

MISSION
AUSTRALIA |

Housing

ANNUAL REPORT 2023

Better homes in vibrant communities



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. Sovereignty has never been ceded. It always was and always will be, Aboriginal land.

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

Annual Report for all Mission Australia Housing Group entities - Mission Australia Housing ABN 13 003 683 261, Mission Australia Housing Partnership Limited ABN 41 613 061 340, Mission Australia Housing Tasmania ABN 76 648 587 017 and Mission Australia Housing (Victoria) ABN 57 131 036 934.

A MESSAGE FROM NANCY FOX AM

From our Chair

In my first report as Chair of the Mission Australia Housing Board, I feel privileged to reflect on the many achievements of the previous twelve months.

I have taken on this role in a time of great change but also opportunity in the sector, as governments at all levels make significant investment toward increasing the critical supply of social and affordable housing in Australia.

I would like to acknowledge and thank the departing Chair of the Board, Ian Hammond, for his vision and dedication in steering the organisation so capably. I also acknowledge and thank the Chair and my colleagues on the Mission Australia Board.

There is a wonderful and vibrant relationship between Mission Australia and Mission Australia Housing, which has been consolidated with the new Board roles. I am looking forward to this transformative period in housing, in what will be one of the key major social policy changes of this generation.

Through Mission Australia Housing's values-based delivery, we go beyond bricks and mortar to create trusted neighbourhoods where people know they belong.

We deliver thriving communities not just through our social housing infrastructure – but through our passionate advocacy, our community programs and tailored one-on-one support for people in need.

Over the year, we continued to deliver extraordinary achievements through our programs. These include,

for example, an integrated model of support which was a continued success. It helped people avoid homelessness through tenancy sustainment programs run in collaboration with Mission Australia.

The extraordinary impact of these programs is perhaps best understood when tenants tell us in their own words. 'Ron' in Clarence Plains, Tasmania, sought help from our Tailored Support Coordination Service when he was experiencing financial struggles and thought he might face eviction.

Colleen, an assistant nurse interviewed by the Guardian, who Mission Australia helped with temporary accommodation, said, "It doesn't matter what profession you do. Homelessness does not discriminate. There's just no housing"

Not only did our team help him find a way through his problems, but Ron's feedback highlights the power of supporting people with dignity, compassion, and respect. "I felt supported, and I believed in myself for the first time. I felt like my voice was heard at last and like I have some value."

We continued to add value to communities across Australia

through initiatives run in partnership with organisations from Ryobi to the Royal Botanic Gardens, while regional collaboration played an important role through local community-building activities.

In a ground-breaking collaboration with other Community Housing Providers on the Mid North Coast of New South Wales (NSW), we are demonstrating how 'cooperation, not competition' makes the best use of available resources for the people and communities we support.

Australia is the 'lucky country'. It is a nation whose current Prime Minister was proudly raised in public housing, and where one in ten people will benefit from living in social housing during their lifetime.

But the equality of opportunity that our nation prides itself on risks being diminished if not every Australian has access to safe, affordable, and quality housing.

Recent research by the 'Everybody's Home' campaign, which Mission Australia has taken part in alongside Anglicare and other NGOs, sheds stark light on the housing crisis. Frontline workers in essential public services like nurses, aged care and childcare workers play a critical role in our cities, but new research through Sydney University (23 March 2023) shows it's becoming more difficult for essential workers to live within reasonable commuting distance of their workplace.

Colleen, an assistant nurse interviewed by the Guardian, who Mission Australia helped with temporary accommodation, said, "It doesn't matter what profession you do. Homelessness does not discriminate. There's just no housing".

Essential workers, the backbone of Australia's economy, now pay between 50-68% of their weekly income in rent. Many are being driven into homelessness or are at risk.

As Chair, I look forward to working together with government, industry, and the philanthropic and community sectors as we creatively and courageously tackle the housing challenge.

I look forward to innovative solutions that focus not just on more funding, but how we use the funding available. This includes innovative funding models, like the cross-sector partnerships being explored by the Foyer Foundation, social impact investment, and public-private partnerships.

And I look forward to the care and compassion of our funders and supporters around Australia as they walk alongside us, sharing the joys and struggles of our tenants and their communities as they journey towards independence.

Nancy Fox

**Nancy Fox AM, Chair,
Mission Australia Housing**



EXECUTIVE HOUSING AND PROPERTY REPORT

From our executive

This year has been one of significant change, challenges, and opportunities.

We welcomed Nancy Fox as Mission Australia Housing's new Chair. Nancy has had an esteemed career of more than 25 years working in financial services, insurance, and infrastructure.

Nancy brings deep governance skills, is a fellow of the Australian Institute of Company Directors, and has been a director of Mission Australia since February 2021. Nancy is also a director of several public and private companies.

Nancy assumed the role of Chair in November 2022, taking over from Ian Hammond, who stepped down from the Housing Boards to take on a new role as Mission Australia's Chair.

Given the current housing crisis in Australia, this has been a year of enormous challenge for many in the community facing housing stress or homelessness and for our frontline staff who support them.

One of the only positives of the housing crisis is that, finally, governments across Australia are investing in social and affordable housing at some scale. Through a range of programs including the Commonwealth Housing Australia Future Fund Facility (HAFFF), the Queensland Housing Investment Fund (QHIF), the Victorian Big Housing Build (BHB), and other programs in Tasmania and other jurisdictions, this funding presents Mission Australia Housing and the community housing sector more generally, with a once in a generation opportunity to deliver more social and affordable housing.

During the second half of FY23, we have focused significant effort on developing proposals to deliver a significant number of new social and affordable dwellings in Queensland through the QHIF and in developing partnerships and capacity to ensure we are ready when the HAFFF is eventually launched by the Commonwealth Government.

These are extraordinary and complex times, where the housing crisis and availability of affordable housing is at the top of the media cycle and forefront of every government's budget priority.

Our People

With cost-of-living challenges and the housing crisis, it's been a very tough year for many of our clients and their communities and for our staff who serve them. The stress our clients are feeling is reflected in higher demand for our services and a more challenging service environment given the severe lack of available dwellings to satisfy the demand for housing.

Our corporate office and frontline staff have also been severely tested by the level of change experienced. Increased demand for our services together with continual changes in-service requirements driven by State and Commonwealth government new initiatives or

modifications to existing services has led to additional demands on all staff. Notwithstanding these significant challenges, I continue to be amazed at how resourceful, caring, empathetic and resilient our staff have been throughout the year.

Our Processes

During the last year we implemented two significant changes aimed at improving our processes and, as a result, improving the quality and effectiveness of our client service delivery and our staff satisfaction.

Firstly, we selected and implemented a new Housing client system to replace the existing aging system that limited the functionality we could offer to our clients and our frontline staff. The new system went live in August 2022 and promises much-improved client support and efficiency. Unfortunately, since going live we have identified several areas where the new system requires improvement to allow us to fully realise its potential. Post go-live we established a further project to progressively address the new system shortcomings, initially focused on 'quick wins'.

Secondly, we established as part of the Operations function a new Service Delivery and Support team to further improve our client service proposition and the efficiency and reliability of our service provision. The team will focus on a range of key operational processes including the rent review process, client call centre effectiveness and responsiveness, reporting, client communications and the end-to-end customer experience.

Our Partnerships

Notwithstanding the challenges, this year has also been one of significant achievements.

In every region where Mission Australia Housing operates, we strive to develop authentic and long-term partnerships that benefit our tenants and support thriving communities. Our strong partnerships with all levels of government are critical to the successful management of large-scale social and affordable housing initiatives.

Recent highlights include our delivery of the new Same Home Different Landlord program in Cairns, Queensland, the Burtonia Street subdivision delivering 47 new housing lots in Clarence Plains, Tasmania, and the Together Home program which provides supported housing to the formerly homeless in Coffs Harbour, New South Wales (NSW).

In Tasmania, we have also witnessed heart-warming scenes of tenants moving into 29 new homes which we constructed in partnership with award-winning builder, Ronald Young and Co. These homes were funded partially by Mission Australia and partially through Tasmanian Government grants under the Community Housing Growth Program.

These high-quality new homes offer a high level of amenity and are energy efficient for tenants with solar roof panels, full insulation, double-glazed windows, ceiling fans and air conditioning.

Our partnerships also include a large network of maintenance contractors, architects, local planners, surveyors, and engineers

across Australia. Additionally, we have important collaborations with major developers such as Frasers Property Australia in Midtown Macquarie Park in North Western Sydney, NSW.

We also acknowledge the important support we receive from housing peak bodies including PowerHousing Australia, Community Housing Industry Association and AHURI, and the vast network of non-government organisations with whom the Mission Australia group partnered with in Everybody's Home and other advocacy work.

Looking to the future

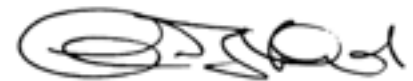
I'm looking forward to the future where we can deliver more new, high-quality social and affordable housing through programs like the HAFFF. It will be an exciting period and one with enormous opportunities where we can move towards being a country where every Australian can have a safe home and live in a thriving community.

We are determined to help make this vision a reality.

To this end, in FY24 we will be delivering at least 466 new social and affordable dwellings including:

- 389 new apartments at Midtown Macquarie Park, NSW.
- 40 apartments in a newly constructed Youth Foyer in Townsville, Queensland.
- Construction of 17 new dwellings in Tasmania; and
- Construction of 20 new apartments in Coffs Harbour, NSW.

In closing, I'm also thrilled that in FY24 we will be announcing a further expansion of our operations into new Australian jurisdictions.



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



WE ARE Mission Australia Housing

Mission Australia has existed for more than 160 years, and our founding purpose has remained constant:

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

This founding purpose is at the core of everything we do at Mission Australia Housing. As an organisation that provides safe and secure dwellings to families, children, and individuals from all walks of life, our mission is to give every Australian a safe place to call home.

Our vision is to end homelessness and strengthen communities by delivering the highest quality social and affordable housing and community development Australia-wide.

Our strategic goals are to:

- Help end homelessness in Australia by scaling housing services in key jurisdictions.
- Partner to strengthen communities in all regions where we provide housing.
- Drive excellence through the improvement of Mission Australia Housing's operating model that support customer outcomes.

Mission Australia Housing was established by our parent company Mission Australia in 2009 to provide social and affordable housing in New South Wales (NSW) and Victoria. Since then, we have grown our operations into Tasmania and Queensland and are working to expand into other states and territories.

As of the end of the financial year, June 2023, Mission Australia Housing provided 3,876 homes in NSW, Queensland, Tasmania, and Victoria. We housed a total of 6,589 residents through our social and affordable housing programs.

Since Mission Australia Housing was established, we have developed or acquired over 250 social and affordable housing dwellings and implemented multiple new housing development programs with our government and other funding partners. Our growth pipeline is strong with over 1,350 dwellings coming under ownership / management in the ensuing years.

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A UNIQUE OFFERING

Mission Australia Group

Mission Australia Housing comprises community housing providers registered under the National Regulatory System for Community Housing, the Victorian Regulatory System for Community Housing, and the Western Australian Regulatory Framework.

Mission Australia Housing is a part of Mission Australia. In the last year, the organisation delivered 463 homelessness and community services throughout Australia and supported 149,096 Australians on their journey towards independence. For more information, please see Mission Australia [Annual Report 2023](#).

Mission Australia Housing has a multi-jurisdictional, multi-regional operational model, supported by centralised National Office staff and Mission Australia Group corporate infrastructure.

We have nearly 100 service-focused staff delivering tenancy and asset management, tenant support and community development.

A unique feature of our service delivery is our integrated model of housing and support. Through this approach, our housing teams work

closely with Mission Australia's community services teams to coordinate support to assist tenants in identifying goals and overcoming barriers to sustain their tenancies. We provide options for tenants to connect to education, training, employment and other services that improve independence.

Our corporate governance is strengthened by skills-based, independent directors and a comprehensive Board Committee structure.

Our values inform our work where diversity is celebrated and people are supported to overcome disadvantage.





Reconciliation Action Plan (RAP)

The Mission Australia group 2020-25 Strategy includes a commitment to reconciliation through our Reconciliation Action Plan.

- We proudly launched our second Innovate RAP at the beginning of 2022 and we are on track to achieving all 85 deliverables by June 2024, with most of them in progress and some already delivered.

As part of our second Innovate RAP, we:

- Celebrated National Reconciliation Week and NAIDOC Week across the organisation

- Established a RAP knowledge group of Aboriginal and Torres Strait Islander staff to provide a forum for culturally appropriate advice
- Facilitated a co-design process to develop an Aboriginal and Torres Strait Islander Cultural Safety Framework for the period 2024-29.
- Continued our support for the Uluru Statement from the Heart internally and externally and,

- Further explored our partnership principles in relation to working with Aboriginal Community Controlled Organisations.

We also continue to work on:

- Increasing recruitment and providing retention and professional development of our Aboriginal and Torres Strait Islander staff
- Increasing Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes; and
- Providing cultural learning opportunities to staff.



Reducing our carbon footprint and the bills of residents through solar power

Sustainability

Climate change is acknowledged globally as a serious risk to human life and equality, impacting acutely the most vulnerable people in society.

As confirmed by Mission Australia's 2022 Youth Survey, the environment – including taking action against climate change – is one of the most important issues in Australia today.

Mission Australia recognises the disproportional impact that climate and sustainability issues have on those we serve. Without meaningful action, such challenges can undermine the positive impact achieved through our services in community housing.

We recognise the effects of climate change impact acutely on the most vulnerable people in our society and in our Mission Australia Housing communities. We are committed to play our part in addressing these issues, by reducing our ecological footprint and helping Australians in need build resilience to the effects of climate change and respond to natural disasters.

Addressing climate change proactively is a priority for Mission Australia. The implementation of Mission Australia's overarching business strategy is guided by nine operating principles. One of those nine principles commits us to: Respond to the impact of climate change on Australians in need, because we acknowledge how we

work is just as important as what we do.

As a part of this work our Climate and Environmental Sustainability Strategy and Action Plan 2023-2025 sets out how we do this. It is a two-year framework designed to establish strong foundations and drive continuous improvement, paving the way for an integrated Environmental Sustainability Goals Strategy from 2026.

It is informed by relevant Mission Australia policies and commitments and leading practice, including peer benchmarking, Australian state and federal policy, and global frameworks such as the United Nations Sustainable Development Goals.

In June 2023, the Mission Australia Group committed to creating a sustainability strategy and action plan that includes identifying opportunities for waste and resource reduction in housing and accommodation services.

Partnership with Great Southern Bank

Mission Australia has teamed up with Great Southern Bank in a new community partnership aimed at facilitating financial inclusion by cutting utility bills and reducing emissions for hundreds of Australians living in community housing.

The bank will provide \$1 million in funding over the next three years

for energy and water efficiency upgrades across hundreds of properties managed by Mission Australia Housing starting with properties in New South Wales. This timely initiative comes as electricity prices continue to rise across Australia.

Great Southern Bank is also providing guidance to support Mission Australia Housing's Environmental Sustainability Goals reporting journey.

Our footprint

AS OF 30 JUNE 2023

3,876

RESIDENTIAL PROPERTIES OWNED OR MANAGED AUSTRALIA-WIDE



SYDNEY, CAMPERDOWN, MACQUARIE PARK, BLACKTOWN, COFFS HARBOUR AND TAREE OFFICES

2,308

social housing dwellings

256

affordable housing dwellings



ROSNY OFFICE

1,254

social housing dwellings

7

affordable housing dwellings



CAIRNS AND TOWNSVILLE OFFICES

45

social housing dwellings



6

social housing dwellings for people living with disability



100

Mission Australia Housing employees



8


offices throughout Australia

Our Residents at a glance

6,589

RESIDENTS HOUSED
AUSTRALIA-WIDE

41 
average age
of residents

1.7 
average number of
residents per household

2,932 
families housed

\$234 
average weekly rent

664 
Aboriginal and/or
Torres Strait Islander
residents

1,572 
residents living
with disability

2,840 
residents aged
25-55 years

1,042 
single female residents
with children

1,524 
female residents
over 55 years

2,544 
senior residents
over 55 years

WHAT WE HAVE ACHIEVED

in the last two decades



MISSION AUSTRALIA HOUSING becomes a Registered Tier 1 National Community Housing Provider

Greater Western Sydney, New South Wales (NSW)
Our first 16 properties.

NSW, Victoria, and Tasmania
A mix of social and affordable housing. 96 properties

Victoria NRAS
Acquisition of properties for affordable housing scheme.

Common Ground Sydney, NSW
Supported housing model with a mix of social and affordable properties and housing Sydney's most vulnerable. 104 apartments

Nation Building
Properties vested to Mission Australia Housing. 1,055 properties

Cairns, Queensland
Douglas House, a supported housing complex in Cairns, Queensland. 22 properties



2009



2014

2015

NSW Social Housing Growth Fund
Nation Building properties in Greater Western Sydney, NSW. 101 properties

Tasmania Government Transfer
Take on the management of social homes across the suburbs of Clarendon Vale and Rokeby (now Clarence Plains), Tasmania. 500+ properties

Sale of Victoria NRAS-managed properties

Woree, Queensland
Acquire management of social housing additional units in Cairns, Queensland. 20 units

Key

CHP Community Housing Provider
NRAS National Rental Affordability Scheme

SHMT Social Housing Management Transfer
CHGP Community Housing Growth Program



NSW Government Transfer
Take on management of properties across the Mid North Coast region through the SHMT program. 1,000+ properties

Midtown Macquarie Park, NSW
First apartments go-live for Mission Australia Housing residents. 350+ apartments with a mix of social and affordable properties

Tasmania CHGP 2
Construction to commence on Burtonia sub-division in Rokeby, Tasmania. 17 properties

Tasmania CHGP 1
Construction commences on properties in Clarence Plains (Rokeby), Tasmania. 31 properties

3,876

5K+

6K+

40+ staff

70+ staff

2020 > 2021

100 staff

2023

2025

Tasmania CHGP Transfer
across Greater Hobart, Tasmania. 682 properties

Together Home Transition Program
Construction to commence in Coffs Harbour, NSW 10 apartments

Queensland Townsville Youth Foyer
Housing model for young people. 40 apartments

OUR OFFERING

Who we serve

The current housing crisis in Australia has been worsened by a chronic shortage of affordable housing and high rental costs. This means more people are increasingly vulnerable to becoming homeless. Many Australians who are experiencing homelessness currently sleep in their cars, couch-surf or rely on emergency accommodation. Our primary customers are residents, their communities, and the government.

Mission Australia Housing offers social, affordable, and transitional housing to individuals or families, on low to moderate incomes, who have difficulty securing housing in the private rental market.

Residents

Housing over 6,500 people Australia-wide, the average age of our residents is 41 years. Around one-third of residents are over 55 years, and most are female.

We provide homes for over 1,000 single female residents with children living at home and close to 10% of our residents identify as Aboriginal and/or Torres Strait Islander.

SOCIAL HOUSING

Managing or owning over 3,600 social housing properties nationwide we are committed to working with Government across several States to provide a safe place to call home to some of the country's most vulnerable. In serving our residents we aim to provide quality housing services, while leveraging the strength of Mission Australia through our integrated service model of housing and support.

AFFORDABLE HOUSING

Mission Australia Housing manages more than 250 homes under affordable housing programs that provide discounted rent for people on low to moderate incomes.

NATIONAL RENTAL AFFORDABILITY SCHEME (NRAS)

The number of Affordable Housing units was significantly boosted from 2008 with the introduction of the Commonwealth Government's National Rental Affordability Scheme.

Over the past 15 years, Mission Australia Housing has managed more than 600 NRAS homes across New South Wales, Victoria, and Tasmania.

While this program has been scaled down by Government, qualifying tenants of former NRAS properties managed by us have been offered continuing housing services with Mission Australia Housing as affordable housing tenancies.

Tenant event, Common Table





Christina has a wide range of skills

Christina was born in Argentina but has called Australia home for the last 43 years.

Arriving as a teenager with her parents and brothers in the late 1970s, in 1985 she became an Australian citizen.

Over the years, a lot has happened in Christina's life. She married and had children and during the mid-'80s lived north of the border, in Queensland. A decade ago, she returned to Argentina for a short visit.

Christina is also tri-lingual, speaking Spanish, English and Italian. She has trained in joinery, metalwork, and upholstery.

But, amongst her most treasured life experiences is learning photography and to fly an aeroplane.

Christina began flying in the 1980s at the training school in Sydney's Hoxton Park.

"I started by learning to fly in a two-seater plane. Then I moved to a four-seater," Christina said. She completed 120 hours of flying,

including a return trip to Mudgee. "I loved looking at the earth from above everything," she said. I was working towards getting a commercial pilot's license.

"When I was looking to move, they took me through the apartment here and I was amazed. It was so big compared to what I was living in. I said 'yes,' straight away."

Learning to fly is, understandably, an expensive pursuit, and during the mid-80s Christina's marriage ended. Having left the family home, she found herself needing support. Ultimately, Christina entered social housing and four years ago she came to Mission Australia Housing.

When we caught up with Christina, it was a sunny winter's day at

the seniors' complex in Greater Western Sydney where she lives, and Housing staff were on site. There was music playing and a barbecue lunch was in full swing. Housing, assets, and community development staff talked with residents about anything they wanted to discuss and continued to build important relationships.

Christina has been with Mission Australia Housing for about four years and while living in a community can have its challenges, she enjoys the activities that take place at her complex. Christina has been with other Community Housing Providers but said this is the first time she has seen onsite activities and programs being offered for residents to take part in.

She said, "When I was looking to move, they took me through the apartment here and I was amazed. It was so big compared to what I was living in. I said 'yes,' straight away."



Douglas House, Queensland

SUPPORTED HOUSING

Supported housing provides a safe home along with additional services for residents who have experienced long-term homelessness to sustain their tenancy. Caseworkers, typically from Mission Australia community services, work with each resident to live more independently and to achieve their goals.

Representing a diverse social mix, we know that by incorporating residents from a range of socio-economic backgrounds, there are better overall outcomes for residents and their wider community.

SUPPORTED TRANSITIONAL HOUSING

Supported Transitional Housing is offered to people with an urgent housing need, typically for a three to 18 month period, and is not designed as a long-term housing solution.

While in transitional housing, residents can receive a range of support services to prepare them to move into long-term housing. However, due to the lack of supply of affordable housing in Australia, the exit options from transitional housing are severely limited.

Since 2015, Mission Australia Housing has managed two supported housing facilities in central Cairns, Queensland. A 22-unit complex, Douglas House works with individuals and couples who have experienced chronic homelessness. These residents are provided stable accommodation and onsite support services for 6–12 months.

Woree Supported Accommodation is an 18-unit complex of fully self-contained units providing medium term supported housing to people transitioning back into social and affordable housing markets.

We offer supported and transitional housing in;

Queensland

45 Douglas House and Woree accommodation

NSW



40 Transitional unit complex in Kingswood, Greater Western Sydney

60 60 properties across the Greater Western Sydney region

10 Youth housing program at Duke St, Mid North Coast of NSW

COMMON GROUND SYDNEY, NSW

Common Ground Sydney is a supported long-term housing approach offering quality permanent and affordable housing to some of Sydney's most vulnerable community members. Based in Camperdown, an inner suburb of Sydney, Common Ground offers 42 affordable housing units and 62 social housing units. Fifty-two of these social housing units are dedicated to people who have lived experience of homelessness, often averaging 13 years of sleeping rough.

Through what is known as the 'housing first' approach, our service offering is extended to include wrap-around supports such as one-to-one case management, skills development, and community integration. We also link tenants to a range of physical and mental health services and government financial support.



Common Ground residents in supported housing 2021-2023

47%

living with a disability

18%

living with a psychiatric disability

48%

diagnosed mental health condition



SAME HOUSE DIFFERENT LANDLORD (SHDL)

is a transitional housing program in partnership with the Queensland Government to support residents to transition from supported accommodation to longer-term independent living. Each individual in the SHDL program will on average, remain in the program for 6-12 months.

This year, our first resident participating in this program has graduated. First being housed in Douglas House where he received intensive onsite support, then moving to Woree for a lower model of supported housing, Chris* transitioned into the SHDL program and has now moved into independent living.

** Name has been changed to protect privacy.*

HELP TO HOME

Another Queensland Government initiative, through Help to Home, properties are sourced from the private market and sub-leased to Community Housing Providers like Mission Australia Housing. With this arrangement, we deliver specialist tenancy and property management services to support tenants to successfully maintain their tenancies.

This year we took on our first Help to Home property and provided safe and stable accommodation to a single mother with three children.

SETTING UP FOR SUCCESS

How we deliver value

At Mission Australia Housing we are committed to setting tenants, staff, and our partnerships up for success. We do this by delivering high quality and evidence-based services and programs.

Welcoming new residents

We aim to set up our tenants for success from the moment we hand them their keys.

Our 'Welcome Home' process is delivered by a dedicated tenant engagement team made up of asset, housing services and community development staff along with resident representatives in each location. We provide a range of initial engagement and networking opportunities, so residents feel a sense of belonging when moving into their new community. For example, each new household is

provided with useful information in relation to their tenancy and community and they receive a welcome hamper of essential property care items like cleaning products, mould attack packs and kitchen utensils.

Service design and impact measurement

Being part of the Mission Australia Group enables us to leverage expertise in program design, data analysis and the measurement of social impact.

A new home

Debra* has a rich family history in Taree on the Mid North Coast of NSW. Her relatives were once cedar cutters in the region, and they would float the timber along the Manning River where it would be shipped to Sydney to make furniture.

It was no surprise that while Debra was raised in the Manning Valley, she travelled widely over her lifetime and returned home to the Manning Valley region later in life.

A post-WWII baby, she wanted to feel connected to her family roots and find out more about her local ancestry. During this time, she worked at numerous jobs, married and had a son.

Later, after her marriage broke down, Debra joined the NSW social housing waiting list. At that time the projected wait to be housed was four to five years. Sadly, when her finances became stretched and she could no longer afford private rental, she became homeless and lived in her car. When local community services discovered her situation, Debra was offered a home with Mission Australia Housing. Debra has now been a Mission Australia Housing tenant for ten years and says she feels like she is 'home'.

She said that her place "has been a blessing. It is stable and secure". This stability has also allowed her interests in gardening and crochet to flourish.

**First name only used to protect privacy*



Personal wellbeing is a priority for Mission Australia Housing. In 2022, the highest wellbeing satisfaction scores for our tenants were in the areas of personal safety and standard of living. This year, our tenants reported that their overall quality of life since being a Mission Australia Housing tenant had improved and they were increasingly satisfied with their neighbourhood.

Our Integrated Service Delivery

Over the 14 years that Mission Australia Housing has operated, our service delivery continues to evolve to better meet the needs of our tenants and their communities.

One of the ways we do this is by providing integrated service delivery within the Housing team to coordinate housing services, asset management, tailored support coordination and community development; ensuring specific resident needs are met throughout their tenancy lifecycle.

We have recently implemented an Integrated Service Delivery Framework within Mission Australia Housing that is detailed below.

Mission Australia's Integrated Model of Housing and Support

Mission Australia and Mission Australia Housing have jointly developed an Integrated Model of Housing and Support (IMHS) that aims to support people to access and sustain a safe and stable home, enable them to improve their wellbeing and live a healthy and vibrant life.

The IMHS model has eight foundational principles:

1. A 'Housing First' approach
2. Separation of Tenancy Management and Support
3. Holistic and person-centred approach
4. Early intervention to prevent eviction and homelessness
5. Respectful (care-full) relationships as the foundation for all interactions
6. Invest in building stronger communities
7. Learn through lived expertise and experience
8. Recovery-oriented and trauma-informed approach



*International Wellbeing Group (2013). Personal Wellbeing Index:5th Edition. Melbourne: Australian Centre on Quality of Life, Deakin University. <http://www.acqol.com.au/instruments#measures>.



Duke Street Youth Housing program

In 2022, we opened a 40-unit residential complex, positioned next door to the Mission Australia Centre in Coffs Harbour, NSW. Ten of these units are allocated to young people managed by our Duke Street Youth Housing

Program that provides medium-term transitional accommodation to young people, alongside integrated support through Tailored Support Coordination Services.

Since this program started, we have seen young people successfully maintain their tenancies, manage living

independently and transition out of the program.

As an example, one of our young tenants recently completed a horticultural qualification. Not only reaching a personal learning goal for her future employment she has also established a community garden in the complex for everyone to enjoy.



Duke St residential apartments located next to Mission Australia Centre, Coffs Harbour, NSW

Co-location of Mission Australia services

In October 2022 we co-located with Mission Australia community services staff in new premises in Rosny Park, Tasmania. The office is near public transport, government and community services and is more accessible for our tenants. The Community Chaplain is also out and about in the community each week and our Community Development team connects regularly with Mission Australia Housing residents through a diverse annual calendar of activities.

Tailored Support Coordination Services (TSCS)

Our Tailored Support Coordination Service delivered by Mission Australia is a key component of our integrated approach to housing services. The TSCS provides a fully integrated, client-focused, recovery-oriented community service, that delivers individualised supports to

tenants to improve their wellbeing and capacity to maintain stable tenancies.

We work collaboratively with tenants to identify their needs, develop goals, and connect to supports to achieve those goals. Run in partnership with Mission Australia Community Services. This includes assisting tenants in navigating and accessing the social services system.

To supplement any formal wraparound support for tenants, we also arrange a variety of local programs, projects, and one-off activities to bring residents and communities together.

We currently offer two such services on the Mid North Coast of NSW, with one dedicated to supporting young people. A third service is delivered in Tasmania, and we are about to launch a fourth in Greater Western Sydney, NSW.

Over 80 tenants assisted through TSCS

Impact measurement on exit;

63% passing house inspections with no assistance

81% paying rent on time with no assistance

75% in secure and sustainable housing

Promoting independence through property care

Tenants are responsible for the day-to-day care of their property and keeping it in reasonable and habitable condition. They are also responsible for others who live in the property and all visitors to their home.

More than just being able to keep their homes neat, tidy, and clean, when tenants are able to care for their property it promotes confidence and pride in their home and within their wider community. Property care is essential to maintaining successful tenancies and supporting tenants on their journey to independence into the private rental market.

New initiatives that build property care

Mission Australia Housing understands that everyone has different skill levels when it comes to small repairs and maintenance around the home. In response to this, our teams have spearheaded new and innovative programs that not only help to build knowledge and skills around basic property care, but have

also resulted in fostering better relationships between staff and residents. These programs are known as Midday Maintenance on the Mid North Coast of NSW and in Tasmania we have trialled the Home Handy and Tool Library program.

Although similar in outcome, these place-based programs with differing approaches, staff bring together tenants, local

trades, community, and other local organisations to share basic repairs and maintenance tips and tricks, often over a BBQ and great conversation.



COMMITTED TO *Better homes*

Mission Australia Housing recognises that providing high-quality asset management services is critical to sustaining tenancies and maintaining a high level of tenant satisfaction.

A strategic approach to managing housing assets ensures properties are available both now and in the future. This approach ensures that our owned assets, and those we manage on behalf of the Government and other stakeholders, are maintained in, or restored to, a condition that surpasses minimum required standards and provide for good tenant amenity and community outcomes.

Through long-term maintenance planning, we manage assets throughout the asset lifecycle to maintain the condition and support ongoing financial viability of the portfolio.

This year we completed over 20,000 individual repairs across nearly 13,000 work orders through our contracted maintenance partners.

We can only achieve these results by fostering strong partnerships with our maintenance contractors. This year we entered into new maintenance agreements in Greater Western Sydney, NSW, and Tasmania after undertaking competitive procurement processes.

A severe storm event took place in Coffs Harbour, NSW in October 2021 which resulted in damage to 248 dwellings.

Repairs to the value of \$5.3M commenced in FY22 and continued throughout FY23 as part of a three-year rectification program.

Recent renovation of the Foyer in Common Ground, Camperdown NSW





Kingswood Guru café and community garden

Asset management projects

This year we completed several projects across NSW through partner funding, including:

Mid North Coast

A severe storm event took place in Coffs Harbour, NSW in October 2021 which resulted in damage to 248 dwellings. Repairs to the value of \$5.3M commenced in FY22 and continued throughout FY23 as part of a three-year rectification program.

We received a \$3.1M contract from the NSW Land and Housing Corporation for the Supplementary Capital Maintenance project to complete much-needed capital work to an aging portfolio on the Mid North Coast of NSW. Completing the project within just three months, three trade companies worked on 137 properties, covering 300 different upgrades including 50 bathrooms, 25 kitchens, 120 floors, 45 re-paints, 20 fences, many roofs and windows.

Greater Western Sydney

Multiple community gardens were completed across various sites, including the upgrade of a community room into a usable gathering space and tenant-led Kingswood Guru café.

Common Ground Sydney

We upgraded and redesigned the lower ground floor and entry to create a more efficient, connected, and welcoming space.

National maintenance spend



\$5.4M
responsive spend

\$7.1M
planned spend

\$2.2M
cyclical spend

Top three repair categories

(which accounts for just over half of all work completed)

17%
Plumbing and gas



18%
Electrical works



18%
General/minor repairs



DELIVERING VALUE

New Housing

One way we deliver value to government partners is through large-scale social housing management of state housing agency-owned properties. Mission Australia Housing has a strong track record in assuming management of state housing agency properties at scale, with more than 1,000 state-owned dwellings under management in both New South Wales and Tasmania.

Tasmania

Our Tasmanian portfolio commenced in 2013 with the management transfer of around 500 social homes in Clarence Plains under the Tasmanian Government's Better Housing Futures Program.

In November 2021 we assumed the management of a further 690 social homes in the greater Hobart region under the Tasmanian Government's Community Housing Growth Program.

Community Housing Growth Program

The focus over the last year was to embed the expanded program and properties within our portfolio and focus on tenant and community outcomes.

Developing new housing

Recognising the existing housing crisis and the work done by the government to increase new supply of housing, Mission Australia Housing has the skills to deliver new social and affordable housing.

Ongoing development at scale is a key component of our growth strategy reflecting Commonwealth and State government stimulus programs that will significantly increase housing supply.

"I would like to pass on to you, and your whole team at Mission Australia Housing, my most heartfelt thanks and appreciation for everything you have done for my wife and I in looking after us with the move to our wonderful new home. Thank you Mission Australia for providing such a well-designed and well thought out house, it is beautifully presented and of an extremely high standard."

Tenant, Tasmania

Community housing in Clarendon Vale, Tasmania



Burtonia Street subdivision in Clarence Plains, Tasmania

As a tier 1 Community Housing Provider, we bring new supply projects from the concept stage through to completion and ongoing management in collaboration with government, developers, and capital providers.

Clarence Plains renewal in Tasmania

In Tasmania we continue to work with industry-leading builder, Ronald Young & Co to deliver new social and affordable homes, completing over 70 quality homes for those most in need.

This year alone, we completed 29 new social housing dwellings over multiple sites, meeting government timelines through a coordinated, staged approach within a construction services and materials-constrained environment (post-pandemic).

All new homes have been designed to facilitate ease of access comfort and safety including reinforced bathroom walls, double-glazed windows, and new kitchen appliances. Energy efficiency was promoted through features like solar panel systems and hot water heat pumps, reducing a tenant's utility bill by up to two-thirds and increasing tenant comfort in Tasmania's cold climate. Being a predominantly low-socio economic demographic, these elements support tenants to maintain their tenancies and their well-being by reducing financial burden for those on low income.

Security features included two-camera digital alarm systems and external doors fitted with deadlocks to contribute to a sense of community safety. With small features like this, overall community wellbeing and health is enhanced

as tenants feel safe and secure in their homes.

Finally, landscaping, and external features that promotes high-quality, tenure-blind design includes covered external entertaining areas as well as mature trees and turf to enhance streetscapes. This improved community aesthetic resulted in Clarence Plains and its surrounds becoming a sought-after place to build and live through the private market.

Burtonia Street subdivision, Tasmania

This year we completed a major subdivision project. We delivered 47 new affordably priced housing lots, of which nine will be used by Mission Australia Housing to construct a further 17 new social dwellings.



Ray* has been a Mission Australia Housing tenant in Clarence Plains, Tasmania since November 2022. Before moving into his property, he lived in another housing area for six years where the condition of the home was poor.

When Ray and his dog 'Shadow' moved into the newly built

property last year he described his new home as "perfect", and he enjoys living in the surrounding neighbourhood. While Ray mostly keeps to himself, he said his neighbours are great and he has recently worked with us to install a small gate between his home and his next-door neighbour so their dogs can visit and play together.

After now being in his home for one year, Ray said he is looking forward to creating a garden in his yard. "I have also been visiting the local neighbourhood centre I'd like to get more involved there.

**Name has been changed to protect privacy*



New construction at Clarence Plains, Tasmania

COMMITTED TO THRIVING

Vibrant communities

Mission Australia is committed to delivering better homes in vibrant communities. Our housing portfolio has the scale, reach and expertise to transform lives and create thriving, sustainable communities where people want to live.

Wherever we work, we focus on increasing life opportunities available to residents and their communities. To do this, we work in partnership with

the community, government organisations, corporations, social enterprises, individuals, and families to establish secure, sustainable tenancies and links within the community.






Strengthening Communities

Mission Australia Housing teams purposefully engage with our tenants and our communities to address social issues and facilitate change, build trust, and increase participation and community cohesion. We recognise that all communities are unique, with different assets and aspirations, challenges and needs.

We work closely with each community to tailor our services and support their needs so they can reach their aspirations and goals.

We base our work in communities on five domains outlined in our Strengthening Communities Framework to ensure positive and meaningful outcomes.

Stronger Communities domains and outcomes

 <p>Connected community</p> <p>Partnerships and collaboration exist, working towards shared goals.</p> <p>People participate in the community and feel connected to others.</p> <p>The community work together through existing strengths to understand their needs.</p>	 <p>Inclusive community</p> <p>All cultures, ages and abilities represented in the community are accepted and have meaningful roles and recognition.</p> <p>Supports, services, events, spaces and resources are available and accessible to all people.</p> <p>People can input into the issues that are important to them, and their community and they are listened to.</p>	 <p>Healthy community</p> <p>The community environment promotes positive health and wellbeing for all people.</p> <p>People are living a healthy and vibrant life.</p> <p>People experience high levels of personal wellbeing.</p>	 <p>Resilient community</p> <p>People can cope with the challenges they face and know how to get help.</p> <p>People feel safe and hopeful for a positive future.</p> <p>There is a strong and cohesive service system that is adaptable to change.</p>	 <p>Thriving community</p> <p>Housing exists that suits the needs of those living in the community.</p> <p>The community has opportunities for education and employment.</p> <p>People feel proud to belong to their community.</p>
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Learning about gardening on the Mid North Coast of NSW

Partnering with contractors to deliver better homes and social outcomes

Mission Australia Housing partners with many local and national service provider organisations to provide joined up approaches that work for people living in our communities. One of these partnerships is with Aruma, an organisation offering employment support across

NSW and Queensland. They support people with a disability to find a job that they love, earn money, gain experience, and enter training, while providing mentoring and coaching assistance to maintain their employment.

Last year, Aruma put forward Tim* as a potential employee to work with the property maintenance crew in Coffs Harbour, NSW. Tim completed his trial period and became our first supported worker

for the Coffs Harbour area, worked on 153 housing complexes.

The success of this partnership with Aruma on the Mid North Coast of NSW means that we have adopted this model into other areas of our national portfolio, including the Greater Western Sydney region that is home to approximately 1,000 Mission Australia Housing properties.

**Name has been changed to protect privacy*

COMMITTED TO OUR TENANTS

Resident voice

Mission Australia Housing is committed to prioritising opportunities that enable active tenant participation. We encourage the people we work with to provide honest and constructive feedback to us.

Tenant Groups and Committees

Tenant and Resident Committees play an important role in their communities. We work with tenant representatives to better understand the needs of residents, their families and communities while also increasing tenant input into the design and delivery of services and broader advocacy issues.

Tenant Committees represent groups of residents that have a shared vision to achieve common goals, ranging from local project groups that work together to improve local areas to national-level representation. They focus on concerns, problems or enhancements including tenancy management, place, and space,

and community issues. Committee projects range from improving common spaces, creating new meeting places, and developing areas where activities can be held to build community spirit. They also have a strong social and networking component.

These committees:

- meet regularly with Mission Australia Housing staff to discuss concerns and action housing and community matters relevant to their region.
- are guided by a self-determined charter, constitution, or terms of reference.
- oversee Local Area Committees that cover the aspirations of neighbourhoods or blocks.





Special Interest Committees

provide a way for tenants to pursue common interests or objectives, supported by Mission Australia Housing.

These Committees are tenant-driven and can meet a variety of needs. They often have a particular social, educational, economic or community development purpose like community garden groups, hobby clubs or school support groups.

We have various tenant groups operating in Greater Western Sydney, at Common Ground in Camperdown (Sydney), on the Mid North Coast of NSW and in Tasmania. In 2023, five new tenant groups were set up in the Greater Hobart area in Tasmania and we are working towards establishing a National Tenant Representative Group that will report to the Mission Australia Housing Leadership team and board.

The Tenant Action Group (TAG) in Coffs Harbour, NSW regularly leads and participates in community activities in their local area.

This year, the Coffs Harbour, NSW TAG assisted in bringing together tenants interested in upskilling in the digital space by connecting them with young mentors through a digital literacy program run out of the Coffs Harbour Mission Australia Centre. Participants learnt how to send photos to loved ones, unlock their devices, update software, send emails and connect online.

“That was so rewarding, just being able to help people. It was so simple, and I was able to help. Thank you!”

A young participant of Mission Australia's Transition to Work program and digital literacy mentor

Complaints and other feedback

Mission Australia Housing has a comprehensive appeal and complaints management process. Appeals and complaints are monitored regularly and used to inform service development and improvement plans. Tenants are encouraged to provide feedback and input to housing services through the Mission Australia Housing website.



Pop-up vet clinic at Common Ground Sydney, NSW

Annual Tenant Survey

We love hearing from our tenants to understand how we can continue to improve the services that we provide. An important part of our feedback program at Mission Australia Housing is our Annual Tenant Survey. This survey provides an opportunity for tenants to let us know how we are doing across a range of areas and tell us about what is important to them.

Tenants have told us that value for money, customer service, communication, repairs, and maintenance and ensuring their rights as tenants are upheld are their priorities.

Like most of the country, our tenants, and the services that we provide were significantly impacted by the events of the last few years. From COVID-19 to floods, hailstorms, bushfires and a cost of living crisis, our communities have borne the brunt of many of these disasters. For much of FY23 and the previous year, we were restricted in our maintenance program and tenant engagement activities because of COVID-19. The results from 2022 reflect the challenging environment

2022 Annual Tenant Survey: Areas where Mission Australia Housing has improved



Complaint handling



Neighbourhood improvements



Quality of life



Tenants said they had a strong understanding of their rights and responsibilities

2022 Annual Tenant Survey: Top three priority areas



Repairs and maintenance

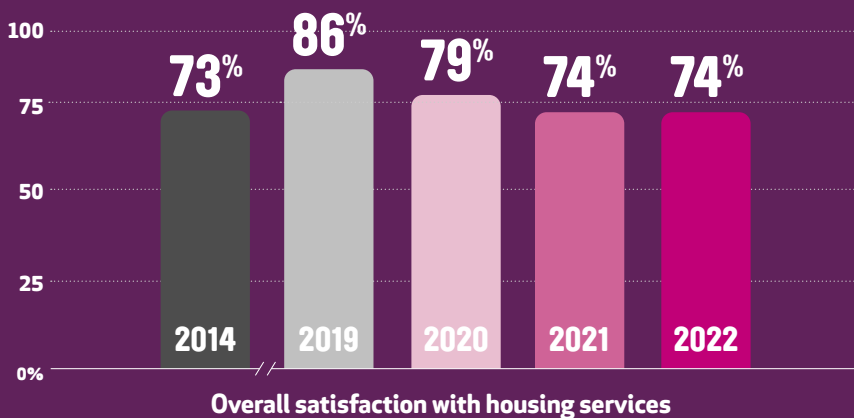


Value for money



Condition of home

What tenants have said about Mission Australia Housing



We saw minor dips in satisfaction for repairs and maintenance, as a result of disruptions to maintenance services and building supplies through the pandemic.

We also saw that regional communities like Coffs Harbour, NSW were impacted more than our city communities in Sydney, NSW and Hobart, Tasmania.

that we have been working in over the last few years and show the impact on tenants and our communities.

We saw minor dips in satisfaction for repairs and maintenance, as a result of disruptions to maintenance services and building supplies through the pandemic. We also saw that regional communities like Coffs Harbour, NSW were impacted more than our city communities in Sydney, NSW and Hobart, Tasmania.

Nationally the overall satisfaction with the services that we provided remained high at 74% and some regions we operate in recorded satisfaction levels of 80% or higher. We saw improvements across key areas of complaint handling, neighbourhood and quality of life. Tenants also said they had a strong understanding of their rights and responsibilities which is great.

We operate across a diverse geography across four states, and it is no surprise that our feedback from tenants differs from region

to region. It is important that we respect the diversity and uniqueness of our tenants and the areas we operate in and our tenant survey action plans cover both national and local initiatives.

What have we done with these results?

At Mission Australia Housing we want to be known for being the community housing provider of choice for our tenants, staff, and stakeholders. Feedback from the survey should be an opportunity to build on our customer service to our tenants and as a result we launched the "Applaud Program" providing comprehensive training for all staff to ensure we are providing the best service possible. We know tenants during COVID-19 have missed the onsite engagement and opportunities to participate in activities and events. As restrictions have eased, we have been thrilled to get back into providing our much-loved programs like Midday

Maintenance, Mobile Pop-Up, Home Handy Workshops and Tenant of the Month.

Tenants have told us that value for money, customer service, communication, repairs and maintenance and ensuring their rights as tenants are upheld are their priorities. These will be focus areas for improvement over the next 12 months, working closely with our tenant action groups and teams on the ground to support the delivery of quality services that tenants want.

The survey told us that the majority of our tenants prefer phone communication and that over 70% of the time they ring relates to a maintenance query. Although almost 70% of our tenants were happy with how their calls have been answered we want this number to be higher! That's why in FY24 we are creating a Customer Service Hub and simplifying phone systems to ensure our tenants can reach us easily and receive excellent service.

GOVERNANCE AND OUR PRINCIPLES

Our operating model

Mission Australia and its controlled Housing entities are committed to proper and effective corporate governance.

Governance

All Mission Australia Housing Group entities are governed under a shared governance framework which includes shared board committees and relationship protocols that govern intragroup matters and conflicts of interest between affiliated entities.

Principles

Mission Australia and its corporate-controlled Housing entities are committed to proper and effective corporate governance. We are guided by the Not-For-Profit Governance Principles of the Australian Institute of Company Directors (AICD Principles).

All Mission Australia Housing entities are companies limited by guarantee and are registered charities regulated by the Australian Charities and Not-for-profits Commission (ACNC). Mission Australia's Corporate Governance Statement outlines how ACNC Governance Standards are applied.

Mission Australia Board

Board Audit and Risk Committee

People, Culture and Remuneration Committee

Service Impact Committee

Housing

Mission Australia Housing

Mission Australia Housing Victoria

Mission Australia Housing Partnership Limited

Mission Australia Housing Tasmania

Boards

Mission Australia Housing
Mission Australia Housing (Victoria)

Mission Australia Housing Tasmania

Mission Australia Housing Partnerships Limited

Each of our Housing entities is governed by a board with directors holding appropriate skills and domain knowledge.

Entities that provide tenant-facing services have non-executive boards that share the same directors. The shared directors include Mission Australia directors and independent subject matter experts.

Mission Australia Housing Group structure

The Mission Australia Housing Group comprises several entities that deliver housing services in various jurisdictions as well as a number of entities instead of special purpose vehicles which are established to manage larger property development and acquisition projects with complex financing arrangements.

All Housing entities have adopted the vision, values, and overall strategy of the Mission Australia Group.

Each entity has access to shared governance and management resources of Mission Australia.

All entities are subject to formal agreements that regulate certain intra-group matters in relation to the business conducted by each entity.

Registration and regulation

All Housing entities are registered housing providers under the relevant jurisdiction.

Entities outside of Victoria are registered as Tier 1 Community Housing Providers under the National Regulatory System for Community Housing.

Entities

MISSION AUSTRALIA HOUSING

Mission Australia Housing manages properties in NSW and Queensland and owns properties in Tasmania.

Mission Australia Housing also develops housing in NSW through State capital grant funding programs and will provide housing services to the Townsville Youth Foyer in Queensland scheduled to open in 2024.

MISSION AUSTRALIA HOUSING (VICTORIA)

Mission Australia Housing (Victoria) is registered under the Victorian regulatory system for community housing.

Mission Australia Housing (Victoria) owns a supported disability complex in Frankston, Victoria.

MISSION AUSTRALIA HOUSING TASMANIA

Mission Australia Housing Tasmania manages the entire Housing group's Tasmanian property. The portfolio, containing c.1260 dwellings, includes all new properties developed or transferred for management under the Tasmanian Government's Community Housing Growth Program.

MISSION AUSTRALIA HOUSING PARTNERSHIP LIMITED

Mission Australia Housing Partnership Limited will own and manage the affordable housing component of the Midtown, Macquarie Park, NSW project, comprising 130 dwellings from early 2024.

Directors

Mission Australia Housing, Mission Australia Housing (Victoria), Mission Australia Housing Tasmania

NANCY FOX AM BA, JD LAW, FAICD CHAIR INDEPENDENT NON-EXECUTIVE DIRECTOR



Nancy was appointed as a Director and Chair of Mission Australia Housing, as well as Mission Australia Housing Tasmania and Mission Australia Housing (Victoria), on 22 November 2022. She was appointed as a Director of Mission Australia on 24 February 2021 and is a member of the People, Culture and Remuneration Committee.

IAN HAMMOND BA (HONS), FCPA, FCA, FAICD INDEPENDENT NON-EXECUTIVE DIRECTOR



Ian has been a Director of Mission Australia Housing, as well as Mission Australia Housing (Victoria) and Mission Australia Housing Tasmania since 1 February 2021. Ian acted as Chair of the Housing entities between 1 February 2022 and 21 November 2022. He is a Director and Chair of Mission Australia, a member (and former Chair) of the Board Audit and Risk Committee and a member of the Service Impact Committee.

DEBRA STIRLING BA, GAICD INDEPENDENT NON-EXECUTIVE DIRECTOR



Debra was appointed as a Director of Mission Australia Housing, as well as Mission Australia Housing (Victoria) and Mission Australia Housing Tasmania, on 18 August 2022. She is a Director of Mission Australia and Chair of the People Culture and Remuneration Committee.

IAN ROBINS BA (ACCOUNTING), CA, GAICD INDEPENDENT NON-EXECUTIVE DIRECTOR



Ian was appointed as a Director of Mission Australia Housing and Mission Australia Housing (Victoria) on 1 February 2021. He was appointed a Director of Mission Australia Housing Tasmania on 18 August 2022.

KATE HEANEY BCONSTMGT, MPROJMGT INDEPENDENT NON-EXECUTIVE DIRECTOR



Kate was appointed as a Director of Mission Australia Housing and Mission Australia Housing (Victoria) on 30 June 2021 and of Mission Australia Housing Tasmania on 18 August 2022.

JOANNA WHITE BCOM MBA GAICD INDEPENDENT NON-EXECUTIVE DIRECTOR



Joanna White was appointed Director of Mission Australia on 21 November 2022, as well as Director of Mission Australia Housing, Mission Australia Housing Tasmania, and Mission Australia (Victoria) on 14 August 2023 and is a member of the Mission Australia Board Audit and Risk Committee.



**MISSION
AUSTRALIA**

Directors

Mission Australia Housing Partnership Limited

SHARON CALLISTER GAICD, MBA, BHA, RN CHAIR EXECUTIVE DIRECTOR



Sharon was appointed as Director and Chair of Mission Australia Housing Partnership Limited on 18 March 2022. Sharon is currently the Chief Executive Officer of Mission Australia having joined Mission Australia in March 2022 and is a member of the Clinical Quality and Safety Committee.

CHRIS BRATCHFORD LLB, MBA, GAICD EXECUTIVE DIRECTOR



Chris was appointed as a Director of Mission Australia Housing Partnership Limited on 4 July 2016. Chris is currently the Executive Housing and Property of Mission Australia having joined Mission Australia in January 2015.

ANDREW SHARKEY CA, FCCA EXECUTIVE DIRECTOR



Andrew Sharkey was appointed as a Director of Mission Australia Housing Partnership Limited on 24 July 2023. Andrew is also a Director of Mission Australia Northern Territory and currently serves as the Chief Financial Officer of Mission Australia, having joined the organisation in 2022.

Changes to Mission Australia Housing Tasmania governance

During FY23 the Mission Australia Housing Tasmania board transitioned from an executive board to a non-executive board.

Resigning Directors

We thank the following directors who also served during the year:

**KENNETH DEAN BCOM (HONS),
FCPA, FAICD INDEPENDENT
NON-EXECUTIVE DIRECTOR**

Ken resigned as President, Chair and Director of Mission Australia, and Director of Mission Australia Housing, Mission Australia Housing (Victoria) and Mission Australia Housing Tasmania on 21 November 2022.

IAIN KEDDIE, EXECUTIVE DIRECTOR

Resigned as Director of Mission Australia Housing Partnership Limited, Mission Australia Housing Northern Territory and Mission Australia Housing Tasmania in July 2022.

**MARION BENNETT,
EXECUTIVE DIRECTOR**

Resigned as Director of Mission Australia Housing Partnership Limited in July 2023.

Company secretary

All Housing entities

SALLY ASCROFT, COMPANY SECRETARY, BEc, LLB, GAICD



Sally is Company Secretary for Mission Australia and each of its controlled entities. With over 25 years' experience working with boards and executive teams, Sally oversees the organisation's legal, governance, risk and assurance activities.



Construction at Midtown Macquarie Park, NSW

PEOPLE, LEADERSHIP AND STRUCTURE

A positive difference

Mission Australia Housing's impact on reducing homelessness is made possible through the dedicated work of hundreds of people who make up our service network including our dedicated Housing staff.

Together with our volunteers and contracted repair and maintenance tradespeople, this represents a vast team of inter-connected people who are determined to make a positive difference.

Leadership Team (right)

Chris Bratchford, Executive Housing and Property oversees the operations of Mission Australia Housing. He has held this role since 2015.

Corporate supports

A unique feature of Mission Australia Housing is the shared services support received by being part of Mission Australia's group of companies.

This means that dedicated functional specialists provide Legal, Risk Management, Finance, Information Technology, Human Resources, Chaplaincy and Pastoral Care, Data and Analytics, Service Design, Project Management and Property Services.

Group corporate supports enable Mission Australia Housing to conceive, design and implement housing programs at scale to meet stakeholders' needs.

Finance and Technology	<ul style="list-style-type: none"> Accounts payable, receivable and revenue Treasury, investment and capital management Financial accounting 	<ul style="list-style-type: none"> Acquittal and statutory reporting Payroll Information technology
Corporate Services	<ul style="list-style-type: none"> People and Culture Retention and Talent Attraction Volunteering Recruitment and Onboarding Work Health and Safety Wellbeing 	<ul style="list-style-type: none"> Learning and Development Remuneration and Benefits Change Management Reconciliation Action Plan Procurement
Legal and Governance	<ul style="list-style-type: none"> Governance Contract execution and administration Company secretary 	<ul style="list-style-type: none"> Legal Legal review Property leases and property-related
Communications and Pastoral Care	<ul style="list-style-type: none"> Marketing Communications Media and PR Social media 	<ul style="list-style-type: none"> Website, Tenant newsletters Chaplains Pastoral Care
Risk and Assurance	<ul style="list-style-type: none"> Enterprise Risk Incident Management – Risk and Incident reporting, risk treatment and incident response 	<ul style="list-style-type: none"> Riskware – Mission Australia's online risk and incident system Audit, Licensing and Accreditation
Evidence and Impact	<ul style="list-style-type: none"> Service Design and Innovation Policy and Advocacy Impact Measurement Tenant Surveys 	<ul style="list-style-type: none"> Evidence and Insights Practice Quality Business Development Tenders and Grants
Project Management Office	<ul style="list-style-type: none"> End-to-end project management Scheduled and timeline management Stakeholder management 	<ul style="list-style-type: none"> Resource management New Program/Business implementation

Main image left to right.

Top row: Judy Tomas, General Manager Commercial, Contracts, and Compliance; Chris Bratchford, Executive Housing and Property; Mary Chapman, National Manager Leasehold Properties and Facilities.

Bottom row: Keith Gavin, General Manager Housing Growth; Davina Lomas, General Manager Operations; and Rob Cribb, General Manager Property Portfolio Development.



REconnect. REset. REfresh.

MISSION AUSTRALIA

"Being able to gather for the staff conference was a highlight! As a national organisation, we are geographically dispersed. Seeing each other face-to-face meant we could reflect on the years through the pandemic, plan for challenges that lay ahead and reconnect with old friends!"

Staffing

Mission Australia Housing has staff in eight locations around the country. They are a dedicated team of passionate individuals working to support the clients of our housing services.

Staff development

Mission Australia Housing staff conferences are held every two years to allow staff from all levels and all regions to come together and connect and support the development of business plans and priorities for the following year.

The last Housing and Property All Staff Conference was held in Sydney, NSW in October 2022. With a theme of Re-Connect, Re-Set, Re-Fresh, it was a great opportunity to refocus staff after a three-year absence

during the pandemic. Several tenants joined us at the conference and provided rich and interesting feedback on what is important to them and how we can continue to improve our services.

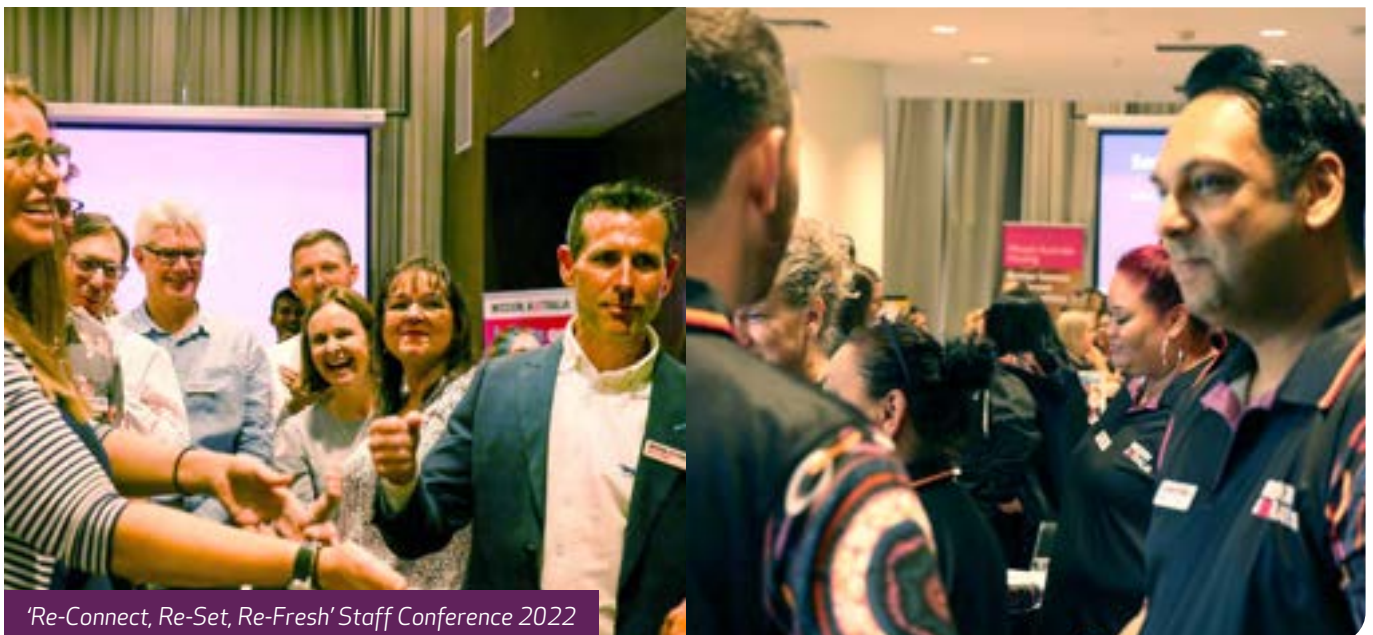
National Managers Quarterly Forum

The National Managers Quarterly Forum provides opportunities for all national and regional Managers in the Housing group to come together to connect, share learnings and develop their skills.

Focus on Chaplaincy and Pastoral Care

Helping Australia's most vulnerable is demanding work and the support provided by the Chaplaincy team is available to ensure our people are prepared to support others day in, and day out.

Coming from a variety of Christian backgrounds, Mission Australia's chaplains are available to guide religious, spiritual, personal, and ethical matters, individually or in teams. Respect for the individual's personal journey and the right to personal belief is paramount.



'Re-Connect, Re-Set, Re-Fresh' Staff Conference 2022



EMBRACING A PLACE-BASED APPROACH

Around the nation

We take a place-based approach in every area we work by being courageous and doing things differently. Taking considered risk we strive to be sector and industry thought leaders through innovation and demonstration projects. And we are proud of what we do.

Following are some highlights from throughout the year that showcase innovative solutions of working together with tenants, communities, and partners to deliver sustainable outcomes for the Community Housing sector.

New South Wales

Common Ground Sydney

Common Ground aims to successfully end chronic homelessness through housing the most vulnerable people in our Sydney communities. It is built on the 'Housing First' principle and as such it is a permanent supported housing solution.

Common Ground offers quality permanent social and affordable housing with a diverse social mix with access to proactive onsite support.

TENANTS TEACHING TENANTS

Over the last year, we have focused on rebuilding our community program since the pandemic and re-establishing connections with the local community and partners.

Our Lived Experience program centres on utilising the real-life experience of our tenants (and

wider community members) to help others appreciate, grow, and thrive.

Over the last 12 months, the program has engaged over 800 vulnerable community members to become leaders through a coordinated approach with our partner organisations such as Addi Road Food Pantry, Oz Harvest and the Darcy Street Project.

Of these, 30 Lived Experience Champions at Common Ground signed up and were part of a team getting paid to increase their abilities and community's capacity to address local needs and opportunities.

Funded by the City of Sydney, our Lived Experience champions have led workshops based on their skills and passions. They have generously shared knowledge and information to support their neighbours.

'Leah' supported and enlisted 25 of her neighbours to become more aware of food wastage and brought everyone together over community

Recent renovation of Common Ground Sydney, NSW





Other Lived Experience Champions have brought their skills and interests to their community and facilitated activities like a Bonsai workshop and screen-printing.

lunches to share meal leftovers that otherwise would have been thrown out.

Fourteen community members received their white card, 23 participated in OzHarvest's Nutritional Education and Skills Training, 11 enrolled in creative theatre classes with Milk Crate Theatre, nine completed TAFE's Workplace Safety program, five completed Addison Road Community Organisation's Food Pantry onboarding training and volunteered in the Camperdown Pantry.

GROUND FLOOR UPGRADE

This year we completed a ground floor upgrade with funding support from the NSW Department of Communities and Justice. The redesign has built pride and a sense of community and reconnection in a place Sydney's most vulnerable call home, their 'sanctuary'.

A more welcoming space, using trauma-informed principles, provides a more visually appealing and calming entrance to the building for residents, staff, and community partners. The upgrade included a refresh to the reception

and concierge area. Staff office space was reconfigured to create a dedicated open-air break-out area with a garden that contributes to workplace wellbeing and the opportunity to decompress throughout the day.

Now a clearer and larger open space, the redesign extends to private rooms for resident consultations, along with quiet spaces for counselling and case management, as well as onsite dental and medical services. Additional areas host programs like art therapy and other workshops.

Greater Western Sydney

The Greater Western Sydney region comprises of nearly 1,000 mostly two-bedroom units, over an expansive geographical area reaching from Blacktown to the Blue Mountains in NSW.

Almost all tenants are priority wait-listed applicants from the NSW social housing waiting list. This means that a significant number of tenants in this location are over 55 years of age and have medium to high levels of social, mental, and physical health needs.

As a result, and post-pandemic, our focus has been to reconnect with our communities. Our community development program, for example, includes a strong seniors focus. We arrange activities that support this tenant cohort, such as gardening projects, a seniors community resource guide that has local services that they may need to access, and complex working bees that blend our corporate support, volunteer and housing teams to carry out minor maintenance activities.

This region includes a tenant champion program, and, through our client participation framework, some tenants are helping in the co-design of our future work.

“Getting the opportunity to travel to Tasmania was incredible. I came back so inspired. On the day we travelled to Clarence Plains, I was inspired by the community at the neighbourhood centre. They are united and all come from different groups and organisations, but they work collaboratively. As a passionate gardener, I was inspired by the simple touches in the artwork and presentations of each veggie patch. I have started making little unique touches to our garden and café community as I think it will help to continue building our little community here.”

UPSKILLING RESIDENTS

ChangeFest is a nation-wide movement for ‘place-based’ change, in which people and partners come together to re-imagine and influence how change can happen through community-led collaboration and action.

Each year the ChangeFest conference celebrates the progress being made. It supports the movement to learn and strengthen our understanding of community-led approaches. In particular, it elevates First Nations and community voices as a pathway for transformative change.

This year one of our residents from Greater Western Sydney represented our tenant champions by attending ChangeFest in Hobart, Tasmania. At this event, Hilda attended various workshops and spent time getting to know staff and the housing team in this state. She also toured some of our Hobart communities and returned home with a bagful of ideas to implement locally.

Hilda from Greater Western Sydney (left) and Mel from Tasmania attended ChangeFest and took ideas back to their communities





Saboohi lending a hand

UPSKILLING THE SECTOR

Over the last year, our Community Development team in Greater Western Sydney worked with St George TAFE providing work experience opportunities for community services students.

This relationship has been a wonderful addition to our program of events and has resulted in the support of many activities during this time.

We were thrilled to have two students to help us deliver the Tenant Satisfaction Survey. John and Jackson spoke to many tenants about the survey asking questions either via phone or in person at tenant activities. This helped to increase the number of tenants who took part in the

survey and assisted others, especially those with literacy or language difficulties, to ensure their voice was heard.

During our end-of-year tenant Christmas parties, we were delighted to have even more TAFE students help plan and deliver three events across the region.

A lonely time of year for some, throughout the festive season, TAFE students also made 205 wellbeing phone calls to some of our most vulnerable tenants. During these calls, they provided information on key services available over the Christmas and New Year holiday period and took part in helping us to deliver food hampers.

Students also helped to drive and deliver four Senior's Collective Program events. The Senior's Collective was designed to update our older tenants with current and relevant services in their communities.

Mid North Coast

The Mid North Coast region is Mission Australia Housing's largest portfolio with almost 1500 properties managed across the region from Forster to Port Macquarie, New South Wales (NSW). Partnerships are essential to meeting housing needs in this region.

JOINING FORCES

The agreement is designed to support resource sharing between community housing providers and build more resilient and connected communities across six local government areas and about 5,000 social housing properties combined. It enhances community development projects, creates shared programs, builds partnerships, co-creates grant submissions, and delivers tenant engagement.

As Social Housing Management Transfer providers, with a 20-year service agreement with the NSW Government, the group leads projects that address the myriad of complex social issues in community housing inherent with a transfer with an emphasis on our collective response and action.

This formal partnership results in stronger more sustainable, safer, inclusive, and resilient communities.

Recently, one young tenant completed the Royal Botanical Garden of Sydney and TAFE's Master Gardener Program. To help celebrate this goal, the Duke Street complex was visited by members of the NSW Department of Communities and Justice Community Greening Team who provided a large, raised vegetable pod bed, soil, plants, and support to start leading her own community garden.

Left to right; The power of working together, Steve Neale from Community Housing Limited, Jesse Taylor, Mission Australia Housing and Michelle Palmer from Home in Place.



Mid North Coast staff and residents working together with Royal Botanic Gardens Sydney





Horticulture workshops over a BBQ at Barcoo Court Community Garden

MORE THAN JUST A GARDEN

When a block of land became available in the Coffs Harbour suburb of Toormina, NSW our Mid North Coast team heard about it and had an idea. They approached the council and proposed that the space be converted into a therapeutic community garden, managed by Mission Australia Housing, and to be cared for and maintained by locals.

From humble beginnings and spearheaded by the community development team, the Barcoo Court Garden has gone from strength to strength.

Hosting multiple garden beds, producing everything from herbs and spices to pumpkins, chokkos, tomatoes, eggplants, green beans and edible flowers to name just a few.

Twice a week volunteers both from Toormina and from surrounding neighbourhoods tend to the garden beds, harvesting fresh produce for local community members. In one instance, jars of passata sauce were made and distributed from the flavoursome cherry tomatoes.

Mission Australia Housing holds regular events at the allotment where we invite our partners and local organisations and services to talk with tenants and locals and to give out information. These include Service NSW, Health NSW, local police community liaison, the community chaplaincy, and Royal Botanic Gardens.

We received a \$3.1M contract from the NSW Land and Housing Corporation for the Supplementary Capital Maintenance project to complete much needed capital work to an aging portfolio on the Mid North Coast of NSW.

More than just a garden, it hosts a BBQ and outdoor kitchen, space to play live music and run workshops and education sessions.

Last November we hosted an open day with workshops in seed saving, Tai Chi, composting and even how to set up your own community garden.

The benefit to locals has been abundant and neighbours in the street, who may not have connected for years, are interacting, and forming friendships.

Moreover, we can talk with tenants about a range of housing matters in a relaxed environment, enjoying a cup of tea over conversations.

Mid North Coast of NSW

Last year on the Mid North Coast we focused on upgrading ageing properties

\$3.1M 

50 bathrooms, 25 kitchens, 120 floors, 45 re-paints, 20 fences, many roofs and windows

AND \$5.3M

in repairs to 248 homes over a three year program and throughout FY23 following catastrophic weather events in late 2021



Duke St residential apartments located next to Mission Australia Centre, Coffs Harbour, NSW

DUKE STREET YOUTH HOUSING

Duke Street Youth Housing showcases Mission Australia's integrated service model by combining community services, social housing options and wider community support.

Opening its doors during the height of the COVID-19 pandemic and while only a couple of years old, the Duke St Youth Housing program has already delivered tangible results for our young people. An initial review this year showed that most of the ten young people are engaging with employment and/or education with;

- four young people in work
- three young people in study
- two are applying for further studies

For at least one young person, their employment has stabilised because of secure housing.

TOGETHER HOME

The Together Home Program provides housing for people sleeping rough and connects them to tailored support services to address their needs.

The Together Home Program began in 2020 as a response to the COVID-19 pandemic and the immediate need that existed for emergency housing in this region.

Working closely with the government it was to run for two years after which time, we were thrilled to be invited to apply for longer-term stable accommodation to support participants into social housing or the private rental market. In response to this, in February this year, we entered a capital grant funding agreement with the NSW Department of Communities and Justice to develop an additional ten social housing units. Construction is anticipated to commence in 2024.



Duke Street Youth Housing at a glance



are working



are studying



applying for further study



housing has stabilised

Tasmania

HOME HANDY AND TOOL LIBRARY PROGRAM

In 2022, Mission Australia Housing Tasmania started the State's first Home Handy workshops and Tool Library program.

Our Community Development Team created this innovative program after learning that many of our residents cannot afford to buy the tools to maintain their homes and lack the skills to do minor repairs.

Based out of the Greater Hobart suburb of Clarence Plains this program aims to equip residents to take control of their property care. In doing this they develop basic maintenance skills that help to build pride in their own home and around their local community.

Held in local Neighbourhood Centres informative and interactive workshops are delivered by skilled tradespeople to provide residents and the wider community with mentors who share hands-on DIY instruction on how to do basic maintenance around the home.

Over the last year, a series of Home Handy workshops have been delivered in partnership with six neighbourhood centres from Clarendon Vale up the Eastern shore to Chigwell in Tasmania.

Home Handy workshops build confidence in personal abilities, allow tenants to share stories and provide support mechanisms between households, and enable residents to do basic repairs that can save them money.

In the short time Home Handy has been running almost 400 people have completed a workshop.

Some of our workshops have included how to patch a hole in a wall, how to hang a curtain, learn simple painting techniques, check oil and water in a car and many gardening tips.

Just as it sounds, the Tool Library loans out domestic power and hand tools. It was launched in October 2022 to complement the Home Handy workshops and is based in the Clarendon Vale Neighbourhood Centre and Community Shed.

People from across the entire eastern shore of Hobart use the service.

Library membership is \$25 per year for people on government support payments. For those in employment, and not receiving any

support payments, it is \$60 per year. The membership fee goes directly to the neighbourhood centre to buy new tools, make any tool repairs and cover insurance costs for the library. Remaining money is gifted to the centre to deliver their own activities such as food relief and educational programs.

Currently, there are almost 100 library members. Tenants have access to a variety of tools such as drills, saws, multi-cutting tools, blowers, sanders, and screwdrivers. The most popular tools booked are lawn mowers and trimmers. All power tools are battery run and mostly brushless for less wear and tear.

The dedicated website accounts for around 50% of all bookings and members borrow an average 2.4 tools per booking. The most popular items relate to gardens, although drills are becoming more popular as library users build their skills in the Home Handy workshops.

From the success of this pilot program, Mission Australia Housing is looking to roll this out nationally.

Tool Library a proven success







Mel, one of our tenants, a young mum of one, became Mission Australia Housing's inaugural Tenant of the Year. Mel won awards in the categories of Making a House a Home, Active Community Involvement, Achieving Dreams, and Quiet Achiever.

Mel helps her neighbours out by watching their children before or after school and recently set up her own small business as a qualified carer.

TENANT OF THE MONTH AWARD

Each month Mission Australia Housing staff provide an award to a tenant or tenants doing wonderful things in and around their housing community. The award recognises people achieving personal goals, participating in community activities, sharing resources, or helping their neighbours.

Tenant of the Month builds many long-term and sustainable benefits such as;

- enhancing community pride
- recognising value within individuals by acknowledging small and large achievements
- providing opportunities for tenants to build relationships at a morning tea
- celebrating with a gala lunch recognising a Tenant of the Year
- celebrates positive rental history for tenants moving towards participation in the private market.

The Tenant of the Month Award has led to conversations about how community members can help to make a difference to their community and their homes as a better place to live. The award has led to others wanting to do more in and around their home and community.

HIGH TEA WITH TAFE

We recently launched a new program in collaboration with Rosny College Vocational Education and Training to host two high tea events to celebrate our senior tenants.

A social event was held at the college campus in Hobart and provided a social opportunity for our residents to connect. They also met and enjoyed some lively conversations with college students studying aged care, hospitality, and food services.

During the afternoon over 20 of our residents were served hot drinks, savoury snacks and sweets prepared earlier by the food services students.





Artist impression of Townsville Youth Foyer

Queensland

Mission Australia Housing operates out of Cairns, where we deliver four Queensland government-funded programs including Douglas House and Woree Supported Accommodation, Help to Home and Same House Different Landlord.

TOWNSVILLE YOUTH FOYER

Building on our service delivery in Queensland we look forward to diversifying our portfolio and expanding our reach in this state in partnership with Mission Australia Community Services through a dedicated youth housing service in Townsville.

Located in Pimlico, the Townsville Youth Foyer will provide forty, one-bedroom units, fully furnished for eligible participants for up to 24 months.

Townsville Youth Foyer will be a culturally safe, inclusive, and diverse environment where Young People feel safe and supported to achieve their dreams. Using the “Advantage Thinking” approach, the Townsville Youth Foyer provides coaching and support across six key services that form part of “The Deal”;

1. Education and training,
2. Employment,
3. Health and wellbeing,
4. Social connections,
5. Civic participation,
6. Housing (maintaining a good tenancy).

The Townsville Youth Foyer is for young people aged 16–25 years old who are at risk of, or experiencing, homelessness and are registered on the Queensland Social Housing Register.

Potential residents will have the capacity for self-care and self-management, be motivated to engage with education and / or employment, be able to live independently with minimal support, be willing to engage and work with Youth Coaches and Pathways Specialist across the six service offerings of “The Deal”, and be without previous serious conviction.

Currently under construction, the Townsville Youth Foyer will be opening its doors to vulnerable young people of Townsville in 2024.

Victoria

Mission Australia Housing is committed to working with the government and other community housing providers to provide more suitable accommodation for younger adults living with disability.

Around Australia, there are approximately 3,000* younger people living with disability in residential aged care. This figure has been slowly decreasing since 2016/2017 when we had almost 6,000 young people living in aged care accommodation. The goal is to continue reducing numbers so that no Australian under 65 years is living in residential aged care by 2025.

PURPOSE BUILT AND TECH SAVVY

In Victoria, we operate a six-unit residential service in Frankston, for people living with disability.

The facility offers a model of innovative housing and support with smart home technology alongside Monash University's Peninsula Campus, to house younger adults with a disability living in, or at risk of placement in residential aged care.

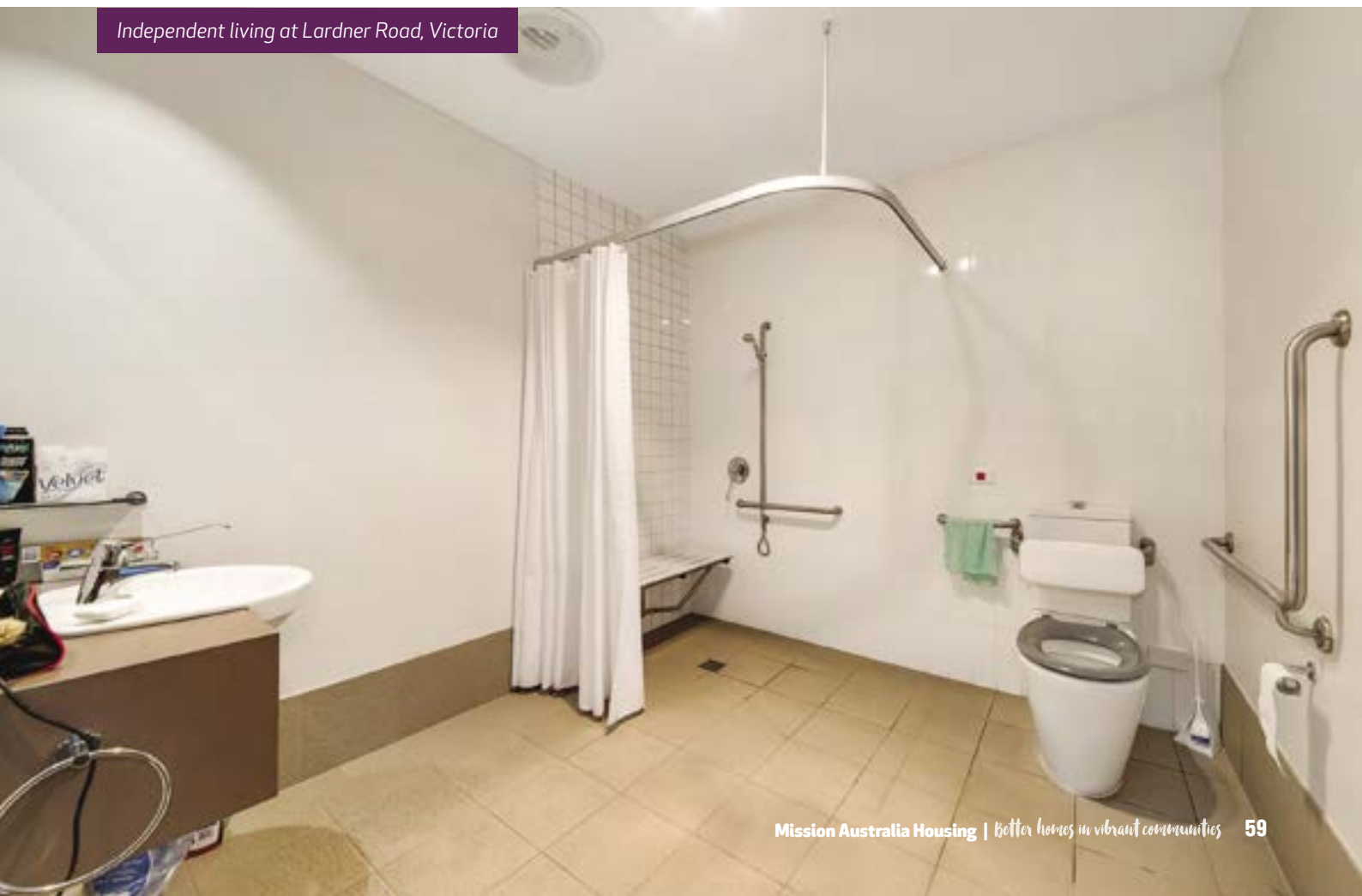
Supported independent living services are provided by Yooralla, a well-established and respected provider of disability support services in Victoria. Yooralla is supported by our housing services and maintenance teams.

A founding partner, the Monash University's Occupational Therapy Department continues to provide student placement support on-site when requested by residents.

**Statistics from www.health.gov.au and www.gen-agedcaredata.gov.au based on figures from 2022.*

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 provide the option to contact support staff in case of an emergency.

Independent living at Lardner Road, Victoria





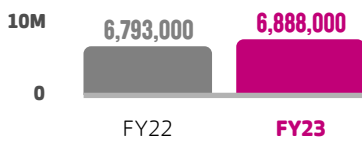
Financials

Our financial results position the Mission Australia Housing Group well for growth to increase our dwelling numbers and provide housing services to more people who need them. By leveraging these results, we can expand our services into new territories and build a steady pipeline of projects to build or acquire more social and affordable housing.

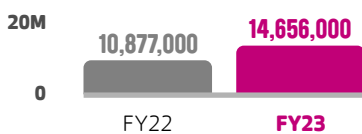
MISSION AUSTRALIA HOUSING ABN 13 003 683 261

Mission Australia Housing Group
consolidated results (excluding
Victoria)

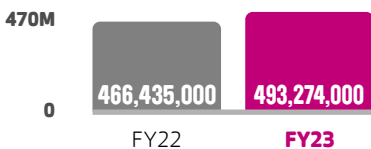
NET OPERATING SURPLUS (\$AUD)



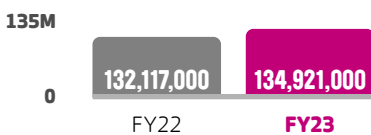
PROPERTY MAINTENANCE & UPGRADE EXPENSES (\$AUD)



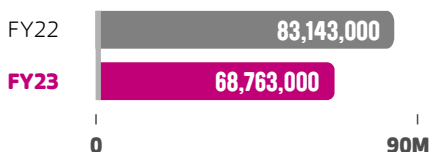
NET ASSETS (\$AUD)



TOTAL EXTERNAL BORROWINGS (\$AUD)



CASH AND INVESTMENTS (\$AUD)



\$65M

EXTERNAL BORROWINGS
CONSIST OF:

Corporate facility from
Housing Australia (formerly
National Housing Finance
and Investment Corporation),
12 year term until 2032

\$67.9M

Mission Australia Housing
Partnership Limited loan from
Housing Australia to acquire
130 affordable housing units at
Midtown Macquarie Park, NSW

\$3.75M

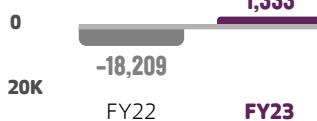
Facility from Housing Australia
under the National Housing
Infrastructure Fund to fund
subdivision costs in Tasmania.
80% loan and 20% grant

RENT 1.48%

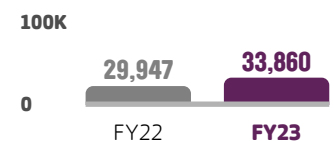
**Active tenant rent arrears
as % of rental income as
at 30 June 2023**

MISSION AUSTRALIA HOUSING (VICTORIA) ABN 57 131 036 934

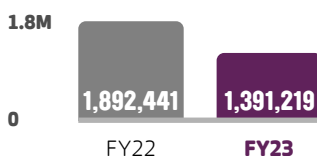
NET OPERATING SURPLUS (\$AUD)



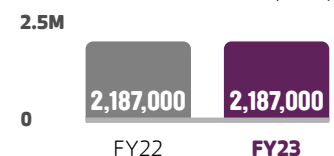
PROPERTY MAINTENANCE & UPGRADE EXPENSES (\$AUD)



NET ASSETS (\$AUD)



TOTAL BORROWINGS (\$AUD)



CASH AND INVESTMENTS (\$AUD)



**Operations in Victoria currently comprise
six 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.

A photograph of a man and a woman smiling together outdoors. The man is on the right, wearing a blue t-shirt and a plaid jacket, with his arm around the woman's shoulder. The woman is on the left, wearing a blue sweater, looking up at him. They are in a bright, outdoor setting, possibly a residential area with laundry visible in the background.

TOGETHER *we stand.*

CORPORATE

Volunteering

Mission Australia Housing engages with corporations who want to lend their support for the good of the community.

Over the last year, we had several organisations engage in corporate volunteering with us. These included Coates, GPT and Microsoft. They took part in a range of working bees at our complexes in Camperdown and Greater Western Sydney, NSW. Contributions included community gardening, water pressure cleaning,

painting and maintenance, removal of old rubbish and installation of new outdoor furniture.

Volunteers are a very valuable resource at Mission Australia Housing that positively influence and build the capacity of our services, improve their effectiveness, support innovation and connect residents to their neighbour and wider communities. We appreciate the time and energy they put into helping us to make our complexes and tenant communities the best they can be.



Number of volunteers:

92^{PA}



Total volunteered hours:

539^{HR}



Financial contribution:

\$16,539^{PA}

Corporate Volunteer Working Bee

Last November we were thrilled to have 20 volunteers from GPT, join with staff at one of our complexes in St Marys, NSW for a working bee.

This site needed some beautification of the main common area, so the GPT group stepped forward to lend a helping hand. They also made a significant financial donation to purchase gardening and landscaping products for the day.

Some of the tasks our corporate volunteers took on included painting an 80-metre fence, re-mulching the garden, planting new vegetables and flowers, installing a garden seating area, cleaning out floor surfaces and trimming hedges/bushes. The difference by the end of the day was amazing.

During the day residents came out of their homes and joined us for lunch, where they were able to see the great progress being made, and they also had the opportunity to talk to staff about tenancy matters.

After seeing the result of the 'make-over', one of the tenants said, "I've been waiting for something special like this to happen, I love gardening but never had the chance to look after veggies but now these garden beds are here, I and the others will take care of it."

Volunteers painting a fence at Glossop Street, St Marys NSW

Thankyou

OUR SINCERE THANKS TO OUR PARTNERS AND VOLUNTEERS

GOVERNMENT



COMMUNITY



BUSINESS



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

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**MISSION
AUSTRALIA** | together
we stand

