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Our Vision

We provide access to housing to create:

- A region that provides an affordable place to live for all
- An inclusive community that creates a sense of belonging
- An economy that enables people to participate and flourish

Mission Statement

A not-for-profit community and affordable housing company with individuals at the heart of our mission to:

- Transform Lives – by supplying homes for people with a pathway to affordable living
- Promote Social Inclusion – by providing a place to live for those in greatest need
- Contribute to Economic Development – by providing key worker accommodation and stimulating construction activity that builds a sustainable community

Values

External Values - We are:

Person Centred – respecting people and helping them to fulfill their aspirations

Local – focused on creating stronger communities across our regions

Innovative – creatively designing and implementing sustainable housing solutions

Collaborative – working with others in a transparent, accountable and purposeful way

Operational Values (how we conduct our business) - We value work that is:

Team Oriented – individually and collectively working and contributing to a team culture

Ethical – ensuring integrity and transparency in our business

Professional – consistently applying our skills, knowledge and expertise to our work

Dedicated – operating in a manner that secures high levels of performance and continuous improvement in our approach



AWARDS

The Sunshine Coast Business Awards were postponed due to COVID-19. However, nominations for this year's Awards have been announced with both our organisation and our real estate company, Purpose Real Estate, nominated in the Social Impact category.





“ The whole team is always genuinely interested and excited to hear about the small wins as they happen in our lives. ”

Our Stories

The Mullins Family

Vanessa, John and their two young adult children, Rebecca and Joshua, were referred to us following a violent incident at their home. Further incidents led the family to seek short-term refuge accommodation with relatives.

Vanessa shares that within days of leaving their home, a tenancy manager contacted them to advise she had accommodation that might suit the family.

“Our tenancy manager understood the need for us to keep our animals with us, as they are part of our family and have provided us with comfort during many difficult times,” she said.

The tenancy manager also assisted the family to reach out through women’s groups, counselling, legal aid, and secure a lawyer in preparation for court proceedings.

“She has kept in contact with us to provide support and referrals to organisations that may assist. The whole team is always genuinely interested and excited to hear about the small wins as they happen in our lives.

“The property team come every three months to ensure everything is working and any repairs are promptly completed with little fuss. It is always a pleasure to see them. The owners have been amazing too, allowing us to plant cottage gardens and a vegetable garden.

“We, as a family, are very grateful for the staff and services, as without their guidance, support and accommodation, we would not be in the stable position that we now are - emotionally, financially and socially.

“We have been in accommodation for nearly seven months. In that time, we have seen significant improvements in our standard of living, sense of wellbeing, and in our community, finances and social interaction.”



Chairperson's Report

Gordon Sutherland
Chairperson

As we celebrate our 30th year as a community housing provider on the Sunshine Coast, we are proud to have achieved many positive outcomes in 2020-2021, despite the ongoing challenges presented by the COVID-19 pandemic.

In this momentous year, we achieved Tier I Status with the National Regulatory System for Community Housing (NRSCH). New capital investment of \$21 million from the Queensland Government through the 'Partnering for Growth' program, as well as \$3.1 million from the Commonwealth Government's Safe Places Emergency Accommodation Program, has helped ensure our strategic objectives are being met. Construction of two next complexes in Beerwah and Yandina will commence early in 2022. Further details are in the Development Activity section.

We also welcomed four new shareholders: Nambour Community Centre, Steps Group Australia, Zonta Club of Caloundra, and Caloundra Neighbourhood Centre.

The Chief Executive Officer, Andrew Elvin and I continue to engage at state and national levels through the Community Housing Industry Association (CHIA) to advocate for more community and affordable housing for our region.

Our COVID-19 response focuses on support for vulnerable tenants. This includes changed services to suit individual needs and to ensure compliance with relevant health directives and mandates. We have also focused on bringing forward capital investment to ensure we are playing our part to support small businesses and tradespeople.

Results from the annual Directors Survey indicate strong performance at the board level in developing and strengthening the organisation's governance framework. These ratings place us well above national benchmarks.



The organisation's new 10-year Strategic Plan sets out a vision for growth that will see us further strengthen our capabilities and expertise while providing continued advocacy for more community and affordable housing in our region over the next decade and beyond.

I have great faith in the strength and capability of our directors and look forward to leading the board toward great outcomes.

On behalf of the board, I would like to thank our CEO, executive and management teams for their exceptional performance through challenging circumstances.

I would also like to take this opportunity to thank our sponsors and all those who have made donations to our organisation over the past financial year.

This report helps illustrate the importance of our mission and our success over the year in making a meaningful impact in our community and helping to transform the lives of our tenants.





Board Planning Day

Our Strategic Objectives:



Tier 1 Status
Achieved with the
national regulator

Sunshine Coast
Business Award
Finalist



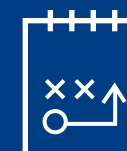
4 new
community-based
shareholders

\$21 million investment
secured for
community housing
- Queensland Government



\$3.6 million investment in
new housing for women
and children impacted
by domestic and family
violence – Commonwealth

New 10-year
Strategic Plan



Our Independent Board of Directors



**Gordon Sutherland,
Chairperson**

(Appointed 10/10/2007)

With more than 35 years' experience in the construction and property industry in Australia, New Zealand and the UK, Gordon is passionate about applying his wealth of knowledge as chair of Coast2Bay's independent board of directors. In Queensland, Gordon has worked on high profile public projects such as the redevelopment of the Gabba and Lang Park in Brisbane, as well as a range of retail and residential developments, including high and medium density residential schemes and suburban subdivisions. On the Sunshine Coast, he has worked as a development manager for FKP and Reed Property Group and has a particular interest in environmentally sustainable development. Gordon holds a Bachelor of Science in Building and a Postgraduate Diploma in Business Management.



**Helen Glanville
(Appointed 10/10/2007)**

Helen has worked in property, housing and real estate roles since 1990, including 12 years with the Queensland Department of Housing. She brings broad business and management experience, including having partnered in a range of commercial and residential development projects on the Sunshine Coast. Currently a self-employed commercial property manager, Helen also holds two other board positions, one as Chairperson of Purpose Real Estate and as Director of the Australian Housing Urban Research Institute. She holds a Graduate Diploma in Housing Management and Policy from Swinburne University and is a licensed Real Estate Agent.



**Adam Morley
(Appointed 28/10/2014)**

Adam is a Commercial Sales Consultant with Ray White Commercial Noosa and Maroochydore. He has over 20 years' experience in the property finance industry, having worked for St George Bank and ANZ Bank. Adam's financing experience includes large scale residential, commercial, retail and industrial projects around Queensland and Northern Territory. He has a Bachelor of Business in Property Valuation and Administration, and is a long-term member of the UDIA Sunshine Coast branch.



**Terrence Bethke
(Appointed 24/02/2020)**

Terry is the Director of Munro Thompson Lawyers, where he has practised for more than 30 years. Along with managing the business, Terry's legal expertise is in unit development, land subdivision, commercial property transfers and joint ventures. In his career, he has been associated with a wide range of tourist-oriented developments, including a number of major projects throughout our region. Terry is an accredited Property Law Specialist certified by the Queensland Law Society, an honour held by few solicitors in Queensland. He has also been appointed a Fellow of the UDIA (Qld) in recognition of his services to the property development industry.



Jean McRuvie

(Appointed 05/11/2015)

Jean has held the role of CEO and Senior Executive for the past 21 years in a range of sectors, including health, education, agriculture and regional development. She has extensive experience in membership of government advisory bodies. Jean brings broad experience across government and non-government funded projects, including reporting and evaluation. She has also designed and developed ISO 9001 accreditation for a number of agencies. Jean is currently Vice President for LiveBetter Services, a disability support agency, and is the Director of COTA Qld, Council of the Ageing.



Peter Moriarty

(Appointed 05/11/2015)

Peter is a Director and Development Manager at Sunshine Coast-based development and town planning firm Fresh Directions. A dedicated team member and strategic thinker, Peter brings strong business acumen developed over more than 15 years working on construction and development projects. He has a well-established reputation in development management and consulting planning, having been instrumental in the delivery of a broad range of highly successful multi-million-dollar projects. With exceptional skills in the management of specialist project teams and their outputs, Peter has a well-established and highly respected reputation for achieving excellent results.



Daren Cardow

(Appointed 28/08/2017)

Daren has been a practising accountant for over 20 years. As a business owner, Daren has extensive financial reporting, business development and corporate governance experience. He holds board positions with both commercial and not-for-profit organisations, as well as advisory board positions with numerous SMEs across diverse industries. Daren acts as external auditor for a variety of local community organisations, as well as commercial and statutory engagements. He is a business graduate from Monash University, Certified Practising Accountant, Chartered Tax Professional and graduate member of the Australian Institute of Company Directors.



Daniel O'Brien

(Appointed 09/11/2017)

A strategic-minded executive director, Dan has over 18 years' experience in the planning, capital investment and delivery of major infrastructure and resource projects. As an experienced senior executive, board member and project manager with a background in both corporate (publicly listed, large private and government owned corporations) and professional sectors, Dan brings significant experience in the highly regulated environments of construction, engineering, water, resources, energy and infrastructure. He is a qualified project management practitioner with the Association for Project Management (UK) and was previously a Director of the Australian Institute of Management. Dan holds an engineering degree from the University of Queensland.



Leanne Newberry

(Appointed 28/10/2019)

With over 30 years' experience in commercial real estate management across the Asia Pacific, Leanne is currently working with Cushman & Wakefield as the Account Director for Aurizon, Australia's largest rail freight operator. Leanne has a Bachelor of Business (Land Economy) as well as qualifications in adult and workplace education, project management and editing. Over her career Leanne has managed commercial portfolios throughout Australia for a diverse range of clients. Over the last 12 years she has worked across the Asia Pacific in governance and risk management, organisational change, people development and project management.



Chief Executive Officer's Report

Andrew Elvin
Chief Executive Officer

I am pleased to report the organisation's exceptional performance across a wide range of indicators. Key achievements over the year in terms of development activity, affordable housing outcomes and leadership and management are outlined below.

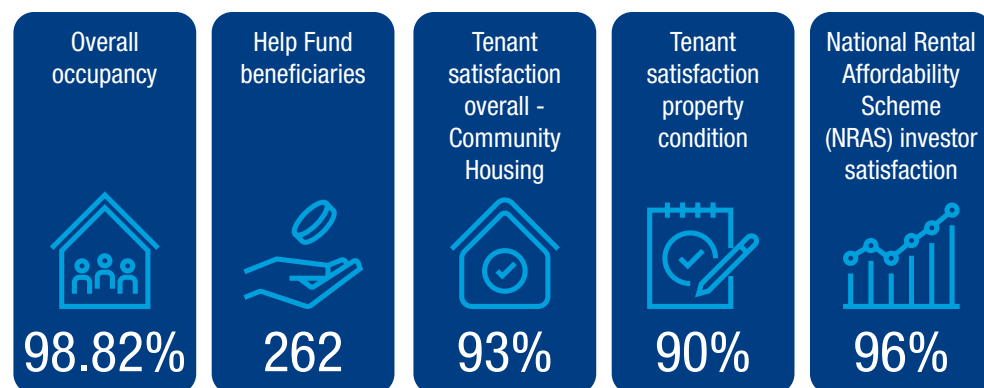
Development Activity

The project commencement of construction of 68 new dwellings for community housing is part of the long-term targets under our 'Partnering for Growth' program with Queensland Government.

Community and Affordable Housing Outcomes

Our team is driven by a vision to create affordable housing, inclusive communities and a flourishing economy, and we continue to be humbled by the stories of transformation that have been shared with us by our tenants over the year.

Together, we are proud to be tackling homelessness amongst vulnerable Australians and providing affordable housing for low-income workers. Our success over the 2020-2021 year is reflected in these strong outcomes.



Tenant and community engagement programs continue to grow in strength, as does the HELP Fund, which saw personal hardship grants provided to 262 beneficiaries over the year, bringing the total to 552 since inception.

With new offices at Maroochydore and Nambour, and plans for new offices in Noosa, Caboolture and Beerwah in 2021-2022, we continue to work towards our goal of increased presence throughout the areas we service. This aligns with our 'Hub and Spoke' delivery model, which is designed to ensure our services are person centred and delivered within close proximity to each of the suburbs where our tenants reside.

Leadership and Management

In June 2021, it was my pleasure to welcome our new Chief Financial Officer, Lynda Delaforce. This appointment follows the retirement of Ian Ford, who managed the role for more than 15 years.

My thanks and recognition go to our leadership and management teams, who continue to produce outstanding results and report exceptional engagement levels, again far exceeding industry benchmarks.

Highlights from the results of both our Institute of Managers and Leaders Survey and our Staff Opinion Survey 2021 are presented below.

Institute of Managers and Leaders Survey



Staff Opinion Survey 2021





*CFO Lynda Delaforce and CEO Andrew Elvin
with the Tier 1 Certificate of Registration*

“

The best three things about my job are the great work we do, the people we work with, and the outcomes we help to achieve for them.

”

Staff Member –
Staff Survey January 2021

Strategic Plan 2021 - 2031

This year saw the inception of our new 10-year Strategic Plan, which sets out a vision for our organisation's sustained growth. The plan will see us further strengthen our capabilities and expertise while providing continued advocacy for more community and affordable housing in our region.

The organisation has sustained and enhanced its long-term growth strategy aimed at:

- Increasing the portfolio under management through expansion of the properties managed by the group of companies.
- Implementing the agreed capital development pipeline.
- Attracting grants, other funds and securing business opportunities to provide complementary services.
- Advocating for more community and affordable housing for the region and seeking philanthropic support and social investment to provide innovative housing options.
- Securing resources for capacity building and ensuring effective development and use of human resources.
- Sustaining and growing quality community and affordable housing portfolios.
- Implementing construction and development activity under the Partnering for Growth program.

Purpose

REAL ESTATE

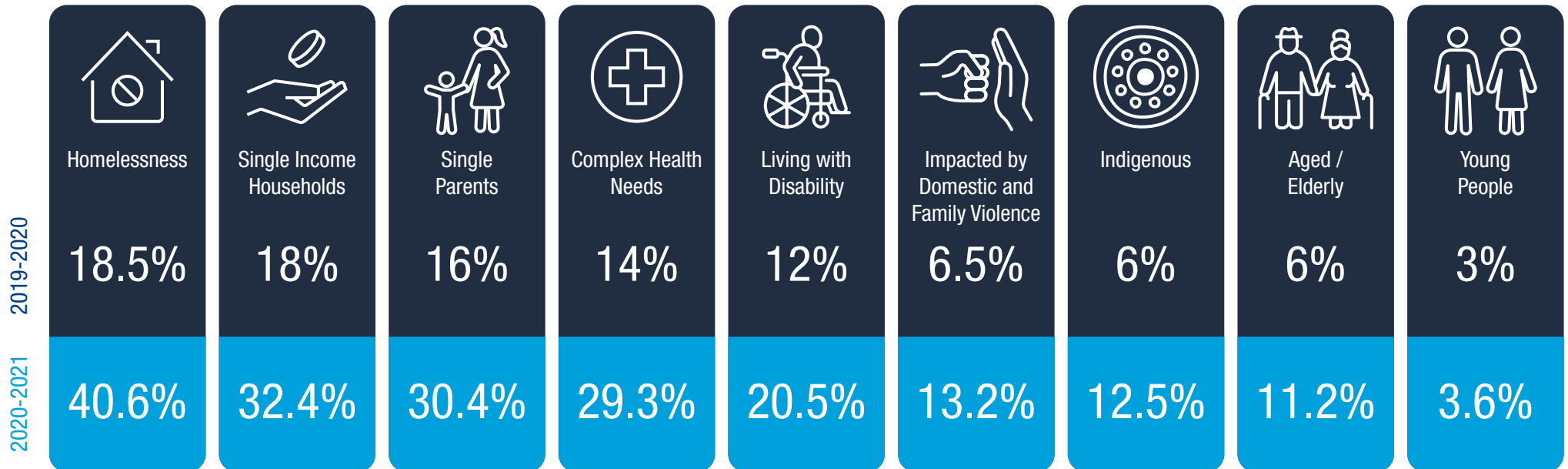
Real Estate with Real Purpose

Sustaining and growing small to medium sized social enterprises, including Purpose Real Estate which has, this year, secured its first operational surplus, increased annual turnover by 35% and achieved positive cash flow. Purpose Real Estate provide complementary services to both tenants and property owners alike.

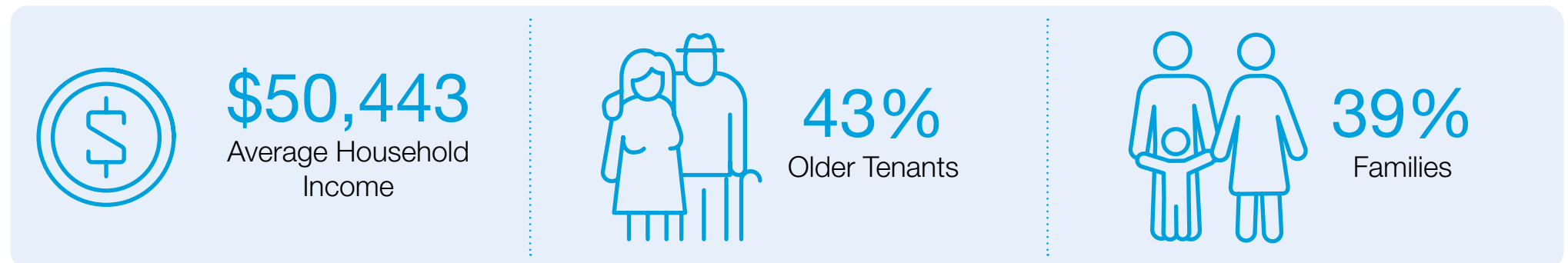


Who are our Tenants?

Community Housing Needs



Affordable Housing Needs





Operations Report

Lee Banfield
Chief Operating Officer

In 2021, we saw a continuation of the rollercoaster ride of the previous year, with operation teams managing the ongoing impacts of COVID-19. Our flexibility and agility have ensured that we continue to place the tenants at the heart of what we do.

The highlights of the year for us are always centred around the tenants' stories, and we have quite a few to share with you again this year.

We successfully secured funding from the Department of Communities, Housing and Digital Economy to provide secure housing solutions to an additional 40 households experiencing housing insecurity, stemming from the impacts of COVID-19. In partnership with the Salvation Army, we also secured a pilot project to manage a complex in Caboolture.

The reimagined Better Together Housing Project has seen us commence work with the Mackay community in partnership with Greater Whitsunday Communities.

Our key performance indicators tell a story of continued improvement, with our occupancy rate at 98.82% and property turnaround times averaging out at 9.6 days. Tenancy turnaround times average at 7.1 days and overall, 82% of exits were completed within 12 days.

This has allowed us to assist with housing the many people experiencing homelessness during the unprecedented housing crisis regionally.

Across all the housing portfolios, a total of 1358 households were assisted with a home this year. This is what makes what we do so worthwhile.

Of the 104 households that transitioned through our community housing pathway, there were only 17 to

private rental/NRAS, and 42 to longer term social housing this year.

Our asset team continues to deliver on our Strategic Management Plan, effectively managing our portfolio with the completion of 188 asset inspections, 151 tenancy exit inspections and 2,425 routine inspections. The team also headleased 30 new properties for the housing portfolio over the year.

The ongoing pandemic has continued to challenge the

team's resilience, dedication and creativity, and we have been very fortunate that each individual and team has more than risen to the challenge.

In our 30th year of operation, I wish to take this opportunity to express my deepest gratitude for the contribution, commitment and dedication shown by each and every member of this organisation, both past and present.



Our Staff



Lee Banfield speaking at the launch of Safe Places with Assistance Minister for Community Housing, Homelessness and Community Services, Luke Howarth MP and Sunshine Coast Federal MP's Ted O'Brien MP and Andrew Wallace MP.

Our Tenant Stories



Kerry and Rosie

Kerry* was put in touch with us through the Department of Housing as an urgent referral after surviving a major crime incident.

Kerry and her daughter Rosie* were successfully housed from long term homelessness through transitional housing within the Community Rent Scheme. Now settled in their new home, Kerry and Rosie are enjoying the sense of community within their housing complex.

Tenancy managers have played a vital role in ensuring that Kerry and Rosie retain their tenancy and access appropriate financial and health support as they continue to recover from past events.

We have assisted with applications, including HELP funding to ensure Rosie had appropriate clothing and footwear for school.

Our support has also included many in-person visits, accompanying Kerry to meetings, and helping to set up a phone provided by the Queensland Women's Legal Service (QWLS).



Jake and Kelly

At 22, Jake had been living independently when he developed a rare autoimmune disease. He underwent intensive treatment and subsequently experienced health setbacks.

Faced with ongoing treatment, Jake moved back into the family home with his parents and two siblings. Not long after, Jake's father moved out, leaving the family vulnerable and paying unaffordable market rent.

Since obtaining an affordable rental through us, Jake and his mother Kelly have reported feeling more stable and secure, and able to focus on his recovery.

Jake was one of the youngest patients to learn how to use specialist home treatments, allowing him to become more self-reliant in managing his condition and reducing the need for hospital visits.

Jake is now enjoying life more than ever with his friends, work and artistic hobbies. He is now in full-time employment and is enjoying a newfound sense of independence.



Blanche

When Blanche's marriage broke down, she found herself struggling to afford the basics, including rent, while caring for her two school-aged children.

In her search for affordable accommodation, Blanche registered to become a tenant through the National Rental Affordability Scheme (NRAS). This soon enabled her to move into a three-bedroom NRAS home managed by us.

Reduced rental expenses assisted Blanche to begin putting money aside to save toward building her own home. After a few years of saving, Blanche had enough for a deposit.

With her children now aged 12 and 14, Blanche has transitioned out of the NRAS home and into a new home in a newly established suburban estate.



Eileen

Eileen* has rented her home through us for nine years with her two sons, now aged 18 and 19 years.

Eileen has received support to manage chronic health conditions that would have jeopardised her ability to sustain a tenancy in the private rental system.

Eileen experiences chronic pain and a range of other complex health needs. She has sometimes found it difficult to keep her home to the required standards and tenancy managers noted that she often seemed overwhelmed and anxious when routine inspections were scheduled.

But her tenancy managers supported her to change the way she managed her property and arranged a referral to Queenslanders with a Disability Network (QDN) for an NDIS application, and successfully advocated on her behalf.

Eileen now has cleaning assistance and works weekly with support specialists. Presentation at inspections is now very good and her tenancy is working well.

Our Stories



Saleena

Saleena and her daughter lost their home due to the impact of domestic and family violence.

Unable to afford rent on a home of their own, Saleena rented a room in shared accommodation while her daughter went to live with her father. The situation was not ideal, particularly with the father working night shifts.

Saleena applied through the Department of Housing, who referred her to us. We were able to help her secure a two-bedroom unit on the Sunshine Coast

Their tenancy manager coordinated with a support organisation to furnish the property with whitegoods, beds, a lounge, dining table and chairs.

Now settled in their new home, Saleena and her daughter have called it “a dream come true”. They are enjoying going for walks in their local area and spending time together. Their new central location allows them easy access everything they need within a short walking distance.



Miriam

Miriam* was referred to us after a long period of homelessness. She lost her accommodation in the private rental system largely due to the violent behaviour of a family member.

Prior to losing her home, Miriam was also the victim of a violent attack in a public place, from which she sustained major injuries.

Since obtaining a rental through us in 2018, Miriam has maintained a continuous tenancy. During the first year Miriam's tenancy manager supported her through difficulties.

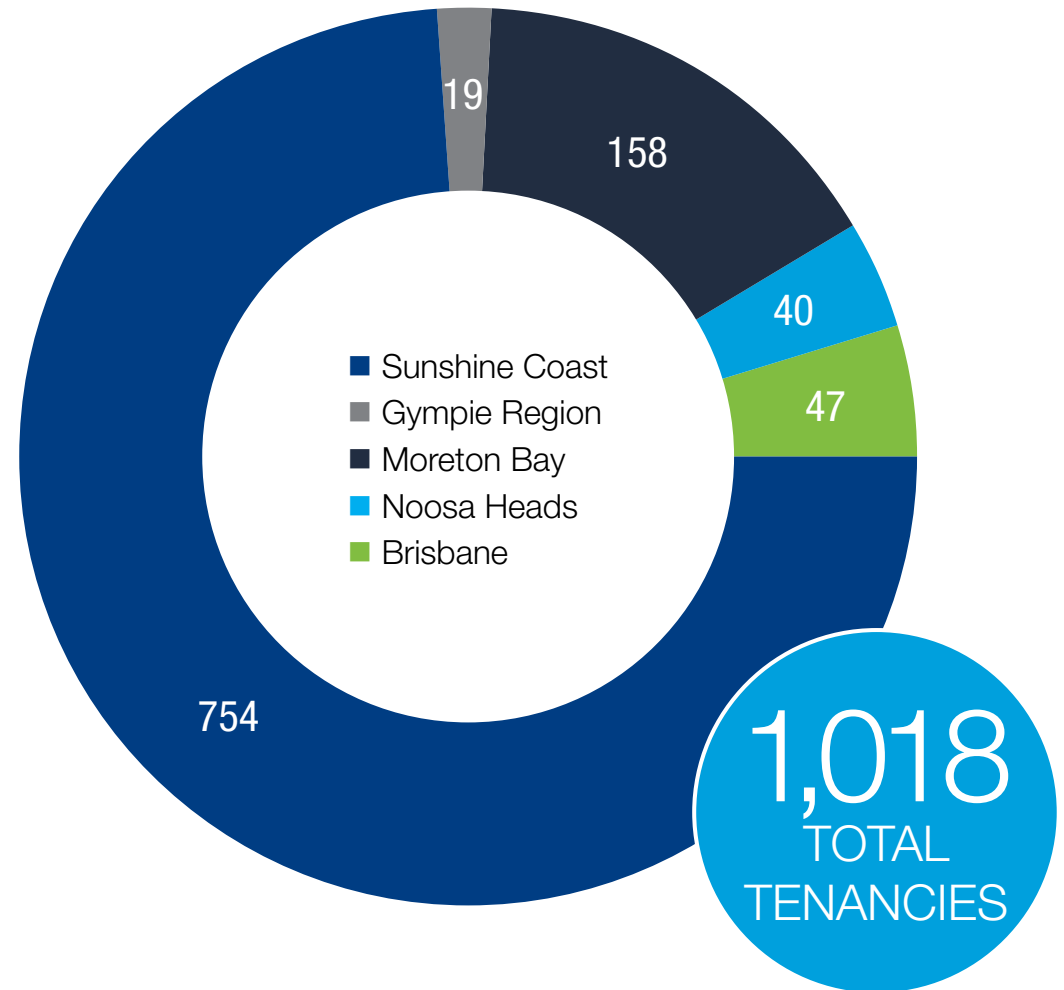
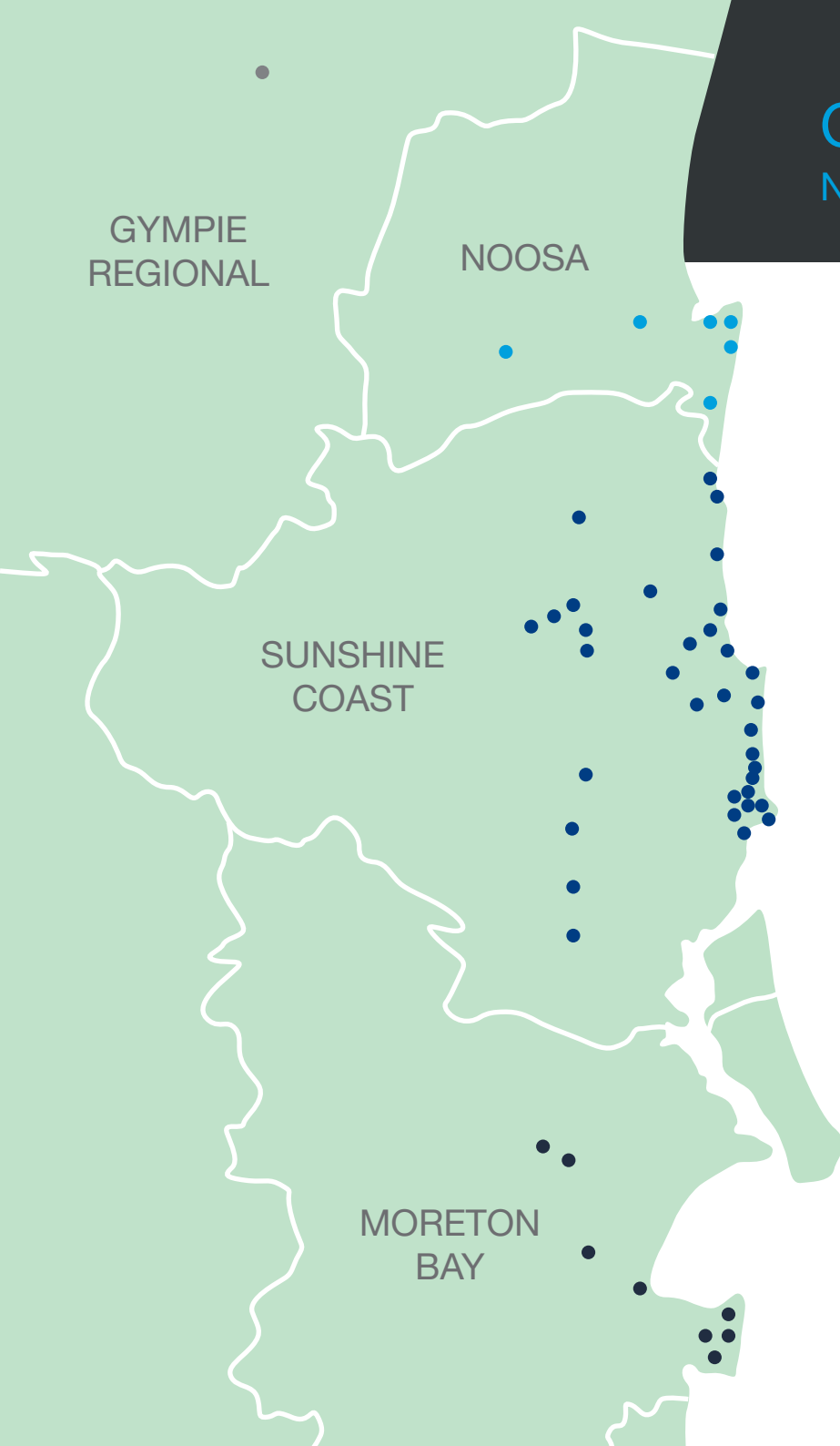
Her tenancy managers have also assisted her to apply for Victims of Crime compensation and are supporting her to pursue therapy to address the trauma she has experienced.

She has reported feeling happy and safe at her new housing complex, and long-term strategies are now in place to assist Miriam to access ongoing support.

**Names have been changed to preserve privacy.*

Our Geographic Coverage

Number of Tenancies Under Management / Compliance





Our Programs

Trudy Lane
Operations Manager - Community Housing

We continue to provide a wide variety of housing solutions for families and individuals across the greater Sunshine Coast, Gympie, Moreton Bay and North Brisbane local council areas.

COVID-19 has impacted on our ability to undertake certain areas of work out in the community and has also seen a greater increase of families and individuals seeking housing solutions. Many of these people have never needed to access housing assistance before.

Because of this we were given additional funding to meet this additional housing need. In January we were successful in an Expression of Interest to manage 20 units in Caboolture under the Crisis Accommodation program, to provide accommodation to vulnerable homeless people due to COVID-19.

We have grown our community housing portfolio this year. We have been able to assist a total of 632 families or individuals with a housing solution across our community housing portfolios in the financial year.

Longer Term Housing

We manage 218 independent housing options in this portfolio, including detached houses, townhouses and units in 1, 2, 3 and 4 bed configurations. During the year approximately 250 households were assisted through this housing stream.

Community Managed Studio Units (CMSU)

We have assisted 67 individuals through this program over the year. The program consists of a total of 54 units of accommodation across two complexes located in Maroochydore and Nambour.

Transitional Housing (Community Rent Scheme)

This year has been extremely challenging for the Community Rent Scheme (CRS) Program due to the shortage of housing to rent and significant rent increases. We have 170 properties in this program and the ability to add an additional 17 properties.

This year we assisted a total of 228 households with transitional housing across the portfolio in Sunshine Coast and Moreton Bay local council areas. There were 58 exits through the pathway planning process and the trend of increased exits to longer term community or social housing continues to grow, with only 13 households exiting to private rental or NRAS.

Disability Housing

This year we provided a housing solution for 23 individuals across 4 properties alongside specialist support to people living with disabilities. Our support provision partners are Wesley Mission Queensland, Synapse, Cerebral Palsy League, and Southern Cross Community Health Care. Two of the four houses are in the Sunshine Coast area, one in Noosa, and one is in Brisbane North. We also provided 14 individuals with a home in share houses in the Moreton Bay region for tenants recovering from mental health challenges.

Affordable Housing Program (NRAS)

The last financial year saw a housing solution provided to over 490 households across our housing portfolio, including properties located from Gympie to Brisbane.

Restart In a Safe Environment (RISE) Program

The RISE program continues to be successful for women and children impacted by family and domestic violence, and has assisted 6 families during the year. We have been successful in obtaining funding from the Federal and State Governments under the Safer Places program and will be able to provide a safe home for an additional 8 families at a time. The first 4 properties will be completed by early 2022.

Kabi Kabi Aboriginal Corporation

We continue our strong working relationship with Kabi Kabi Aboriginal Corporation, delivering property and tenancy management services for their 28 properties located across the Sunshine Coast and Gympie region. This year, 34 households were assisted with a housing solution.

Crisis Accommodation Program (CAP)

In partnership with the Salvation Army, we were successful in our Expression of Interest issued by the Department of Communities, Housing and Digital Economy in managing a Crisis Accommodation Program (CAP) located in Caboolture. The property has 19 units and after a major upgrade will be ready to welcome new residents in late September 2021.

This is the first CAP property that Coast2Bay Housing have managed and the first crisis accommodation in the Moreton Bay area. We are looking forward to working closely with The Salvation Army in their role

as a Specialist Homelessness Service to provide case management support to the residents.

Moreton Bay Community Managed Headlease Program

In partnership with the Department of Communities, Housing and Digital Economy we were able to source 40 additional properties in the Moreton Bay region for households who have been impacted by COVID 19 and have been in crisis accommodation. We commenced our search for the first of the 40 properties on 11th January 2021 and secured the 40th property on 30th August 2021. At the end of the financial year we have assisted 18 households and will have housed 40 families by end of September 2021.

The Domestic & Family Violence Programs Southern QLD arm of Save the Children Australia are also partnering with us to provide support for up to 20 households affected by Domestic and Family Violence under this program.

“

Across all the housing portfolios, a total of 1358 households were assisted with a home this year. This is what makes what we do so worthwhile.

”



Our 30 Year Journey

In 2021, we celebrate 30 years of providing affordable housing solutions for individuals and families across the Sunshine Coast and surrounding areas. While the organisation has taken on different names and structures throughout the last three decades, what has remained constant has been our dedication to delivering on our mission to transform lives, promote social inclusion and contribute to economic development.

Originally, our organisation was established as a direct consequence of the Queensland Government Housing Referral Worker Program. This program recommended that funding be provided to support the role of community organisations in resourcing local housing initiatives.

In 1991, a reference group was formed and the Sunshine Coast Regional Housing Council was established, ready to receive funding from 1st July 1991. From there, the organisation continued to grow and completed significant projects in 2000, including the first of our Community Managed Studio units in Nambour.

In 2003, the SCHN auspiced by Caloundra Community Centre and in collaboration with QShelter, councils and local organisations commissioned a report, Whatever happened to The House that Jack Built?, which recommended:

- To take up the role of being the vehicle for affordable housing asset development on the Sunshine Coast and to become a not-for-profit company limited by guarantee.
- To gain accreditation under the National Community Housing Standards.
- To develop an effective and modern structure with appropriate governance arrangements and



Our first premises

be governed by an expertise-based, regionally accountable board.

Further growth occurred with the winding up of the Cotton Tree Co-Op in 2004, the pilot of Rent Start in 2007, and the completion in 2008 of the Community Managed Studio Units in Maroochydore.

In 2008, the Sunshine Coast Regional Housing Council Inc. transitioned to the Sunshine Coast Housing Company Ltd, which in 2011 merged with the Break Through Housing Inc in Moreton Bay to create Coast2Bay Housing Group.

Our suite of programs now includes:

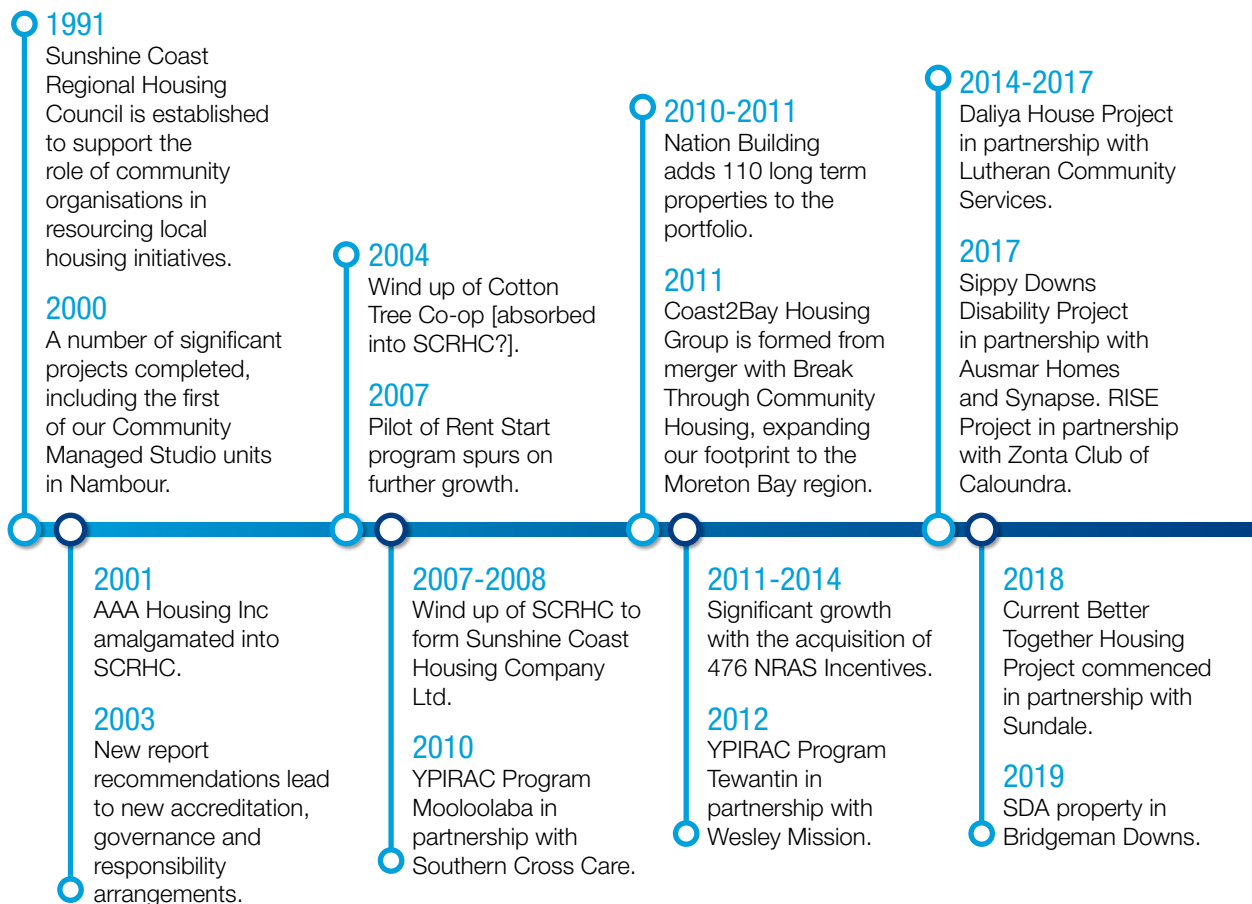
- Longer Term Housing for people on low incomes with complex needs drawn from the Common Housing Register

- Community Managed Studio Units for single people
- Transitional Housing for people on the Common Housing Register with low incomes and experiences challenges
- Disability Housing under the YPIRAC program
- Partners in Recovery System Gap Initiative, which supports homeless people recovering from mental illness with short term accommodation
- Affordable Housing under the NRAS Program, where eligible low to moderate income earners receive a discount to market rent.

We have strong foundations in social and community housing, and in working with all levels of government to support continued growth and expansion in scope and services for clients throughout the Sunshine Coast and Moreton Bay.



KEY MILESTONES



AWARDS

- 2000** High Commendation for Innovation for Noosa Disability Housing Project, AHI Professional Excellence in Community Housing Awards
- 2015** Leading Housing Development Project for Daliya House, AHI Professional Excellence in Community Housing Awards Qld
- 2016** Nomination – Community Groups/ Organisation Award, Sunshine Coast Council Australia Day Awards
- 2017** Highly Commended Award for Homes4Life Project with Ausmar Homes and Synapse, AHI Professional Excellence in Community Housing Awards Qld
- 2019** Innovation Award for Better Together – A Shared Housing Community Project in partnership with Sundale, AHI Professional Excellence in Community Housing Awards Qld
- Leading Innovation Award for Better Together – A Shared Housing Community Project in partnership with Sundale, AHI Professional Excellence in Community Housing Awards Australasia
- Winner – Social Enterprise Category, Sunshine Coast Business Awards
- 2021** Both Purpose Real Estate & Coast2Bay are Finalists – Social Enterprise Category, Sunshine Coast Business Awards



Tenant Engagement

Karel Wouters
Chair, Tenant Advisory Group

Tenant Engagement Plan

We aim to provide high quality tenancy management across all our properties and to support tenants to improve their quality of life. We continue to see the benefits in providing sustainable, consistent and committed tenant and community engagement.

Integral to this aim is a robust, ongoing process of tenant engagement that seeks input from our tenants on the management of their housing and supports tenants' efforts to improve their lives in other ways.

Tenant Awards

We have continued to recognise the efforts of our tenants through our Tenant Awards program, which includes the following categories:

- Keen on Green (great gardens)
- Keen on Clean (great routine inspections)
- Top Tenant Award (consistently good routine; no breaches)
- Top Exit Award (great property condition on exit)
- Community Spirit (demonstrating great community spirit)

Cooking and Gardening

Our monthly cooking classes with tenants are led by Robyn Cook, the Kitchen Garden Teacher, at our community kitchen in Nambour. We have maintained social distancing practices and cooked a range of nutritious meals, including lasagne, pea and ham soup, sushi, sourdough bread and sausages with potato bake.

Tenants have been actively looking after the community garden, growing a range of vegetables and herbs to incorporate into the dishes.

Engagement has increased throughout the year, and although we've had to postpone a few sessions due to COVID lockdowns and restrictions, the turnout is strong, everyone eats lunch together and people can take food home.

Back to school

We listened to tenants' feedback last year about the difficulty of rising back to school costs. We were given generous support for vouchers for all eligible tenants with school aged children, thanks to Inclusive Kids (sponsored by Push Production). This assisted families with school supplies, lunch boxes, uniforms and stationery.



COVID response for vulnerable tenants

COVID greatly reduced outreach programs this year, postponed due to restrictions and lockdowns. We found creative ways to connect with our tenants safely, including collecting more than 1000 frozen meals made with local produce by IFYS' Urban Angels Community Kitchen. Our team delivered each of these meals to the homes of our tenants to check in with people, using COVID-safe methods.

Survey findings and comments

Tenants have increasingly responded to engagement and annual surveys, prompted by tenancy managers and whilst attending tenant engagement events. Overall feedback is positive about their experience of services and support and the uptake of the Tenant





Incentive Scheme continues to rise, indicating tenant satisfaction and willingness to engage and participate in activities.

Tenant Christmas Party and Toy Appeal

Our annual Tenant Christmas Party and Toy Appeal was again a success in 2020, supported by local entertainment businesses Tilly Belle and the Doowop Dolls. Approximately 150 parents and children attended, with our support for transport and coordination, and every child in our properties was provided an age appropriate Christmas gift, on

the day or hand delivered by our team.

The party theme was 'a trip away' (since COVID prevented any meaningful travel for all). Invitations were designed as boarding passes. Our entertainers coordinated face painting, dancing, singing, a performance of classic Christmas carols, and brought along special character guests - Elsa, Anna and Olaf of Frozen. We also ensured family friendly fare and many tenants took home extra helpings.

Mix FM radio supported Santa and his elves with a toy drive, and the public response was significant, ensuring our tenants' children had an exciting, memorable experience.

Trends in Tenant Satisfaction 2020- 2021



Overall satisfaction with Coast2Bay increased from 87% to

↑ 94%

Satisfaction with property condition increased from 85% to

↑ 90%



More than 70% of tenants surveyed would also like assistance with health care and government services

Of all outreach activities, 90% of tenants prefer complex visits by Tenancy Managers and Tenant Engagement





Purpose

REAL ESTATE

Choose a Not For Profit and Make a Real Difference

Sunshine Coast's First Social Enterprise Real Estate Agency

- We offer an ethical, professional full real estate service
- Highly skilled property managers and sales professionals
- 100% of surpluses used for affordable housing projects - now that's...

Real Estate with Real Purpose



We are the largest provider of community and affordable housing on the Sunshine Coast



Transforming lives and promoting social inclusion through community and

Lindell Gittos from Purpose Real Estate and Charlotte Buckley, Community Engagement Officer, at an event for Real Estate Agents focusing on transitioning tenants from public housing to private housing.

Community Engagement

Community Events

We maintained our presence in the community by continuing COVID-safe tenant engagement, being active on social media and participating in online events. These included creating DIY craft activities to support Child Protection Awareness Week and providing feedback on pilot programs such as the disability NDIS Targeted Outreach program.

Towards the end of 2020, face to face events began to occur again with rescheduled NAIDOC celebrations. In 2021, we attended a number of community events such as the Moreton Bay Regional Council's Domestic Violence Awareness Day and North Coast Aboriginal Corporation for Community Health's Aboriginal Wellness Day.

Housing and Homelessness COVID-19 Response

While community events were mostly cancelled, we played an active part in collaborating with other services in the Sunshine Coast and Moreton Bay regions to respond to the homelessness response by councils. This included ensuring creative and responsive pathways to manage referrals from rough sleeping crisis accommodation and working proactively with relevant support services to ensure success with sustaining tenancies.

The last 18 months has seen the private market reach a state of crisis, with many rents increasing to amounts that are unaffordable for local people. Many have not experienced homelessness or housing crisis before, and do not meet eligibility for public or social housing.

Promoting programs such as Better Together Housing for women over 55 has been important to provide alternative housing solutions to increasingly vulnerable segments.

Equally, working with neighbourhood and community centres, often the first point of contact for individuals experiencing housing stress or homelessness, was recognised as a much-needed partnership, with projects planned for the latter part of 2021.

Networking

We continue representation at a number of networking meetings benefiting the tenants and the broader community.

We participated in the Art of Hosting training and now the methods and theories of this way of hosting conversations is incorporated into information sessions and forums.

We were involved in the Sunshine Coast Council's Community Action Planning Day, which included local members, social services, community individuals and businesses. Ideas and actions from this forum will be incorporated into Council's community strategy and we were able to highlight the need for greater community action for affordable housing and sustainable tenancies.

Sunshine Coast Community Strategy Leadership Group

Our CEO continues to be a member of the Sunshine Coast Community Strategy Leadership Group helping shape the emerging plans to strengthen community cohesion and inclusion.

Art Project

We partnered with Caboolture Neighbourhood Centre to conduct a community art project, where participants could work on art at home and then bring their work back together as one community piece. They learned a range of artistic techniques through workshops delivered by an art therapist and were given art packs to take home and work on for several weeks.

The program aimed to provide a family-friendly COVID-safe activity to ensure the safety of all children and provide connection and skills to parents. It also provided connection to other services and programs through the neighbourhood centre.

NAIDOC

NAMBA NAIDOC 2020 was held in November. We sponsored indigenous artist Gabrielle Quakawoot from the Art of String Theory. Gabrielle teaches Indigenous Astronomy, mathematics and dream time stories through string geometry.



NRAS Affordable Housing

From the start of the National Rental Affordability Scheme (NRAS) Coast2Bay Housing Group was one of 103 Approved Participants throughout Australia. We manage the NRAS compliance and property management for 494 properties on the Sunshine Coast and Moreton Bay and have been successful in the completion of the incentive payment system for these 494 dwellings.

NRAS provides incentives to investors to provide a home at 74.9% discount on market rent to NRAS eligible tenants. This supports affordable housing by reducing the rental costs for low to moderate income households for a range of families and for key workers such as teachers and firefighters.

NRAS has a ten-year lifespan and during 2021 the first of our allocated properties exited the Scheme. The tenants that were under our property management found alternative accommodation. Some stayed in the same property and moved onto paying full market rent, others went into varying private rental markets. Some moved to Brisbane and others moved in with family.

We provide full property management services to 152 NRAS properties and work towards ensuring the successful operation of the Scheme. This has resulted in;

- Occupancy rate of 99.8%
- Successful entry for 18 households into the NRAS Scheme.

Recent sales of NRAS approved properties has had a major impact on the housing affordability along the Sunshine Coast. We have noticed a significant impact from some of the highest growth across rent and property values occurring in lifestyle markets. Here, remote work may have enabled more 'tree-change' and 'sea-change' movement among Australians in capital cities.

We have witnessed this increase in sales in our NRAS stock, and with many purchasers becoming owner occupiers placing more pressure on the already bulging housing affordability crisis. This is also reflected in the amount of tenancy movement within our portfolio and has resulted in a 160% increase compared to the same time last year in tenancy exits;

- 3 families exited NRAS after purchasing their own home
- 3 families moved into other NRAS properties
- 18 families moved into the private rental market
- 5 families moved intrastate or interstate
- 3 families moved into other arrangements.

We continue to conduct our annual survey of our investors to gain feedback from them on the success of the scheme and gauge their satisfaction with our service. Results from the investors who responded to this survey showed;

- 96% of those who responded were satisfied or very satisfied with the information and advice provided by the NRAS team
- 100% were satisfied or very satisfied with our role in finding a suitable tenant for their property
- 100% were satisfied or very satisfied with the compliance role carried out by our team
- 100% were satisfied or very satisfied with us as their managing agent
- 92% were satisfied or very satisfied with our level of communication with them
- 100% agreed or strongly agreed the NRAS scheme has been a successful investment for them.

Some words from investors:

“

“We would like to advise prospective investors looking for a property manager to look no further than Coast2Bay Housing Group. Their professionalism in all matters regarding property management is second to none, we have dealt with them for nearly 10 years and there's never been a problem, go ahead and give them a go, you won't be sorry.”

“I have been with Coast2Bay for seven years and they have provided me with exceptional service for the entire time.”

“Professional and fully organised service.”

“Keep up the good work!”

“Very helpful and communicative.”

“Great service and extremely responsive to any questions.”

“Excellent service, causing no headaches.”

”

Development Activity

This year, we were more committed than ever to delivering new community and affordable housing. We have maintained our focus on furthering negotiations with developers, government and industry for existing development projects and seeking out new development opportunities where possible.

Partnering for Growth

Over the last 12 months we have worked closely with the Queensland Government Department of Communities, Housing and the Digital Economy under the *Partnering for Growth* framework to increase the supply of community and affordable housing in our region.

We strive for a sustainable and continual pipeline of development projects into the future and believe our upcoming projects will assist with this vision. The following projects will be delivered under the *Partnering for Growth* framework:

Beerwah

Construction will soon be underway for an exciting new complex comprising 33 one and two-bedroom units on a site close to Beerwah town centre.

The units are a mix of community and affordable accommodation for individuals and families, plus a managed community space for tenant engagement activities, with access to public transport and amenities offered nearby.

It is anticipated that this accommodation will be available for tenants in Spring 2022.

Yandina

Design work is currently taking place for a new



community and affordable housing complex in the historic township of Yandina on the Sunshine Coast. The project will comprise 25 units, which will include a portion of accessible accommodation. Capital funds are confirmed and construction should start within six to nine months.

Safe Places

The issue of domestic and family violence (DFV) remains an issue within our society. DFV can often result in victims facing homelessness and in desperate need of safe, secure and anonymous accommodation for a chance to start afresh.

The Commonwealth Government's *Safe Places* program offers funding for the construction of new

accommodation suitable for women and children impacted by domestic violence.

After being successful in securing a \$3.1m grant for a \$3.6m project under the *Safe Places* program, we are well advanced in the planning and delivery phase of the project, which will include accommodation and supports from a local service provider. We are on track to deliver new accommodation for women and children impacted by domestic and family violence over the next 6 to 12 months.



Chief Financial Officer's Report

Lynda Delaforce
Chief Financial Officer

The organisation reported a surplus of \$1.26m for the financial year ended 30 June 2021. This is an excellent financial result that reflects the achievement of the capital strategy and the efforts in moving into the next phase of business growth.

The consolidated entity operates across two key functional areas – rental management, and development and construction projects. The analysis of comparative information against the current year is better understood by focussing on these facets.

Revenue

Overall, the consolidated entity increased turnover (revenue) by 2% from the previous year.

Reviewing the operational activity, rent and management fees are consistent with minor growth of 2%. NRAS incentives also increased by 25% based on slight growth and timing of claims. Other revenue decreased by 50% representing a decrease of \$120k received in 2019/20 for the Commonwealth cash flow boost offset by an increase in sponsorship and donations funding of \$57k.

Other key variations are associated with assets and construction activity. During 2019/20, assets were revalued (as part of the triennial approach) that resulted in a net increase to land and building values of \$1.4m. This was accounted for as other comprehensive income. The other key change was grant income that increased by 52% (\$1.49m) in 2020/21. This is associated with the construction program at Beerwah of \$1.54m. The entity also received new funding for the Better Together program of \$151k, an increase of almost \$140k from the previous year. 2020/21 was the final year of the capacity

grant with the last instalment received of \$199k. This reflects a decrease of \$287k from the prior year. A total of \$685k was received for this program over 3 years from the State Government.

Expenditure

Total expenditure increased by 4% from the previous year. Rent paid to owners decreased due to the reflection of the new accounting standard AASB 116 Leases which is offset by the depreciation expense increase (hence is included within property expenses in the graphs below). Employee costs increased as part of the preliminary construction costs and the investment into project management activities. Other expenses also include costs of \$81k associated with the main office relocation, however there was a 10% net decrease in this category from the previous year.

Balance Sheet

The total consolidated assets increased by 11% during 2020/21. There is an increase of 33% in trade receivables (generally a timing issue), and an increase in assets under construction attributing to a 16% increase in property, plant and equipment. Right-of-use assets fell pursuant to the treatment of leases in accordance with the accounting standard.

Total liabilities increased by 24%. This increase is due to the following:

- An increase in contract liabilities of \$1.03m (365%) (this represents income received for programs in June 2021 for expenditure during 2021/22)

- An increase in employee benefits expense of \$114k (24%)
- An increase in trade payables (timing issue) of \$172k (17%)
- An increase of borrowings (motor vehicles) of \$18k (14%)
- A decrease of lease liabilities of \$287k (down 12%)
- Importantly, whilst assets increased by 11% and liabilities by 24%, the total gain in net assets increased by 7% (i.e. \$1.26m surplus).

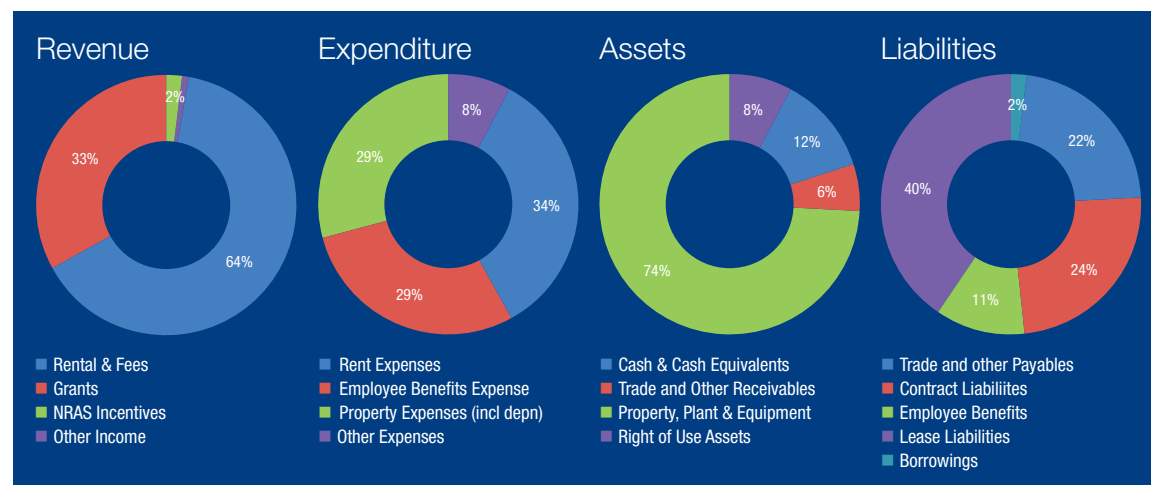
Graphics in relation to the comments above coupled with the Statement of Profit or Loss and Other Comprehensive Income and Statement of Financial Position for the year ended 30 June 2021 are presented over.

In closing, pursuant to the Corporations Law 2001 (Clth) the entity appointed Love and Partners as the auditors for this financial year. This rotation of auditors meets the auditor independence requirements that are regulated under the Corporations Act, Australian Auditing Standards and Code of Ethics. This also meets the risk requirements for the regulator.

I would like to thank Brett Buntain and his audit team at Love and Partners for their guidance and insight as part of their audit undertaking that has enabled improvement in both transparency, disclosure and process for the consolidated entity. Their professionalism and decorum has been absolutely wonderful.

Consolidated Statement of Profit or Loss and Other Comprehensive Income

Revenue	2021 \$	2021 %	2020 \$	2020 %
Rent and Fees	\$8,480,218	64%	\$8,303,732	64%
Grants	\$4,373,457	33%	\$2,884,621	22%
NRAS Incentives	\$311,220	2%	\$248,166	2%
Other Revenue	\$85,260	1%	170,969	1%
Other Comprehensive Income	0	0%	1,435,563	11%
Total Revenue	\$13,250,155	100%	\$13,043,051	100%
Expenses				
Rent Expenses	\$4,097,906	34%	\$4,431,135	39%
Employee Benefits Expense	\$3,425,187	29%	\$3,039,025	26%
Property Expenses (inc deprn)	\$3,500,320	29%	\$2,940,765	26%
Other Expenses	\$962,069	8%	\$1,069,178	9%
Total Expenses	\$11,985,482	100%	\$11,480,103	100%
Surplus	\$1,264,673		\$1,562,948	



Consolidated Statement of Financial Position

Assets	2021 \$	2021 %	2020 \$	2020 %
Current Assets				
Cash and Cash Equivalents	\$2,903,657	12%	\$3,064,025	14%
Trade and other Receivables	\$1,357,245	6%	\$1,018,264	5%
Total Current Assets	\$4,260,902	18%	\$4,082,289	19%
Non-Current Assets				
Property, Plant and Equipment	\$17,913,866	74%	\$15,497,999	71%
Right of Use Assets	\$2,040,105	8%	\$2,323,156	11%
Total Non-Current Assets	\$19,953,971	82%	\$17,821,155	81%
TOTAL ASSETS	\$24,214,873	100%	\$21,903,444	100%
Liabilities				
Current Liabilities				
Trade and other Payables	\$1,176,096	22%	\$1,003,690	23%
Contract Liabilities	\$1,310,958	24%	\$282,192	7%
Employee Benefits	\$586,341	11%	\$449,818	10%
Lease Liabilities	\$770,970	14%	\$1,657,648	38%
Borrowings	\$77,241	1%	\$29,861	1%
Total Current Liabilities	\$3,921,607	73%	\$3,423,209	79%
Non-Current Liabilities				
Employee Benefits	\$9,650	0%	\$32,332	1%
Lease Liabilities	\$1,346,396	25%	\$746,291	17%
Borrowings	\$75,982	1%	\$105,048	2%
Total Non-Current Liabilities	\$1,432,028	27%	\$883,671	21%
TOTAL LIABILITIES	\$5,353,635	100%	\$4,306,880	100%
NET ASSETS	\$18,861,238		\$17,596,564	
Equity				
Share Capital	\$12	0%	\$9	0%
Retained Earnings	\$7,591,489	40%	\$6,356,291	36%
Capital Maintenance Reserve	\$1,265,073	7%	\$1,235,600	7%
Asset Revaluation Reserve	\$10,004,665	53%	\$10,004,665	57%
Equity	\$18,861,238	100%	\$17,596,564	100%

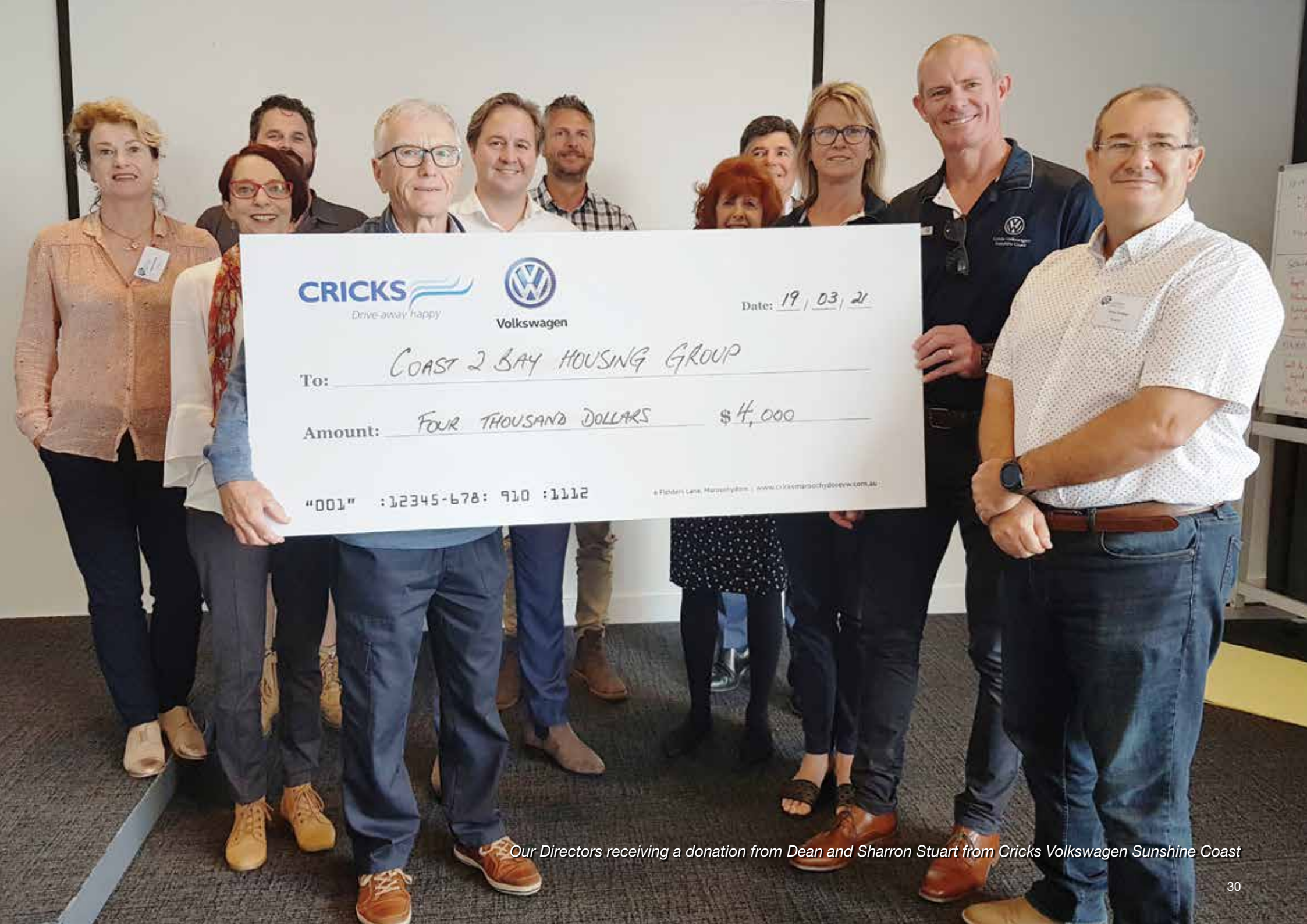
Partnerships & Networks

QLD Department of Communities Housing and Digital Economy
 QLD Department of Children, Youth Justice and Multicultural Affairs
 QLD Department of Health
 QLD Dept of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships
 Sunshine Coast Council
 Noosa Shire Council
 Moreton Bay Regional Council
 Sunshine Coast Hospital and Health District Board
 Metro North Hospital and Health District Board
 Southern Cross Community Health Care
 Wesley Mission
 Synapse
 Cerebral Palsy League
 Sundale Inc
 Mercy Family Services
 Moreton Bay Local Level Alliance
 Act for Kids
 Sunshine Coast Family Support Collective
 Purpose Partners
 STEPS Community Services
 University of the Sunshine Coast
 CHIA CHPs for QLD
 QShelter
 QCOS
 Sunshine Coast Housing & Homelessness Network

Moreton Bay Housing & Homelessness Network
 Northern Sunshine Coast Social Services Network
 Kabi Kabi Aboriginal Corporation
 The Salvation Army Australia Territory – Family Violence and Homelessness Streams
 Najidah – Sunnyskids
 Kyabra In Place
 Maroochy Neighbourhood Centre
 Caloundra Community Centre
 Nambour Community Centre
 Maleny neighbourhood centre
 Caboolture Neighbourhood Centre
 Encircle (Pine Rivers Neighbourhood Centre)
 Flourish
 BRIC Housing
 Connections Inc.
 Youturn Youth Support Services
 IFYS
 Open Minds
 Richmond Fellowship QLD
 Equity Works
 Aftercare – PIR
 Centre Against Domestic Abuse Inc (CADA)
 Save the Children Domestic & Family Violence Programs Southern QLD
 Sunshine Coast Domestic and Family Violence Network
 Community Focus – Discovery Program

OzCare
 St Vincent de Paul
 Citizen Advocacy
 PHN Country to Coast
 Lutheran Community Care – Graceville
 Foot Prints
 Reclink Australia
 Cricks Maroochydhore Volkswagen
 Knights of the Southern Cross
 UDIA
 Stockland
 Ausmar
 NCACCH
 Zonta Club of Caloundra





CRICKS
Drive away happy



Date: 19 / 03 / 21

To: COAST 2 BAY HOUSING GROUP

Amount: FOUR THOUSAND DOLLARS \$4,000

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Our Directors receiving a donation from Dean and Sharron Stuart from Cricks Volkswagen Sunshine Coast



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