



**MISSION  
AUSTRALIA** |

# Housing

ANNUAL REPORT 2020

*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.

# WE ARE MISSION AUSTRALIA HOUSING

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

## Our values



### Compassion

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



### Integrity

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



### Respect

We treat people with respect, embracing them as they are, by offering compassionate support.



### Perseverance

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



### Celebration

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

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

# 20-25 STRATEGY

Founding purpose

Our vision

Our goal



## Partnering to strengthen communities

We believe postcodes should never limit futures so we're partnering to strengthen communities through tailored approaches for long-term positive change.



## Helping end homelessness in Australia

We're focused on helping end homelessness in Australia by increasing the impact of our services and advocating alongside our sector partners.



## Founding purpose

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

## Our vision

An Australia where all of us have a safe home and can thrive.

## Our goal

End homelessness and ensure people and communities in need can thrive.



## Supporting people in need to thrive

We're passionate about helping people in need to thrive by providing and advocating for early intervention services that increase their wellbeing.



## Driving excellence

We're driving excellence by constantly improving quality across everything we do, sharing expertise with others and multiplying our impact.

View our full strategy at [missionaustralia.com.au/our-strategy](https://missionaustralia.com.au/our-strategy)

# CREATING BETTER HOMES IN VIBRANT COMMUNITIES

As a national Tier 1 community housing provider, our aim is to create better homes in vibrant communities.

Our strategic directions and actions across each year are informed by our aspiration **to become the Community Housing Provider of choice**. We do this by setting all our stakeholders up for success by focusing on the following:

## Better homes in vibrant communities



**Set tenants up  
for success**



**Set staff up  
for success**



**Set partnerships  
up for success**



**Grow  
sustainably**



**Create vibrant  
communities**



**Influence housing  
policy**

# BECOMING THE COMMUNITY HOUSING PROVIDER OF CHOICE

To become the **Community Housing Provider of choice**, Mission Australia Housing has established the **Setting up for Success** program. These are the improvements we aspire to implement within our business.

Our three focus areas include setting up our staff for success, setting tenants up for success and setting partnerships up for success. **If we do this well, we believe we will achieve our aspiration and deliver on our 2020-25 vision of creating an Australia where all of us have a safe home and can thrive.**

## SETTING STAFF UP FOR SUCCESS

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



## SETTING TENANTS UP FOR SUCCESS

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



## SETTING PARTNERSHIPS UP FOR SUCCESS

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







## A safe home for Tamara to thrive

Throughout Tamara's tumultuous marriage, her two dogs, Layni and Tilly, have been a constant support.

'My dogs are as important to me as any member of my family. They have been with me through the bad and good times,' says Tamara.

Tamara experienced homelessness for the first time in 2016 after her marriage of 31 years ended.

With nowhere to turn, Tamara and her 18-year-old son took the dogs and drove to a nearby beach.

'I packed my belongings and headed out bush with my two fur babies to camp in my car,' remembers Tamara. 'Climbing into my car, I wound up the windows, locked the door and started to cry.'

Tamara eventually accepted offers to sleep on a friend's couch and stay in their empty garage, but she knew she had to find a permanent solution.

'Living in my car, couch hopping and staying in garages is all a learning curve,' says Tamara.

One morning, Tamara was scrolling through Facebook when a Mission Australia post popped up. She reached out and a staff member got in touch right away, directing Tamara to the nearest Mission Australia Housing office in Coffs Harbour.

'I didn't dare get my hopes up, but I was so shocked when I went to the office,' says Tamara. 'The staff told me they had a unit for me, and I burst into tears.'

Our staff helped Tamara access affordable housing and within two weeks Tamara was invited to move into her new home.

It was pet-friendly too so Layni and Tilly could remain with Tamara. 'I love my home, it's my space to feel safe. It's my little piece of heaven,' says Tamara.

Before Mission Australia Housing Tamara says she felt scared, unsafe, worthless, and uncertain of her future.

With the support of Mission Australia Housing Tamara is now feeling more confident and looking into private rental options.

'I have been a founding member of the Mid North Coast NSW resident committee. Mission Australia Housing have been there for me at my lowest point so I would love to continue being involved with Mission Australia Housing through this group supporting other community housing residents.'



# A WELCOME MESSAGE FROM CHRIS BRATCHFORD

A year dedicated to perseverance and resilience, serving and helping people to overcome challenges.

**Drought, bushfires, floods and the COVID-19 pandemic** affected all Australians in some way across 2020. To keep our tenants and staff safe, supported and informed, Mission Australia Housing had to be agile and collaborative.

Our **Tenancy Teams** made hundreds of well-being calls to vulnerable and isolated residents to check on their safety and the **Maintenance Team** continued to carry out essential repairs and maintenance services under unprecedented conditions. Staff, contractors and community partners worked together tirelessly, juggling competing priorities whilst maintaining high levels of service.

From Common Ground in Camperdown to Clarence Plains in Tasmania, our **Community Development and Housing Teams** worked hand in hand with local partners to support our communities throughout the long periods of isolation.

**Over 16,000 meals** were distributed across Sydney to tenants from Camperdown to

the Blue Mountains and the Clarence Plains team supported its local Neighbourhood Centres to prepare and deliver **over 300 hot meals per week**. Care packs, family boredom buster packs, growers gardening packs for the green thumbs and word game packs for the elderly all became an essential part of our service delivery.

## **Finance for more housing**

On 30 June 2020 Mission Australia Housing drew down \$65m on its new loan facility provided by the **National Housing Investment Finance Corporation**. The loan is at a fixed interest rate and for a 12 year term providing long-term financial stability. The loan refinanced our existing bank and parent company loan facilities and also provided additional capital to deliver more social and affordable housing.

## **Impact measurement**

We were able to undertake a full national **Impact Measurement Survey with more tenants using online services across the year**. This valuable data helps us to

understand the impacts that COVID-19 had on the wellbeing of our tenants and enables us to better plan how to support them into the future.

## **Ending homelessness**

Despite the impact of these disasters on our economy, we strived to remain focused on the future. More than ever, it was critical to **maintain momentum to increase the supply of social and affordable housing across Australia and to advocate for more resources** to support those in or at risk of homelessness.

We commenced working with the NSW Government and three other Community Housing Providers on the Mid North Coast to deliver the **'Together Home'** project. Building on the New South Wales Government's response to COVID-19, the project includes increasing the supply and flexibility of **Temporary Accommodation** and the expansion of **Assertive Outreach** across the state to keep rough sleepers safe.

In partnership with the **Australian Red Cross, the Centre for Social Impact and PwC Australia**, Mission Australia continued to work on **'The Constellation Project'** to create systemic change to end homelessness in a generation. Working together, we stand a better chance of driving action on homelessness.

### Sydney, NSW

The Hon. Gareth Ward MP (NSW Minister for Families, Communities and Disability Services) and The Hon. Stuart Ayres MP (Member for Penrith, Minister for Jobs, Investment, Tourism and Western Sydney) opened a new development of **19 new residential studio apartments in Kingswood**, Western Sydney providing more housing for women escaping domestic violence.

Our collaboration with Frasers Property Australia continued, progressing the redevelopment of **Ivanhoe Estate at Macquarie Park**. Providing **over 3,000 new homes** in a mixed tenure development, it will consist of 950 social dwellings, 128 affordable dwellings with the balance being market housing. The Master Plan and **Stage one of the Development was approved and the onsite sales office opened.**

### Mid North Coast, NSW

Furthering our long-term commitment to the Mid North Coast, we commenced construction of the new Mission Australia Centre and neighbouring **40 new one bedroom apartments**. This site will become a hub for Mission Australia Community Services and Housing operations with local services all working together to support residents of the region.

We **celebrated** our first year in Coffs Harbour and the management transfer of

**over 1,000 properties** as part of the NSW Government's Social Housing Management Transfer. During the first year of operation, the **Tailored Support Coordination Service** and the **Access & Demand Service** have been widely used by the community.

### Tasmania

We continue to focus on delivering much needed new social homes in Clarence Plains through a range of programs working with our government and builder partners.

### 2020-25 Strategy

This year, Mission Australia launched the **2020-25 Strategy** consolidating our focus on helping **end homelessness** in Australia by increasing the impact of our services and advocating for change. As a leading Community Housing Provider working with Mission Australia's community services arm, we aim to progress our goal of ending homelessness and ensuring that people and communities in need can **thrive**.

### Looking to the future

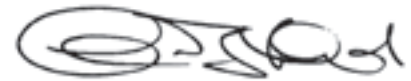
During the next financial year we will be focused on increasing the scope of our housing operations and improving the quality of our services. We expect to respond to a tender in Tasmania for the management transfer of further social housing which may more than double our Tasmanian operations. We will also be delivering on an **Asset Management Improvement Plan** and a new housing administration system called **Home Connect**.

During a year of uncertainty and the **'new normal'**, I welcome you to pause and reflect on what we have achieved.

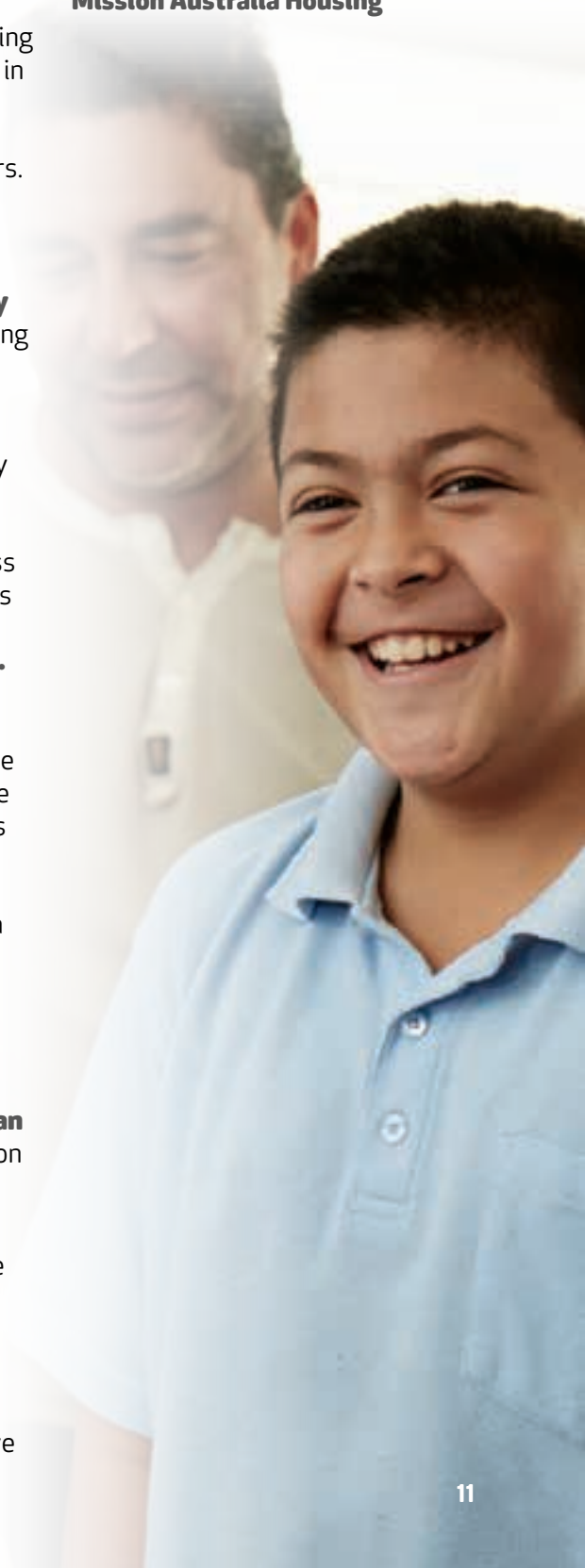
In conclusion, I would like to extend my gratitude to all the Mission Australia staff who have

demonstrated such commitment and perseverance in delivering our services through an extremely challenging year.

Warm regards,



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



A close-up photograph of a person wearing a white glove, carefully filling a clear plastic container with a colorful salad of diced vegetables like tomatoes, cucumbers, and onions. In the foreground, several other similar containers are lined up, each containing different types of prepared food, such as cooked meats, vegetables, and bread. The background is slightly blurred, showing more of the food preparation area.

# RESPONDING TO CRISES AND COVID-19

The strength of a community is demonstrated by its response to a crisis.

Early in the year, the ongoing drought continued to have a devastating impact on people, the country, wildlife and livestock across Australia. We watched and prepared as catastrophic bushfires burnt across NSW, Victoria and South Australia, closely followed by floods and then the COVID-19 pandemic hit our shores.

Alongside so many people across Australia, Mission Australia Housing residents and staff went above and beyond to support each other – even when they themselves and their families were in areas of risk – many volunteering their time. Fortunately, no Mission Australia Housing properties were damaged in the bushfires, however, preparing our residents and staff with an emergency response set us up for what was to follow in 2020.

## Coping with COVID-19

The focus of the Housing Operations team since March 2020 has been to manage the response to COVID-19 and to **establish remote working conditions and new safe work practices across each region**. Key Performance Indicators, contrary to expectation, remained strong with occupancy and arrears performance above benchmark level.

The most significant impact was the **reduction in rental income**, with the average affordable housing rent reducing from **\$223 per week in April to \$211 per week at the end of May**. Over 40 tenants requested a Household Income Review and rent re-adjustment as **a result of job losses during this period**. Social housing rents remained stable.

As the severity of COVID-19 became apparent in March, all offices remained open, accessible by appointment only, and all staff were quickly set up to work remotely from home. Critical Services such as our **Access & Demand, Rent Management and Tenancy Sign-ups** continued without disruption during this extremely uncertain phase.

New channels of communication were established to provide accurate, up to date information to tenants. We launched a Facebook group that connected to **nearly 700 tenants** that provided critical housing and tenancy alerts, as well as information on community supports available. We sent SMS and email updates and used community noticeboards that have been installed in most of our residential complexes to ensure coverage for all tenants.

These new communication channels received exceptionally positive feedback from tenants. In some cases, we were able to engage with tenants we previously hadn't been able to connect with. Some of our more elderly tenants and Resident Committees embraced the latest technologies, and for those in need of extra support, we continued to do letter box drops, delivered information packs or staff simply picked up the phone to check in on tenant wellbeing.

**Importantly, these methods of communication proved beneficial to both tenants and Housing staff who, while they could not visit tenants in person, could maintain some job normality and connection to others through uncertain times.**

*Left: Food security program delivered through Common Ground, Camperdown during COVID-19 lock down.*

We will continue to build on these new communication channels to increase opportunities for connection, reduce costs and our environmental footprint, while keeping residents and their communities up to date with important Housing information.

We also identified the critical need for provision of basic essentials such as food and personal items to an increasing number of residents.

We set up a program of **'wellness' initiatives for staff and residents**. These included weekly virtual lunch drop-in sessions along with 'Monday Motivation', 'Wednesday Wellness' and 'Friday Fun-day' emails, along with Facebook posts to maintain motivation.

### Adapting to conditions

**New ways of working** were quickly established so we could continue to provide critical housing services to residents and their communities. This included a new **Phone Inspection** process for tenants that replaced on-site inspections, where possible. We developed **COVID-safe work practices** for critical and essential onsite inspections, and we managed **Access & Demand services digitally**.

As we came to terms with these unprecedented circumstances, we worked towards finding our **'new normal'**, returning to regular operations within COVID-safe parameters in early June. **COVID Safe Coordinators** were appointed for each office to establish a safe office environment, using the guidelines developed by the national Mission Australia COVID-response Team.

As restrictions continued to ease in each state, we worked towards returning to normal business and re-connecting with each other through tenant and community engagement events.

### Access & Demand services during COVID-19

In response to the COVID-19 crisis and the increased risk to Australia's most vulnerable, we worked with NSW Department of Communities and Justice to provide a responsive approach to Access and Demand services. Together, we supported vulnerable members of society, such

as rough sleepers, into temporary and where possible, longer term accommodation. Measures included amendments to Housing Pathways policies for priority assessment to social housing and **increased provision of Temporary Accommodation, from two days to five**.

We thank NSW Department of Communities and Justice for introducing additional supports during this time. The **Rent Choice COVID-19 Assist initiative**, provides welcome relief for a period of 12 months to rent-paying household members who have stopped work or their work hours reduced due to COVID-19 illness. This support will also be extended to COVID-19 carer responsibilities, acknowledging a reduced household income places tenants at risk of being unable to pay their rent and potentially becoming homeless. **Early intervention is key to ensuring this does not eventuate**.

### Assertive outreach during COVID-19

Aligning with our **place-based approach**, within the first six months of go-live of the **Social Housing Management Transfer** on NSW's Mid North Coast, we developed a **place-based Service System Coordination** strategy that identified a number of priority areas.

Following the outbreak of COVID-19, we adjusted this strategy to ensure continuity of service to those most in need while taking into consideration the health and safety of our staff.

Swiftly joining forces with **NSW Department of Communities and Justice, New Horizons (SHS), and St Vincent de Paul**, we increased our outreach services by trained assertive outreach case workers.

Contact with clients was escalated to daily, with a particular focus on Pete's Place in Coffs Harbour where a majority of rough sleepers had relocated during the pandemic.

We worked with **NSW Government** to fast-track access to required medical facilities for those in need of immediate crisis support, along with weekly health visits by Local Health District staff to make necessary referrals.



And, via a new agreement with New Horizons, a daily drop-in service was provided to all clients approved for Temporary Accommodation. This ensured appropriate wrap-around supports continued to be in place throughout the COVID-19 crisis.

The safety of our staff, residents and their communities will always be our greatest priority.

# OUR FOOTPRINT

AS OF 30 JUNE 2020



# 3,093

RESIDENTIAL PROPERTIES OWNED OR MANAGED AUSTRALIA-WIDE

## DWELLING TYPE



NSW

**2,257**  
social housing dwellings

**235**  
affordable housing dwellings



TAS

**534**  
social housing dwellings

**19**  
affordable housing dwellings



QLD

**42**  
social housing dwellings



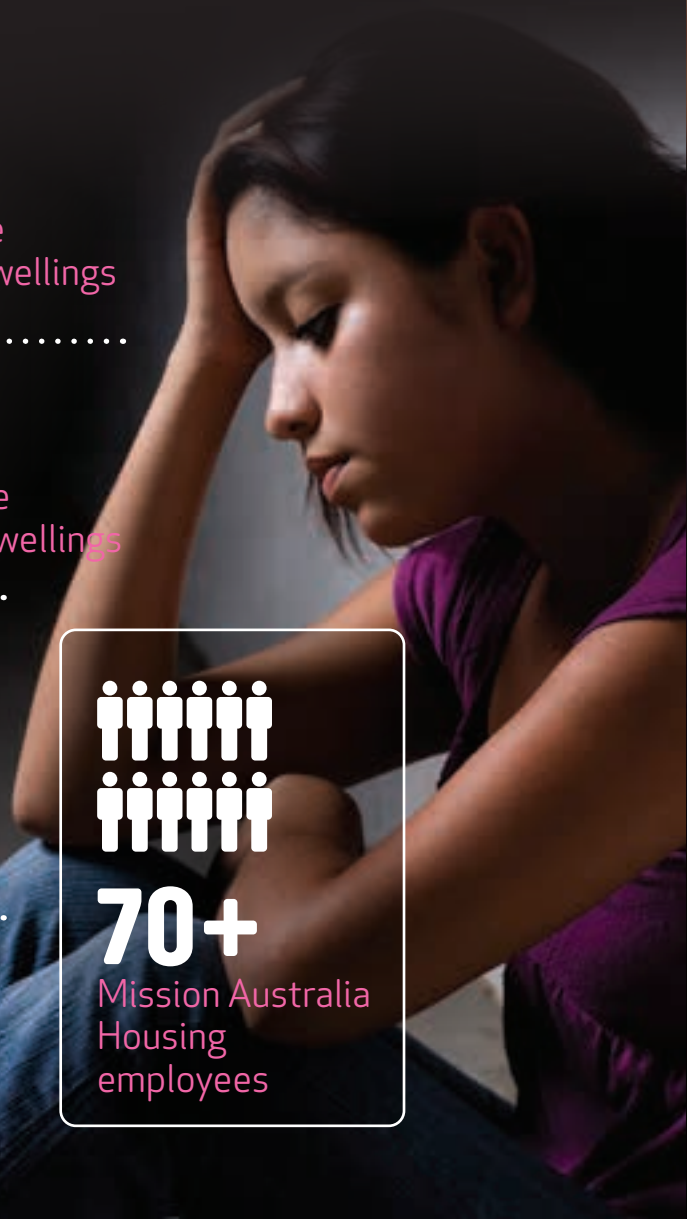
VIC

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



**70+**

Mission Australia Housing employees




# OUR RESIDENTS AT A GLANCE

# 5,807

RESIDENTS  
HOUSED  
AUSTRALIA-WIDE

43 

average age  
of residents

1.7 

average number of  
residents per household

598 

families housed

\$190 


average weekly rent

619 


Aboriginal and/or  
Torres Strait Islander  
residents

1,506 

residents living  
with disability

2,128 

residents aged  
25-55 years

18% 

residents who  
have experienced  
homelessness

1,168 

female residents  
over 55 years

890 

senior residents  
over 55 years

# ENDING HOMELESSNESS



*New residential development in Kingswood, Sydney*

# INCREASING SUPPLY

We use an evidence-based approach to advocate to Government on homelessness and increase housing supply across Australia.

**This year we continued our collaboration with the community housing and homelessness sectors** to advocate for more social and affordable housing. The result was a national strategy to end homelessness as part of **'Everybody's Home' campaign** and **'The Constellation Project'**.

**We advocated for action by Commonwealth, State and Territory Governments** to assist people experiencing homelessness or at-risk of homelessness during the COVID-19 pandemic. This includes advocating for measures to support rough sleepers and others experiencing homelessness into supported accommodation. We also advocated for government action on drivers of homelessness that have been exacerbated by COVID-19, including domestic and family violence, mental health, and unemployment.

## New developments

We have delivered several new housing developments this year and are working on a number of valuable new projects that will see Mission Australia Housing provide more quality homes to many vulnerable Australians.

In NSW we have delivered **137 of the 177 new properties** required under the NSW Vested Assets Leverage Program.

In Clarence Plains, Tasmania we delivered **23 properties with a further 18 currently under construction.**

'If we have learned anything from this public health crisis, it is clear that safe, affordable and appropriate housing is a vital foundation of health and well-being for everyone.

Now is the time to create a national plan to end homelessness and for long-term investment to address the critical shortage of social and affordable homes. This will not only help to end homelessness in Australia, but will also create much needed jobs in the construction industry.'

**James Toomey, CEO Mission Australia**

## Improved housing options for Western Sydney

Tenants in need of safe, secure, and affordable housing received keys to their new home, following the completion of a **19-apartment residential complex in Kingswood** in June. These apartments will provide housing to vulnerable people, including people experiencing homelessness, older women, young people and women escaping domestic violence.

'This new complex will provide a stable base for people to become active members of our vibrant community.'

**Minister for Families, Communities and Disability Services, Gareth Ward**

We work with each individual to ensure they live in a property that matches their needs. We help connect them with services to support them through their housing journey, towards more sustainable, independent, and long-term housing outcomes.

## NEW DEVELOPMENTS

### NSW Vested Assets Leverage Program



**137 of 177**  
new properties delivered

### Clarence Plains, Tasmania



**23**

social homes delivered



**17**

under construction  
(11 social homes, 6 affordable homes)

## On the Mid North Coast of NSW

### One year on

The successful implementation of the Social Housing Management Transfer (SHMT) saw Mission Australia Housing **grow its operations by more than 50% overnight. In addition to assuming management of over 1,000 properties,** we:

- Opened a new office at **Gordon Street, Coffs Harbour for over 20 staff** in a region where we previously had only one staff member.
- Established Mission Australia's **first Tailored Support Coordination Service**
- Developed and implementing the **Service System Coordination Plan**
- Established Mission Australia Housing's **first Access and Demand service**
- Completed **100% of Property Assessment Surveys** to determine the condition of the transferred properties within 7 months
- Set up a **tenant committee** to inform our service delivery in the region
- Participated in the NSW Governments' **Assertive Outreach Program**
- Developed **positive relationships** with key stakeholders

## New development announced for Coffs Harbour

Construction of **40 one-bedroom units located in Duke St, Coffs Harbour** will commence in October 2020 and will be delivered in **2021**.

Contributing to the stock of much needed social and affordable housing for those who are homeless or at risk of homelessness in the region, the development is part of our increasing footprint of **more than 1,400 social and affordable homes** across the Mid North Coast, NSW.

It will be centrally located in the CBD with access to shops, services and transport, allowing residents ease of access to education, transport, jobs and services in the area.

Two indoor communal rooms will provide areas for residents to connect and run activities, as well as outdoor areas for resident initiatives like community gardening. These spaces will support residents to maintain their well-being and connect with their local community.

Our **Community Development Team** and the **Tailored Support Coordination Service** support residents to identify goals, develop plans and connect with education, training and employment, while ensuring they are linked to the right support services.

With the region set to face increased economic and unemployment challenges in the wake of bushfires, floods and the COVID-19 pandemic, the units will house people that have been identified as most at risk in the area. These include young people and older people who are facing challenges in maintaining stable rental accommodation, and in particular those facing severe rental stress.

Across the year, we also purchased and renovated a block of **seven townhouses** in **Taree** providing additional social housing in the area. In partnership with **The Samaritans**, these dwellings house some of the region's most in need.

Wrap-around supports are made available to ensure residents not only have an immediate safe place to call home but are supported to work through personal challenges with the aim of transitioning to permanent long-term housing.

## Up in Queensland

### Youth Foyer coming to Townsville

We are partnering with the Queensland Government and the Mission Australia Community Services team to manage a new **specialised** housing service for young people aged 16-24 years who are at risk of or experiencing homelessness in Townsville. Once constructed, the Youth Foyer will provide up to **40 young people at a time with 24/7 support**, safe self-contained accommodation, and access to education, employment, and case management to increase their independence.

## SOCIAL HOUSING MANAGEMENT TRANSFER ON THE MID NORTH COAST, NSW



**1,000+**

properties



**20**

new staff



**100%**

PAS inspections completed in 7 months



**3**

new services



**1**

Tenant Committee established

## Continuing construction in Clarence Plains

We were pleased to be successful in round two of the **Community Housing Grants Fund**, which will provide seven new homes in Clarence Plains, prioritized for high priority social housing tenants.

Our partner builder in Tasmania, **Ronald Young & Co Builders** received one of the highest accolades in the residential building industry this year, receiving recognition as an exceptional professional builder at the 2020 HIA-CSR Australian Housing Awards. Named the **2020 HIA Australian Professional Medium Builder / Renovator** for their commitment to building quality homes, excelling at customer service and promoting apprentices and career pathways for women in the building industry.

Mission Australia Housing is incredibly proud to be working with an industry leader as we progress new developments in Clarence Plains.

## Focusing on performance

### Reporting

We have revised **weekly, monthly and quarterly performance reporting** across all areas of the business. The data provided in these enhanced reports allows us to better track and publish current and historical performance and understand trends.

Considering the complexity of reporting requirements across different regions and contracts, this has been a significant further step toward improving organisational performance.

### Key Performance Indicators (KPI)

There has been a strong focus on KPI performance this year across all regions, producing excellent results and catching the attention of our Government stakeholders in NSW and Tasmania. Both Government housing agencies formally acknowledged our improved performance.

Considering the challenges brought about by COVID-19 and adapting to remote working conditions, a fantastic result was achieved in reducing rent arrears to an outstanding **0.8%**.

Continuing to build upon our KPI performance, we developed tools and resources including new **Safe Work Practices Guides** to support staff to manage KPIs in this challenging environment.





Architect impression of Mission Australia Centre (right) and Duke Street social and affordable apartments (left). Construction due to commence in October 2020; image courtesy of Mark Boffa Group.



# EVERYONE HAS THE RIGHT TO A SECURE AND SAFE HOME

Homelessness rates, rental stress, unemployment rates and a shortage of social and affordable homes will increase due to the impacts of COVID-19. There has never been a more critical time to increase the amount of quality social and affordable housing.

Now more than ever, it is important to put a roof over the heads of the most vulnerable in our communities – to create vibrant communities and also jobs.

The former Ivanhoe Estate, now known as **Midtown Mac Park**, was one of the first projects to have its assessment fast-tracked through the **Planning System Acceleration Program** with the aim of creating jobs and driving investment across NSW.

**On 30 April 2020 the proposal for Ivanhoe Estate, lodged by NSW Land and Housing Commission (LAHC), was approved by the Minister for Planning and Public Spaces.**

The **\$2.2 billion project**, the Midtown Mac Park development will see a well located, socially integrated community come to life over the next 10 to 12 years.

Creating a community for everyone takes more than providing a diverse range of housing options. It is also about preserving and enhancing

the local environment, improving access to transport, and connecting residents to a range of programs and services. This new community is set to re-define the way social, affordable and market housing are integrated, to provide a sustainable and inclusive neighbourhood for people from all walks of life.

Together with **NSW Land and Housing Corporation (LAHC) and Frasers Property Australia** we will create a new community featuring world-leading sustainability, quality community facilities and beautiful public open spaces.

Midtown will deliver an increase of nearly 1,100 social and affordable housing properties, a better community housing experience and more opportunities and support for social and affordable housing residents.

It will **seamlessly integrate private housing with at least 950 new community housing dwellings and 128 affordable homes**. The housing will be

of the highest contemporary quality, sustainability and comfort, and all social housing tenants will be able to access low to zero cost heating in their homes.

Over the past three years, an extensive community consultation process has taken place to ensure the communities aspirations and concerns have been taken into account.

This important urban renewal project includes a new school, a residential aged care facility with a seniors' wellness centre, two childcare centres, a community centre, gym and pool, a supermarket, cafés and specialty retail shops, jogging track, nature-based playgrounds and exercise stations, basketball court, open green spaces and community gardens. The project will also see new road intersections, local infrastructure upgrades and parking provisions with car sharing schemes, while a new bridge will connect residents with Macquarie Business Park.

## MIDTOWN, THE HEART OF MACQUARIE PARK



community housing dwellings

**128**

affordable homes



**3,000+**

new homes



**\$303M**

injected into NSW state's economy



**570+**

employment opportunities

Community-wide initiatives such as extensive landscaped public domain, a car sharing scheme and active transport facilities will be complemented by local community development programs and partnerships.

As part of the project, dedicated funding generated through the redevelopment will be re-invested in social outcomes over 20 years. Mission Australia will have staffed offices on-site to assist in the delivery of support services and programs to strengthen the local area into a thriving community.

This model paves the way for innovative solutions to housing issues in Australia and around the world.

This approach will enhance the capacity of social housing tenants to achieve safety, stability and independence through employment, help people to progress to alternative housing options, while supporting a thriving community.

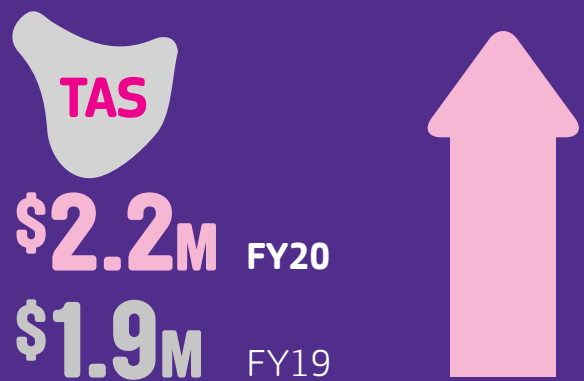
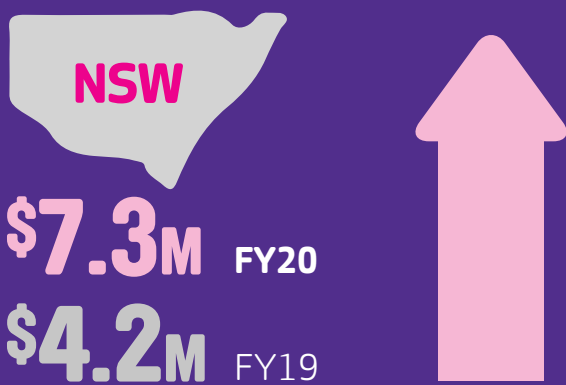


# ASSETS

As a Tier 1 Community Housing Provider, Mission Australia Housing manages community housing assets to support service delivery and achieve positive tenant and community outcomes.

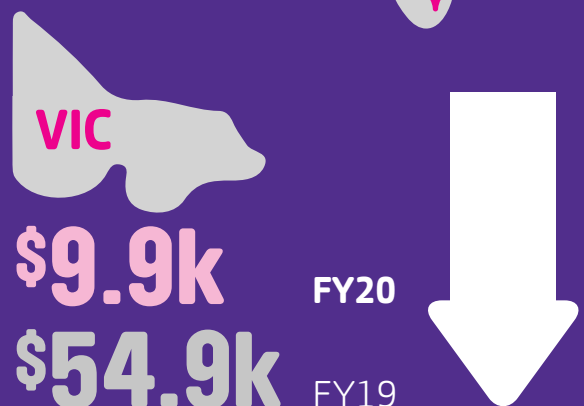
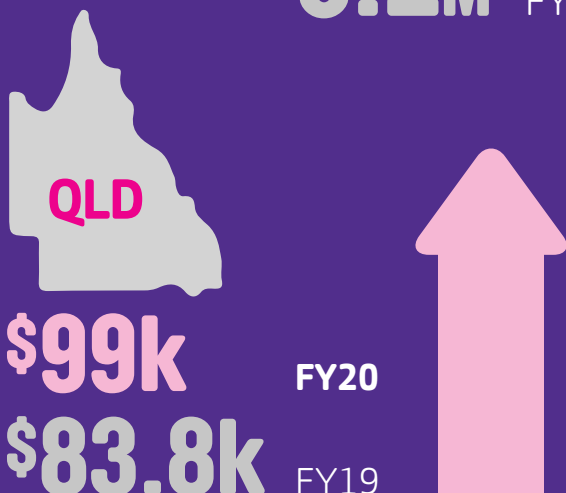
## REPAIRS AND MAINTENANCE

What we have spent on repairs and maintenance in 2019/2020.



**\$9.6M**  
total spend

**\$6.2M** FY19



# MORE THAN BRICKS AND MORTAR

This year, Asset Management Plans were developed with the aim of achieving an integrated service delivery approach with Housing Services and Community Development Teams.

The **Asset Team** had a busy year with a number of review and improvement projects carried out to support growth. This has resulted in updates to policies and procedures, and new projects arising from improvement initiatives.

## Total Asset Management Approach

Our integrated asset management approach aligns long term asset management planning with short term service delivery demands within the limits of available resources.

Our **Total Asset Management Approach** ensures we are consistently:

- Improving tenant satisfaction with property services
- Extending the life of social and affordable housing properties
- Providing property management services that make a positive social impact at a household and community level
- Compliant with contractual, legislative, and regulatory obligations

## Regional Asset Management Planning

We have developed a consistent but tailored approach to regional asset management planning. Each region's Asset Management Plan describes the asset portfolio profile and specific attributes which set out challenges and opportunities to maintain and improve property standards over time, as resources allow.

We proactively manage asset management delivery to achieve positive tenant and community outcomes.

## Asset Management System

Mission Australia Housing sourced and implemented a new **Asset Management System**. Assets staff are now utilising the new system to survey and report on property condition.

This system includes an **Asset Register** which records key attributes of each property we manage. The **Assessment module** provides a mobile application via iPad that enables property condition data to be captured with speed and efficiency.

The **Predictor module** assists staff to create **Long Term Asset Maintenance Plans** and undertake scenario analysis with information gained from **Property Assessment Survey** data.

Implemented in 2019, this new system enables more effective long term asset management and improved outcomes for our clients.





# ASSETS HEALTH CHECK: 2020

We have a strong focus on continuous improvement to improve the efficiency and cost effectiveness of delivering asset management services.

## Checking our vital signs

This year we engaged an external consultant to critically and objectively review our **Asset Management Services** against sector best practice.

As a part of the health check, we asked ourselves some key questions:

**What is working well and should be continued?**

**What could be done better and how could it be improved?**

**How and when should these improvements be implemented?**

These questions were asked in relation to our people, our processes, tenant satisfaction, value for money and our performance.

We are now implementing an **Asset Services Improvement Plan** that was developed to address the review findings.

## One year into the Social Housing Management Transfer (SHMT)

Effectively **growing our business by more than 50% overnight**, we assumed management of **over 1,000 properties on the Mid North Coast of NSW** on 1 July 2019.

Our **SHMT Asset Management Team** is an integral part of our new office in Coffs Harbour. They quickly and efficiently learnt new systems and processes that aligned to NSW Government requirements and **completed 100% of the Property Assessment Surveys within the first seven months.**

Despite fires, floods and a pandemic this was achieved well ahead of the three-year requirement.

## TOP 3 REPAIRS AND MAINTENANCE WORKS

### NSW (SHMT\*)



Lighting



Hot water systems



Fences

### NSW (other)



Leaking taps and toilets



Damaged/faulty lights



Blocked toilets

### CLARENCE PLAINS, TASMANIA



Blocked toilets



Leaking taps and toilets



Hot water systems

\*Social Housing Management Transfer (SHMT)

## In 2018 Joseph Street residents told us of their key concerns and how they wanted to change their community.

After several criminal events in the area, including arson and escalating anti-social behaviour, residents expressed concern and a low sense of safety. Working together, we agreed on a range of actions to implement over time to bring about improvement.

### Security

Addressing the community security concerns we installed CCTV and new outdoor lighting.

### Improve the look and feel of the street

Focused on graffiti removal, street art, street clean-ups and fence repairs, as well as a modern day make over with a splash of colour to brighten up the tired appearance of properties.

### Vacant land behind Joseph Street

Residents told us vacant land needed ongoing maintenance, especially removal of ugly car wrecks that littered the vacant block.

'Feeling great that they are in. I feel safe to park my car a bit of a distance away from my unit. I feel safe to do that now.'

'Gives us peace of mind in the complex.'

'I think it's a great idea, will deter people from doing the wrong thing.'

## RESULTS



Tenants noted how much better it is living at the complex now

### January 2018

Community consultation, 'Bring your ideas' workshops, BBQs

### March 2018

Graffiti removal and street art

### April 2018

Bollard installation for street safety

### May - October 2018

Update residents on initial consultation progress. Next steps discussed over community get-togethers and BBQs

### October 2018

Joseph Street clean up and car wreck removal with Council. 'Hard to Skip' rubbish removals

### December 2018

Community consultation on lighting, safety and security concerns

### December 2018

Installation of lighting in complex hot spots, community consultation on actions and progress to date



JOSEPH STREET JOURNEY

# 2018





BEFORE



AFTER

**September - October 2019**

'What's Your Colour?' Paint colour scheme community consultation over BBQs and 'Hard to Skip' rubbish removals

**December 2019**

Property painting commences



**March 2020**

Door knock and SMS voting on wayfinding signage

**Late March 2020**

Painting ceased due to COVID-19



**April 2020**

Wayfinding signage installed

**June 2020**

Ten solar CCTV cameras installed, community consultation and feedback, CCTV Fact Sheet for tenants developed



# SUPPORTING PEOPLE AND COMMUNITIES TO THRIVE



# RESIDENT VOICE AND TENANT COMMITTEES

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

**Tenant and Resident Committees** play an important role in Mission Australia Housing activities. We work with these tenant representatives to understand the needs of residents, their families and communities while supporting and reinforcing the delivery of Housing services.

**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.

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

- meet regularly with Community Development and Housing services 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.

**Local Area Committees** may cover neighbourhoods or blocks. They focus on:

- local concerns, problems or enhancements including tenancy management, place and space, and community issues.

- they have a strong social and networking component.

These Committees may work with the Community Development Team in their region on specific tenancy or community-focused projects and programs. Projects range from improving common spaces, creating new meeting places and developing areas where activities can be held to build community spirit.

**Special Interest Committees** provide a flexible vehicle for tenants to pursue a common interest or objective, supported by Mission Australia Housing.

These Committees are:

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

**The National Tenant Advocacy Committee** Looking to the future we will be supporting the establishment of a national Committee that will be a representation of the Chair and Deputy Chair from each Regional Tenant Committee. This group will provide

a platform for broad discussion on common issues and concerns across the country and it is envisaged it will feed into national peak body discussions.

This year produced immense engagement challenges with the complexity of COVID-19.

Dedicated to what they do, our Committees stepped up to the task, embracing technology so they could continue working to support tenants from a distance.

Remaining hopeful and positive, many Committees continued planning for their communities throughout the pandemic so that projects could hit the ground running once restrictions eased. Many community garden ideas sprung to life, symbolising a fresh start, new growth and the chance to reconnect over creativity and colour as communities emerged from the COVID-cocoon.



# WHAT RESIDENTS TOLD US

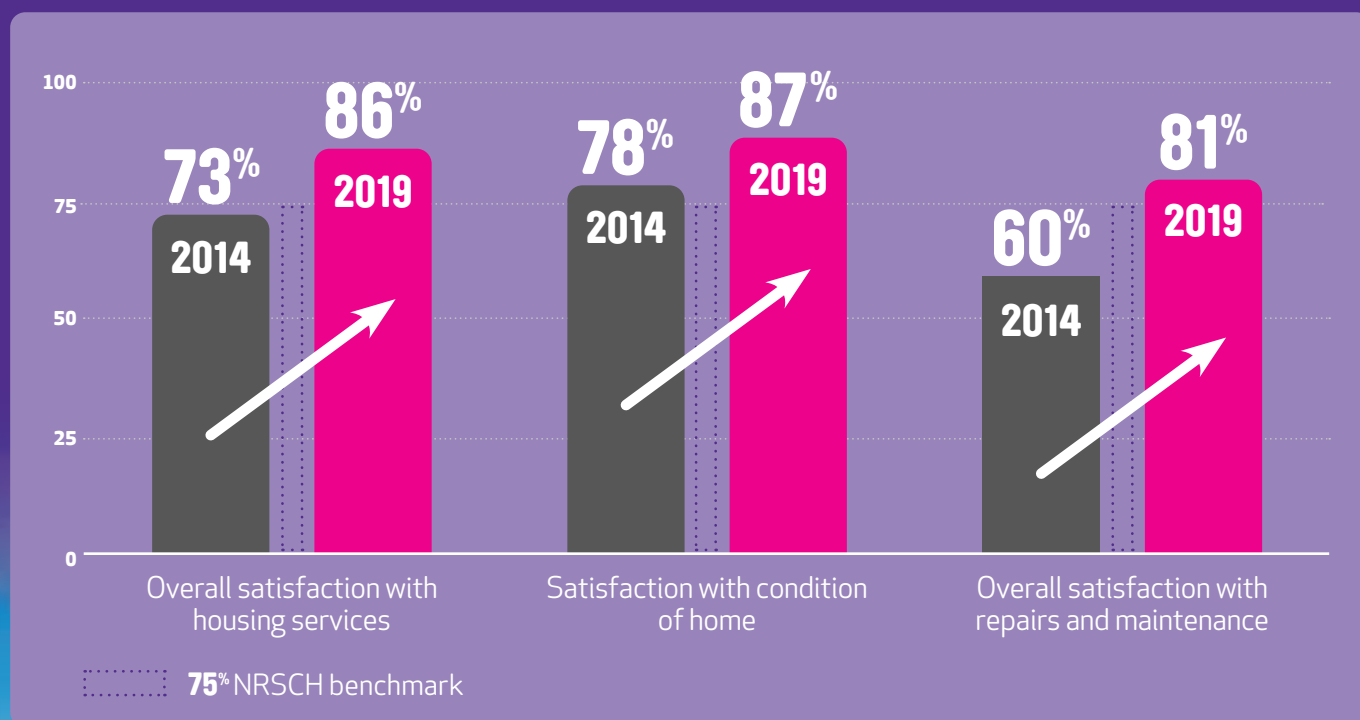
Every year, Mission Australia Housing delivers an Annual Tenant Survey, administered by the Community Housing Industry Association (CHIA). It is pleasing to see satisfaction results continue to improve across our Housing and Asset Management Services, year on year.

The survey is a great opportunity for tenants to provide feedback on a range of services we provide and tell us what is important to them. We use this information to help inform future and improve on existing services.

It's been really pleasing to see that over the last 6 years Mission Australia Housing has consistently improved across key areas of tenant satisfaction. As of 2019, 86% of tenants surveyed say they are satisfied with the services that we provide, more than 10% above the NRSCH benchmark.

The 2020 challenges caused delays rolling out the survey, normally carried out in May. The survey has therefore been scheduled later in the year and results will be provided in 2021.

## NATIONAL ANNUAL TENANT SURVEY RESULTS OVER THE LAST SIX YEARS:





# IMPACT MEASUREMENT SURVEY 2020 – A SNAPSHOT

Mission Australia Housing provides evidence-based and continuously improved services to our residents across Australia. By measuring the impact of our work, we gain a deeper understanding of the people we serve and can deliver more effective integrated services for those in need.

Last year we developed the Mission Australia Housing **Impact Measurement program**. Different to, yet complementing, the Annual Tenant Survey, this year we implemented Impact Measurement. We did this by engaging tenants online and over the phone while they were in COVID-19 lock down.

We were able to achieve a **13% survey completion rate** across all regions.

Results showed that on average, tenants surveyed scored below the normative Australian Personal Well-being Index ranges on all domains.

The largest gaps and areas for improvement across all regions are in personal health, personal relationships,

and achievement in life. All domains had lower average scores compared to 2019, however it should be noted that the COVID-19 pandemic is likely to have had an adverse effect on well-being for many people and may have contributed to this change.

Although the proportion of tenants with positive scores has fallen across most indicators between 2019 and 2020, the one indicator that has shown positive change is belief that having a job is important – this may indicate that more tenants would be open to exploring training and employment opportunities.

**We also learnt that worrying about what will happen in the future and feeling unsafe is impacting**

**well-being and, many of our tenants are experiencing challenges with mental wellness.**

This information helps us to better support tenants' needs and the aspirations of each community. It also helps us to plan and coordinate appropriate support services in local areas.

## AREAS OF FOCUS



Strengthening community connections



Links to employment and training to develop employment pathways



Focus on accessing health services



Improve and support financial management



Increasing feeling of personal safety and future security



Build trusting relationships and strong friendships with neighbours, particularly for Aboriginal and Torres Strait Islander people, CALD tenants and females



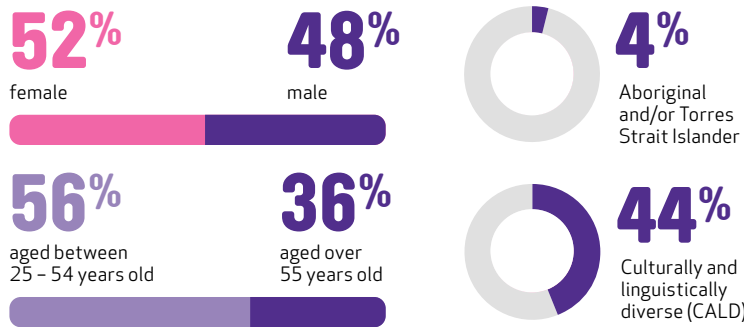
Focus on accessing health services particularly mental health services

# SYDNEY CAMPERDOWN

## WHAT TENANTS TOLD US



## WHO PARTICIPATED



## OF TENANTS SURVEYED

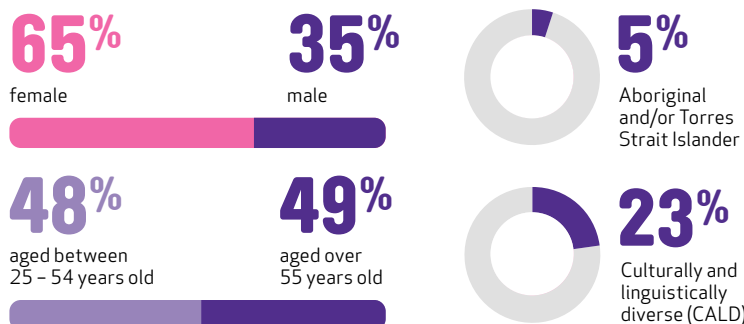


# GREATER WESTERN SYDNEY

## WHAT TENANTS TOLD US



## WHO PARTICIPATED



## OF TENANTS SURVEYED



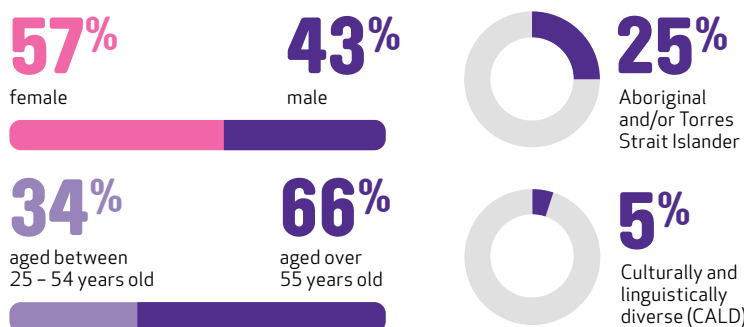
# MID NORTH COAST, NSW

## LOWER

### WHAT TENANTS TOLD US



### WHO PARTICIPATED



### OF TENANTS SURVEYED



Less than 1 in 3 trust their neighbours or join social groups



are employed



would like to develop financial management skills and healthier lifestyles



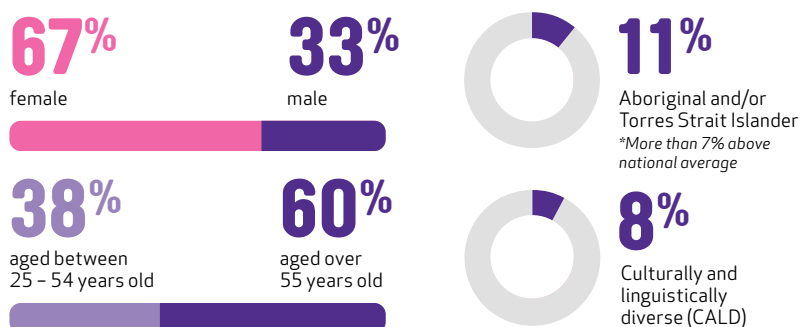
felt they could have a say on community issues

## UPPER

### WHAT TENANTS TOLD US



### WHO PARTICIPATED



### OF TENANTS SURVEYED



would like to feel safer



are employed



are living with mental health needs



would like better community connections

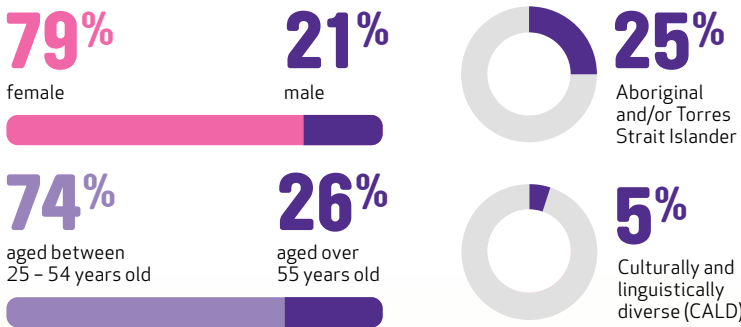
# TASMANIA

## CLARENCE PLAINS

### WHAT TENANTS TOLD US



### WHO PARTICIPATED



### OF TENANTS SURVEYED



Community conversations; weaving the plan together





*Embracing technology with tenants and staff, Sam and Ellie worked closely together via the MS Teams platform with our Mid North Coast NSW Community Development Officer, Jesse.*

## Teaming together with universities

Making calls on behalf of Mission Australia Housing Mid North Coast team, Ellie and Sam volunteered as part of the 2020 National Student Volunteer Week to help coordinate and complete our Impact Measurement survey.

Both are Southern Cross University psychology students and said, while collecting the survey data was important, the simple interaction with tenants made a world of difference.

Calls were made to tenants without access to technology, Sam said 'Due to the pandemic, so many people are living in isolation with limited human contact. This project was such an amazing and rewarding experience for everyone involved.'

'I spoke with a woman who said that I was the first person that she had contact with in over a month and that I made her day.'

In Sydney, this year's Industry Innovation Project through the University of Technology, was launched on the day COVID-19 was officially declared a pandemic in March.

This project sees Bachelor of Creative Intelligence and Innovation students work in small teams on a complex challenge set by industry partners over a semester. With COVID-19 in the mix, the complexity of the challenges certainly increased with many projects swiftly pivoting in response to shifting priorities of organisations.

From early on, it became very clear that tenants in the Sydney region were experiencing a food and pharmaceutical crisis, compounded by a retraction of local support services. With lock down in place, new communication channels were critical, and we

asked the students to find a quick way to reach tenants so their immediate needs could be identified. This included making phone calls to those whose distress levels were high.

Stepping up to the challenge, the students, under the supervision of Mission Australia Housing staff, quickly drafted a script to guide staff interactions with tenants and designed a neighbourhood check-in flyer. The aim was to create a feedback loop on the wellbeing of tenants, assess their immediate needs and foster stronger relationships between tenants and their community.

The result of these partnerships is a resource that can be applied to a range of future emergency or disaster related events and can be quickly and efficiently activated.

# SERVICE INNOVATION TO PROVIDE STRONGER SUPPORTS

## Tailored Support Coordination Service

This new service is part of Mission Australia's integrated model for Housing, providing individual support to tenants to improve their well-being, capacity to maintain a stable tenancy and improve their chances of participating meaningfully in their community.

The Tailored Support Coordination Service aims to:

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

Our first Tailored Support Coordination Service has been in operation since July 2019 in Coffs Harbour. **So far, the service has assisted over 110 clients.**

## Together Home

In closing the financial year, we were pleased to commence working in partnership with the NSW Government to deliver the **Together Home project**. The **\$36 million project** is helping to get hundreds of people off the streets by securing homes from the private rental market.

It provides housing and access to services people need to maintain their tenancy, improve their health and well-being, and move towards independence through employment and training.

The project builds on the NSW Government's response to COVID-19, which looked to increase the supply and flexibility of temporary accommodation and the expansion of assertive outreach across the state to **keep rough sleepers safe**.

Together with three other Community Housing Providers, we have been working to deliver this service across the **Mid North Coast of NSW**.

Mission Australia community services provide delivery of the wrap-around support services through two dedicated support case workers to manage the case load of 14 participants.

## TOGETHER HOME MID NORTH COAST, NSW



4  
community housing providers  
working together



2  
dedicated Mission Australia  
support case workers



14  
participants

## TAILORED SUPPORT COORDINATION SERVICE



**110**  
clients  
assisted



**3** year  
plan developed  
and implemented



**12** month  
review completed and  
report prepared on key findings  
and learnings



# STRENGTHENING COMMUNITIES

Mission Australia Housing's Strengthening Communities team has worked tirelessly to support their local communities through challenging times.

What became apparent this year was the need for our communities to become resilient to the impacts of climate change induced by major weather events and the threat of pandemics. This year tested our ability to be agile and adaptive as volatile situations unfolded. Our focus swiftly pivoted to supporting local community organisations that were still able to provide direct support to community members on the ground.

## Strong communities

Mission Australia's **Strengthening Communities team** undertook a review across the organisation to better articulate the common factors that are found in strong communities. The findings have informed Mission Australia's **Stronger Community Domains and Outcomes**, which outline our vision for communities- **connected, inclusive, healthy, resilient and thriving**.

## Connected

Our **Tenant Action Groups (TAGs)** in each region continued to engage throughout the year with plans and activities to support their communities. Some TAGs met online through the pandemic, learning how to use technology, in some cases for the first time, in order to stay connected. Others decided to continue to give back through direct support for the most vulnerable in their communities and used the time to reflect on the committee's goals, needs and

strategies to recalibrate and come back fresh in the new year.

We became an active member of the **Get Connected Toorina Working Group** in Coffs Harbour. Together we've been developing local solutions, activities, and capacity building initiatives, with community stakeholders, to improve safety and general wellbeing in an area challenged by anti- social behaviour and disadvantage.

Two days a week, three volunteers assist our social housing residents at Common Ground in Camperdown with digital and smart device literacy. A lifeline for many during the pandemic.

**Partnerships with Alfalfa House Food Cooperative, TAFE cooking teachers, Colombo Social, KeenTown and Lentil as Anything**, bring increased feelings of positivity across the community through our **Kitchen Committee** at Common Ground. Tenants participate in training, education and employment opportunities from our on-site training kitchen.

*Left to right: Community gardens on Common Ground rooftop, Consulting with tenants on community gardens for the Mid North Coast, NSW.*

## Inclusive

**Fifty community members of Clarence Plains in Tasmania** worked together to deliver a 'community voice' project aiming to beautify public spaces, create pride of place, and reduce stigma of the area.

In collaboration with **Clarence City Council, Futago, One Community Together partners, an international artist, Grace Centre, Clarence Council Youth Services, Tasmanian Community Fund and the Premier of Tasmania**, community members decided which words most resonated with them and then participated in the hands on making of the public art installation pieces. The end result is a large-scale, brightly coloured entry statement visible as you drive in and out of the community. '**Here, Home, Welcome and Together**' proudly welcomes visitors and residents to the Clarence Plains community.

**Eighteen volunteers** including Mission Australia Housing staff and our partners **Hillsong Church, Grace Church and the ABC Giving Tree** provided **105 hours** of their time and donated gifts to our **annual Christmas shop** in Clarence Plains. The shop provides a dignified experience for parents and guardians to choose an appropriate free gift for their child or children for Christmas. This year **92 families** accessed the service providing **247 local children** with a happy Christmas morning.

## Healthy

Together with **NSW Police** and the **Clarence River Domestic Family Violence (DFV) Committee** on NSW's Mid North Coast, we designed and developed a range of promotional material for extensive regional distribution. Coffee cups, posters, coasters, and banners formed the **Domestic Family Violence Coffee Cup Project** and campaign that promoted key messages and options for support against domestic and family violence throughout the region.

At **Common Ground** in Sydney, we work closely with a range of community organisations and networks including **Glebe and Surrounding Community Food Relief Working Group** and the **City of Sydney's Food Security Operations Group** to improve food security for the community.

Some tenants don't have the life skills and confidence to cook for themselves, so Common Ground's partnership with **Alfalfa House Food Cooperative** and **KeenTown** is crucial to meeting the needs of many tenants. This year, **15 tenants and 60 community members** participated in **workshops at our on-site kitchen**.

Another Common Ground partner, **Lentil as Anything**, brought **125 tenants and local community members** together over a healthy meal in an open area, to build friendships and connect with others.

## COMMON MEALS AT COMMON GROUND



125

tenants and local community shared a meal together



100

residents came together for GROW GARDEN events





## Thriving

Our **Community Garden program** has seen a huge increase in reinvigorated or newly created gardens this year.

**Three new gardens were created in Western Sydney** residential complexes and we established **three tenant community leaders for our flourishing Common Ground roof top gardens.**

Another part of our **Food Security program**, these gardens increase levels of education about managing a healthy lifestyle and preparing fresh garden-to-plate meals.

This focus has seen the establishment of several tenant-run social enterprise businesses and has delivered improved community spaces.

This year, we were delighted to see the opening of **affordable grocery stores** in the Camperdown community on site at Common Ground, in partnership with **Settlement Services International (The Staples Bag)** and now with **Addison Road Community Centre (Addi Road Store).**

We also saw an increased sense of pride and positivity across the community in response to the relaxing, beautiful and productive spaces created by and with our tenants, as well as a **reduction in vandalism and damage** to the Common Ground building.

In the **Mid North Coast of NSW**, we have witnessed an explosion of colour and garden activity through a series of **permaculture workshops** delivered at our complexes. The long established **West High Street** residential complex undertook a tenant-led community garden redesign and reinvigoration; supported **Royal Botanical Gardens of Sydney** and **TAFE NSW**.

A collective vision and an initial plan, reviewed and approved by tenants, enabled improved equity of use for all tenants and increased accessibility through new pathways and raised garden beds. The project reconnected tenants socially and encouraged renewed cohesion within the group.

Also in this region, our **Moonee Street** residential complex saw a rejuvenation of their **Gardening Club**, with upgraded garden spaces and re-establishment of their working group.

The **Clarence Plains GROW Garden Steering Committee** members in Tasmania spearheaded the idea of creating local markets to highlight the amazing space, fresh produce and craft created by local community. The aim was to develop Clarence Plains into a market destination, reducing stigma and creating pride in place.

The **Clarence Plains Growers and Crafters Committee** continue to run the **Local Growers and Crafters Market** with great success. The market has very rapidly outgrown its first small location and now runs every second month at the Grace Centre in Rokeby. With over **20 stall holders**, large crowds and visitors are regularly attracted to the community, increasing interest and investment into the area.

Left: Mid North Coast Coffee Cup campaign bringing awareness to domestic and family violence.

## CHRISTMAS IN CLARENCE PLAINS, TASMANIA



1

shop



18

volunteers



105

volunteering hours



92

families



247

local children

## CLARENCE PLAINS RESPONDING TO COVID-19



delivered boredom buster packs (puzzles, crosswords, toys, books & more)



60%

of tenants received well-being calls



3

local community service working together



330+

hot meals delivered each week

**GROW Garden events** across the year brought over 100 residents together. Spring Planting, Footy Colours Day, the annual Christmas event, spud planting, education in the outdoor classroom, green team composting, harvesting and cooking GROW garden produce made up this years' annual calendar of events.

This encouraged the redesign of open spaces to include extra garden beds and planting of new in-season seedlings.

Our ongoing focus to improve the safety and security at some of our residential complexes continued including a very successful consultation process with our tenants.

Working together with tenants in Clarence Plains, Tasmania, we have increased their sense of safety and security, peace of mind and sense of belonging at both **Mockridge Road** and **Joseph Street**.

This increased sense of well-being has been contagious with adjoining neighbours sprucing up their garden properties to fit in with the rest of the street.

### Resilient

As the bushfires raged through the Mid North Coast and Blue Mountains of NSW in October, the Mission Australia Housing team swung into action. The National Management Team created an **emergency response committee** and supported our local teams to check in with tenants, providing crucial information to ensure they remained informed and supported.

In addition to our COVID-19 response, this year, we created a new program called **Responding with Resilience**, headed up by our new environmental



awareness mascot, **Eco Earthling**.

A multi-level engagement platform for all regions, this program consists of a range of locally relevant activities for tenants to learn from climate resilience and adaptation experts, as well as local emergency services networks.

These activities aim to increase tenant knowledge of the **impacts of climate change** and provide the tools they need to make good choices in response to heatwaves, bushfires, and natural disasters. It also helps tenants to work with their neighbours and protect their well-being and livelihoods should they be affected, as well as advocate for change on the ground, in their communities.

## COVID-19 AND COMMON GROUND



Partnership with local restaurant Social Colombo, Government and 20+ local services



1,000+

volunteering hours



16,000+

meals delivered from Camperdown to the Blue Mountains

## Cleaning up together

In his role as the Community Chaplain in Clarence Plains, Tasmania, Tim knows first-hand that working alongside community members can involve complex and difficult situations. From personal debt to relationship breakdowns, Tim has become a vital support for many vulnerable families.

'For many of the residents in this community, life seems unrelentingly difficult,' explains Tim. 'Our aim is to help people in a supportive environment by providing pastoral care for as long as it is needed and connect people to resources.'

Through the generosity of our supporters, Tim has been working in the Clarence Plains area since 2018, helping the community build a positive and hopeful future. Working alongside the community to tackle issues such as isolation, discrimination and low literacy rates involves building relationships to provide a safe space for conversations to take place.

'Sometimes people are ready for change, other times they need support and encouragement. Often all that is needed is simply a listening ear and perhaps some prayer,' says Tim.

'Caring can involve practical things like connecting people to organisations that provide groceries or having someone pop by for a chat or going for a walk together.'

When the West\* family needed a helping hand, they reached out to Mission Australia. Struggling to cope with complex and stressful personal issues, they were unable to maintain basic household chores such as taking out the rubbish. Over time, this became a bigger problem with local council threatening a hefty fine if the rubbish was not removed. It was a daunting and overwhelming task and the West family struggled to cope with the reality of their situation.

Tim partnered with the West family's support worker, Clarence City Council and volunteers from local churches to cover the cost of a skip bin and help with the clean up.

'At first the West family seemed reserved, but after meeting each of the volunteers and as the bin filled up, everyone relaxed and worked well together,' says Tim.

The West family were grateful for the help, support and care they received.

'Having a safe and secure place to call home is part of the foundation that a family needs to flourish, but when a vulnerable family is struggling to sustain their tenancy, that is when the community needs to respond.'

*\*Names have been changed to protect the identity of the people we help.*

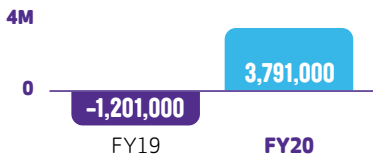


# FINANCIAL SUMMARY

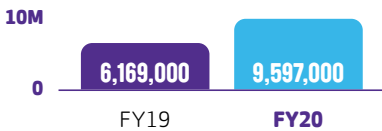
## MISSION AUSTRALIA HOUSING ABN 13 003 68 3261

Mission Australia Housing financial summary is indicative of operations across 3 states and a portfolio of over 3,000 properties.

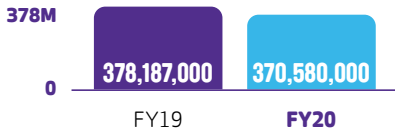
### Net operating deficit / surplus



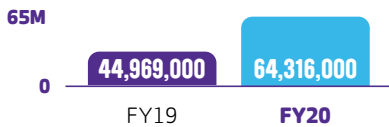
### Property maintenance & upgrade expenses



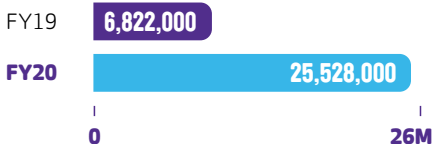
### Net assets



### Total external borrowings



### Cash and investments



## IMPORTANT INSIGHTS:

  
**\$65M**

NATIONAL HOUSING FINANCE AND INVESTMENT CORPORATION, 12 YEAR TERM UNTIL 2032

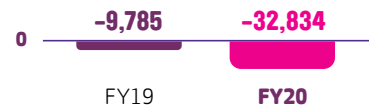
  
**0.8%**

RENT ARREARS ACHIEVED DURING COVID-19

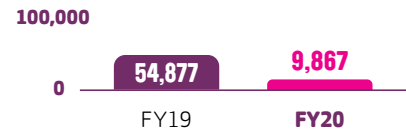
## MISSION AUSTRALIA HOUSING VICTORIA ABN 57 131 036 934

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

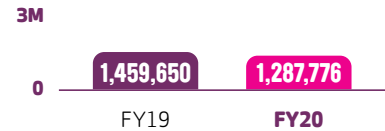
### Net operating deficit / surplus (\$AUD)



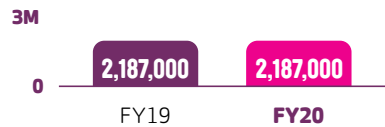
### Property maintenance & upgrade expenses (\$AUD)



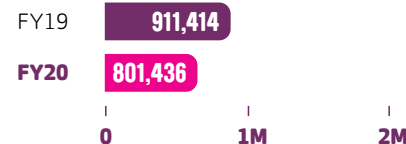
### Net assets (\$AUD)



### Total external borrowings (\$AUD)



### Cash and investments (\$AUD)



## HOUSING AT A GLANCE:

  
**3,093**

residential properties owned or managed

  
**5,807**

residents housed Australia-wide

  
**70+**

full-time employees

# Thank you

OUR SINCERE THANKS TO ALL OUR SUPPORTERS AND FUNDERS





# TOGETHER WE ARE STRONGER.

**By working together with our residents, staff, volunteers, board members, supporters, donors, corporate partners and funders, we can achieve so much more for Australians in need.**

**Our shared commitment to reducing homelessness and strengthening communities drives our progress.**

# TOGETHER WE STAND.



## How you can stand with us

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

## Connect with us



**1800 269 672**



housingenquiries  
@missionaustralia.com.au



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

