

**MISSION  
AUSTRALIA**

ANNUAL REPORT 2022

# Housing



*Better homes in vibrant communities*

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# We are Mission Australia Housing

WE ARE A NATIONAL CHRISTIAN CHARITY HELPING AUSTRALIANS IN NEED MOVE TOWARDS INDEPENDENCE. OUR MISSION IS TO END HOMELESSNESS.

## 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 with respect, embracing them as they are, by offering compassionate support.



### Perseverance

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



### Celebration

We readily celebrate the efforts and successes – large and small – of the people we help, our volunteers, supporters and colleagues.

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

## ACKNOWLEDGEMENT OF LAND

*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 the young people, who are the future leaders.*

# Creating Better homes in vibrant communities

We believe every person in Australia should have access to **safe and secure housing**. It's an integral part of maintaining good health and feeling part of a community.

A shortage of affordable housing and high rents means people on low incomes are increasingly vulnerable to homelessness. Single parent families, in particular, spend the most on housing as a percentage of their weekly gross income.

**Every night more than 100,000 people in Australia are homeless** and the extent of the problem is hidden by the fact that most homeless people don't sleep rough on the streets. They stay with relatives and friends until they wear out their welcome. They sleep in hotels, short-term and crisis accommodation, caravan parks and even cars.

As one of the country's largest for-purpose organisations, **Mission Australia established Mission Australia Housing, a Tier 1 community housing provider in 2008**. Mission Australia Housing currently owns or manages 3,860 social and affordable homes.

As part of the Mission Australia Group, Mission Australia Housing is committed to working with our key stakeholders to **shape and influence the housing agenda, informed by our practical day-to-day experience in local communities**.

Working in some of the most disadvantaged communities in Australia means that we are well-placed to reach the most excluded and break down the barriers that prevent some people from achieving their long-term aspirations.

**Tenant involvement is critical** to our determination to work in partnership with local communities, drawing on their strengths, linking people with informal networks of support and creating opportunities for everyone to thrive in sustainable and self-determined communities.



# Welcome from Chris Bratchford, Executive, Housing and Property

Beginning yet another year with COVID-19 and all the disruptions it brought, we were tested to our utmost.

**September last year**, while dealing with lock downs and border restrictions across the various states we work, saw NSW Health make the difficult decision to lock down our Common Ground service in Camperdown, Sydney as COVID cases continued to escalate in one of Sydney's most vulnerable communities of formerly long-term homeless residents.

**Fast forward to May 2022**, all Regional Leaders came together with National Managers and senior Housing and Property staff for two days in Sydney. It was the first time we had all been together as a team in over two years. It was fantastic to see everyone face-to-face, including many staff that, although I had spoken to numerous times, I had not met in person.

## Housing growth

Meanwhile in Tasmania, largely unaffected by COVID for most of the pandemic, we almost tripled our portfolio through the Tasmanian Government's Community Housing Growth Program management transfer. From a distance, we recruited and inducted nearly 20 staff members. Something we have not done before or would like to repeat but the way in which the team handled it was impressive.



On the Mid North Coast of NSW, we opened and tenanted our new Duke Street residential apartment building in Coffs Harbour that now is home to 40 social and affordable tenants including 10 apartments dedicated to young people. This comes at a critical time for a region that is facing an extreme housing crisis with the impacts of a number of natural disasters and inflated housing prices.

## Changes to the way we do things

Throughout the year, I continued to work closely with leaders across Mission Australia Housing seeking feedback from staff at all levels around the challenges we face. We looked at what was working well and what could be improved. The feedback was valuable and resulted in making a number of changes to our structure.

Over the past year we have also been working towards going live with our new Housing & Property system. In partnership with Civica, we have been developing **Cx**, a system that promises to be an innovative and up-to-date system aligning to Mission Australia's digital strategy that enables mobile technology and consolidates all operational processes into a single system. System go-live is targeted for Q1 FY23.

## Looking forward and planning

### **It's time to ReSet. ReConnect. ReFresh!**

It has been more than 3 years since our last all staff gathering, so I am really looking forward to connecting with Housing & Property staff from across the country over 2 days in October 2023 for our Housing & Property Conference. Fittingly, this year's conference theme is **ReSet. ReConnect. ReFresh!** and a program packed with inspirational workshops and speakers is in the planning.

### **Common Ground redesign**

As a result of feedback from tenants, staff and partners, and in partnership with the NSW Department of Communities and Justice, we are redesigning and upgrading some areas on the ground floor reception, foyer and office space. The changes being planned will improve access for tenants, the local community as well as Mission Australia partners and staff. We look forward to these being complete by the end of 2022.

### **It's onwards and upwards at Midtown MacPark!**

Working in partnership with Frasers Property Australia and alongside local community services and partners we continue to plan for the vertical future ahead. This critical project will deliver over 1,000 social and affordable homes over 10 years with the first homes available in late 2023. You can also take a virtual tour of the apartments that will house social and affordable housing residents as well as private market residents.

### **Emerging opportunities**

The new Federal Government announcement of the Housing Australia Future Fund and related measures presents the opportunity for us to participate in delivery of 40,000 new social and affordable dwellings over the next five years. Looking forward, we are excited by the opportunity to making a difference through delivering much needed new social and affordable housing.

Thank you to all our incredible staff and supporters over the past year. These are very tough times for those seeking stable, safe and affordable housing and we are looking forward to participating in delivering more, positive housing outcomes as we look forward.



A handwritten signature in black ink, appearing to read 'Chris Bratchford'.

Chris Bratchford  
Executive, Mission Australia Housing

# Our footprint

AS OF 30 JUNE 2022



# 3,860

RESIDENTIAL PROPERTIES OWNED OR MANAGED AUSTRALIA-WIDE

## DWELLING TYPE



NSW

**2,278**  
social housing dwellings

**241**  
affordable housing dwellings



TAS

**537**  
social housing dwellings

**24**  
affordable housing dwellings

**682**  
transfer of Community Housing Growth Project (CHGP) properties on 2 November 2021



QLD

**42**  
social housing dwellings



VIC

**6**  
social housing dwellings for people living with disability



**66+**  
MAH employees nationally across Australia

**7**  
offices across Australia

# Our Residents at a glance

# 6,961

RESIDENTS HOUSED  
AUSTRALIA-WIDE

42 

average age  
of residents

1.8 

average number of  
residents per household

790 

families housed

\$217 

average weekly rent

679 

Aboriginal and/or  
Torres Strait Islander  
residents

1,777 


residents living  
with disability

2,375 

residents aged  
25-55 years

18% 

residents who  
have experienced  
homelessness

1,359 

female residents  
over 55 years

2,372 

senior residents  
over 55 years

# Achievements

## Community Housing Growth Program (CHGP), Tasmania

During the year with excitement, we announced that the number of social homes we manage in Tasmania will double.

Through the **Community Housing Growth Program**, the Tasmanian Government provided us with an additional 681 social homes along the Eastern sea board of Tasmania to manage together with grant funding to construct 31 new social homes in Clarendon Vale and Risdon Vale. We spent the year working with our local delivery partner, Ronald Young & Co developing plans and obtaining the necessary planning consents to carry out these builds. Construction is expected to start in the first quarter of FY23.

The **transfer of the 682 homes from the Tasmania Government**, means that we can provide quality tenancy support to more local residents and link them with services. We are also growing the team in Tasmania to service our expanded portfolio and opening an additional office in Rosny. This space will be the new Mission Australia Tasmanian state office and Housing will share this space with Mission Australia Community Services reflecting our integrated service delivery approach.

**In addition to the 31 new social homes we are building in Clarence Vale,** we also acquired a vacant land site at 80 Burtonia Street, Rokeby and started the civil works to create a 48 lot subdivision of the site which was rezoned as general residential under the State Government's affordable housing strategy.

We had an official 'sod-turning' event in May to launch this construction. The significance of this event was reflected by the attendance of our board and representatives from the Department of Communities, Tasmania.

This project will provide land for social and affordable housing in Rokeby, an outer suburb of Hobart. Once completed, the homes will be accessible for older people, individuals, and families on lower incomes, or those at risk of homelessness.

It was great to see this project get underway to provide much needed housing to the area. To assist with the cost of construction we obtained a finance facility and grant from the National Housing and Investment Corporation of \$3.7M.

We are pleased to continue our partnership with the Tasmanian Government in providing housing opportunities that will assist people to access and experience safe, supported and secure housing.



**It is important that any strategy to address the Tasmania’s housing affordability and homelessness crisis, involves the increase in availability and quality of social and affordable homes.** It needs the collaboration of government at all levels and community housing providers. We are looking forward to working with the state government to develop solutions and support Tasmanians.

## Duke Street complex, Coffs Harbour, Mid North Coast NSW

In February 2022, we opened a **new Mission Australia Centre in Coffs Harbour, along with our 40 social and affordable housing unit development.**

Despite the challenges working within COVID restrictions, these one-bedroom units were built and tenanted in January 2022. In late 2021, the project won Power Housing’s Built Form Development Award for best practice and leading innovation.

The complex is designed to suit the needs of residents and shaped to be a welcoming, positive environment with maximum fresh air and sunlight for all units. Each self-contained unit includes the latest passive energy designs with controllable solar access and natural ventilation for low energy usage. The building includes communal rooms and community gardens to foster wellbeing and connection between residents.

Ten of these units are **exclusively for young people** (between 18 and 24 years old), who need a safe, secure place to call home.

**The remaining 30 units are for adults who are eligible for social and affordable housing.**

Fifteen units are available to tenants from the social housing wait list, and 15 units are allocated to those requiring affordable housing, such as workers on low incomes.

To support their journey to independence, all residents will have access to support services offered at the Mission Australia Centre right next door.



## Tailored Support Coordination Service (TSCS) launch, in Tasmania and Mid North Coast NSW

The Tailored Support Coordination Service is part of Mission Australia's national integrated model for housing.

The integrated approach aims to respond to the needs of individual tenants; supporting them to sustain their tenancy, stabilise their living situation and meaningfully participate in their community.

The Tailored Support Coordination Service aims to:

- Stabilise at-risk tenancies
- Develop people's capacity to live independently
- Increase protective factors and reduce tenancy risk in new households
- Create pathways out of social housing
- Increase well-being and social participation
- Reduce isolation
- Support people to engage and stay in education or employment.

Based on the success of this program, in 2021 we launched TSCS in Tasmania. This program supports tenants under the Community Housing Growth Program (CHGP). We also launched a youth specific TSCS service in Coffs Harbour.

Throughout the financial year:

- Over 170 clients were assisted
- Partnerships were developed with various services to provide support to tenants
- TSCS operated across two regions and three distinct Mission Australia programs
- We established monthly reporting and impact measurement reporting for all TSCS clients.



## Setting staff up for success

Mission Australia Housing has always looked to improve its community and housing services ongoing, and the internal systems we use to deliver these.

As our national footprint continues to grow, this has become even more important. Therefore, this year, a small team of staff have prepared recommendations and most recently, an implementation plan, for a critical new operating system.

**Known as Cx**, it is an innovative system which aligns to our digital strategy, enables mobile technology, and consolidates all operational processes into a single system.

Importantly, it will support our staff as they go about their daily work and create better outcomes for our tenants and enabling us to deliver on our 2020-2025 Strategic Plan.

We believe we have selected the best option for our housing and property operations and is due to launch early in the next financial year.

## Together Home, NSW

The **Together Home program** is a \$36.1m investment by the NSW Government that aims to help people, who were street sleeping during the COVID-19 pandemic, into stable accommodation linked to wrap around supports.

We received initial funding for 14 properties (with wrap around support) on a two-year contract FY21 to deliver services in the Coffs Harbour region. This year funding for an additional 14 properties and support packages were provided under tranche two and three of this program.

The wrap around support services includes two dedicated case support workers to manage a total of fourteen participants per year.

## Our national response to COVID-19

Mission Australia Housing has felt the impact of COVID-19 in tenant well-being, service delivery and community development.

When the pandemic arrived in Australia, we moved quickly to adjust service delivery and continued in 2021 to operate within our COVID-safe strategy. Realigning the way we could work, to meet COVID-19 regulations, created a number of challenges.

This included:

- Some management oversight as national office staff were prevented from visiting regional offices
- Local employees unable to engage face-to-face with tenants and their communities
- Average rents dropped creating financial impacts.

For both our tenants and staff, we organised strategic responses to ensure their health and well-being were at the forefront of our service delivery.

## Tenants

We sent hundreds of boredom buster packs to tenants and thousands of meals were delivered to clients across Sydney. One of the key things we utilised was remote-based and digital technology to maintain connections with our tenants.

We conducted COVID-safe welfare checks, continued to utilise our local Facebook groups, and we implemented phone inspection processes in lieu of conducting face-to-face property inspections. We held tenant committee meetings via Skype and MS Teams and successfully coordinated our support services remotely. A COVID-19 action plan was developed for each service and a high-density unit complex response plan was also implemented.

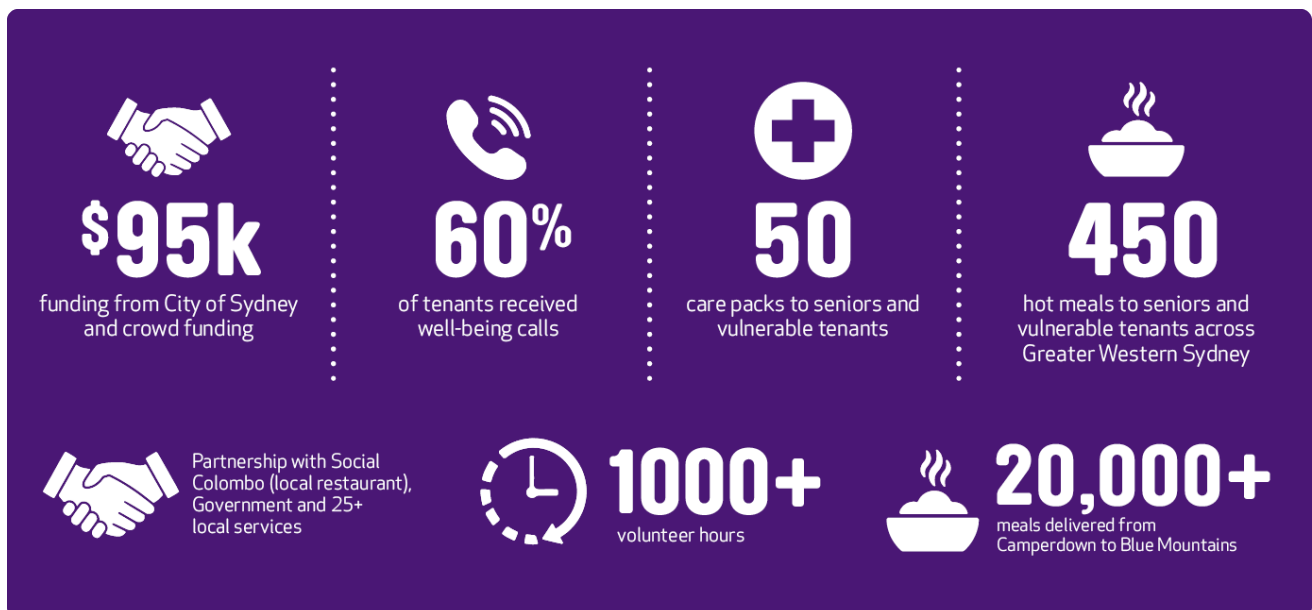
### Staff

We implemented safe work practices for all offices and put staff on rotating rosters where they could work from home and onsite as needed. Personal Protective Equipment (PPE) was secured for all sites and a wellness program, with tools and resources, supported staff working remotely to help stay connected.

### Organisation-wide response

Our overall organisation response included a COVID-19 Management Team being established, tools and resources developed to support services across Mission Australia to reduce risk of and manage our response to COVID-19.

We continued our sector engagement response through government, peak body and local networks. And last, but not least, we also ensured that we tracked financial impacts and risks of COVID-19.



## COVID-19 safe communities, Mid North Coast

We received \$23k from Multicultural NSW, to help us develop COVID-safe communities. This initiative was launched as a partnership with Anglicare North Coast, NSW Health, Mid North Coast Local Health Districts and the North Coast Primary Health Network.

The program aims to engage, empower and inspire our tenants to improve social integration and strengthen community support throughout the changing restrictions brought about by COVID-19. This was achieved through reducing negative COVID-19 outcomes, expanding our Tenant Action Groups, building tenant community resilience and developing an adaptive model of tenant communication and engagement to overcome communication barriers.



## Same House, Different Landlord (SHDL), QLD

In February, we launched our new housing program, **Same House, Different Landlord (SHDL) in Queensland.**

This is a **transitional housing program in partnership** with the **Queensland State Government** to support tenants to transition from supported accommodation to longer term independent living, including to public housing. Everyone in the SHDL program will on average remain in the program for 6-12 months.

We are thrilled to advise that our first tenant in this program is just about to graduate from this program and move into independent living.

# Tenant stories

## Towards independence, Tasmania

Bobbi\* is a local Aboriginal Palawa woman and artist and has been living with Mission Australia Housing in Tasmania for nearly 10 years. When she first moved in to her two-bedroom property in 2013, Bobbi had two small children that attended the local school.

Bobbie was an active community artist, participating in many community events through paid arts and cultural workshops, including NAIDOC week events over the years.

Recently things started to change for Bobbi. Her rent was in arrears, and she was not allowing staff to do property inspections.

After months of trying to address Bobbi's tenancy problems, her tenancy was at risk and she was heading towards eviction.

To avoid this, we worked in partnership with a family member and Aboriginal support organisation, Karadi. A plan of intensive support was put in place.

It was clear that Bobbi's family had outgrown the property, her partner had also moved in and this may have been an abusive relationship.

Bobbi was offered another larger property in the same location and with the thought of starting afresh, she jumped at the opportunity.

With ongoing support, Bobbi agreed to a short-term arrangement as an initial condition of her lease. It also included the repayment of rent and setting up direct debit for her rent.

Bobbi has paid off her arrears, and to date no rent payments have been missed. She continues to engage with Karadi to address her personal well-being and to manage mental health challenges and possible domestic family violence (DFV) situation.



\*Names and visual identity have been changed to protect the privacy of our tenants.

## Benefits of co-ordination services realised, Tasmania

**Tasmania's Tailored Support Coordination Service (TSCS)** has been supporting a tenant with multiple and complex support needs. This includes alcohol and drug addiction, mobility issues, self-care issues, post-stroke physical issues and an increased vulnerability regarding eviction due to residence having very poor property condition.

With the tenant's consent, TSCS connected and coordinated a range of services, including New Horizons, post-hospital discharge services and the Bloomfield Rehabilitation facility.

On return from a hospital stay, the tenant was transferred to a suitable ground level unit to better manage his support needs.

TSCS staff provided a referral to Psychosocial Continuity of Support, who were able to assist him with NDIS matters and advocacy to ensure adequate service provision by NDIS services.

During the time with TSCS he increased his family connection, his health care needs were being addressed and his overall quality of life and connection had greatly improved.

With the help of his NDIS Support Workers, he also built a garden near his unit that he was very proud of.

With sadness we report that the tenant recently passed away. His family contacted us to express their gratitude for the help given in the later years of his life.



## Supportive neighbours help with addiction on the Mid North Coast NSW

**Sam** came to Mission Australia Housing with the **Social Housing Management Transfer (SHMT)** and was a vital part in helping to establish a community garden at her complex.

When setting up the garden beds, Sam would relax by having a drink with her neighbours at the same time. After a few months she realised that she was the only one drinking alcohol and started to wonder if she could go without it.

**“My neighbours encouraged me to give up. So, I went to my doctor and got some help. Now, I can go to the local club and I’m fine not having any alcohol. I’m also OK being there with people who are drinking alcohol and not having any myself. My neighbours are very supportive. It has been great!”** (Sam, tenant)

Sam said that she didn’t know she had such supportive neighbours until we started gardening with them. **“We are out here most days, having a yarn and enjoying each other’s company.”**



Neighbours enjoy a day of gardening on the Mid North Coast

## Supportive neighbours, staff and community gardening, Mid North Coast NSW

**Jan** has lived in her **Social Housing Management Transfer (SHMT) tenancy for 23 years** but did not speak with or know any of her neighbours. Since Jan started working in the gardens in and around her unit, she sees them every week for gardening and a chat.

Jan also said that she has met Mission Australia mental health staff several times which was important because she is a carer for her son, who has autism.

**“This garden has made things better for me, lighter. It’s nice to know that people are out here looking after me. No one used to talk to me, they didn’t know that I have a hearing aid and can’t hear well. Now, we talk together, we sing songs while gardening like we did while planting seeds last week to give out to our neighbours for our Barcoo Community Garden Open Day later this year. It’s a real community, it’s lovely here and I feel safe.”** (Jan, tenant)

# Driving excellence

## National Integrated Service Delivery

At Mission Australia Housing, we recognise the unique opportunity we have in making a positive difference to the lives of our tenants and the communities we work in.

We actively collaborate with a range of Mission Australia service areas, utilising our shared expertise, to seek better outcomes for our tenants and our communities.

Over the last year we have focussed on the following key areas. Each of these align with our strategic business and growth plans.



### We provide a stable home

**Housing Services is split into the two core functions of Tenancy Management Services and Client Services.** They deal with all aspects of supporting clients and individuals around their accommodation needs. This includes initial assessment, through to supporting them to sustain their tenancies and achieve positive outcomes in their lives.

### We equip people to thrive

The Asset Team maintain our Housing properties as well as Mission Australia owned properties (freehold program). They provide a range of services from **day-to-day responsive repairs and maintenance**, to **cleaning and gardening** in common areas, **annual fire and safety inspection and strategic asset management planning**.

Spend on repairs and maintenance makes up a significant proportion of our Housing expenses: Almost one third of our income, if property costs like water and council rates are included, it makes up just over 50% of spend.

With a diverse property portfolio that includes significantly ageing stock (40+ years), high density unit complexes (100+ units) and properties that have transferred to Housing – some in poor condition or with major defects - proactive and careful management of our maintenance programs and spend is critical.

Repairs and maintenance are the biggest driver of tenant satisfaction. **71% of tenants surveyed in our 2021 tenant survey said that repairs and maintenance is their most important issue.**

### **National Annual Tenant Survey results 2021: Important issues**

Repairs and maintenance is the most important concern



**71%**

### **We work to strengthen the community**

Our dedicated and enthusiastic CD staff work with tenants around Australia, their neighbours, local services and the broader community. The aim is to create social change by improving trust and engagement, building aspiration, increasing participation and community cohesion, and improving overall well-being.

Our team create local community development plans for each area that inform priority community projects and respond to needs. These plans dovetail into the broader local area plans developed by Housing and Asset Services.

Over the last 12 months - and despite the restrictions and challenges of face-to-face contact during COVID-19 – the CD team has delivered some amazing activities and programs of work.



Royal Botanic Gardens supports our tenants and regularly visit our communities

## Here are just a few community development highlights throughout the year

**Learning to use technology.** Tenant Action Groups and committees met online through COVID-19. We utilised short message service (SMS) and email, and launched our first Housing Facebook group to fast-track critical housing and community information to tenants.

Our tenant groups are made up of and led by our tenants. Feeding in to the work of the tenant groups are **Local Tenant Committees** in each area.

These groups work with us to improve service delivery, share local knowledge, build relationships with the wider community, have a say about future housing policy, organise social activities to build community connection, provide a voice for tenants with local and state government and join the tenant led Tenant Forum that is held every year.

**Developing local solutions.** We worked with community stakeholders to improve general well-being like the **Get Connected** Toormina working group on Mid North Coast.

**Education and training.** Through TAFE partnerships we were supported with students studying community services to help deliver community activities. With our on-site commercial kitchen at Common Ground (Camperdown, Sydney) we supported the training of tenants in cooking skills as well and healthy eating options.

**Active Seniors and Gardening programs.** Launched this year, it was funded through the NSW Department of Communities and Justice, and we have an Active Seniors and Engagement Coordinator.



**Midday Maintenance events.** We engage with tenants at their homes to target existing maintenance issues, provide education so tenants can do their own small repairs, strengthen our communities and meet staff. The success of this activity has led to its expansion from one region to others around Australia.

**Guru Café.** Based in Kingswood, Western Sydney, the existing community centre was transformed into a thriving café and community hub. There is an emerging vegetable garden and cooking classes have been held to help tenants with cooking skills and healthy eating options.



### **Tool library and Home Handy workshops.**

The Tool Library is the first of its kind in Tasmania and provides a low-cost loan alternative to purchasing expensive new tools or paying for repairs. Similar to Midday Maintenance, Home Handy Workshops started in Tasmania and tenants can learn to repair small fixes in their homes such as small holes in plasterboard walls.



**Photos:** Our Community Development team has implemented activities in communities such as Midday Maintenance, the Guru Café and Tasmania's Tool Library

### Mission Australia Community Services

We work collaboratively in each region – and across the broader Mission Australia organisation - using the business planning process to identify joint opportunities for shared projects and a shared footprint.

We sub-contract Mission Australia to provide support coordination services where possible and also tender for new growth projects in each State. **Our Data and Analytics Team** support Housing to manage our Impact Measurement Program and analyse results. And the **Service Design and Innovation** area review existing housing programs with a view to improving services, developing caretaker models and leading an integrated model of housing and support.

### Legal

We have focussed on the training and support to our staff to ensure a better understanding of tenancy legislation, assisted with complex legal tenancy cases and conducted reviews of new contracts.

### Advocacy

Supporting Housing to advocate on areas that impact the business such as the recent 'rent moratorium' in Tasmania. During the COVID-19 pandemic this moratorium existed to prevent landlords from evicting tenants due to rental arrears.



## Supporting tenants during the COVID-19 lock-in at Common Ground

Common Ground is a socially-integrated, six storey residential building located in the Sydney suburb of Camperdown. It has 104 units, 24/7 concierge service and proactive tenancy and support services.

In September 2021, Common Ground was placed into lockdown for two weeks after four tenants tested positive to COVID-19.

A team of over 120 Mission Australia staff worked in partnership with NSW Government (Health, Police and the NSW Department of Communities & Justice) to manage the Common Ground Outbreak response.

We established a dedicated inbound call centre and an internal system to document all client contact, deliveries made and received, and tenant requests. **An around the clock staff roster was set up, we provided regular data and reports to all stakeholders and oversaw all deliveries of supplies and essential items.**

Case managers continued to provide phone case management support in partnership with NSW Mental Health Team for tenants experiencing heightened mental health challenges and acute episodes, working with community partners, the Tenant Care and Wellbeing team dedicated to the response and made up of staff from all over the country coordinated a program of activity. This included online engagement with tenants via tenant meetings, updates with government partners and fun workshops like singing and Tai Chi provided by corporate donors. We also produced and distributed daily tenant care packs with wellbeing and boredom buster activities.

Additionally, daily newsletters were produced to keep up connections with tenants, social media interactions increased, while internally we continued to coordinate internal communications, stakeholder communications and media enquiries.

The effort and support from a number of government and community partners was both astounding and humbling.



Common Ground COVID-19 lock-in activities

## Innovation in Operations, Victoria

Our Victorian Housing entity, Mission Australia Housing (Victoria) operates a six-unit Residential Service in Frankston, Victoria, for people living with disability.

Delivered new 2015 under the Commonwealth Governments' Supported Accommodation Innovation Fund (SAIF). The facility offers a model of innovative housing and support with smart home technology alongside Monash University's Peninsula Campus, to house young people with a disability living in, or at risk of placement in residential aged care.

The **purpose-built units are designed specifically to allow ease of mobility, and encourage independence and security**. The units include smart home communication technologies that can be controlled by mobile devices such as smart phones and tablets. This allows residents to control their home's heating, cooling and light conditions automatically and provides the option to contact support staff in case of an emergency.



The Monash University's Occupational Therapy (OT) Department a founding partner, continue to provide OT student placement support on-site when requested by residents.

Lardner Road supports tenants living with disabilities

# Staff

An important internal change for Mission Australia Housing took place in June, when our Operations team migrated from a national to state-based structure. (Mission Australia Housing has operations in NSW, QLD, Tasmania and Victoria.)

This reorganisation was the result of working closely with our leaders across Housing. We sought feedback from staff at all levels around the challenges we face in operations. The team looked at what is working well and what could be improved.

**Mission Australia Housing has grown in the last three years and it's important that we continue to evolve and adapt our structure to support further growth.**

Therefore, national management were replaced with State-based managers. One for NSW and one for Tasmania, QLD and Victoria.

Regional Leaders across Housing Services, Community Development and Asset Services report to State managers supporting and driving our Integrated Service Delivery approach.

A new Delivery and Support Team joins Operations and will be responsible for managing all national support operations and driving service improvement. This team includes a National Manager Service Delivery and Support, National Communications and Engagement Manager, Service Improvement and Projects Manager, Systems and Support Manager, Reporting Officer, National Rent Review and Administration Coordinator.

These changes have been well received by staff. There has been no increase to headcount or budget through the structure change and no staff have left the organisation as a result of the change.

# Staff profiles



**Adrianna Burnes-Nguyen** is the state manager for NSW. She started with Mission Australia Housing in 2021, looking to join an organisation that aligned with her values.

Adrianna has worked in social housing for 15 years and enjoys leading people, helping enable them to work at their best with our tenants.

**“I enjoy working with a wonderful group of people, including the teams I have the privilege of leading, my peers and the executive and general managers that support me in the work that I do.”**

At the same time, Adrianna said, ‘the staff have had significant change and growth, which has required her people to draw on their experience and resilience.’

Adrianna manages staff across two primary regions in NSW: Sydney and the Mid North Coast. She believes the opportunities working for a large organisation are plentiful and that people leaders, like herself, are key to opening pathways for staff as they sometimes need to navigate the complexities of a large organisation. “I am committed to working with our people across the organisation to ensure our systems and tools are the best they can be to enable our staff, who in turn will provide the best possible service to our tenants.”



**Daniel Frost** joined Mission Australia Housing in May 2022 after enjoying a career where he frequently engaged with the building and construction industry. Just prior to coming to Mission Australia Housing, Daniel worked with Tasmanian not-for-profit *Colony 47*.

Seeking to be authentic and undertake values driven work, Daniel wanted to use his extensive knowledge of the housing sector in Tasmania for a greater purpose. Daniel also wanted to use his lived experience, from when he was young single dad. He knows what it is like to struggle as a young parent, having to advocate for himself and his family.

Another of Daniel’s key career drivers is his passion for leadership and helping people to develop so they can shine in their job. **“My style is people first. If the whole focus is on productivity, then you risk burning people out.”**

Since joining Mission Australia Housing Daniel said he has found the Tasmania team to be an inspiration. “They genuinely want to empower our tenants as well as improve their own life circumstances. They are dedicated to connecting with and understanding our tenants.”

# Governance

In March 2022 Mission Australia farewelled James Toomey as CEO and welcomed Sharon Callister into the role.

Sharon has more than 20 years' experience in the not-for-profit sector, including as CEO of the Presbyterian and Methodist Schools Association Queensland, The Salvation Army Aged Care Plus and The Salvation Army Humanitarian Mission Services.

We also farewelled and welcomed some Mission Australia Housing and Mission Australia Housing Victoria Board members. Simon Miller resigned as the Chair on 2 February 2022 with Ian Hammond replacing him. We thank Simon for his leadership and service over the years and we look forward to having Ian as our Chair during this period of growth for the organisation.

In 2022, Mission Australia Housing Partnership Limited (MAHPL) and Mission Australia Housing Tasmania (MAHT) continued to each have an executive Board. James Toomey was farewelled from each Board in March 2022 and Iain Keddie, farewelled in July 2022. We wish them both success in their future roles. We welcomed Sharon Callister to each Board in March 2022 and Marion Bennett in July 2022.

Also, during the year, the Mission Australia Housing Tasmania Relationship Protocol and Board Charter was approved, as well as the Housing Conflicts of Interest Protocol by all Boards and Mission Australia.

# Governance overview



- Part of the Mission Australia Group
- Shared Mission Australia Governance Framework
- Mission Australia (MA) is the sole member of Mission Australia Housing Victoria (MAHV) and Mission Australia Housing (MAH). MAH is the sole member of Mission Australia Housing Tasmania (MAHT)
- MAH is the sole member of Mission Australia Housing Partnership Limited (MAHPL)
- Shares committees with the MA Board

## MAHT AND MAHPL BOARD



**Sharon Callister**  
Chief Executive Officer  
GAICD, MBA, BHA, RN  
Appointed March 2022



**Chris Bratchford**  
Executive, Housing and Property  
GAICD, MBA, LLB



**Marion Bennett**  
Executive, Practice, Evidence and Impact  
BA (Hons), GAICD  
Appointed July 2022



**Sally Ascroft**  
General Counsel & Company Secretary (non-director)  
BEC, LLB, GAICD

## MAH AND MAHV HOUSING BOARD



**Kenneth Dean**  
Director, Housing Boards  
BCom (Hons), FCPA, FAICD  
Retired November 2022



**Simon Miller**  
Chair, Mission Australia Housing (MAH) & MAH (Victoria)  
MBA, MPA, BA, MAICD  
Resigned 2nd February 2022



**Ian Hammond**  
Chair, Mission Australia Housing (MAH) & MAH (Victoria)  
BA (Hons), FCA, FCPA, GAICD  
Effective 2nd February 2022



**Ian D M Robins**  
BA (Accounting) CA, GAICD



**Kate Heaney**  
Director, Mission Boards  
BA (ConstMgt), Masters (ProjMgt)  
Appointed June 2021



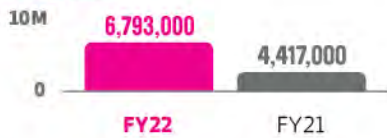
**Sally Ascroft**  
General Counsel & Company Secretary (non-director)  
BEC, LLB, GAICD

# Financial summary

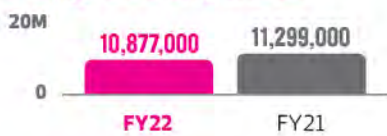
## MISSION AUSTRALIA HOUSING ABN 13 003 683 261

Mission Australia Housing financial summary is indicative of operations across three states and a portfolio of 3,860 properties.

### Net operating surplus



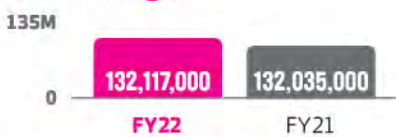
### Property maintenance & upgrade expenses



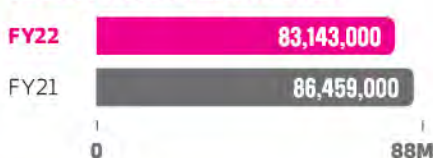
### Net assets



### Total external borrowings



### Cash and investments



## IMPORTANT INSIGHTS:

**\$65M**

National Housing Finance and Investment Corporation (NHFC), 12 year term until 2032

**\$67.9M**

MAH Group held the restricted bank balance of \$67.9 million through its subsidiary MAHPL to secure a loan to acquire 130 investment properties in tower building at Midtown, Macquarie Park Sydney.

**RENT 1.35%**

Rent arrears achieved during 2022 COVID-19 pandemic

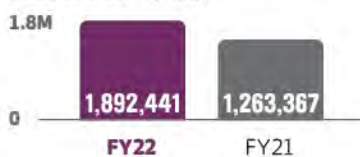
## MISSION AUSTRALIA HOUSING VICTORIA ABN 57 131 036 934

Mission Australia Housing Victoria financial summary is indicative of operations in Victoria only and a portfolio of 6 properties.

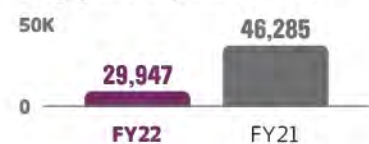
### Net operating deficit



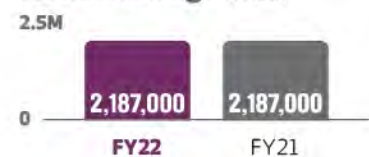
### Net assets (\$AUD)



### Property maintenance & upgrade expenses (\$AUD)



### Total borrowings (\$AUD)



## HOUSING AT A GLANCE\*



**3,860**

residential properties owned or managed



**6,961**

residents housed Australia-wide



**66+**

full-time employees nationally

\*Numbers in this table refer to MAH and MAHT

# Supporting our tenants to achieve great outcomes

## Helping to build resilience in our communities

**Lived Experience** is an ambitious food security project within the City of Sydney, NSW and Common Ground to build the resilience and capacity of vulnerable community members. It aims to enhance the leadership skills and employment opportunities for tenants. In turn we believe this will help to increase motivation for change across the community and improve personal supports and outcomes.



Screen printing was a workshop offered

The **'lived experience'** component refers to people who have experienced homelessness, disability, or mental health issues. It includes LGBTIQ, CALD, Aboriginal and Torres Strait Islander communities.

During the COVID-19 pandemic, our community greatly suffered in social isolation, increased mental health issues, and decreased participation in civic life. Our community became very disconnected and reliant on the 400 individuals take away meals that we would distribute out of Common Ground every week.

With the support of the City of Sydney we piloted a project to increase participation in community and increase community capacity to address local needs.

Food has always been a means to increase participation in community and civic life, in local decision making and our project does this in a healthy dignified manner.

For example, since 2019, fifty-one long table meals have been shared with Common Ground tenants. Linking community members and organisations has seen improved connection to and use of services and supports.

We engaged with over **800 vulnerable community members** to become leaders through a coordinated approach with our partner organisations.

**26 Lived Experience champions** were identified and are part of a paid team that use their ability and community's capacity to address local needs and opportunities. This paid participation creates links to further training and employment opportunities of some of Sydney's most vulnerable.

**Over 75% of tenants at Common Ground took part** in some way in the Lived Experience program. They told us that they have -

- since joined in with other community activities
- increased knowledge, skills and capacity to advocate for the needs of community
- the ability to access services and supports
- increased motivation
- increased aspiration of positivity across community
- increased level of personal support.

## Mission Australia Housing and Hillsong's Kilo of Christmas campaign in Clarence Plains, Tasmania

When families come into the pop-up Christmas Shop, which currently runs out of a church community centre called the Grace Centre, they receive 'Christmas cash'.

Each family is given \$10 per child and gets to choose from any of the Christmas gifts on display. Once shoppers have selected their gifts and head to the checkout, they get a bonus: book for each child, a soft toy, and a sports ball – items that aren't normally the first pick for our shoppers – but items we love to see in homes.

Our ethos for the Christmas Shop is for **families to experience the magic of Christmas**. Mission Australia Housing tenants are the shoppers, who have some level of challenge in their life but who love giving gifts.

Another time, we were gifted a new girl's bike. Our volunteers kept a look out for a client who may really be hoping for a teenager's bike.

Getting closer to Christmas Day we still hadn't found anyone when out of the blue a case worker called and asked if a client could still come and shop. As it turned out, this lady did have a teenage daughter who desperately wanted a bike for Christmas.

**This initiative delivered through a dedicated team of staff and community partners in Clarence Plains is coordinated by Mission Australia's Community Chaplaincy team.** Community Chaplains offer pastoral and spiritual care to tenants on request.

Working alongside Mission Australia Housing teams in Tasmania and Coffs Harbour, they help build the capacity of local people to live independently and become active members of their community. They are also able to support church and faith communities to walk alongside community members and to support the aspirations of the community.

**Working through attentive listening to people and to community, they bring a holistic and empowering person-centred approach to strengthening personal and community wellbeing.**

This is just one of the many important projects the Community Chaplain team support in our Housing communities.

**Hillsong Church**, through the **Kilo of Christmas campaign**, has been supporting the Mission Australia Housing Christmas Shop in Clarence Plains for the past seven years, reaching close to 200 children aged between 0-16 years of age, each year.



Christmas Shop ready for customers

# Thank you

THANK YOU TO OUR MAJOR SUPPORTERS AND FUNDERS



Communities  
& Justice



Tasmanian  
Government



Land & Housing  
Corporation

CITY OF SYDNEY



Planning,  
Industry &  
Environment



Queensland  
Government



Health



National Housing Finance  
and Investment Corporation



Multicultural  
NSW



CITYCARE





## How you can stand with us

- ✓ Commit to a regular gift
- ✓ Enter into a corporate partnership
- ✓ Volunteer with us
- ✓ Leave a bequest
- ✓ Donate now

## Connect with us



1800 269 672



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@missionaustralia.com.au



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**MISSION**  
**AUSTRALIA** | together  
we stand

