

Community Housing Industry  
Association Queensland  
CHIA QLD



**Community Housing**  
INDUSTRY ASSOCIATION  
**QUEENSLAND**



# ANNUAL REVIEW 2018-2019

November 2019





## Acknowledgements

The Community Housing Industry Association Queensland (CHIA QLD) respectfully acknowledges the Aboriginal and Torres Strait Islander Owners, Elders and Emerging Leaders of the lands on which it meets and conducts its business; past, present and future.

CHIA QLD also acknowledges the invaluable support of our members, associates, sponsors and partners, including the Department of Housing and Public Works (DHPW) without which the 2018-19 work plan would not have been so successfully progressed.

CHIA QLD acknowledges the work of our members in Queensland's rural, regional and urban areas ensures that people vulnerable to housing stress and homelessness can access the help they need to stabilise and improve their life opportunities.

## Company Details

CHIA QLD is the registered business name for CHPs for QLD LIMITED.

A company limited by guarantee, CHIA QLD is non-profit, and member based (ACN 169 723 460 | ABN 73 169 723 460).

Registered business address: Horizon Housing, Suite 101, Level 1, 2 Investigator Drive, Robina, QLD 4226.

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# Introduction

The Community Housing Industry Association Queensland (CHIA QLD) is the independent industry body representing community housing providers (CHPs) in Queensland. Governed by a professional and committed Board of Directors, CHIA QLD is a member-based, non-profit company limited by guarantee. Governance, strategy and policy are led by the Board and day to day operations by the Chief Executive Officer (CEO).

CHIA QLD's vision is that Queensland's community housing industry leads the way in meeting housing need in communities that support life opportunities. A forward-looking advocate, CHIA QLD engages in robust state and national policy and debate to promote the interests, expertise and value-add of Queensland CHPs. CHIA QLD's Strategic Plan 2018-2021 includes four goals:

1. Reform existing social and affordable housing models
2. Identify and advocate emerging opportunities, new products and services
3. Advocate well planned urban and regional planning
4. Ensure organisational and financial viability.

Safe, secure, affordable and adequate housing is an essential human need. CHIA QLD acknowledges that housing policy and strategy is complex and an area in which all three levels of government play a critical role. CHIA QLD recognises the housing challenges facing this state and households vulnerable to disadvantage, homelessness and housing stress arising from:

- Increasing levels of poverty and housing costs
- Population growth and demographic change
- Changing employment markets
- Mental health and availability of timely and appropriate medical care
- Domestic and family violence
- Addiction and substance abuse
- Family neglect of children and young people and an over-burdened child safety system
- Adults leaving incarceration and young people leaving care
- Being Aboriginal or Torres Strait Islander, a woman over 55 years or person with a disability
- Lack of supply of safe, secure and affordable housing.

CHIA QLD also acknowledges the structural and program reforms underway by the Queensland Government's Department of Housing and Public Works (DHPW) to grow the supply of social and affordable housing. The Partnering for growth with the community housing sector initiative (Partnering for Growth) and partnering for Impact to reduce homelessness in Queensland (Partnering for impact) are key reforms through which the DHPW is partnering community housing providers (CHPs), crisis accommodation providers (CAPs) and Specialist Homeless Services (SHSs).

CHIA QLD's strategic relationship with CHIA (Community Housing Industry Association), the national body representing CHPs, and with other state, territory and national housing and industry peaks, has contributed to our capacity to proactively engage and influence housing policy, debate and strategy. This also increased as a result of the 2019 agreement<sup>1</sup> between CHIA QLD and the DHPW under which CHIA QLD has been engaged to lead key elements of the review and testing of the new master agreement and schedules under which community housing services will be governed, procured and delivered into the future.

Our key activities and achievements are reported in the pages that follow.

<sup>1</sup> DHPW Correspondence, 4 April 2019

# Message from the Chair

Welcome to CHIA QLD's Annual Review for 2018-2019. As a forward-looking advocate, CHIA QLD's vision is at the core of what we do. On behalf of the Board of Directors, I am delighted to share our achievements and to have chaired CHIA QLD over the last two years and steered the organisation through a period of change and maturity.

As a collaborative industry body, committed to transforming lives through the growth, development and management of safe and secure social and affordable housing, this year has been significant for our organisation and industry.

In a Queensland first, CHIA QLD partnered with the Department of Housing and Public Works (DHPW) and entered an agreement to deliver key outcomes in relation to the new master agreement and schedules. The agreement signifies a watershed moment and a maturing of the important and time-proven relationship between community housing providers (CHPs) and the DHPW.

Cognisant that more than 10,000 National Rental Affordability Scheme (NRAS) Queensland tenancies are due to end by 2026 and that approximately 17,000 people remain on Queensland's One Social Housing Register,<sup>2</sup> CHIA QLD supports and acknowledges the significant industry and DHPW efforts to meet existing and emerging housing need as planned for under the \$1.8 billion Queensland Housing Strategy 2017-2027,<sup>3</sup> its action plan and programs.

This year also saw the May 2019 Federal Election in which CHIA QLD and CHIA advocated the following industry position:<sup>4</sup>

- Appoint a Federal Housing Minister and adopt a long-term national housing plan for Australia
- Implement a national housing planning council
- Reform taxes and use savings for affordable housing, and promote competition and choice in social housing



- Reform Commonwealth Rent Assistance
- Fill the funding gap between CHP operating costs and rents from low income households
- Introduce a single regulator of all social and affordable housing
- Reform land supply and planning systems and make suitable government land available for affordable housing.

We are therefore delighted the Australian Government appointed the Hon Michael Sukkar MP as Minister for Housing, and, in an Australian first, the Hon Luke Howarth MP as Assistant Minister for Community Housing, Homelessness and Community Services.

Also at federal level, CHIA QLD commenced work with the National Housing Finance Investment Corporation (NHFIC), established by the Australian Government to strengthen efforts to increase housing supply; encourage investment in affordable housing; provide grants, loans and investments that complement, leverage or support federal, state and territory housing activities; and contribute to the development, scale and efficiency of the community housing sector.

As part of this we proactively engaged our members (Tier 1, 2 and 3 CHPs registered under the National Regulatory System for Community Housing (NRSCH) and those operating external to the NRSCH) regarding NHFIC's products and services.



It is evident that there are positive initiatives at state and federal levels to address housing and homelessness in Queensland. We also know however that our state's population is projected to grow to 5.7 million<sup>5</sup> by 2027 and that 380,000 new home will also be needed.

Add to this that just over 3 million Australians are now living below the poverty line (50% of median income – including 739,000 children)<sup>6</sup> it is more important than ever that CHPs, in partnership with the DHPW and other key government agencies, private developers and financiers, continue to work to eliminate long term homelessness and ensure social and affordable housing is available for people on low incomes and those in receipt of government assistance.

In the face of these growing issues, and in response to the growing need for solutions – for action in the areas where our industry has a wealth of knowledge, experience and policy proposals – CHIA QLD's role too, is emerging as critical. Our relationship with the Queensland Government through the Partnering for growth initiative, and our dealings with the NHFIC, will occupy much of our time and effort over the coming year, and our members will continue to be at the forefront of efforts to meet the community's housing needs. In the year ahead we will also continue to work closely with CHIA, and with our Queensland partners and supporters.

### Ann-Maree Keane

Chairperson, CHIA QLD

Our advocacy role is vital and is part of arguing for a better society for all Queenslanders. We are refining our advocacy as we become aware of changing attitudes among key stakeholders in politics; local government, in State and Commonwealth bureaucracies, and in urban planning and property development.

Our strategic priorities have served us well and we look forward with a growing sense of confidence as we collectively advocate that housing for vulnerable people is a social and economic priority.<sup>7</sup>

I cannot thank our members, associates, sponsors (McCullough Robertson Lawyers, Grant Thornton Australia, SDM Housing Software and idearchitecture) and the DHPW enough for your partnership. We are extremely grateful and look forward to all that next year brings.

Thank you also to consultants Ailsa Leacy of Infinite HQ and Peter Chapman for your professional contributions this year. You helped to make the difference.

Finally, a huge thanks to our Board of Directors and Chief Executive Officer for the drive, passion, energy and commitment you have demonstrated in delivering on CHIA QLD's strategic plan in 2018-19.

2 Council on Federal Relations, National Housing and Homelessness Agreement, Bilateral Agreement between the Commonwealth and Queensland, Accessed 21 March 2019, [http://www.federalfinancialrelations.gov.au/content/housing\\_homelessness\\_agreement.aspx](http://www.federalfinancialrelations.gov.au/content/housing_homelessness_agreement.aspx)

3 Queensland Government, Queensland Housing Strategy 2017-2027, accessed 8 Nov 19, <https://www.hpw.qld.gov.au/housingstrategy/Documents/QldHousingStrategy.pdf>

4 CHIA QLD, Federal Election Position Statement, CHIA News, 3 May 2019, accessed 16 Oct 19, <https://mailchi.mp/c7c7322ce819/chia-QLD-agm-news-2930425>. The Election Position Statement is based on CHIA National's National Plan for Affordable Housing (PDF) accessed 16/10/2019 at [https://www.communityhousing.com.au/wp-content/uploads/2018/11/6889\\_CHIA-2018-National-Plan-for-Affordable-Housing-A4-Booklet\\_FA-Digital-Portrait.pdf](https://www.communityhousing.com.au/wp-content/uploads/2018/11/6889_CHIA-2018-National-Plan-for-Affordable-Housing-A4-Booklet_FA-Digital-Portrait.pdf)

5 Queensland Government, Queensland Housing Strategy 2017-2027, accessed 13 Nov 19, <https://www.hpw.qld.gov.au/housingstrategy/Documents/QldHousingStrategy.pdf>

6 Australian Council of Social Service (ACOSS), 2018 Poverty in Australia Report, accessed 15 Nov 19, <https://www.acoss.org.au/poverty/>

7 CHIA QLD Strategic Plan 2018-2021

# Activity Overview

CHIA QLD engaged in the following key activities under the strategic plan 2018 – 2021 and on behalf of members in Queensland’s urban, rural and regional areas.

## Key Advocacy & Engagement

Date	Topic
Jul 18	<ul style="list-style-type: none"> <li>Proposal to DHPW regarding growth and development of community housing in Queensland</li> </ul>
Aug 18	<ul style="list-style-type: none"> <li>Industry roundtable with Brendan Crotty, Chair, NHFIC in conjunction with Queensland Registrar, Mark Francis – rollout of Bond Aggregator (BA) and \$1 billion National Housing Infrastructure Facility (NHIF)</li> </ul>
Sept 18	<ul style="list-style-type: none"> <li>CHIA consultation with Board of Directors on national and state policy to take to federal election</li> </ul>
Nov 18	<ul style="list-style-type: none"> <li>End of Year Event: David Crawford, Chief of Staff, NHFIC, presented on the development of NHFIC with Q &amp; A Panel: Mark Wall, General Manager for Strategy, Policy and Programs, Housing, Homelessness and Sport, DHPW; Andrew Elvin, Chief Executive Officer, Coast2Bay Housing Group Ltd; and Frances Paterson-Fleider, General Manager, Churches of Christ Housing Services Ltd</li> </ul>
Jan 19	<ul style="list-style-type: none"> <li>Attended meetings convened by the DHPW to assist CHPs impacted by floods in Townsville, North Queensland – key issue was locating temporary accommodation for tenants, due to private rents being raised by owners during crisis</li> </ul>
Feb 19	<ul style="list-style-type: none"> <li>Attended DHPW meeting to discuss rollout of Specialist Disability Accommodation (SDA) in Queensland and opportunities for CHPs to become SDA providers. Only 6% of the total population of people with a disability are currently eligible for SDA CHIA QLD sought clarification as to whether existing housing stock will be utilised</li> <li>Engaged by Q Shelter on behalf of the DHPW to research how Queensland CHPs can make best use of National Housing Finance and Investment Corporation (NHFIC) loans and grants. An Information and Options paper was delivered to Q Shelter and the DHPW which drew on primary and secondary research</li> </ul>
Mar 19	<ul style="list-style-type: none"> <li>Submission to the National Regulatory System for Community Housing (NRSCH) Review</li> <li>Attended CHP stakeholder roundtable hosted by the NRSCH and DHPW and a further meeting of peak and industry bodies on the NRSCH</li> <li>CHIA QLD’s submission addressed the following key reforms:               <ul style="list-style-type: none"> <li>Consistency across Australian states and territories</li> <li>Streamlined and integrated reporting and compliance requirements, where feasible, with other key inter-related systems</li> <li>Improved flexibility in regulation of Tier 3 CHPs and Indigenous Community Housing Organisations (ICHOs) to facilitate increased registration and retention</li> <li>Ongoing investment in industry development review and adoption of ‘good practice’ from other regulatory schemes</li> <li>Proactive information and publicity about the NRSCH and its work with government and CHPs to house people living in poverty and disadvantage</li> <li>Risk-based regulatory system that accounts for social and affordable housing and consistent standards across community, public, Indigenous and private providers.</li> <li>CHIA QLD’s submission can be accessed at <a href="https://www.communityhousing.com.au/wp-content/uploads/2019/05/CHIA-QLD-Submission-to-NRSCH-5-Apr-19.pdf">https://www.communityhousing.com.au/wp-content/uploads/2019/05/CHIA-QLD-Submission-to-NRSCH-5-Apr-19.pdf</a></li> </ul> </li> </ul>



Date	Topic
Apr 19	<ul style="list-style-type: none"> <li>• CHIA QLD, in conjunction with national body CHIA, hosted a Masterclass by international expert Derek Ballantyne, Chair Canada Mortgage &amp; Housing and CEO Community Forward Fund, Canada. The Masterclass included representatives from the DHPW and CHPs. Derek's presentation addressed: <ul style="list-style-type: none"> <li>• Fundamentals and language of property development</li> <li>• Development product</li> <li>• Capital and financing</li> <li>• Deal structures</li> <li>• Risk and management</li> <li>• Post-construction</li> <li>• Similarities and differences between Australia's and Canada's social and affordable housing systems and policy</li> <li>• Property development is a long-term process with key phases including land and planning permission, design and construction, finance and equity, good governance and operations</li> <li>• Complexities and expertise required for Queensland CHPs to transition to development, where this is not current expertise</li> <li>• Consolidation of equity and the potential to aggregate equity formed part of the discussion. Cash flow over the current 10-year loans available under NHFIC was a consideration with some indicating that longer term loans would be more sustainable, as is the case in Canada (60 years). The Masterclass was informative, timely and appreciated</li> </ul> </li> </ul>
May 19	<ul style="list-style-type: none"> <li>• Attended and presented at the DHPW 'Partnering for Growth with the community housing sector' consultations held across Queensland. The CEO presented CHIA QLD's approach to its Partnering for growth workplan: <ul style="list-style-type: none"> <li>• A single industry-led legal opinion on Heads of Agreement and Schedules</li> <li>• CHP five-year Development and Financial Plans under PfG</li> <li>• Tools to assist Tier 2 and 3 members to engage PfG and the NHFIC</li> <li>• Attendance and contribution to key consultations state-wide</li> </ul> </li> <li>• CHIA QLD's federal election advocacy incorporated the strategies in CHIA's National Plan for Affordable Housing, which CHIA QLD contributed to developing: <ul style="list-style-type: none"> <li>• appoint a Federal Housing Minister with Cabinet status to drive reform</li> <li>• develop a long-term national housing plan for Australia</li> <li>• establish a National Housing Planning Council</li> <li>• reform capital gains tax and negative gearing and redirect savings to increase the supply of affordable housing</li> <li>• lead reform to promote competition and choice in social housing</li> <li>• reform Commonwealth Rent Assistance</li> <li>• include specific housing targets in the Closing the Gap Strategy</li> <li>• lead further work with state and territory governments on filling the funding gap between operating costs and rental income from low income households</li> <li>• introduce a single national regulatory system for social and affordable housing</li> <li>• provide incentives for reform of land supply and planning systems</li> <li>• make suitable government land available for affordable housing development.</li> <li>• CHIA's National Plan for Affordable Housing can be accessed at <a href="https://www.communityhousing.com.au/wp-content/uploads/2018/11/6889_CHIA-2018-National-Plan-for-Affordable-Housing-A4-Booklet_FA-Digital-Portrait.pdf">https://www.communityhousing.com.au/wp-content/uploads/2018/11/6889_CHIA-2018-National-Plan-for-Affordable-Housing-A4-Booklet_FA-Digital-Portrait.pdf</a></li> </ul> </li> </ul>

Date	Topic
Jun 19	<ul style="list-style-type: none"> <li>• Attended opening of the \$10.5 million Benson Place Apartments – the latest affordable housing project by Brisbane Housing Company Ltd (BHCL) located in Logan City</li> <li>• Attended the DHPW meeting of peak bodies and industry associations to discuss the modernised funding agreement and how each representative and their organisations will contribute to the new framework</li> <li>• Attended two National Meetings of Housing Peaks and Industry Associations hosted by CHIA VIC to discuss policy and projects</li> <li>• Met with Q Shelter to progress areas of mutual interest</li> <li>• Signed agreement with the DHPW to complete the CHIA QLD Partnering for growth workplan</li> </ul>
Jul 19	<ul style="list-style-type: none"> <li>• Met with the DHPW to agree CHIA QLD's Pathfinder Workplan</li> <li>• Attended the DHPW new operating model consultation</li> <li>• Attended the CHIA NRSCH Review Workshop</li> <li>• Member liaison regarding their development project</li> <li>• Convened CHIA QLD Pathfinder Panel meetings of the Board</li> </ul>
Aug 19	<ul style="list-style-type: none"> <li>• Attended Brisbane City Council consultation regarding Future Blueprint Workshop</li> <li>• Attended meetings with sponsors and potential sponsor</li> <li>• Met NHFIC regarding how Queensland CHPs can benefit from its national initiatives</li> <li>• Progressed the CHIA QLD Pathfinder Project</li> </ul>
Sept 19	<ul style="list-style-type: none"> <li>• Attended meetings with sponsors</li> <li>• Progressed CHIA QLD's interviews with potential law firms under the Pathfinder project</li> <li>• Member, the DHPW Partnering Steering Group</li> <li>• Attended the DHPW sector engagement consultation regarding the new legal framework for the CHP industry</li> <li>• Attended the Queensland Treasury Market Sounding – Disability Housing Supply Review</li> <li>• Attended the DHPW Partnering for Growth Focus Group</li> <li>• Attended a DHPW meeting regarding the new master agreement and schedules</li> <li>• Attended the CHIA Chairs Network Meeting addressed by the Hon Luke Howarth MP, Assistant Minister for Community Housing, Homelessness and Community Services</li> </ul>
Oct 19	<ul style="list-style-type: none"> <li>• Attended National Meeting of Housing Peaks and Industry Associations hosted by CHIA NSW</li> <li>• Attended CHIA's Extending the Economic Case Reference Group</li> <li>• Meeting with the Simonds Group regarding their work in Social and Affordable Housing in Australia</li> <li>• Attended the Queensland Government's Not Now Not Ever Morning Tea hosted by the Hon Annastacia Palaszczuk MP, Queensland Premier and Minister for Trade and the Hon Di Farmer MP, Minister for Child Safety, Youth and Women and Minister for Prevention of Domestic and Family Violence</li> <li>• Attended the Partnering Steering Group convened by the DHPW</li> <li>• Attended a luncheon convened by PwC and the McKell Institute at which the Hon Mick de Brenni, MP raised key issues with the audience which included financiers, property developers, union representatives, CHPs, CAPs and SHSs</li> </ul>
Nov 19	<ul style="list-style-type: none"> <li>• Attended the two-day Specialist Focus Group on the Community Housing Program Operating Model convened by the DHPW which focused on key policy elements and presented on CHIA QLD's approach to its workplan regarding how to assist Tier 2 and 3 CHPs to engage Partnering for Growth and the tools offered by NHFIC</li> <li>• Attended the Leveraging Specialist Focus Group convened by the DHPW which focused on specific elements in the master agreement</li> <li>• Convened the CHIA QLD End of Year Event: 'Community Housing - making the most of what we have in Queensland' and AGM</li> </ul>



## Queensland's Partnering for Growth with the community housing sector initiative

In April this year, CHIA QLD entered an Agreement with the DHPW as part of its Partnering for Growth initiative. CHIA QLD received funding of \$120,000 in funds to:

- Lead the testing, reviewing and provision of an industry legal opinion to the draft Master Agreement and Schedules under which CHP housing and support services will be procured, governed and delivered in the future
- Identify resources to support CHPs to prepare 5-year development and finance plans
- Work with Q Shelter to identify and develop tools and resources to assist Tier 2 and 3 CHPs to engage Partnering for Growth and the NHFIC
- Attend and contribute to state-wide workshops and consultations by the DHPW
- Participate as the Industry Representative on the Partnering Steering Group established by the DHPW
- Support meaningful engagement over Partnering for Growth by all CHPs, Crisis Accommodation Providers and Specialist Homeless Services, including those who are members of CHIA QLD.

CHIA QLD has commenced its workplan as submitted to the DHPW. Initial outputs include selection of 10 Pathfinder CHPs to work closely with CHIA QLD over project deliverables and selection of McCullough Robertson Lawyers as preferred supplier under an Expression of Interest (EOI) to law firms to deliver the industry's single legal opinion on the draft master agreement and schedules. CHIA QLD has also attended all consultations and Partnering Steering Group meetings.

This project will continue into 2020 and is expected to be completed by end June 2020.



### Partnering for Growth *with the community housing sector*

An initiative of the *Queensland Housing Strategy 2017-2027*



## Research

### National Housing Finance and Investment Corporation (NHFIC): Information and Options Paper

On 5 Feb 19, Q Shelter engaged CHIA QLD to research how Queensland CHPs can make best use of the National Housing Finance and Investment Corporation (NHFIC) in the context of the Queensland Government's Partnering for Growth initiative, which, with the Housing Construction Jobs Program (HCJP) underpins the Queensland Housing Strategy 2017-2027. CHIA QLD Chief Executive Officer, Jo Ahern, undertook the research, which incorporated primary and secondary research; desktop and literature reviews, surveys and interviews with Tier 1, 2 and 3 CHP senior executives across Queensland. The report, submitted to Q Shelter on 30 Mar 19, addressed:

- An overview of the NHFIC and its investment options and instruments to grow community housing
- How NHFIC was being used at that point by the Australian CHP industry
- Analysis of opportunities and challenges for CHPs in utilising NHFIC and Partnering for growth
- Barriers and issues in accessing and utilising NHFIC with respect to CHP NRSCH (National Regulatory System for Community Housing) tier status
- Analysis of capacity building activities needed, including grants
- Recommendations and a framework of questions for the regional consultations conducted by the DHPW and Q Shelter between May and Jul 19.

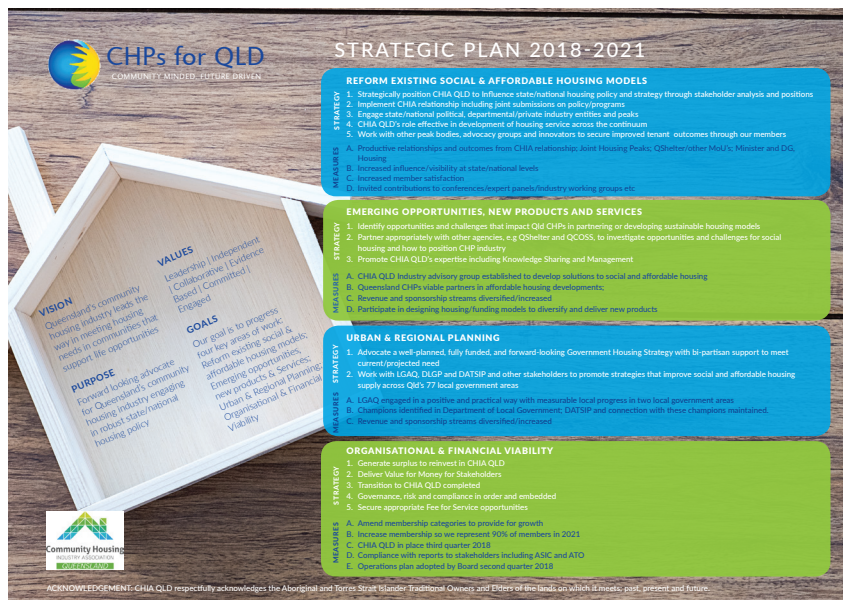
The Report makes seven key recommendations which are closely integrated and provide steppingstones for future engagement and action through partnership between the CHP industry, Q Shelter, Department of Housing and Public Works (DHPW) and NHFIC. This integrated effort was seen as critical by research participants as were the following points:

- Proactive engagement by CHPs and alignment of growth and development plans
- Expedited processes for CHPs to access land, equity and quarantined reserves to meet NHFICs financial criteria
- CHIA QLD to assist CHPs succeed through mentoring, tools and resources relevant to complex financial modelling including gap subsidy and security; debt management; finance/refinancing; property development; legal and risk; insurance; certifications; asset management; portfolio optimisation and government negotiations; removing the risk of CHPs engaging over these issues multiple times and at maximum cost
- Partnership structures between Tier 1, 2 and/or 3 CHPs via structured memorandums and/or agreements
- Mixed tenure and use developments to be considered as part of agreement between CHPs, the DHPW and NHFIC so revenue generated contributes to CHP sustainability.
- The "unlocking of investment" committed to in Partnering for Growth is pursued energetically and with close consultation with Q Shelter and CHIA QLD so mortgages and charges held by the DHPW over CHP owned and leased properties are adjusted to enable the use of these assets as security for NHFIC finance
- Adjustments to rent-setting models for affordable housing.



# Strategic Planning & Performance

CHIA QLD's Strategic Plan is comprehensive and ambitious. Planning and advocating for robust policy and service delivery in housing is a challenging task, complicated as it is by a changing social and political environment. CHIA QLD's aim is to be a strong, effective and long-term player in this field.



## Vision

Queensland Community Housing Providers lead the way in meeting housing need in communities that support life opportunities

## Purpose

Forward looking advocate for Queensland's community housing industry, engaging in robust state/national housing policy development

## Values

Leadership | Independence | Collaboration | Evidence Based Action | Commitment | Engagement

## Goals

Our goal is to progress four key areas of work:

- Reform social and affordable housing models
- Emerging opportunities, new products and services
- Urban and regional planning
- Organisational and financial viability

CHIA QLD's performance in working to achieve each of these goals is summarised in the following tables:

<b>Strategy 1</b> <b>Reform Social &amp; Affordable Housing Models</b>	<ol style="list-style-type: none"> <li>1. Strategically position CHIA QLD to influence state/national housing policy through stakeholder analysis and positions</li> <li>2. Implement CHIA relationship including joint submissions on policy/programs</li> <li>3. Engage state/national political, departmental/private industry entities and peaks</li> <li>4. CHIA QLD's role is effective in development of housing service across the continuum</li> <li>5. Work with other peak bodies, advocacy groups and innovators to secure improved tenant outcomes through our members</li> </ol>
<b>Measures 1</b>	<ol style="list-style-type: none"> <li>A. Productive relationships and outcomes from CHIA relationships with national housing peaks, Q Shelter, other industry bodies and peaks, the Housing Minister and Director-General Housing</li> <li>B. Increased visibility at state/national levels</li> <li>C. Increased member satisfaction</li> <li>D. Invited contributions to conferences/ expert panels/ industry working groups</li> </ol>
<b>Progress 1</b>	<p>Progress has been made on strategy 1 and all measures with item C to be formally tested in 2020</p>

<b>Strategy 2</b> <b>Identify emerging opportunities, new products &amp; services</b>	<ol style="list-style-type: none"> <li>1. Identify opportunities and challenges that impact Queensland CHPs in partnering or developing sustainable housing models</li> <li>2. Partner appropriately with other agencies, eg Q Shelter, QCOSS to investigate opportunities and challenges for social housing and how to position the CHP industry</li> <li>3. Promote CHIA QLD's expertise through knowledge sharing and management</li> </ol>
<b>Measures 2</b>	<ol style="list-style-type: none"> <li>A. Productive relationships and outcomes from CHIA relationships with national housing peaks, Q Shelter, other industry bodies and peaks, the Housing Minister and Director-General Housing</li> <li>B. Increased visibility at state/national levels</li> <li>C. Increased member satisfaction</li> <li>D. Invited contributions to conferences/ expert panels/ industry working groups</li> </ol>
<b>Progress 2</b>	<ul style="list-style-type: none"> <li>• Progress has been made on strategy 2 but further work is required across all 3 elements</li> <li>• Productive relationships have increased as evidenced by CHIA QLD's inclusion into state planning processes regarding Partnering for Growth and Partnering for Impact</li> <li>• Next year will see a further increase in public visibility</li> </ul>

<b>Strategy 3</b> <b>Contribute to urban &amp; regional planning</b>	<ol style="list-style-type: none"> <li>1. Advocate a well-planned fully funded, forward looking Government Housing Strategy with bi-partisan support to meet current/ projected need</li> <li>2. Work with the Local Government Association of Queensland (LGAQ), Department of Local Government, Racing and Multicultural Affairs (DLG) and Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP) and other stakeholders to promote strategies that improve social and affordable housing supply across Queensland's local government areas</li> </ol>
<b>Measures 3</b>	<ol style="list-style-type: none"> <li>A. LGAQ engaged in a positive and practical way with measurable local progress in two local government areas</li> <li>B. Champion identified in the LGAQ, DLG, DATSIP and connections maintained</li> <li>C. Revenue and sponsorship streams diversified</li> </ol>
<b>Progress 3</b>	<p>Progress has been made on strategy 3 with further work to be completed on bi-partisan support of the Queensland Housing Strategy</p> <p>The work with the LGAQ is yet to commence although CHIA QLD has engaged Brisbane City Council over its proposed housing strategy</p> <p>CHIA QLD is also engaging DATSIP over its development of a housing strategy specifically for people of Aboriginal and Torres Strait Islander backgrounds, initially via the Partnering Steering Group established by the DHPW</p> <p>The agreement with the DHPW saw revenue diversified in the last year</p>

<b>Strategy 4</b> <b>Organisational and Financial Viability</b>	<ol style="list-style-type: none"> <li>1. Generate a surplus to reinvest in CHIA QLD</li> <li>2. Deliver value for money for stakeholders</li> <li>3. Transition to CHIA QLD is completed</li> <li>4. Governance, risk and compliance are in order and embedded</li> <li>5. Secure appropriate fee-for-service opportunities</li> </ol>
<b>Measures 4</b>	<ol style="list-style-type: none"> <li>A. Amend membership categories to provide for growth</li> <li>B. Increase membership to 90% of CHPs in 2021</li> <li>C. CHIA QLD is in place – third quarter 2018</li> <li>D. Compliance with ASIC, ATO, etc</li> <li>E. Operations plan accepted by Board – Q2 2018</li> </ol>
<b>Progress 4</b>	<ul style="list-style-type: none"> <li>• CHIA QLD generated a surplus this year and delivered increased value for money for stakeholders including through additional events, promotions and advocacy via the Partnering for Growth initiative and via the relationships with CHIA, Q Shelter and DHPW</li> <li>• Transition to CHIA QLD is completed as part of the operations plan adopted</li> <li>• Governance risk and compliance are in order and fee for service was secured with the DHPW</li> <li>• Further work is to be done to increase CHP membership</li> </ul>



# Directors & Office Bearers 2018-19

CHIA QLD's Board of Directors volunteer their time, energy, expertise, knowledge and networks to oversee the governance, strategic directions and policy of the organisation. Directors are elected or appointed at the Annual General Meeting for a period of two years. With a total of nine directorships available, two directors may be appointed by the Board on the basis of skills and independence. The Board governs in accordance with its Constitution, the Corporations Act 2001 and other relevant legislation, regulation and policy.

## Ann-Maree Keane, Chair and Independent Director (24 Jul 15 - current)



Ann-Maree Keane is Chair and Independent Director, CHIA Qld. Ann-Maree is also Partner Transaction Services, KPMG Australia. With over 20 years' experience in the accounting profession, Ann-Maree is a Fellow of the Institute of Chartered Accountants in Australia and New Zealand and a Fellow of the Financial Services Institute Australasia. Ann-Maree's experience includes acquisition due diligence, sell side assistance and pre-sale due diligence, pre-lending due diligence, transaction and negotiation support, deal support, valuations and data analytics. Qualifications also include:

- Certificate of Public Practice
- Fellow of the Financial Services Institute of Australasia
- Graduate Diploma of Applied Finance and Investment
- Bachelor of Business (with Distinction), University of Southern Queensland.

## Jamie Muchall, Deputy Chair and Director (28 Aug 14 - current)



Jamie Muchall is Deputy Chair and Director, CHIA QLD. He is also State Manager Queensland & Business Development Manager for Horizon Housing Company Ltd. Based in Brisbane, Queensland, Jamie has over 11 years' experience in community housing, specifically in growth, development and construction, new business, strategy and operational management. Jamie has been on the Board of CHIA QLD for over four years and is honoured to serve the members. Jamie would like CHIA QLD to build on its achievements and to focus on two key priorities – increasing our value to members and reshaping the CHP industry's relationship with government to a shared partnership, focused on outcomes. Jamie holds a Bachelor of Arts (Hons) University of Queensland and is a Graduate Member of the Australian Institute of Company Directors. Bachelor of Business (with Distinction), University of Southern Queensland.

## David Cant, Independent Director (23 Nov 17 – 19 Nov 19)



David Cant is Independent Director, CHIA QLD and was founding Chief Executive Officer, Brisbane Housing Company (BHC) retiring in August 2017. In 2000-01, working as consultant to the Queensland Government, David led the team that created BHC. Since that time BHC, with over 1,500 completed homes, enjoys the reputation for award winning design, business innovation and high-quality services. Over the last 40 years, David has been committed to provision of housing for those in need and on low incomes. Before moving to Queensland from the UK, David was Chief Executive Officer of New Islington Housing Association, a charity operating in inner London with a portfolio of 6,000 homes. David holds a Master's in Town Planning and Bachelor's in Politics and Economics. David is also a Member of the Board of NHFIC and Independent Director PowerHousing Australia. David is Co-Chair of Under1Roof, a consortium of housing and homelessness organisations in Brisbane, Queensland. David is a member of the Australian Institute of Company Directors.

### Jason Cubit, Alternate Director (25 Jun 19)



Jason Cubit was Alternate Director CHIA QLD between 20 Jun 19 and 18 Aug 19, replacing Jamie Muchall. Until his resignation in Sept 19, Jason held the position of CEO Horizon Housing Group incorporating Horizon Housing Company Ltd & Horizon Housing Solutions. Under Jason's leadership, Horizon Housing Realty was established in 2018 and Jason has been a Director Australian Affordable Housing Securities since 2015. For 12 years between 2007 to 2019, Jason led growth and development Horizon Housing's portfolio from the 100 dwellings he started with at the then 'Gold Coast Housing Company' to the Horizon Housing Group of today. In 2018, Horizon Housing Group integrated with Community Housing Limited, forming Australia's largest community housing provider.

### Andrew Elvin, Director (5 Nov 15 - current)



Andrew Elvin is Director, CHIA QLD, Queensland Regional Director CHIA and Chief Executive Officer, Coast2Bay Housing Group Ltd (Coast2Bay). Andrew has over 25 years' experience as a chief executive, senior executive, manager and development consultant for the non-profit, government, human services, health, community, housing, mental health, aged care and disability sectors in Australia and the UK. Andrew holds a first-class Master's in Criminology and Social Policy from Middlesex University, UK, with research-based modules including Research and Evaluation Techniques and Preparing for Research. Under Andrew's leadership, Coast2Bay has achieved recognised leader status in the community housing industry including through establishment of its commercial arm; Purpose Property Management & Sales.

### Ailsa Leacy, Director (23 Nov 17 - 22 Nov 18)



Ailsa Leacy was appointed by the Board as a Casual Director, CHIA QLD in her role as former Chief Executive Officer YWCA Queensland. Ailsa was part of a significant global movement and women's organisation with the vision of empowering women and girls to 'find their possible'. With a strong background in education and training, executive leadership and management, including as Principal, Director of Education and Training and Institute Director at TAFE Queensland, Ailsa developed and redesigned school and leadership programs and an online resource on Healthy Relationships at TAFE Queensland - now available to more than 120,000 students. Ailsa led YWCA Queensland's community housing, women's refuge and disability services. Ailsa holds a Master of Educational Studies.

### Stuart Lummis, Director (22 Nov 18 - 11 Jul 19)



Stuart Lummis was Director CHIA QLD and Chief Executive Officer, Brisbane Housing Company Ltd (BHC). Before joining BHC, for 8 years as Director of Property for the Catholic Church, Stuart managed the Centacare Housing portfolio of approximately 120 dwellings, and before that ran 4,500 seniors rental retirement units. In this role Stuart was responsible for design, construction and ongoing operations. Stuart holds a Bachelor of Economics, Post Graduate Diploma in Applied Finance and Investment and Diploma in Project and Construction Management. Stuart is a Fellow of the Australian Institute of Company Directors.

## Directors & Office Bearers 2018-19

### Darren Mew, Director (23 Nov 17 – 19 Nov 19)



Darren Mew is Director, CHIA QLD and Queensland Senior Development Manager for BlueCHP Ltd (BlueCHP), a southeast Queensland and western Sydney based Tier 1 community housing provider, registered charity and developer. Darren is also a Member of Q Shelter's Board of Management and a member of the UDIA QLD Housing Policy Advisory Panel. Darren represents BlueCHP as an independent member of the Investment Review Committee of the Affordable Housing Charity Ltd. Previous senior roles with major property and advisory companies provide Darren with an extensive range of property and management skills. With qualifications in Urban Design and QBCC Licenced, Darren's experience encompasses design, planning, development advisory services, financial feasibility and transaction design. Darren holds a Bachelor of Built Environment and Graduate Diploma, QUT.

### Donna-Maree O'Connor, Director (22 Nov 18 – current)



Donna-Maree O'Connor is a Director, CHIA QLD and Chief Executive officer, Access Community Housing Company (ACHC). ACHC is a Tier 2 registered community housing provider with a portfolio of approximately 600 dwellings. Donna-Maree is the Chair of the Cairns Housing and Homelessness Network and a member of the Cairns Alliance of Social Services. Donna-Maree has worked in a range of government developments over almost 40 years, including the Department of Education, Training, DATSIP, QLD Health, Local Government and before moving to Cairns; the Department of Justice and Attorney General, where she was responsible for establishing a state-wide Victim Support Service within the Director of Public Prosecutions Office. Donna-Maree has a Bachelor of Arts (Economics) and Diploma of Education, University of Queensland; Master of Arts, Griffith University and Graduate Diploma in Management, Flinders University.

### Frances Paterson-Fleider, Director (26 May 14 – 31 Oct 19)



Frances Paterson-Fleider was Director, CHIA QLD from establishment in 2014 to 31 Oct 2019 when Frances resigned from her role as General Manager, Churches of Christ Housing Services to take up a new role as State Manager, Community Housing Ltd, NSW. Frances was CHIA QLD's inaugural Queensland Regional Director, CHIA. With more than 35 years' experience in social and affordable housing, Frances spent 25 of these in the UK working in a range of government and non-profit housing organisations. During her time with Churches of Christ Housing Services Frances grew the housing portfolio from 60 dwellings to more than 1,400. Passionate about the community housing sector, Frances believes that appropriate and affordable housing is a basic human right that is fundamental to individual, family and community well-being. Professionally qualified, Frances has a Master's in Property Development, Robert Gordon University, Aberdeen and a Postgraduate Diploma in Housing University of Edinburgh, Scotland. Frances is a graduate of the Australian Institute of Company Directors.



### Dushy Thangiah, Director (26 Jun 19 – 19 Nov 19)



With more than 25 years' experience in housing and homelessness, Dushy Thangiah is a Casual Director, CHIA QLD and Chief Executive Officer, Yumba-Meta Housing Association Ltd (Yumba Meta). Yumba Meta is a leading Tier 2 community housing provider that specialises in housing for people vulnerable to homelessness and rental stress and who are of Aboriginal and Torres Strait Islander heritage. Dushy has over 25 years' experience in the housing and homelessness industry. Dushy has joined several advisory councils, along with being regularly called on to inform policy formulation and program implementation relating to housing, homelessness, domestic and family violence, youth engagement, systems reforms for women incarcerated and the Specialist Disability Housing Sector. Dushy is a Management Accountant, Chartered Institute of Management Accountants, London and has a Graduate Certificate in Housing Management and Policy, Swinburne University, Melbourne and is a Graduate of the Australian Institute of Company Directors.

### Bernard Wilson, Director (30 Nov 16 – 13 Mar 19)



Bernard Wilson was Chief Executive Officer of Bric Housing Company Ltd (Bric) in Brisbane, Queensland, supporting over 800 tenancies within more than 200 properties. Joining Bric in 2016, Bernard is an experienced and entrepreneurial leader and senior executive with a proven track record of service delivery, financial and organisational achievement in the human service sector, skilled at change management, philanthropy and communications, business development and effective and inclusive governance. Bernard has held General Manager and Chief Executive Officer roles with key human service organisations including Open Minds and Legacy Brisbane. Bernard holds a Master of Business Administration.

### Jo Ahern, CEO & Company Secretary (27 Nov 17 - current)



Jo Ahern is Chief Executive Officer & Company Secretary CHIA QLD and Public Officer. With 20 years' in senior executive roles and non-executive directorships in non-profit and government organisations in Australia and the European Union, Jo believes every person deserves a place to call 'home.' Jo is also Managing Director of The Ahern Group Pty Ltd, a private sector management consultancy in Brisbane, Queensland. Jo has initiated and led sector-wide change and reform and raised more than \$200million in investment towards social and economic justice programs. Jo specialises in housing, homelessness, and the international systems of asylum and refuge. Jo holds a Master of Arts in Management, Bachelor of Arts in Asian Studies specialising in International Relations, Griffith University, Brisbane and a Certificate in Financial Accounting, National College of Ireland.

# Board Meetings & Attendance

In leading CHIA QLD's governance, strategy and policy, the Board of Directors met on 10 occasions in 2018 – 2019. Meetings were held in person, by teleconference and at member locations. The following is a record of Director attendance, noting apologies and when meetings were not relevant to a particular director's tenure:

- David Cant was elected chair for the 28 May 19 meeting | Jason Cubit was appointed alternate director for the Jun 19 meeting
- Ailsa Leacy did not seek re-appointment on completion of her term as casual director 22 Nov 18 due to completion of YWCA Queensland contract
- Stuart Lummis was elected to the Board 22 Nov 18 and resigned 11 Jul 19 | Donna-Maree O'Connor was elected to the Board 22 Nov 18
- Jamie Muchall was on annual leave for the Jun and Jul 19 meetings | Frances Paterson-Fleider resigned her directorship 31 Oct 19
- Dushy Thangiah was appointed as a casual director 26 Jun 19 | Bernard Wilson resigned his directorship 13 Mar 19

Director	Director & Office Bearer Attendance at Meetings of the Board of Directors 2018 - 2019									
	24 Jul 18	28 Aug 18	16 Oct 18	22 Nov 18	20 Dec 18	22 Jan 19	26 Feb 19	23 Apr 19	28 May 19	25 Jun 19
Ann-Maree Keane, Chair & Independent Director	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Jamie Muchall, Deputy Chair & Director	✓	✓	✓	✓	✓	Ap	✓	✓	✓	Ap
David Cant, Independent Director	✓	Ap	✓	✓	Ap	✓	✓	✓	✓	✓
Andrew Elvin, Director & Queensland Regional Director CHIA	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Ailsa Leacy, Casual Director	✓	✓	✓	Ap	N/A	N/A	N/A	N/A	N/A	N/A
Stuart Lummis, Director	N/A	N/A	N/A	✓	✓	✓	✓	✓	✓	✓
Darren Mew, Director	✓	✓	✓	✓	Ap	Ap	✓	✓	✓	✓
Donna-Maree O'Connor, Director	N/A	N/A	N/A	✓	✓	✓	✓	✓	✓	Ap
Frances Paterson-Fleider, Director & Queensland Regional Director CHIA	✓	✓	Ap	✓	✓	Ap	✓	✓	Ap	✓
Dushy Thangiah, Casual Director	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bernard Wilson, Director	✓	✓	✓	✓	Ap	✓	✓	N/A	N/A	N/A
Jason Cubit, Alternate Director	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	✓
Jo Ahern, CEO & Company Secretary & Public Officer	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Ap = Apology

# Members 2018-19

CHIA QLD is delighted to present and thank our members for supporting the organisation and its vision throughout 2018-2019. CHIA QLD members include Tier 1, 2 and 3 National Regulatory System for Community Housing (NRSCH) community housing providers CHPs in Queensland's urban, rural and regional communities and members operating external to the NRSCH.

CHIA QLD also welcomes participation from associates, industry professionals, sponsors and partners, and other organisations that support the goals of the community housing industry. Collectively, we work to ensure a robust and sustainable future for community housing and better housing options for Queenslanders from all walks of life and who are vulnerable to homelessness and housing stress.

- Access Community Housing Ltd
- Anuha Services | Peace Lutheran Church Group
- BHC Ltd
- BlueCHP Ltd
- Bric Housing Company Ltd
- Centacare North Queensland
- Churches of Christ Housing Services Ltd
- Coast2Bay Housing Group Ltd
- Common Ground Queensland Ltd
- Community Accommodation and Support Agency Inc
- Community Action Inc
- Community Housing Ltd Group of Companies
- Cootharinga North Queensland Ltd
- Compass Housing Services Co (QLD) Ltd
- Gladstone Central Committee on the Ageing
- Hervey Bay Housing Coalition Inc
- Hinchinbrook Community Support Centre Inc
- Horizon Housing Company Ltd | Horizon Housing Solutions Ltd
- Ingham Parents Support Group Inc | Ingham Disability Support Services
- Jacaranda Housing Company Ltd
- Lutheran Church of Australia QLD District (Lutheran Community Care)
- Mackay Regional Housing Company Ltd | Connect Housing Group

- Mangrove Housing Company Ltd
- Mareeba Community Housing Company Ltd
- Prospect Community Services Ltd trading as Charters Towers Neighbourhood Centre

CHIA QLD acknowledges its Associates:

- Aberdeen Insurance Solutions
- Josephine Ahern
- David Cant
- Ann-Maree Keane
- Gallaghers Insurance | Risk Management | Consulting

CHIA QLD acknowledges its Sponsors:

- Grant Thornton Australia
- McCullough Robertson Lawyers
- Idearchitecture
- SDM Housing Software



# Sponsors & Partners

CHIA QLD sincerely thanks the significant financial and in-kind support from its sponsors throughout 2018-19 without which it would not have been able to achieve the progress it did.



McCullough Robertson is a leading independent law firm, working with businesses in a diverse range of industries including property, construction, mining and energy, banking, insurance, agribusiness, telecommunications, renewables and government. Our significant reach and experience across Australia including Brisbane, Sydney, Newcastle and Melbourne, sees us actively working both nationally and internationally for our clients. We strive towards a diverse and inclusive environment that supports values and creates a collaborative and innovate experience for our people, our clients and our community partners. McCullough Robertson is privileged to partner with a diverse range of not-for-profit organisations, people and charities who make a real difference in our community.



Grant Thornton is one of the world's leading independent assurance, tax and advisory firms, combining service breadth, depth of expertise and industry insight with an approachable "client first" mindset and a broad commercial perspective. CHIA QLD's Audit Partner, Matt Bell, has experience across a broad range of industries including not-for-profit, real estate and construction and food and beverage. In the Not-for-Profit sector Matt has a focus on education, affordable housing, training and health services sectors. Matt is a Director of the Grant Thornton Foundation, a public ancillary fund which provides support to selected charitable organisations active in the area of growing youth.



SDM Housing Software delivers an integrated, modular solution designed for the community housing sector. The underlying database is Microsoft's SQL Server and the software is licenced on a concurrent user basis. This means it can be a cost-effective fit for the needs of very small organisations, a single PC and 50 properties, while also scaling to more complex requirements and performance needs of larger organisations. The software, a market leader in the UK for many years, has been extensively enhanced to suit the specific needs of the Australian sector, with comprehensive functionality for all aspects of community housing including:

- Rent & Housing Management/ Waiting List & Allocations
- Voids & Vacancy Management/ Repairs, Responsive & Planned Maintenance
- Fixed Assets & Complaints Registers
- CRA Rent Calculator/ Landlord & Agent Modules
- Web Portal/ Imaging & Attachments
- Extended Database Facilities/ Report Writer & Inquisitor Reporting Tools/ General, Purchase & Sales Ledger

## idearchitecture

idearchitecture is a multi-disciplinary Architectural practice providing professional consulting services and specialising in Architecture and Design, Project Management, Interiors and Planning. Since establishment in 1991, IDEA has provided consulting services for a diverse portfolio of award-winning projects in Australia and overseas. Operating in public, private and non-profit sectors, our commitment to uncompromising quality, efficiency and innovation has established our reputation as a highly professional and market leading practice. We are a highly qualified, design-focused and service-orientated team of capable, cohesive and creative Architects. In 2006 the IDEAGROUP of companies was established to bring together complementary skills and services including property development, computer-aided illustration and graphic design. The combination of expertise in our group of companies gives idearchitecture an intellectual and commercial advantage that is passed on to clients.



**Community Housing**  
INDUSTRY ASSOCIATION  
**QUEENSLAND**

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