delivery and all RSC members are actively involved in other community projects. Two long-term members were recognised and celebrated for achieving their full sitting term and four new members eagerly filled their place. The two departing RSC members continue to display leadership in many Clarence Plains initiatives, most recently forming and chairing, alongside our Community Chaplain, a Friendship Group that aims to address social isolation in the community.

The chair of the committee remains a tenant representative on **Shelter Tasmania Policy Committee** and is passionate to see an increase in tenant representatives influencing the work of Shelter Tasmania.

Hobart City Mission started operating as a collective impact backbone organisation of **One Community Together** in Clarence Plains after receiving a Tasmanian Community Fund Grant this year.



Diversity and inclusion

The **Strengthening Communities** team worked closely with our Diversity and Inclusion and Learning and Development colleagues and the entire Housing team to develop a set of goals to improve our inclusionary practices. The team also were the first Housing employees to complete the **Centre for Cultural Competency Australia (CCA) Aboriginal and Torres Strait Islander Cultural Competency Program**.

This year, each region increased their engagement with Local Land Councils and indigenous organisations including facilitating bush tucker cooking classes within local schools; Year 5 and 6 students learning about local Aboriginal history whilst cooking damper, wallaby and saltbush. We collaborated with other Community Housing Providers (CHPs), local councils, schools and the Local Aboriginal Land Councils to host events for **NAIDOC week**.

On the Mid North Coast of NSW, we joined Community Housing Limited (CHL) in the launch of their **Reconciliation Action Plan** and the establishment of **Aboriginal Community Housing Limited (ACHL)**. We worked with Coffs Harbour Aboriginal Interagency and sponsored and transported our tenants in Kempsey to the **'Bringing it back to Grassroots Family Fun Day'**, winning a 'Deadly Award' in the process.



One Community Awards



Seven local residents and services including three Mission Australia Housing tenants were recognised in the Clarence Plains Community Awards which recognise and celebrate the efforts of everyday people and businesses achieving amazing things for the community of Clarence Plains, Tas.

through the **Officer Next Door program**. Installation of a number of solar lights, painting of homes in fresh new colours and we are pursuing the installation of CCTV cameras throughout the complex in high traffic areas.

We supported tenants at the **'Reclaim the Night'** march, a global women's protest against men's sexual violence that started in Australia in 1978. It is about drawing people together from diverse backgrounds to address issues of sexual violence and abuse against women and children collaboratively.

and police liaison officers and undertook **safety audits** of our complexes to determine the best ways to improve safety and security.

The **MOTOSAFE pilot program** commenced in local schools to divert young people from illegal and unsafe trail bike riding. Students and parents were supported to learn safe and fun riding practices by following 10 simple rules; the **MOTOSAFE 'Tassie 10'**.



**Improving community spaces
Common Ground**

This year **working bees** were held at Common Ground with tenants and Mission Australia staff to improve upon the rooftop garden, computer room and the social enterprise room – which was once an unused exercise space and has now been repurposed into a 'low cost, high quality nutritious food staples' grocery store, accessible for the whole community. It took over ten working bees, ten tenant volunteers, several Mission Australia volunteers, a partnership with **Settlement Services International** and **The Staples Bag** to get the store up and running.



We regard fires as one of the most serious risks to life and property. The community has encouraged us to take **zero tolerance to those who intentionally light fires**. This year, we partnered with Crime Stoppers, Department of Communities, our Policy and Research team and local neighbourhood centres to drive home the cost and impact of deliberately lit fires to the community through a series of social media.

In Greater Western Sydney, we facilitated **regular information sessions with tenants**, staff



Safety and security

Housing continues to be an active member of the **FUTI (Facing Up To It) Committee** – the FUTI project is designed to tackle family violence and works to bring to light the issue of family violence in the community, by building peoples' confidence and skills to talk about the issue and respond when someone they know is experiencing family violence.

We continue to respond to tenant ideas to improve safety and pride of place in Joseph Street, Rokeby



Common garden

MOTOSAFE

Clean the Plains

Clarence Plains, Tasmania

Tollard Drive working bee was held with tenants at the Tollard Drive Complex community garden resulting in a much more pleasant working space for the tenants.

'Colour the Plains' was the theme of this year's annual **'Community Table'** event, where anyone from the community can come to talk about what is important to them. Around 30 participants explored different ways colour could be used around the Clarence Plains community.

The **One Community Together SPACES team** then worked on how to bring the ideas to life. In particular, they planned the renaming and beautification of the local green belt. The community voted to rename it the **'Clarendon Vale Community Park'**, which was approved by the local council. By taking ownership and interest in how the community is shaped, the park is becoming a valued space for families and the local community.

The annual **'Clean the Plains'** event attracted over 70 volunteers, removed 40 cubic metres of rubbish and 90 car tyres from the community.

Clarence Plains Unwrecked joined forces again with private land owners and SIMS Metal to remove 80 car wrecks from the community.

This year we delivered **'Hard to Skip' version 3, 4 and 5** in Clarence Plains and **version 1 in Kempsey, NSW**. We provided skip bins and removing over 150 cubic metres of rubbish and hard waste. Eight community volunteers assisted residents to transport their rubbish to the skips providing the community with an opportunity to reduce the level of illegal dumping. The Hard to Skip team of volunteers are now working on ways to recycle some of the waste, such as white goods and cardboard.



Tenant wellbeing and engagement

Our Community Chaplain provides a mix of pastoral care, personal development support and facilitates connections to other support services.

This year he has supported over 70 local residents, assisting them to manage issues such as disability, drugs and alcohol, employment, social isolation, family issues, family violence, legal issues and neighbourhood disputes.

The **Friendship Group**, started by a local resident, meets regularly and provides encouragement and opportunities for quality social interactions and connections

with members of the community, particularly with people of retirement age.

Our annual **Christmas Shop** saw over 300 children receive gifts at Christmas, provided by Hillsong Church and the ABC Giving Tree. The shop was set up to assist tenants that were struggling financially to meet the needs of their families at Christmas time.

Clarence Plains Harvest Festival attracted over 1,000 visitors to Clarence Plains this year, which hosted interactive stalls, local growers and crafters goods, free bush tucker, local entertainers, DJs and dance students from four local primary schools.

\$ value in TAFE courses utilised

over
\$71k



190m³+

hard waste removed



90

tyres removed



Resident voice

Mission Australia Housing recognises the importance of ongoing and transparent engagement with its tenants as a part of integrating 'resident voice' into our service delivery.

Tenant Committees play an important role in Mission Australia Housing activities, focusing on the needs of tenants, their families and their communities, and supporting and reinforcing the delivery of Housing services.

Tenant Committees represent groups of residents that have a shared vision to achieve common goals. Last year we reviewed our Tenant Committee structure and agreed to revise this structure going forward. The revisions create more opportunities for tenants to become involved, ranging from national level representation to local project groups that wish to improve their local area.

The **National Tenant Advocacy Committee** is a collection of the chair and deputy chair from each Regional Tenant Committee. This committee:

- Provides an avenue for broad discussion on common issues and concerns across the country
- May provide oversight and act as a central point of advocacy for all regional Tenant Committees or groups
- May represent Housing tenants nationally, where appropriate.

Regional Tenant Committees consist of interested tenants from across the region. They:

- Are chaired by a tenant selected from the members. A deputy chair and treasurer and/or secretary are also nominated
- Meet regularly (as decided within the committee) and with relevant Housing staff in attendance, where relevant
- Are guided by a self-determined charter, constitution or terms of reference.

Local Area Committees may cover neighbourhoods or blocks. They:

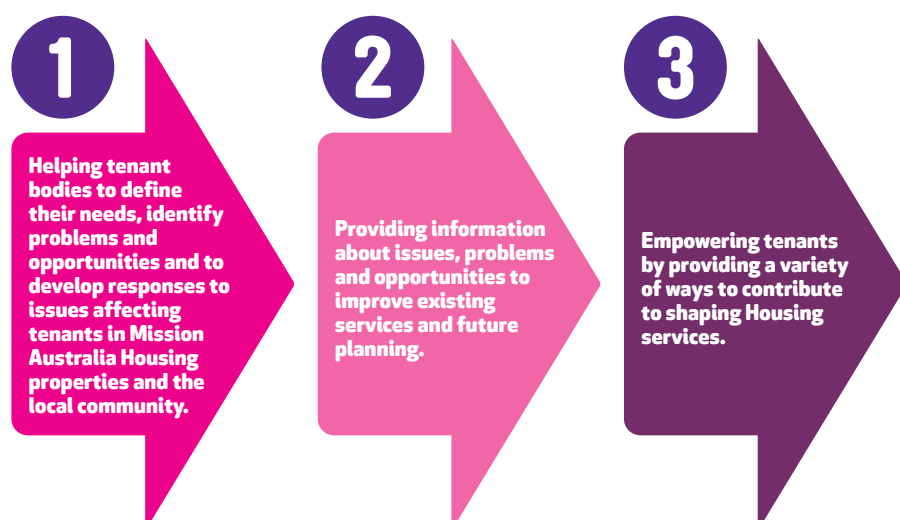
- Focus on local concerns, problems or enhancements including tenancy management, place and community issues
- Have a strong social and networking component
- Are open to all interested tenants
- Are chaired by a tenant elected by the tenants.

Special Interest Committees provide a flexible vehicle for tenants to pursue a common interest or objective supported by Housing. They:

- Are tenant-driven
- Can meet a variety of needs, but often have a particular social, educational, economic or community development purpose. Examples might include community gardens, hobby clubs or school support groups.

These committees may work with the Community Development team in their region on specific tenancy or community-focused projects and programs. This may include projects to improve common spaces, create new meeting places, and develop areas where activities can be held to build community spirit.

The role of Tenant Committees



**GWS TAG
workshops**

Adaptive thinking



**How do we want to
work together?**



**Principles for
engagement**



**Group visioning -
identify a shared
vision**



**Building readiness
for change,
collaboration and
shared goals**



Managing conflict



**New TAG
Constitution**

2019 Annual Tenant Survey results

Every year, Mission Australia Housing participates in the delivery of the Annual Tenant Survey, administered by the Community Housing Industry Association (CHIA).

The survey contains questions across eight sections:

1. Housing services
2. Complaints and appeals
3. Recent tenants
4. Repairs and maintenance
5. Neighbourhood
6. Communication
7. Tenant engagement
8. Tenant priorities

The survey aims to:

- Obtain an independent view from our tenants
- Establish levels of tenant satisfaction with services in line with the National Regulatory System for Community Housing (NRSCH)
- Benchmark performance levels against CHIA NSW's tenant satisfaction benchmarking group

- Inform future service delivery improvements.

Overall we are very happy with the results. Mission Australia Housing comfortably out-performed all three NRSCH thresholds:

- **Overall satisfaction, by 11%**
- **Condition of home, by 12%**
- **Repairs and maintenance, by 6%**

Mission Australia Housing exceeds the CHIA NSW benchmark for 13 indicators, is below the benchmark for two indicators and is on par for one indicator. Our best performing indicators compared with the benchmark are appeal knowledge, complaints knowledge and complaints handling (all 8% above). Areas with the greatest potential for improvement include satisfaction with neighbourhood

(3% below) and quality of life improving (4% below).

Overall satisfaction with the services provided by Mission Australia Housing increased to 86% to sit above the CHIA NSW benchmark (84%).

We are very pleased with these results, which perform above the benchmark, are stable, and demonstrate consistent improvement year-on-year. We remain focused on continuing to improve our service delivery, and to this end have revised our aspirations within our **'Becoming the Community Housing Provider of Choice'** strategy (see page 5 for more details).

Tenant satisfaction

86% ↑

overall services

85% **75%**

last year's percentage

NRSCH benchmark

87% ↑

condition of their home

84% **75%**

last year's percentage

NRSCH benchmark

81%

repairs and maintenance

81% **75%**

last year's percentage

NRSCH benchmark



'I am generally happy with the way Mission Australia Housing conduct business in our neighbourhood. The staff work hard and are very approachable and I hope Mission Australia Housing continues in the direction it had been headed for years'

Quote from 2019 Annual Tenant Survey

Improving our services for our residents

A good home is about more than just walls and windows. We're continually making positive changes to our services to ensure we're supporting and serving our residents as best we can.

Tailored Support Coordination Service

The Tailored Support Coordination Service (TSCS) is an exciting new collaborative program of Mission Australia Community Services and Mission Australia Housing. It's designed to provide evidence-based, individualised support to tenants to improve their wellbeing and capacity to maintain stable tenancies. Our first dedicated Tailored Support Coordinator is working closely with our Mid North Coast team to identify tenants in need of support in the Coffs Harbour and Bellingen, NSW local government areas.

The TSCS aligns with Mission Australia's goal to reduce homelessness and strengthen communities. It aims to:

- Help residents to stabilise at-risk tenancies
- Develop capacity in residents to live independently
- Increase protective factors and reduce tenancy risk in new households
- Create pathways out of social housing

- Increase wellbeing and social participation
- Support families with school-aged children to break the cycle of intergenerational dependence on income support.

Service Improvement Project

In early 2018 we commenced our Service Improvement Project. The project aims to improve performance outcomes by systematically reviewing and improving core processes and policies, and developing staff training and learning tools.

Improved performance will ensure that we deliver higher quality services to tenants and applicants, support our staff in their roles, build our reputation and brand with government, and support sustainable growth.

The objectives of the project are to:

- Ensure consistent processes and policies across all states and regions
- Develop a suite of tools and resources for operational staff to support them in their roles
- Ensure new and existing staff are provided with the information, support and resources to understand their roles and responsibilities

- Ensure policies and procedures meet national and state-based registration and legislative requirements
- Define optimal core processes through Service Improvement Plans
- Provide input into future IT improvements or systems changes.





New tools and resources provided for staff so far include:

- Seven role guides providing a comprehensive view of each role, including what a typical day may look like
- Eleven user guides to support staff to understand key areas of the business including rent arrears management, appeals and complaints, communication and Strengthening Communities
- A Mission Australia Housing-specific induction program, new starter guide, manager guide to induction and on-boarding, and a manager toolkit
- Revised fact sheets for tenants, some in multiple languages.

Expansion and new roles created

In preparation for the July 2019 transfer of an additional 1,066 social housing properties on the Mid North Coast of NSW and future growth, we restructured our business to enable sustainable future growth. We introduced new roles to allow us to provide a better, more targeted and more consistent level of service to the existing and new communities in which we operate.

Some of the new roles created include:

- Regional Managers and Team Leaders in each region supporting our Housing and Client Services roles
- Senior Housing Officers
- Partnership and Support Coordinators and Tailored Support Coordinators
- Community Development Officers in each region.

Integrated Service Delivery

Mission Australia Housing's Integrated Service Delivery approach combines Housing Services, Asset Management, Tailored Support Coordination and Community Development in each region we operate.

This means providing a holistic approach to the services that we provide our tenants and working with a range of stakeholders to support tenants to sustain their tenancy and achieve positive outcomes.

By maintaining an understanding that our tenants and our communities are all different, we work together to find solutions and we increase our tenants' chance of success of building stronger, happier communities.



'I really appreciate the love and passion you and the community have for their park, together we are bound to make a real difference for the local community'

Local Council feedback

How do we know we are making a difference?

Impact measurement is the process that help us understand how our services are improving the lives of our residents and the communities

Mission Australia Housing is dedicated to providing evidence-based and continuously improved services to our residents across Australia. Through measuring the impact of our work we gain a deeper understanding of the people we serve and can deliver more effective integrated services for the people most in need.

We've worked hard this year to develop an impact measurement program specific to Mission Australia Housing that can be used across our entire portfolio. We commenced the roll-out to our Mid North Coast of NSW sites in February, and will continue to introduce impact measurement to the rest of our sites in 2020 and beyond.

In March, we surveyed 24% of our Mid North Coast tenants. The majority of these tenants are over the age of 55 (67%), are a single occupant (80%) and have been a tenant for 3-10 years (56%).

In general, do our tenants have good wellbeing?

We found that most of our tenants on the Mid North Coast of NSW are achieving most wellbeing outcomes in line with the Australian average. Around 70% of tenants surveyed have good overall wellbeing and 90% feel they have the skills and confidence to manage their responsibilities as a tenant. Importantly, 79% are satisfied with their current standard of living.

How do tenants' strengths, needs and priorities change over time?

The survey results show that tenants' strengths, needs and priorities change over time. Satisfaction with their standard of living remains relatively high for all tenants regardless of tenancy length. However, there is a consistent need to address personal health concerns for all groups.

Tenants appear to be at their most vulnerable to health concerns within the first six months to three years of their tenancy. Beyond three years, wellbeing increases closer to the Australian average.

Armed with this information, we can use these insights to plan actions to deliver more effective and targeted activities to help address our tenants' personal health concerns.

In particular, we plan to focus on:

- Improving personal health through ongoing and consistent connection between tenants and local specialist physical and mental health services
- Increasing opportunities for connections between tenants and the local community through community development initiatives
- A targeted, coordinated approach to those tenants presenting with low wellbeing, which may include prioritising them for attention with Tailored Support Coordination workers.

We look forward to better understanding the needs of our tenants in other locations over the coming year and tracking the changes and improvements over time.

Mid North Coast Tenant Survey



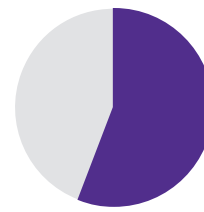
67%

are over 55 years old



79%

are satisfied with standard of living



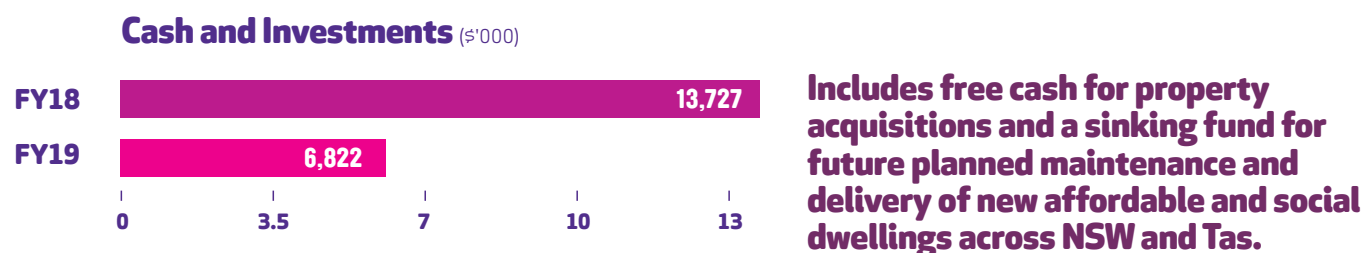
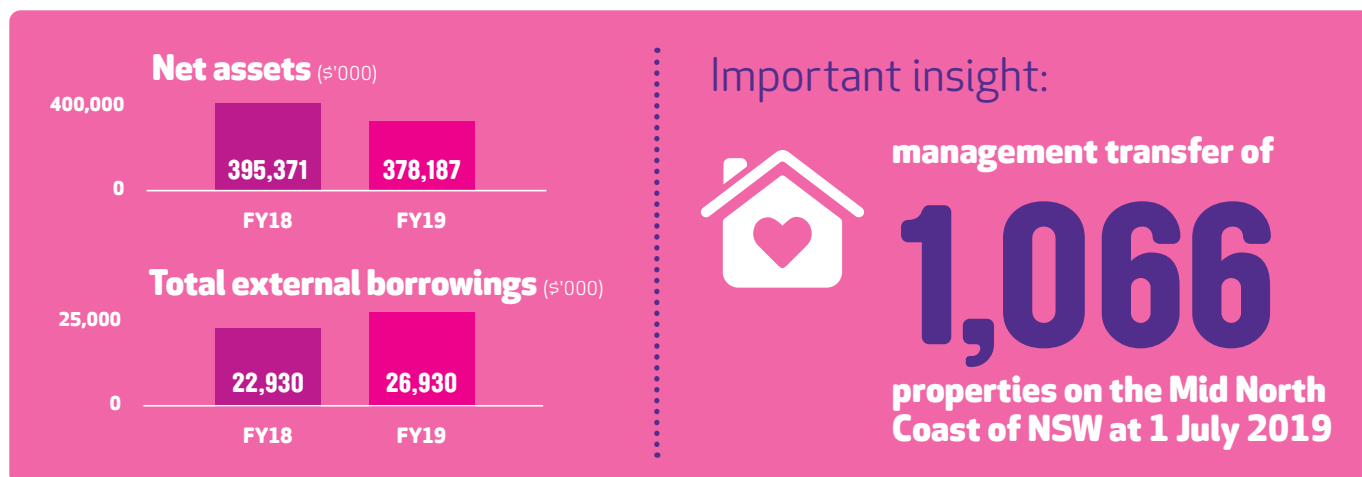
56%

have been a tenant for 3-10 years

Financial summary



*Includes one-off transition costs for SHMTP, other major tender costs and remediation of structural defects in Nation Building properties.





Together we are stronger.

By working together with our residents, staff, volunteers, board members, supporters, donors, corporate partners and funders, we can achieve so much more for Australians in need. Our shared commitment to reducing homelessness and strengthening communities drives our progress.

Together we stand.



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