



COAST2BAY
HOUSING GROUP

ANNUAL REPORT
2021 - 2022

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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



The RISE 2 (Restart In a Safe Environment) Foundation provides new homes for women and children affected by domestic and family violence. 10 homes will provide safe, secure accommodation for families as well as ongoing support services for the best possible chance of a positive new start.





Our Stories

This year our Tenancy and Tenant Engagement teams won two awards for the Moreton Bay Engagement Project. Many families in one of our complexes are single parent households with a long history of vulnerabilities, and also single male tenants with complex health needs. It was challenging to reach out to tenants to encourage and enable them to engage with staff and service partners to help transform their situation. The families and individuals were extremely “hard to reach” and, given their history of failed tenancies, were wary of any involvement with the organisation.

Our team initiated consistent fortnightly engagement events in the complex’s common areas to enable positive contact, conversations and fun kids’ activities. We also invited other services to attend, including Mercy Services, PCYC, Moreton Bay Libraries, NDIS and FDV Support.

A trusting and comfortable environment developed, enabling tenants to connect with services and engage in and contribute to positive play with their children and neighbours’ children. As a result, the tenants’ children have formed relationships, look out for one another yet respect boundaries around home/family time, and share messages around safety.

This success evolved into an interest in art and painting, and we were granted Creative Communities funding in conjunction with the local community centre. The art program connected tenants to the centre’s parenting, self-development and educational programs, furthering social connection and supporting tenants.

Our team won the State Leading Community Practice Award via Australasian Housing Institute’s Better Futures Awards, and was a runner up in the International Award. The tenants have remained engaged with our events and activities offered by other services. One of the complex’s parents describes our engagement with them and the children as life-changing.

“ Our team initiated consistent fortnightly engagement events in the complex’s common areas to enable positive contact, conversations and fun kids’ activities. ”



Chairperson's Report

Gordon Sutherland
Chairperson

The 2021-2022 year was characterised by further major successes in our growth and development.

The organisation not only celebrated its 30th year as a community and affordable housing provider but also commenced its \$38m capital development program, successfully developed our Community Build to Rent Program and received business and sector awards for its work, including the highly prized Sunshine Coast Business Award 2021 for Social Impact (Large Business).

The organisation continued to play a major role in advocating for more investment in community and affordable housing through the State and National Community Housing Industry Association (CHIA) peak bodies. We also welcomed the introduction of the Queensland Government's Housing Investment Growth Initiative as well as the plans from the new Commonwealth Government to establish the \$10 billion Housing Australia Future Fund.

Shareholder engagement has been strong over the course of the year, and I thank our partner community organisations in our region that fulfil this role. The Directors value the contributions made to the development of the organisation, helping us to shape future plans.

The Board of Directors have continued to provide excellence in leadership and governance. Results from the Board's annual review place the organisation significantly above national and international benchmarks for engagement, governance and performance management. I thank all of my colleague Directors for their commitment to our Mission over the year.

Directors have revised and refreshed the 10-year Strategic Plan for the period up to 2032, making the most of opportunities to grow and develop the organisation and capture future investment,

including any that may flow as part of preparations for the 2032 Olympics.

I would like to thank our CEO, Executive, Management and Staff teams for their exceptional performance in delivering growth and development plans and safely piloting the organisation through the challenges of the last few years. I would also like to take this opportunity to thank our sponsors, and all those who have made donations over the past financial year, including gifts to our new RISE 2 Foundation.

This annual report illustrates how all of these elements have ensured lasting and meaningful outcomes for tenants and their families, truly fulfilling our commitment to transform lives.

Annual Board Evaluation

4.46

Average rating for knowledge of organisational performance:



4.40

Average rating for Director engagement:



4.46

Average rating for knowledge and organisational performance:





AGM and 30 year Celebration, Nambour November 2021

Strategic Objectives:

The Board has evaluated its 10-year Strategic Plan over the year. Utilising the McKinsey Three Horizon Model, the following growth plans have been set to sustain and develop the organisation over the future years up to 2032.

Growth & Development Plan 2022-2032

Horizon 1 2022-2024

Maintain and strengthen core business

1. Sustain and grow quality social housing
2. Sustain and grow effective affordable housing and Purpose Real Estate
3. Implement construction and development activity - Partnering for Growth, Safe Places and QHIGI
4. Design and implement a Community Build-to-Rent Program

Horizon 2 2024-2027

Identify, develop and implement emerging business opportunities

5. Design and implement commercially based small scale build-to-sell programs
6. Design and implement a construction plan to meet Commonwealth Government investment plans
7. Stimulate and secure public, private and philanthropic investment
8. Explore merger and acquisition opportunities

Horizon 3 2027-2032

Create viable and innovative opportunities for longer term growth and development

9. Promote and assist in the roll out of the Federal Government Shared Equity Scheme
10. Explore the development of larger scale social enterprises
11. Promote and advocate for further management transfers
12. Develop effective strategic alliances

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, and 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.



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.



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 a 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.



Terrence Bethke (Appointed 24/02/2020)

Terry is 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 ISO9001 accreditation for a number of agencies. Jean is currently Vice President for LiveBetter Services, a disability support agency, and is the Chairman 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 firm Fresh Directions. A dedicated team member and strategic thinker, Peter brings strong business acumen developed over more than 18 years' experience of working on construction and development projects. He has a well-established reputation in development management, having been instrumental in the delivery of highly successful multi-million-dollar projects. With exceptional skills in the management of specialist project teams and their outputs, Peter is known 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 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 Regional Director QLD, IFM and National Director, Business Operations Asset Services. Leanne has a Bachelor of Business (Land Economy) as well as qualifications in sustainability, adult and workplace education, project management and editing. Over her career Leanne has managed commercial portfolios throughout Australia for a diverse range of clients. She has worked across the Asia Pacific in governance and risk management, organisational change, people development and project management. In recent years, Leanne has led teams delivering real estate management services for both property owners and occupiers.



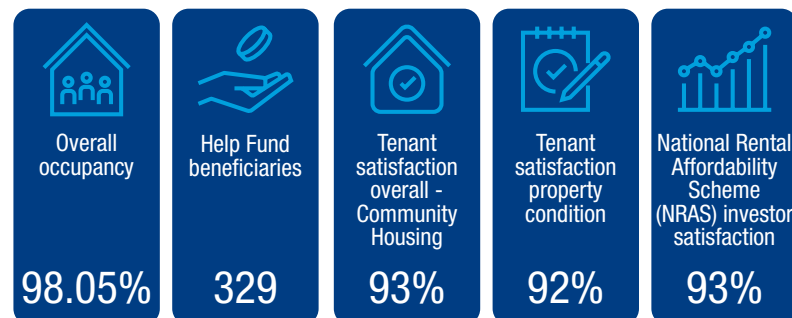
Chief Executive Officer's Report

Andrew Elvin
Chief Executive Officer

I am pleased to report the key achievements for the year including outcomes from our community and affordable housing programs, leadership and management of the organisation as well as our development and construction activity.

Community and Affordable Housing Outcomes

Our staff and management teams have continued to deliver high quality housing programs for tenant and family members. Our success over the 2021-2022 year is reflected in strong outcomes.



Tenant Engagement

Tenant and community engagement programs continue to grow in strength with an average of 19 events held each month and engagement of 129 tenants per month. We continue to support tenants facing personal hardship with individual grants provided to 329 beneficiaries over the year, bringing the total to over 1,000 since inception in 2017.

New Delivery Models

In May 2022 we opened a new office at Tewantin, adding to existing centres in Maroochydore, Nambour and Caboolture. This has consolidated our hub and spoke delivery model, providing a more

localised service offering to tenants. Our plans to open a new office in Beerwah in March 2023 are also advancing.

Development Activity

We completed the first part of the Safe Places Program, commenced construction of a further 37 dwellings and secured capital funding for 48 social and affordable housing units. Overall, we are in the process of developing a further 100 dwellings.

Staff

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. Equal thanks to all the staff for their hard work and dedication to securing exceptional tenant outcomes over the year, surmounting many challenges.



“

The best three things about working at Coast2Bay Housing Group are the organisational goals, the personal focus and the teamwork.

”



The Coast2Bay Housing Group Team



Operations Report

Lee Banfield
Chief Operating Officer

In the 2021-2022 year we were able to provide a home for 1,273 households, for both families and individuals, across our affordable and community housing portfolios. This truly is what makes all we do so worthwhile.

Our Team

We are fortunate to have an incredibly dedicated and inspiring team of people. With the ongoing support of our many partners, we continue to achieve excellent outcomes with tenants despite the challenges that another year of pandemic and major weather events presented. The flexibility and agility of our Operational teams, who ensure our tenants are at the heart of what we do whilst managing disruption, inspires me every day.

Our Tenants

We again have many tenant stories to share with you as they best highlight the rewarding work we do. I hope you enjoy meeting Rosie, Michael, Grace and Raphy, and Wendy who are sharing their stories with you this year, and the outstanding cover story featuring an award-winning project with a group of tenants in Moreton Bay.

Our Partners

Underpinning these stories and our daily work are our many partners. We have an expert group of foundational partners that strengthen our work, including the Sunshine Coast and Moreton Bay Mental Health Services and the teams at our local Housing Service Centres.

Some of our new or expanded partnerships in the 2021-2022 year are:

- The Salvation Army Family Violence Service who support the expanding RISE 2 project
- The Salvation Army Homelessness Service who support our Mary Street Caboolture complex
- 54 reasons in Moreton Bay
- Footprints

Part of our commitment in our 30th year of operation was to reimagine and reenergise our Shareholder Engagement, and we now meet three times a year to

undertake small projects, keep up to date on key issues affecting our sector and consider how we can work together more actively throughout the year.

Thank You and Acknowledgement

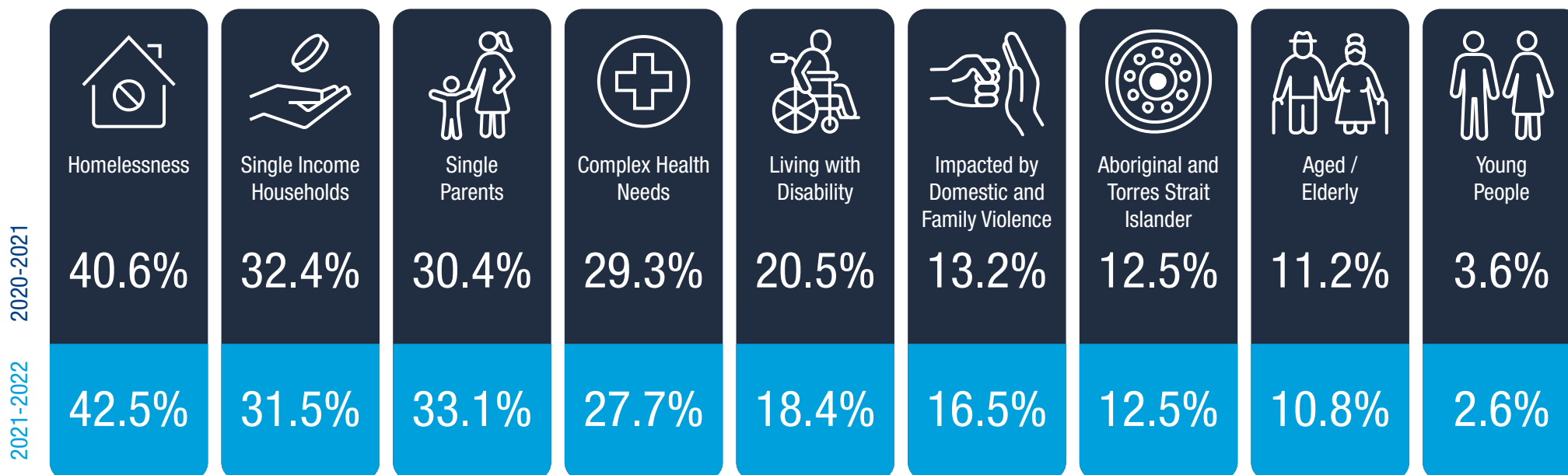
I cannot emphasise strongly enough how critical all of these groups are to the continued growth and success of our organisation. Thank you to all the Partners, Shareholders, Tenants, and our awesome team for all your support and commitment.



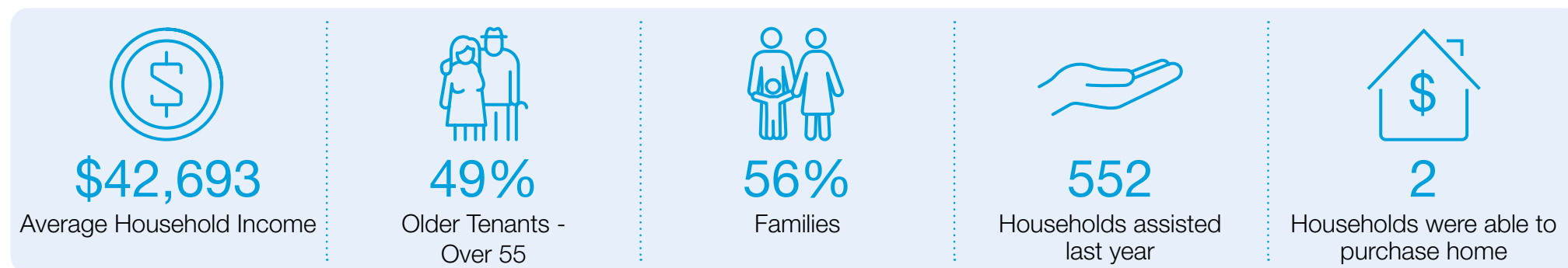
Karen Finzel, Noosa Councillor; Lee Banfield; Lynda Delaforce; Clare Stewart Noosa Mayor

Who are our Tenants?

Community Housing Needs



Affordable Housing Needs



Awards



Victoria and Charlotte

AHI Awards

This year our Tenancy and Tenant Engagement teams won two awards for the Moreton Bay Engagement Project that supported families at one of our larger complexes. We consistently met tenants each fortnight, providing fun events with individuals, parents and children in the common areas, enabling conversations and play-based craft activities.

We won the State Leading Community Practice Award as part of the Australasian Housing Institute's Better Futures Awards and were commended for the International Award. Our tenants remain engaged with the events and now participate more actively in other activities and clubs provided by local services.



Some of the team at the Sunshine Coast Business Awards



Sunshine Coast Business Awards

We again won the prestigious Social Impact Award in the large business category at the 2021 Sunshine Coast Business Awards, despite very strong competition from other organisations within the sector. As a finalist in the 2022 Social Impact category we will qualify to enter the coveted Hall of Fame if we are winners once again.

Rise 2 & Better Together



RISE 2 (Restart In a Safe Environment)

The “Re-start In a Safe Environment” (RISE 2 Project) is a leading innovation that responds to the domestic and family violence crisis on the Sunshine Coast.

RISE 2 follows the RISE 1 project, a joint venture between our organisation, the Zonta Club of Caloundra and The Salvation Army to deliver short-term follow-on accommodation for women and children impacted by domestic and family violence.

RISE 2 will deliver 4 new accommodation facilities on the Sunshine Coast to bridge the gap between crisis accommodation and longer-term housing options in the social housing or private rental market. It essentially offers a specialist form of transitional housing for a 4 – 6 month period that incorporates:

- Bespoke built form – through adapting commercially based dual key accommodation (3 bed and 2 bed)
- Community based response – through the work of the Zonta Club and the RISE projects
- Counselling and emotional support – from The Salvation Army housing support services.

With major fundraising required to complete construction a fundraising committee was formed. Our goal is to raise \$400,000 before March 2023.



Better Together Housing (BTH)

Our Award-winning Better Together Housing program for women over 55 was a major focus for the year. It is a program tailored to bring women together in a safe and secure way to find shared accommodation. Participants can be women who own or rent their home but are interested in finding a woman to share with, or women who are looking for a new place to live with one (or more) other woman.

Regular get togethers are held for women interested in the program and we are expanding our network with the Mackay area. We are now planning to expand into other regional areas.

A Better Together Housing Success Story:

A 60 year old woman has been a member of Better Together Housing (Sunshine Coast) for 3 months. She was renting out her downstairs granny flat via Airbnb since her divorce and until Covid19 impacted demand. She decided she'd prefer someone of similar age with similar interests to move in but is wary of online house sharing sites. She learned about BTH from a member of her choir and signed up that day. She attended a Get it Together gathering and met another member she liked, so they met up twice before arranging to live together. Both women are making plans for the move and activities they'd like to do together, and our homeowner feels excited and relieved to have found someone compatible to welcome into her home.



Our Programs

Trudy Lane
Operations Manager - Community Housing

We proudly provide a variety of housing solutions for families and individuals across the greater Sunshine Coast, Noosa, Gympie, Moreton Bay and Northern Brisbane regions.

This year we saw increasing numbers of people contacting us for housing assistance and many had not needed to access housing assistance before. We have new properties underway for completion in 2023 and look forward to these properties being added to the portfolio and assisting those in the greatest need.

We have been able to assist a total of 1102 families or individuals with a housing solution across our community housing portfolios this year.

Longer Term Housing

The Partnering for Growth funding will help us to grow our housing portfolio by 59 properties over the next 2 years. Construction is progressing well on an initial 33 units in Beerwah, and we will welcome new residents in early 2023.

Community Managed Studio Units (CMSU)

We have assisted 61 individuals through this program over the year, which manages 54 units across two complexes, located in Maroochydore and Nambour.

Transitional Housing (Community Rent Scheme)

The widespread shortage of properties available to rent presented challenges for the Community Rent Scheme (CRS). We have 170 properties in this program with approval for a further 17 under the scheme.

We have assisted 228 households with transitional housing across the Sunshine Coast and Moreton Bay this year. We supported 58 people to exit this housing through the pathway planning process and the trend is continuing that most exit to longer term community or social housing, with only 13 households relocating to private rental or NRAS housing.

Disability Housing

This year we provided a housing solution for 12 individuals across three properties with specialist support for people living with disabilities. These houses are located in the Sunshine Coast, Noosa, and Brisbane North. We also provided 7 people with a home in share houses in the Moreton Bay region for tenants recovering from mental health challenges.

Our support provision partners are Wesley Mission Queensland, CPL and Southern Cross Community Health Care.

Affordable Housing Program (NRAS)

We assisted 552 households across our housing portfolio this year, from as far north as Gympie to Taigum in northern Brisbane. Two of our NRAS tenants have gone on to become homeowners this year.

Restart In a Safe Environment (RISE) Program

The RISE 2 program is expanding with the completion of six properties and four more planned for construction. This program continues to successfully accommodate and support local women and children impacted by

family and domestic violence; and assisted seven families during the year. Four new families will move into our new RISE 2 homes in July and August 2022.

Kabi Kabi Aboriginal Corporation

We appreciate 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, 31 households were assisted with a housing solution.

Crisis Accommodation Program (CAP)

Our partnership with the Salvation Army for our CAP property located in Caboolture is vital. Since welcoming the first residents in September 2021, we have assisted 42 families and individuals who were homeless during the year and aided 15 families and individuals to find longer-term housing.

Moreton Bay Community Managed Headlease Program

This regional program has been extended until 30 June 2024, to continue to support families and individuals impacted by COVID 19 or needing crisis accommodation. At the end of the financial year, we assisted 52 households to secure safe, affordable housing.

54 Reasons (previously named Save the Children Australia) continue to partner with us to provide support for 20 households affected by domestic and family violence under this program.

Our Tenant Stories



Rosie

Rosie moved into Yakola Parade in 2021, supported by IFYS. Rosie was finding it really hard to complete year 11 due to mental health needs. After 5 months of independent living in our property, Rosie decided to leave school, found work, gained a provisional licence and purchased a car! Life has completely changed, for the better.

In 2022 Rosie successfully completed the tertiary preparation program at university. Rosie has now been accepted into Griffith University to study a Secondary Education degree with a focus on History and English. Rosie will complete the university degree online until the end of the year and then make the big move to Brisbane to continue studies on campus.

Rosie is very proud of every achievement whilst being with Coast2Bay Housing Group in independent living.



Michael

Michael is a 28-year-old sole parent of two children, living together in an apartment we manage. Michael was previously homeless, then shared a caravan with his partner and babies before successfully applying for housing. Today he is a full-time father, juggling care and casual work. Michael's son has settled into primary school and our team regularly check on their welfare and assist with school needs. We learned the family was heating the toddler's bottles with a kettle, which was difficult to do safely. We bought a new microwave for the family plus a supply of nutritious frozen meals. Michael says his son loves the pasta dishes and now cooks and helps with his sister's care. Michael appreciates the gift and difference a microwave makes to all their lives and time together as a family. "It sounds simple, but I couldn't afford a microwave and didn't know it could make our lives easier, having never had one. It's helped my son make snacks and be more responsible too."

Our Tenant Stories



Grace and Raphy

Grace's little boy had open heart surgery at 5 months old. Little Raphael, or Raphy as she affectionately calls him, also has Down Syndrome and requires ongoing support via a range of local health services. When she found she was facing homelessness, Grace was really anxious about not having access to Raphy's supports and contemplated moving in with family hundreds of kilometres away. Grace was referred to us, however, and housed in a suitable property, close to health and community supports for both her and Raphy's ongoing health concerns.

Raphy now has a place to play his favourite games, such as throwing balls, and somewhere to celebrate his recent birthday, complete with balloons and matching Broncos jerseys!

Grace is due to have her second baby any day now, and is excited and relieved that she has safe and secure housing. Raphy will be starting school soon, reaching a new milestone. Knowing that she has a home, Grace can focus on the little things in life they can do together, instead of worrying about where they are going to live. After she has her baby, Grace is looking forward to her next goal of obtaining her driver's license.

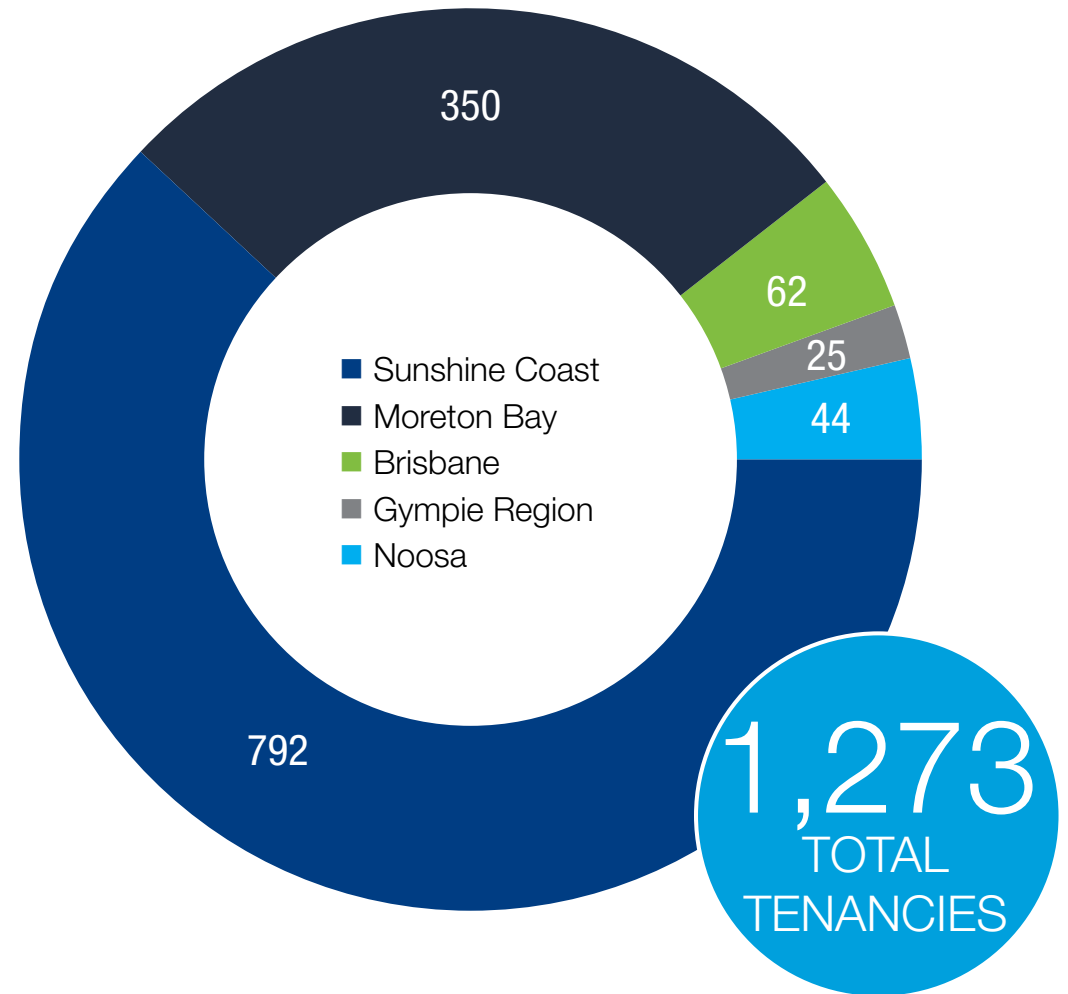
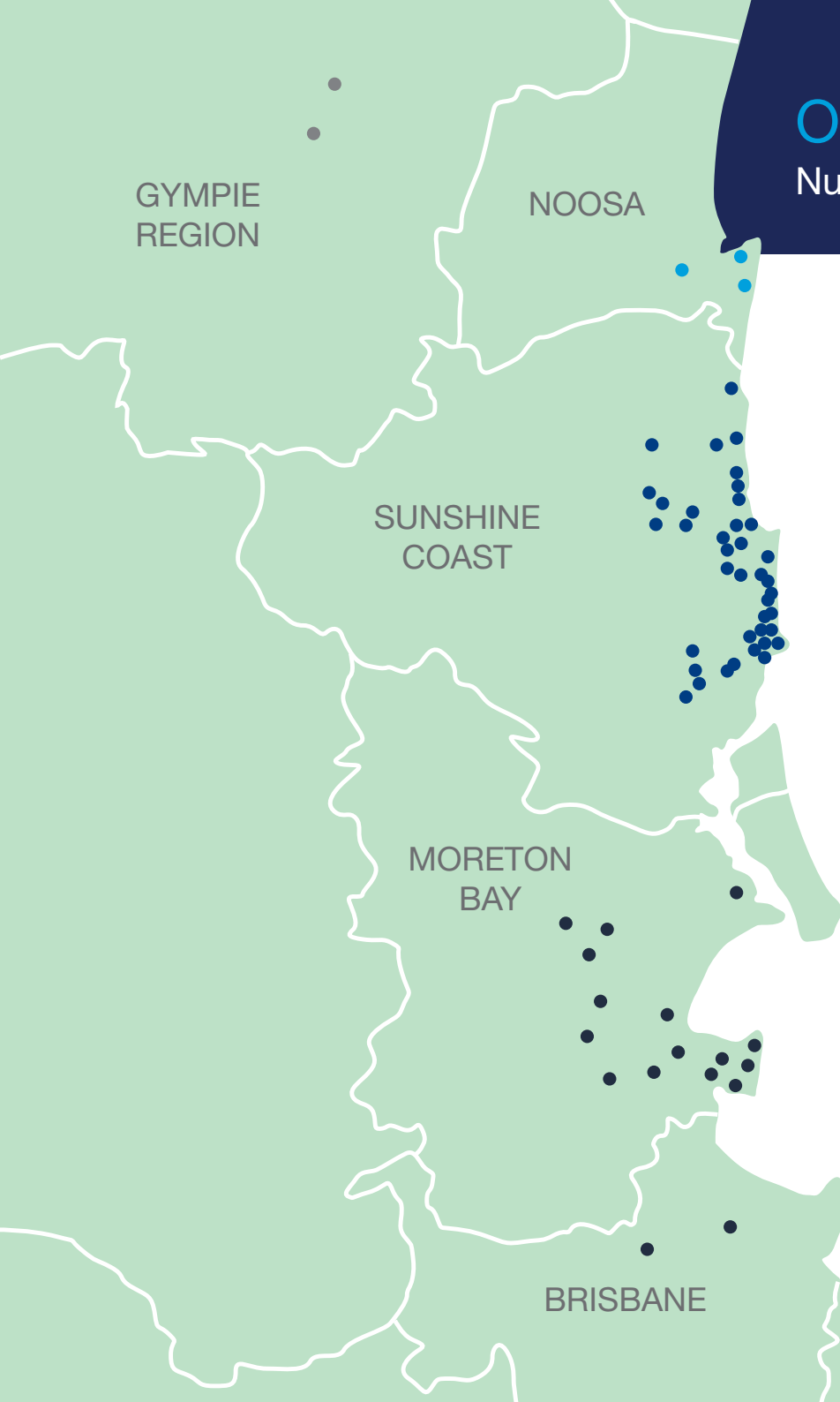


Wendy

Wendy's husband became unwell and his health declined rapidly. She was not able to maintain their property while also caring for her husband. Her own health issues impacted on their ability to continue living at their home and Wendy also faced increased rent she could not afford. Finding a property within our NRAS portfolio meant that she and her husband could move closer to medical supports and sustain their tenancy in an affordable home. Wendy's husband has since moved into supported accommodation, and she navigates living alone now. She is very grateful for a safe and secure home and treasures coming home to her own peaceful, safe place within her local community.

Our Geographic Coverage

Number of Tenancies under Management / Compliance





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.

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

Tenant Awards

We regularly recognise the efforts of our tenants through our Tenant Awards program and encourage tenants to nominate each other for awards and also seek input from the many team members who liaise with tenants. The categories we use include:

- 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

We work alongside a high-profile community program called the Kitchen Garden Teacher to provide interactive cooking classes with tenants at a major complex. For

many of these tenants, this monthly activity is a highlight for socialising, companionship, and collaboratively making nutritious meals. Tenants may take leftover, ready meals home to stretch their budget and some tenants later meet to eat together.

At several complexes our tenants can now harvest healthy salad greens and vegetables from on-site communal gardens and are learning to grow herbs and plants for healthy eating. Tenants enjoy being involved in the seasonal replanting of these gardens and proactively contribute ideas and time to their upkeep.

Back to School

Many tenants required school costs support at the start of the year and during Winter, particularly for technology, school shoes and equipment. Local charities Inclusive Kids Fund and IFYS Ltd donate funding for eligible tenants with school aged children and older youth studying TAFE courses. Our Tenancy team communicated personally with many families to assist specific needs for school programs, autism aids and uniforms. This also gave us new opportunities to liaise with several schools, raising awareness of our work. We gained very positive feedback from families, teachers, school Principals and support services.

COVID Support for Vulnerable Tenants

We continued to find creative ways to connect with our tenants safely, including collecting and delivering more than 1,000 frozen meals made with local produce by

IFYS' volunteers at Urban Angels Community Kitchen. Our team delivered meals to tenants' doorsteps to check in on their welfare.

Survey Findings and Comments

Tenants respond regularly to engagement and annual surveys, prompted by tenancy managers and at tenant engagement events. We field positive feedback each month about our team's support for tenants and proactive property maintenance. Overall, we receive positive tenant responses and participation in activities.

Tenant Christmas Party and Toy Appeal

Our annual Tenant Christmas Party and Toy Appeal is a popular with individuals and families who enjoy connection with others and the child-friendly focus of the festive season. We are mindful of being inclusive and tailor the event for attendees with diverse cultural and all-ability access needs.

We again had generous support from local businesses for entertainment, catering, transport and all aspects of the venue's hire, decoration and storage.

We hosted approximately 150 adults and children, and our team volunteered many hours to ensure every child had an age-appropriate Christmas gift ready for Santa to hand out on the day. We also hand delivered gifts, including on Christmas Eve, to ensure that tenants' children had a gift to open.

Local radio station 92.7FM MIX FM supported us again for several weeks beforehand with our annual toy

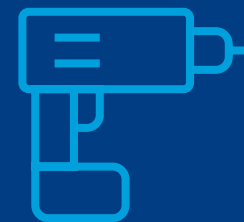


drive and we collected carloads of donated toys, gift bags and vouchers from throughout the local community.

We arranged for two tenants to speak candidly on radio about their experience and how much our

support has impacted their lives. These interviews prompted more calls to the station and donations of groceries, vouchers and toys, ensuring that our tenants most in need had gifts, food hampers and support over Christmas and the New Year.

Trends in Tenant Satisfaction 2021- 2022



Satisfaction with the overall quality of our maintenance/repairs service increased from 77% to

↑ 86%

79%

of tenants in transitional housing are satisfied with the tenancy Pathway Planning Process



86%

of respondents believe that our Tenancy team are helpful when being approached about a problem/issue

94%

of tenants who responded believe that our team is respectful of their culture and background



Community Engagement



Chris & Joan from Zonta at Cricks Volkswagen Sunshine Coast Car Wash

Community Events

Whilst navigating the pandemic, we sought to raise awareness of our work and community partnerships by being involved in industry meetings online, and selectively attending networking events held by Councils, business chambers and community organisations.

We increased contact this year with community media and instituted more regular social media posting and tagging of partners about our events and activities.

We especially built upon our relationships with Inclusive Kids, IFYS, Moreton Bay, Noosa and Sunshine Coast Councils, Zonta Club chapters, Sunshine Coast Business Women's Network, Ken Mills Toyota, Qld Country Women's Association, Cricks Volkswagen Sunshine Coast, U3A (University of the Sunshine Coast chapter), Qld Police, local charities and schools.

Housing and Homelessness Roadshow

We managed a cross-sector Roadshow event in the three key Sunshine Coast centres of Caloundra, Nambour and Noosa in conjunction with Services Australia, YouTurn and local Councils. Over 2 weeks these events enabled more than 20 regional services to provide information to the public and they were covered by local news.

It was the first opportunity in some time for services to gather and return to public events and we were praised for our lead role in its successful hosting.

Our team attended to share information about Better Together Housing, the RISE 2 project and the services of our organisation.

Networking

We actively attend business and community events across our regions and provide information and presentations about our work, and the Better Together Housing and RISE 2 programs.

We regularly attend programs at neighbourhood and community centres and are involved in their outreach activities, including Thriving Families, Women's Dignity Circles, The Shak's Christmas Hamper program, and free lunch gatherings for those at risk of homelessness.

Fundraising for our HELP Fund

We host an annual fundraising Golf Day that attracts return participation by many local businesses, our suppliers and community supporters to play golf for a good cause. This year we hosted more teams and grew our fundraising result.

We also hosted another successful car wash day with supporter, Cricks Volkswagen Sunshine Coast. Radio station 92.7 MIX FM radio promoted the day and streams of cars arrived for a custom car wash, donating to support RISE 2. It's one of the most public days we host and enables us to share messages about our work and tenant journeys over several hours of broadcasting on air.

RISE 2 Foundation

RISE 2 is the only program of its kind that offers customised support to help local women and children impacted by domestic and family violence to rebuild their lives whilst living in a purpose-built, secure home and receive customised counselling and support services to enable them to start over and transition

into living safely in their local community. For the first time this year, we conducted a small, targeted fundraising appeal before the end of the financial year to encourage and enable supporters to make tax deductible donations to support access to counselling and other services for residents of our purpose-built RISE 2 accommodation.

We also invited select community and business leaders with wide-ranging experience and networks to join our Foundation Committee and assist with driving fundraising and awareness raising initiatives. In a short time the Committee has contributed their contacts, time and financially to fundraising for RISE 2 and the hosting of fundraising and information sharing campaigns.

We have also been successful in securing several small grants and one significant grant from the privately managed Buderim Foundation Thompson Fund, which also assists us to promote RISE 2 more widely in the Sunshine Coast community.

Better Together Housing (BTH)

This year we dedicated time to developing a calendar of gatherings with Zonta Clubs and increased our engagement with local MPs to boost awareness in their areas. We have received considerable

new support from the Qld Country Women's Association in attending member meetings, sharing information and facilitating registrations of new BTH members.

The Mackay branch of BTH also became much more active with greater support and now regularly attends local community events, hosts Get it Together coffee mornings and has engaged more with local real estate offices, business leaders and older women's interest groups to increase their reach and grow membership and supporters of BTH.

We have also engaged more closely with the Queensland Government about planning and utilising funding for BTH to expand its reach and creation of new BTH branches in new areas of Queensland, in partnership with compatible organisations.



Winners of Golf Day



Lee Banfield with Zonta Club of Caloundra



Development Activity

Jess Knott
Development Manager

The last 12 months have been transformational with a range of development activities unlocked to secure substantial new social and affordable housing in our regions. We have grown our partnerships with Government as well as our valued local development and construction industry. A number of different funding streams have provided new project opportunities, securing our development pipeline for years to come.

Safe Places

This year we continued to deliver on our Safe Places project in partnership with the Commonwealth Government, providing new accommodation suitable for women and children impacted by domestic and family violence (DFV).

Our project will build 10 homes on the Sunshine Coast, providing safe, secure accommodation for families. The program also provides ongoing support services for the best possible chance at a positive new start for vulnerable families.

Construction on four new dwellings was completed in June 2022 followed by a complete fit-out with furniture, appliances and household essentials. We will deliver another four homes in the year ahead.

The program is jointly funded through a Commonwealth Government grant of \$3.2m plus our efforts through our RISE 2 Foundation. We hope to see the program expanded further in 2023 as new Commonwealth and State funding becomes available.

Partnering for Growth

This year saw some major milestones reached for our Partnering for Growth projects, delivered in conjunction with the Qld Government. This program includes two projects centrally located in the townships of Beerwah and Yandina on the Sunshine Coast, with the majority of funding provided by the State to the value of \$18.9m.

Our Beerwah project commenced construction in late 2021 with a local building contractor. The project comprises 33 one and two-bedroom units plus a managed community space for tenant engagement activities. This accommodation will be available for community housing tenants in early 2023.

The Yandina project was unlocked this year with a Development Approval achieved in December 2021 and Qld Government funding agreement finalised in early 2022, allowing the appointment of a local building contractor to complete works over the next 12-18 months. The project has been designed by local architects, Sprout, and will include 26 one and two-bedroom units for community housing.

QLD Housing Investment Growth Initiative (QHIGI)

A significant new funding stream was opened this year through the Qld Housing Investment Growth Initiative (QHIGI). QHIGI was established to accelerate the delivery of new social housing, through a significant State investment in a 4-year, integrated program. The

initiative includes capital grants through the QuickStarts program and subsidy funding through the long-term Housing Investment Fund.

We successfully obtained a QuickStarts capital grant of \$10.1m in June 2022 for a new project of 24 units in Nirimba, part of the Aura master-planned community on the Sunshine Coast. The project is designed by local architects Hollindale Mainwaring Architecture, and we plan to commence construction in 2023.

Several more QuickStarts projects are also expected to be secured for delivery in 2023 and 2024 across the Sunshine Coast, Moreton Bay and Noosa regions.

We have also applied for funding under the Housing Investment Fund for a new Community Build-to-Rent program. This program provides an opportunity to significantly boost the supply of community housing through public private partnerships with investors. We hope to share this program with key stakeholders in early 2023.

Through both of these new funding streams we will continue our strong and highly valued working relationship with the Qld Government to secure critical supply of community housing for our regions. We are also well placed to take advantage of any new Commonwealth Government pipeline funding opportunities in 2023.



RISE 2 fully furnished home, completed June 2022.



Hon Leeanne Enoch MP at the Beerwah sod turning event, March 2022



Artists impression of Yandina project.



Artists Impression of Nirimba project.



Chief Financial Officer's Report

Lynda Delaforce
Chief Financial Officer

The organisation reported a surplus of \$4.05m for the financial year ended 30 June 2022 (2021: \$1.26m), representing an increase of 220% from the previous year. This is an excellent financial result that reflects the efforts in facilitating capital growth strategies as fundamental to the strategic plan.

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 focusing on these facets.

Revenue

Turnover increased 27% from the previous year (2021: 2%). This is driven by capital programs which increased by 69% from the previous year. There are three construction projects in progress of residential medium density and duplexes.

Rent and management fees are consistent with minor growth of 7%. NRAS incentives also decreased by 14% due to the erosion of properties through sale of investment properties in the 2021-22 buoyant property market. Other revenue decreased by 48%, primarily driven by fundraising.

Expenditure

Expenditure increased by 7% from the previous year (2021: 4%) and rent paid to owners increased as rents rose due to market conditions. Employee costs have remained constant despite wage increases. There were market labour shortages that impacted recruitment that did result in savings through vacancy. Property

expenses increased reflecting the supply shortages driving material and supply costs in this area and other expenses include the \$87k of sponsorship expenditure, which was 3.5 times the amount spent in the previous year. Bad and doubtful debts also increased, a reflection of cost of living increasing during the year.

Balance Sheet

Consolidated assets increased by 44% (2021: 11%). Cash held for capital programs supported the 209% increase to the closing cash balance. Trade receivables decreased 16%, and assets under construction supported a 20% growth in property, plant and equipment (2021: 16%).

Total liabilities increased by 125% (2021: 24%). This increase is due to the following:

- Increase - contract liabilities 304% (\$4m)
- Decrease - employee benefits \$43k (7%)
- Increase - trade payables \$842k (72%)
- Increase - borrowings \$623k (406%)
- Increase - lease liabilities \$1.30m (169%)

Importantly, whilst assets increased by 44% and liabilities by 125%, the total gain in net assets increased by 21% (i.e. \$4.05m surplus).

Pursuant to the *Corporations Law 2001* (Clth) the entity appointed Love and Partners as the auditors for this financial year. This is the second year of audit for the controlled entity and 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.

We thank Brett Buntain and the audit team at Love and Partners for their guidance and insight as part of their audit that enabled improvement in transparency, disclosure and process for the group. Their professionalism and quality of audit has been well received.



Lynda with Brett Buntain

Consolidated Statement of Profit or Loss and Other Comprehensive Income

Revenue

	2022 \$	2022 %	2021 \$	2021 %
Rent and Fees	\$9,079,111	54%	\$8,480,218	64%
Grants	\$7,375,603	44%	\$4,373,457	33%
NRAS Incentives	\$267,872	2%	\$311,220	2%
Other Revenue	\$126,567	1%	\$85,260	1%
Total Revenue	\$16,849,153	100%	\$13,250,155	100%

Expenses

Rent Expenses	\$4,461,732	35%	\$4,097,906	34%
Employee Benefits Expense	\$3,408,339	27%	\$3,425,187	29%
Property Expenses (inc depn)	\$3,778,958	30%	\$3,500,320	29%
Other Expenses	\$1,152,031	9%	\$962,069	8%
Total Expenses	\$12,801,060	100%	\$11,985,482	100%
Surplus	\$4,048,093		\$1,264,673	

Consolidated Statement of Financial Position

Assets

Current Assets

Cash and Cash Equivalents	\$8,963,578	26%	\$2,903,657	12%
Trade and other Receivables	\$1,140,784	3%	\$1,357,245	6%
Total Current Assets	\$10,104,362	29%	\$4,260,902	18%

Non-Current Assets

Property, Plant and Equipment	\$21,561,588	62%	\$17,913,866	74%
Right of Use Assets	\$3,312,507	9%	\$2,040,105	8%
Total Non-Current Assets	\$24,874,095	71%	\$19,953,971	82%
TOTAL ASSETS	\$34,978,457	100%	\$24,214,873	100%

Liabilities

Current Liabilities

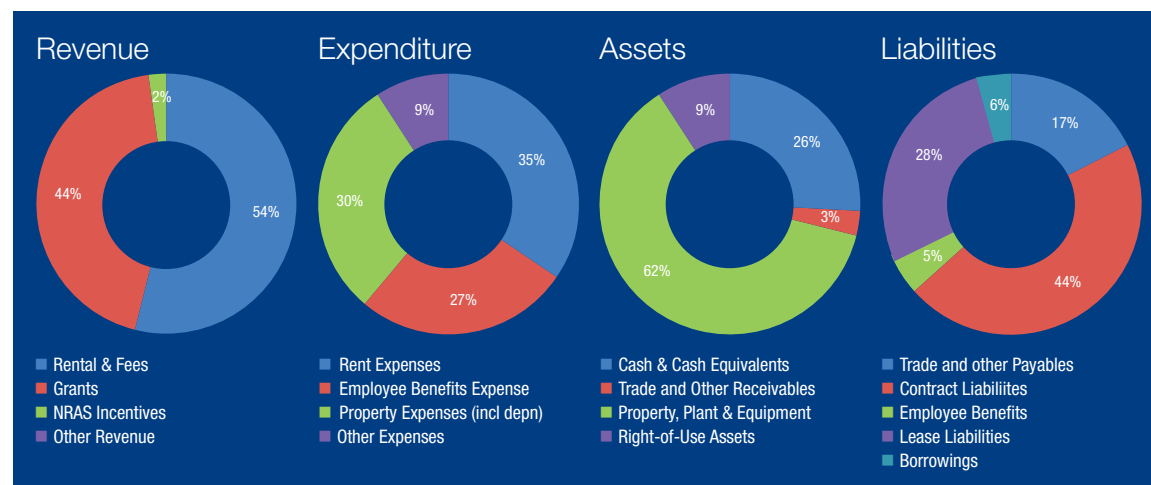
Trade and other Payables	\$2,018,836	17%	\$1,176,096	22%
Contract Liabilities	\$5,291,014	44%	\$1,310,958	24%
Employee Benefits	\$545,334	5%	\$586,341	11%
Lease Liabilities	\$2,071,628	17%	\$770,970	14%
Borrowings	\$44,223	0%	\$77,241	1%
Total Current Liabilities	\$9,971,035	83%	\$3,921,607	73%

Non-Current Liabilities

Employee Benefits	\$7,919	0%	\$9,650	0%
Lease Liabilities	\$1,358,496	11%	\$1,346,396	25%
Borrowings	\$731,675	6%	\$75,982	1%
Total Non-Current Liabilities	\$2,098,090	17%	\$1,432,028	27%
TOTAL LIABILITIES	\$12,069,125	100%	\$5,353,635	100%
NET ASSETS	\$22,909,332		\$18,861,238	

Equity

Share Capital	\$13	0%	\$12	0%
Retained Earnings	\$11,574,003	51%	\$7,591,489	36%
Capital Maintenance Reserve	\$1,330,651	6%	\$1,265,073	7%
Asset Revaluation Reserve	\$10,004,665	44%	\$10,004,665	57%
Equity	\$22,909,332	100%	\$18,861,238	100%



Partnerships, Shareholders & Networks

Qld Department of Communities Housing and Digital Economy
 Qld Department of Children, Youth Justice and Multicultural Affairs
 Qld Department of Health
 Qld Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships
 Sunshine Coast Council
 Noosa 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
 CPL – Choice, Passion, Life
 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
 Community Housing Industry Association (CHIA)
 QShelter
 Queensland Council of Social Service (QCOSS)
 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 – Sunnykids
 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
 Integrated Family and Youth Service (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 – 54 Reasons
 Sunshine Coast Domestic and Family Violence Network
 Community Focus – Discovery Program

OzCare
 St Vincent de Paul
 Citizen Advocacy
 Primary Health Network (PHN) Country to Coast
 Lutheran Community Care – Graceville
 Foot Prints
 Reclink Australia
 Cricks Maroochydore Volkswagen
 Knights of the Southern Cross
 Urban Development Institute Australia (UDIA) Qld
 Stockland
 Ausmar
 North Coast Aboriginal Corporation for Community Health (NCACCH)
 Zonta Club of Caloundra



Australian Government
Department of Social Services



Queensland
Government





Cricks Volkswagen Sunshine Coast Car Wash



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