



Annual Report 2017



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Sometimes we all fall through the gaps. What may be a molehill for some, can be a mountain for others. For our tenants on a low income, just getting by week to week may be all that is manageable. THE HELP FUND strives to do the little things that can make a big difference. It's about helping to clear the barriers to success. The Coast2Bay Housing Group team has been fundraising to provide assistance to a wide range of tenants with varying needs. Fundraising will be ongoing and any donations can be made via the Coast2Bay Housing Group website.

Our Vision

Vision statement

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

Our Mission

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

Our Values

External Values - We are:

Person Centred - respecting people and helping them fulfil their aspirations

Local - focused on creating communities across our regions

Innovative - creatively designing and implementing sustainable housing solutions

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

Operating Values - We value work that is:

Team Orientated - 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

**“ WE ARE VERY GRATEFUL TO THE COAST2BAY TEAM AND
FOR THE AMAZING SUPPORT WE HAVE RECEIVED FROM YOU.**

THANKS SO MUCH FOR HELPING US TO FIND

OUR PERFECT HOME!”

DANIEL, SOFIA AND LUCA

Daniel and Sofia moved to the Sunshine Coast from Sydney in 2015 right after finding out they were expecting their first child. They started out their time on the Sunshine Coast renting a small second floor unit in Marcoola, which had started to be a challenge once their baby boy, Luca, became more active.

Sofia is a devoted stay-at-home mum, and she has a permanent disability. So, as you could imagine raising a child brings with it a lot of challenges that Daniel and Sofia faced in finding a rental property. Searching for a house with no stairs and a flat backyard, somewhere that was closer to Daniel's work, a daycare and most importantly closer to their other family members, was something that they had really been struggling with. They were already spending 100% of Daniel's wage just by getting by and could not afford what was on offer.

In May 2017 they found the perfect house, advertised by Coast2Bay Housing Group, and that same month they moved into their new home. Luca is thriving in his new backyard and his parents have great joy in watching him explore it.



Annual Report 2016-2017

This report outlines a year of exceptionally strong performance, strategic planning and innovative development for Coast2Bay Housing Group. Our five year strategic plan, adopted at the start of 2016 resulted in a year of planning and preparation for future growth. This included establishing a wholly controlled entity and charity, Purpose Real Estate, to take forward our plans to grow our services and meet the needs of a wider group of individuals seeking rental accommodation. Surpluses from this trading entity will support the ongoing work in meeting the needs of vulnerable individuals and families including those on low income.

We farewelled Michael Sobey who has been a Director of Coast2Bay Housing Group since its inception in 2008. Michael has provided expert legal advice and support at Board level and we thank him for all the contributions he has made to the development and growth of the company over these years. We expect to maintain a casual association with Michael.

This year has seen a significant improvement in our overall financial performance and our progress against our strategic growth priorities, particularly the introduction of new and innovative construction projects is positive, providing a platform for further expansion of our services. We are delighted that the partnership with the Zonta Club of Caloundra helped to deliver their long term vision to establish a specialist transition accommodation project RISE (Restart In a Safe Environment) for women and children escaping domestic violence. It was an inspirational moment to share in the opening of the project with Mayor Mark Jamieson (Sunshine Coast Council) in May.

Support and commitment from our Shareholders has been a real benefit to the implementation of our plans this year, particularly in their support and guidance for more commercial activity and in their efforts to support fund raising projects. We thank our Chief Executive Andrew Elvin and the Executive and Senior Management team along with the whole staff group for their professionalism, dedication and commitment to the vision and mission of the organisation.

In my role, it is pleasing to witness the continuing commitment of our Board members in the giving of their social and commercial experience. As such, I am confident that we collectively maintain a high level of good governance as we continue to monitor the Board's KPI's.

Finally, the case studies in this report show the range and depth of our work with Stakeholders including individual tenants and families. We celebrate with them the transformative power of providing a home to those in need.

GORDON SUTHERLAND

CHAIRMAN



Our Independent Board of Directors



Gordon Sutherland, Chairperson

Gordon has a Bachelor of Science in Building and a Post Graduate Diploma in Business Management. He has over 35 years experience in the construction and property industry in the UK, New Zealand and Australia, having worked for a number of major property companies. In Queensland, Gordon has worked on high profile public projects such as the redevelopment of the Gabba and Lang Park in Brisbane, and has been involved in retail and residential developments including both 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.



Helen Glanville

Helen has a Graduate Diploma in Housing Management and Policy from Swinburne University and is a licensed Real Estate Agent. She has worked in various Property, Housing or Real Estate roles since 1990, including 12 years working for the QLD Department of Housing. She has partnered in the commercial and residential development projects on the Sunshine Coast. Helen has broad business and management experience and currently manages a commercial and residential property portfolio.



Barry Johnson

Barry was a senior partner in a prominent Chartered Accounting practice on the Sunshine Coast and is now a director on the boards of a number of companies. These companies are located both in Australia and overseas and are engaged in a range of industries including aviation, training, agriculture, construction and energy. His governance roles include that as a director of a company operating a supported accommodation facility and being a management committee member for an organisation providing home support for people with disabilities. Barry is a Fellow of both the Institute of Chartered Accountants in Australia and CPA Australia and is a graduate member of the Australian Institute on Company Directors.



Julia Phipps

Julia Phipps is a marketing and communications professional with a high level of strategic thinking and talent for developing stakeholder relationships. Starting her career in journalism in print media, she moved to digital editions and later into public relations in the UK. She's previously worked for News Ltd and in marketing in the tertiary education sector. Julia worked for non-profit housing provider Habitat for Humanity in Bangladesh, where she developed an interest in the housing sector and continues that interest with Coast2Bay Housing Group. She has degrees in journalism, public relations and a Masters degree in marketing.



Jean McRuvie

Jean has held the role of CEO, Senior Executive or Board Director for the last 21 years in a range of private and NGO Companies. For the last four years Jean was CEO of the Central Queensland Medicare Local and prior to that she was the General Manager of Focus Health based on the Sunshine Coast. Both organisations provided amongst other services, mental health, physical health and drug and alcohol treatment services. Jean is Director of four additional companies, THERE4U - a clinical services agency, Prime Management – management consultants, Excelcare Australia - a social services company engaged in home support, aged care and child support services and LiveBetter - a disability service provider.



Peter Moriarty

Peter is a dedicated, team orientated and strategic thinker with a strong business acumen developed over his 14 year career in construction and development projects. A well established reputation in development management and consulting planning, has led Peter to be instrumental in the delivery of a broad range of highly successful multi million dollar projects. With exceptional skills in the management of specialist project teams and their outputs, Peter has a well-established and highly respected reputation for getting the most out of people and projects.



Helen Collins

Helen has a Master of Arts (Hons.) and post graduate qualifications in Housing Management / Planning (Swinburne) and Social Administration (UQ). Since 1984, she has been actively involved in Community Housing in many roles, some of which include Director; Manager; Trainer; Peer Evaluator and Quality Improvement. She has worked as a State-wide Sector Development Worker and been a member of numerous State and Local Government Advisory Boards. Helen is strongly connected in her community and was recognised in the Noosa Electorate Queensland Day Awards 2017 for volunteer work over 30 years as an advocate for community housing, women's refuges, and adult literacy. In addition, Helen has extensive experience in Community Development, HR and small business, including many years as licensee of a successful real estate business.



Adam Morley

Adam has a Bachelor of Business in Property Valuation and Administration, and is currently Relationship Manager for St George Bank Property Finance. He has over 15 years of experience in the property finance industry, having worked for a number of major banks, and holds an executive position with the UDIA Sunshine Coast branch. Adam has financing experience in large scale residential, commercial, retail and industrial projects in Queensland and the Northern Territory.



Dr. Claudine Kasselis

Claudine is a QLD Barrister at Law. Specialising in Commercial Law, Claudine also has extensive knowledge and experience in Family Law. With extensive experience in Accounting and Strategic Management, Claudine has practised as a CPA and completed a PhD in Accounting & Strategic Management in 2002. Claudine is a fully trained Mediator, accredited with the Australian Mediation Association and a qualified FDRP (Family Dispute Resolution Practitioner) under the Family Law Act.



CEO Report

This year has seen substantial improvements in performance and outcomes for tenants and National Rental Affordability Scheme (NRAS) customers. In community housing our occupancy has risen by a further 1.1 % to 98.0%, our tenancy turnaround has improved by 17% to an average of 10 days and our rent arrears stand at very modest 0.62% of total rental income. Evictions, as a proportion of all exits have dropped again this year from 4.8% to 2.6%, showing our commitment to support tenants in sustaining their tenancy. The average length of time that properties are under repair has dropped again to an average of 12 days and the delivery of our strategic asset management plan has been extremely cost effective. In the affordable housing (NRAS) portfolio our occupancy is again almost at 100% and our overall investor satisfaction rate stands at 99%, with 9 out of 10 investors saying our services represent exceptional value for money. These indicators are all significantly above the benchmark levels set by the national systems of regulation and our internal stretch targets.

The tenant and community engagement program was augmented this year by the delivery of the QCOSS Switched on Community Grant that enabled us to support tenants and low income families engage more effectively in the electricity market. Most participants in the project saved around \$300 per annum on their utility costs and information and advice was circulated to over 20,000 households. Participation in our tenant incentive scheme has increased by 13% to 53% of all tenants. This year 34 % of our community housing tenants responded to our annual survey. Results showed an increase in overall satisfaction with 85 % of tenants being satisfied and 83 % satisfied with the condition of the property. Our Tenant Advisory Group has continued to meet and support staff in shaping the tenant engagement process and quality improvement activity.

In May our work with Synapse and Ausmar Assist established a home for people living with a disability. The project was highly commended at the Australasian Housing Institute Professional Excellence in Housing Awards

The staff team have continued to focus on the key behavioural competencies of collaboration, team work, responsibility and accountability. The results of our staff opinion survey demonstrate the value of these and the strength of the organisation as a good employer. A high performing and professional executive and management team has provided strong leadership for the organisation, secured greater efficiencies and established successful change management processes including a revised system for intake and assessment of callers to the organisation.

I thank all of the managers and staff for their enthusiasm, dedication and commitment to their work. Thanks as well to all our partners in community organisations and the leadership team in the Queensland Department of Housing and Public Works. These elements have once again made it possible to achieve the mission to transform lives, promote social inclusion and support economic development.

ANDREW ELVIN

CEO



Rise Project

RISE (Restart In a Safe Environment)

In partnership with the Zonta Club of Caloundra Coast2Bay Housing Group constructed two new homes for women and children escaping domestic violence as part of the RISE project.

Grants from The Sunshine Coast Council, The Cricks Eastham Foundation along with land donated by a local philanthropist as well as substantial fund raising secured the resources to deliver the project in May 2017.

Expert project management from our in house team ensured the project was delivered to time and below budget.



Strategic Priorities 2016-2021

The organisation has maintained its commitment to and emphasis on growing and diversifying the range of services delivered by

- Increasing the property portfolio under management through expansion of the properties managed under the National Rental Affordability Scheme and through a new wholly entity Purpose Real Estate
- Developing a construction pipeline and exploring partnership options with local developers
- Attracting grants, other funds and donations to provide complementary services
- Seeking philanthropic support and social investment to provide innovative housing options

The outcome of successful delivery of these strategies in the coming years will see a rise in the number of homes available for community and affordable housing across our region and broaden the continuum of housing options available to individual families.



Our Team

Coast2Bay Housing Group has a long standing commitment to be an employer of choice. Our aim is to provide a vibrant and dynamic professional staff and management team. At the end of the financial year 34 staff members were employed in the organisation. The 2016 staff opinion survey showed a very healthy organisational culture, strong positive job satisfaction ratings, effective employee engagement and robust organisational leadership. The organisation has provided significant resources to enhance the training and skills development of staff and managers supported by our corporate membership of the Institute of Managers and Leaders

'The best three things about working at Coast2Bay Housing Group are working for a not for profit organisation that makes a difference to people's lives, working with a really good team and interesting and diverse work.'

**“OUR AIM IS TO PROVIDE
A VIBRANT AND DYNAMIC
PROFESSIONAL STAFF
AND MANAGEMENT TEAM”**



Operations

I must say a huge thank you to the hard work of our dedicated property, tenancy and affordable housing teams who through a focus on tenancy turnarounds and efficiencies have made the 2016-2017 year a very successful one operationally. We achieved some exceptionally good performance outcomes due to vigilant monitoring and adaptation of our processes based on the balanced scorecard introduced in the previous year.

Coast2Bay Housing Group has assisted a total of 1,416 households with housing solutions across the year through our combined community and affordable housing portfolios. In the community housing space 119 of these households transitioned through our housing pathway with 72 households exiting to the private rental market or an NRAS option and 47 into longer term social housing.

Of the 36 exits from the affordable housing portfolio there were a total of 5 exits into home ownership with a further 23 households exiting to the private rental market.

As well as completing 335 tenancy turnaround inspections our asset team undertook an additional 2353 routine and asset inspections to ensure our portfolio is effectively managed and our asset management plan delivered.

Underpinning the success of our work are the 60 plus formal and informal partnerships with key agencies across the community that assist our clients to achieve successful housing outcomes. These partnerships are a vital element of the work we do.

LEE BANFIELD

OPERATIONS MANAGER



Judith Hunt from Synapse talking to Claire, one of the Homes4Life tenants.

Our Programs

In the 2016-17 financial year a total of 1,416 households were assisted with a housing solution across our affordable and community housing portfolios. Coast2Bay Housing Group operates across both the Sunshine Coast and Moreton Bay regions providing a professional, coordinated and integrated housing service that is responsive to the community and our tenants' needs.

Longer Term Housing

During the 2016-17 year a total of 251 households were assisted through our longer term housing portfolio. Coast2Bay Housing Group currently manages 218 independent housing options in this portfolio that includes a wide range of housing including detached houses, townhouses and units in 1, 2, 3 and 4 bed configurations.

Community Managed Studio Units (CMSU's)

Coast2Bay Housing Group provides 30 studio units to single people in Nambour including an 8 bedroom boarding house and 24 units of accommodation to single people in Maroochydore. This program has assisted a total of 62 individuals with a housing solution during the 2016-17 year.

Affordable Housing Program (NRAS)

During the 2016-17 year a total of 623 households were assisted under our affordable housing portfolio. The 491 dwelling portfolio is made up of 102 houses and 389 units with properties located in Gympie in the north to Taigum in the south.

Daliya House (Partners in Recovery System Gap Initiative)

Daliya House provides a short term housing solution for clients recovering from mental illness upon exiting hospital. This service opened in December 2014 and 204 clients have been supported by this program from its commencement to end of June 2017. The facility is managed by Lutheran Community Care (Graceville) with the clinical risk managed by the Mental Health Service.

Homes4life Project

The Sippy Downs share house supporting people with disabilities opened in February. AUSMAR Assist (Design and Construction) in conjunction with Coast2Bay Housing Group (Housing Provider) and Synapse (Care Support Provider) partnered to make the facility a reality. Four people with disabilities receive support to live independent lives in a safe and accessible purpose built environment.

The innovative Ausmar Assist H4L design was developed after extensive consultation with individuals living with disability and their families giving them fully accessible living in the built form. HOMES4LIFE commenced as an Ausmar Assist initiative and is also designed to closely align to the model for accommodation proposed under the new National Disability Insurance Scheme where the role of landlord is separated from the role of care support.

Coast2Bay Housing Group has a strong track record of providing accommodation for those living with disability, offering them rental agreements to live independently as part of strong and welcoming communities.

“ I MUST SAY A HUGE

THANK YOU TO THE

HARD WORK OF OUR

DEDICATED PROPERTY,

TENANCY AND

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TEAMS...

WE ACHIEVED SOME

EXCEPTIONALLY

GOOD PERFORMANCE

OUTCOMES”

Transitional Housing (Community Rent Scheme)

Coast2Bay Housing Group assisted a total of 241 households with transitional housing this year across our portfolio of 155 properties in the Sunshine Coast and Moreton Bay regions. Transitional housing is for people who are on the Housing Register, have low incomes and are experiencing challenges in their lives that makes securing market housing difficult. This program aims to provide support and, with the support of Coast2Bay Housing Group and partners, tenants are able to eventually transition back into market housing.

Disability Housing

Coast2Bay Housing Group has three share houses supporting people with disabilities. These properties are located in Sippy Downs, Mooloolaba and Tewantin with 24/7 support care provided to residents by our partners Synapse, Southern Cross Community Health Care and Wesley Mission.

Coast2Bay Housing Group also provides 15 tenancies in share houses in the Moreton Bay region for tenants recovering from mental health challenges. During the 2016-17 year, 35 individuals were supported through these programs. Support services for residents in these properties are provided by partner organisations.

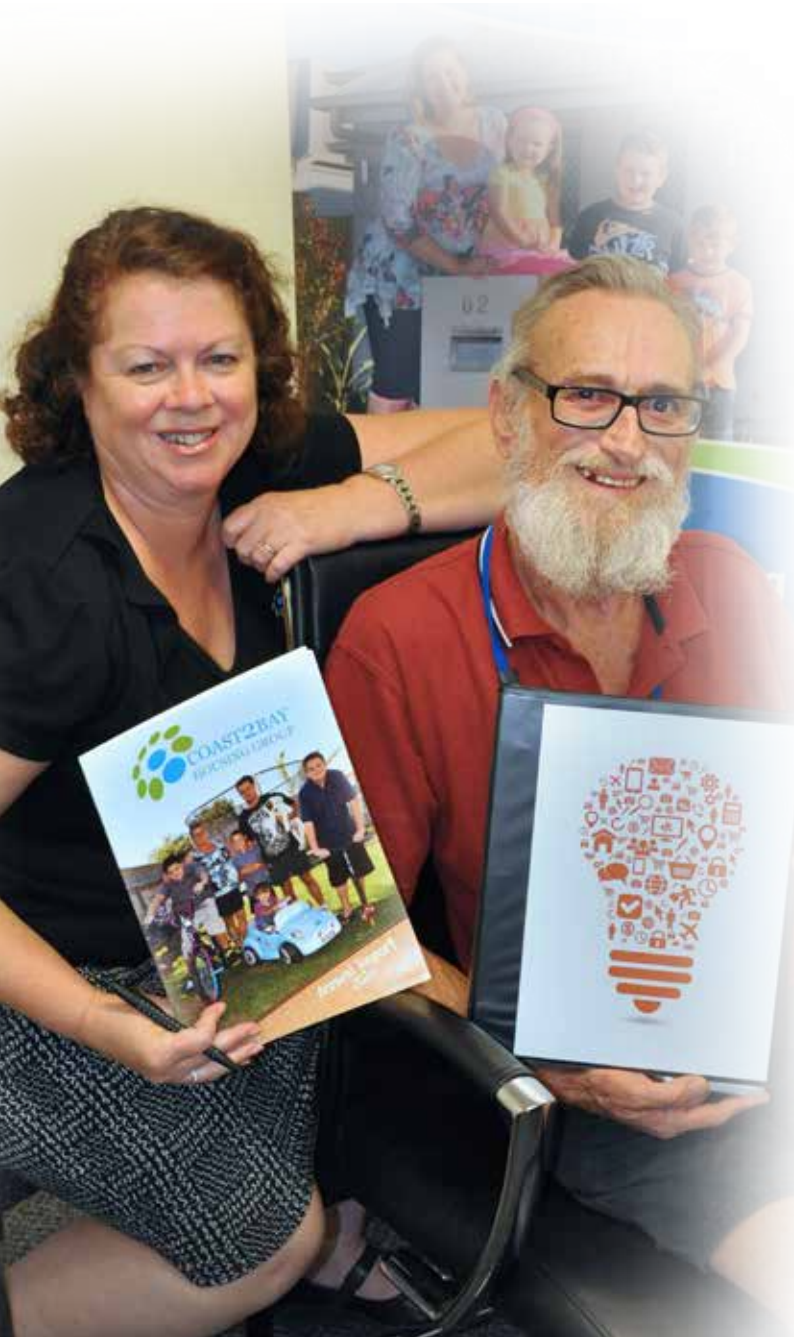
Switched On Communities Project

Over the period from September 2016 to April 2017 Coast2Bay Housing Group embarked on a project to assist our tenants save money on their power bills. The project was called Switched On Communities and was funded through the generous support of QCOSS and the Queensland Government.

Our program contained a number of elements such as an awareness raising campaign where we distributed over 20,000 information kits, hosted over 50 community information sessions, visited each of our complexes, generated media interest and utilised text messages to alert our tenants of this project. We also recruited and trained over 100 advocates to continue our work in the community and we supported more than 250 individuals in need through a brief intervention program. We're happy to report that we exceeded all of our performance criteria across all of the elements.

Through this project we were able to save hundreds of dollars for some of our tenants just by assisting them with the following (and we recommend you do this too):

1. Call your provider and ask for a better deal because electricity is a competitive industry.
2. Ensure you're receiving all concessions. The Queensland Government maintains a website to check if you're eligible for concessions on a range of services.
3. Use the government and impartial "Energy Made Easy" comparison site regularly.
4. Access hardship programs if you're struggling to pay your bills as each provider is legally obliged to offer them.
5. Make use of free budgeting tools to help you get your finances under control.



**“DARYL CONTACTED HIS
ELECTRICITY PROVIDER
AND WAS ABLE TO
RECEIVE A REFUND OF
AROUND \$1000”**

Case Study - Daryl

Since moving into his Unit 6 years ago Daryl has always been diligent in comparing electricity providers and seeking the best deal. He has changed companies several times to secure the best deal possible so, when Coast2Bay Housing Group approached him regarding the “Switched On” QCOSS project, Daryl was happy to provide his electricity bill for the team to scrutinise. It was therefore a surprise to him to learn that he hadn't been receiving the pension concession on his bill that he was entitled to.

Daryl contacted his electricity provider and was able to receive a refund of around \$1,000 which equated to two years of being over charged!

Case Study – Mark Maxfield, NRAS Investor

"I have been associated with Coast2Bay Housing Group since early 2014 when I purchased and built my property at Bli Bli on the Sunshine Coast under the NRAS (National Rental Affordability Scheme). Finance was obtained through a local financial broker on the Sunshine Coast who recommended me to use the Coast2Bay Housing Group as the local NRAS administrator to look after my property. House and land package was completed and handed to the organisation to manage late March 2014. As with all new builds there are warranty issues etc. and my property was no exception. The major problem I had was having a double NRAS on my property, (house and unit) which meant the water and electricity had to be separately metered, as this was overlooked when the property was built. As I live in Mackay Qld, the Coast2Bay Housing Group team were my liaison and did an exceptional job in having these services separated in the time before tenancy. This also goes with issues and requests from tenants from 2014 to present. They communicate with me on all issues/requests regarding my property, so I can make informed decisions quickly.

The organisation has an annual maintenance program for NRAS dwellings which I am part of and is completed each year in a timely manner - something I do not have to worry about. I have had no issues with tenants over the years and inspections are done on time and reports sent to me are extensive and complete.

With NRAS the tax year ends in April each year and you receive a 'Refundable Tax offset' certificate. I received my first certificate for the 2014 year in Nov 2015. For the 2015 year, I received in Aug 2016 and for the 2016 year, I received in June 2017. The team are continually trying to streamline services and provide certificates as quickly as possible to owners. For myself and my wife, NRAS is providing us with a liquid cash flow each year from the Federal and State Governments. This reduces my debt while increasing my asset base as well.

In summary, I cannot find fault in the way that Coast2Bay Housing Group has managed my property to date. They are quick to respond to any request I have and reports and information I receive from them allows me to do other things and not worry about my property at all. My only regret is not knowing about the Coast2Bay Housing Group sooner.



**“ I LOVE THE CURRENT STATEMENT FORMAT,
SO EASY TO READ... DON'T CHANGE IT. ”
MARK MAXFIELD - NRAS INVESTOR**

Case Study – Meka

Meka has been housed in the long term housing program since August 2004. Meka is a bright bubbly and very positive person. She has been very involved in community engagement events and is a great neighbour to all within her complex. She is always making things for other people, stones and mosaics with inspirational quotes and goes to Bunnings every week to help facilitate their craft classes. Meka is very close with her grandfather who is elderly. She is a compassionate and caring person who is always putting herself before others. In addition to this, she has been a model tenant - so much so that earlier this year she was nominated and won the tenant award for "Keen on Green" which is given to tenants for outstanding care and maintenance of their own garden and communal areas. She has also recently been awarded the Coast2Bay Housing Group Top Tenant Award which is measured by the following criteria; no antisocial behaviour or breaches, participation in at least one tenant participation workshops/events or tenant advisory group meeting, nil rent arrears and repair debts, nominated for Inspector Gadget Award or Keen on Green Award, and housed with us for at least 12 months. Sadly for Meka she has been living with a malignant brain tumour since she was five. Over the years she has battled recurring tumours plus a stroke and has had several surgeries and treatment for her conditions. This year Meka went for a check-up and was notified that a second tumour had grown into her eye. Surgery is required urgently before the effects of this tumour cause her to go blind. She has found a willing doctor to perform this complex surgery but the cost is \$100,000. Meka, being the positive go getter that she is, has sprung into fundraising action and a GoFundMe page has been set up for donations: www.gofundme.com/42fgfpk She has a long way to go to reach the required target but is staying positive.



Case Studies

Snapshot Of Some Coast2bay Housing Group Tenants

We asked a group of Coast2Bay Housing Group tenants to share their stories as to how they came to be part of our community. All have had remarkable journeys to secure safe, affordable places to live.

Cherie found herself homeless for 3 years after her husband passed away and left her with three young children. She was on the waiting list for community housing until local member, Jarrod Bleijie MP stepped in and put her in touch with Coast2Bay Housing Group. She has now been with us for over 6 years and her children have all gone on to be high achievers in various industries.

Coast2Bay Housing Group found Daryl a unit 6 years ago. It was the first time in 20 years he'd had a 'real' home after spending his time in a caravan followed by a cabin with no power or water and then, subsequently, a tin shed with concrete floor. Fortunately his Grandparents persuaded Daryl he should be closer to town facilities and helped with the Department of Housing paperwork which led to the offer of a unit.

Lilian had been on the list for community housing for 11 years and was paying for private rental until Coast2Bay Housing Group found her a unit. She has been an active member of the Tenant Advisory Group (TAG) for six years.

**“ THE LACK OF
AFFORDABLE HOUSING
IS STILL A MAJOR
ISSUE FOR THE
STATE GOVERNMENT
TO SOLVE ”**



Tenant Advisory Group (TAG)

As Explained By Judy Keck, Coast2bay Tenant

The lack of Affordable Housing is still a major issue for the State Government to solve. I and a few other Coast2Bay Housing Group TAG members plus other like minded community members and leaders met the current Queensland Government Housing Minister at an Affordable Housing Conference at Kawana Community Centre a few months ago, and he was generous with his time to chat one on one with most delegates. The Government seems to be juggling a few balls about this and other topics and the same old stalling point is funding.

The Tenant Advisory Group (TAG) is an in-house conduit between staff and tenants. Currently TAG has in-office quarterly meetings including light lunch and can be joined by any tenants. The meetings are structured with elected tenant office-bearer: Chairperson and Vice-Chairperson. Formal minutes are prepared to be voted on at the next meeting. Topics for discussion can be from any tenant and should be submitted in writing to the office to be included on the Agenda.

I have been a member of TAG for about 6 years and was Chairperson for a few of those years. Over that time the organisation has arranged various stimulating and interesting activities such as cooking from the edible gardens. They have also arranged information sessions about other topics such as personal safety, first aid, diabetes and many other subjects. These sessions have been held at the Nambour, Maroochydore and Caboolture Community Centres.

If you are a tenant I encourage you to become more directly involved in your local area and join TAG. By doing so you will meet other residents plus other new people in your area.



JUDY KECK

CHAIR OF TENANT ADVISORY GROUP

Community Engagement

It's been another year of community events held on the Sunshine Coast and Moreton Bay. Once again we supported NAIDOC in July with a stall at the event. The Nambour Together event, a free family fun day at Quota Park followed with Coast2Bay Housing Group staff volunteering their time to be part of the activities. In April this year we sponsored the Sunshine Coast indigenous festival, Booin Gari – a cultural immersion of music, dance, traditional art, craft and story telling. These were just some of the events we supported in 2016-2017. Coast2Bay Housing Group will continue to invest and partner with community events as we believe it is an integral part of promoting greater inclusion for all.



Advancing Queensland Age-Friendly Community Grants Program Better Together Project

There is a housing affordability crisis in Australia which includes ever increasing numbers of Australians approaching retirement housed in unaffordable private rental. Private rental housing is not ideal for seniors as it is not tied to income, does not offer security of tenure and is unlikely to be adapted to support increasing frailty as a tenant ages. Further, retirement income assumes minimal housing costs.

To address this Coast2Bay Housing Group has been successful in securing grant funding for the Age-Friendly Better Together project in collaboration with Sundale, Sunshine 60s, The Sunshine Coast Legal Service and the University of the Sunshine Coast. The project aims to support house sharing as a way to minimise housing costs. House sharing is not a common concept for Australian seniors, however as it becomes more difficult for older single people on pensions to afford housing this mindset is changing.

The project will take the perceived risks out of finding a suitable house mate and offers support to build lasting relationships for people who decide to share. This model will be backed by an evidence-based matching tool with trained support staff. It includes the development of fair tenancy agreement clauses that will support for the shared arrangements. The development of appropriate housing designs will be another outcome. Accommodation will be offered in participants' existing communities close to transport and current community services. The model will follow the principles of co-design and include older women in the design of the matching tool and project oversight. The project is committed to developing a strong evidence-base through academic evaluation, training and person-centred outcomes.



Affordable Housing

National Rental Affordability Scheme (NRAS)

Coast2Bay Housing Group is an Approved Participant under NRAS. NRAS provides incentives to investors to provide a home at 74.9% discount on market rent to eligible tenants. This supports affordable housing and living costs for a range of families including key workers. We provide compliance services for our 491 NRAS properties and manage 183 of these. Our work to ensure the successful operation of the scheme for the 2016-2017 NRAS year has resulted in:

- An occupancy rate of 99.84%
- Successful completion of the incentive payment system for all 491 dwellings under our portfolio
- Successful transition for 21 tenants from the scheme into private rental market
- Successful transition for 5 tenants to home ownership
- Successful entry of 39 eligible tenants into the scheme

This year we again surveyed our investors to gain feedback from them on the success of the NRAS scheme and their satisfaction with our service. Results from the investors who responded to the survey showed

- 100% satisfaction with our maintenance of the investment property
- 100% overall satisfaction with Coast2Bay Housing Services
- 93 % satisfaction with the information provided by Coast2Bay
- 85% stating the scheme had been successful for them
- 84% stating the service represents value for money



We are proud to announce a new initiative from Coast2Bay Housing Group – Purpose Real Estate.

The team at Purpose Real Estate is the same team who have helped Coast2Bay Housing Group achieve a high standard of excellence in property management with consistently high occupancy rates and good returns for Landlords.



PURPOSE REAL ESTATE BOARD MEETING 2017

When you list your investment property with Purpose Real Estate you will be helping support charitable social enterprises such as accommodation for women and children escaping domestic violence and also providing independent living for those with disabilities.

Purpose Real Estate provides an innovative and unique option for property owners as surpluses from the company will be channelled back to Coast2Bay Housing Group and used to deliver a supply of safe, affordable housing for those in need.

Entrusting your property to us is a socially responsible decision with many ongoing benefits for landlords and our community.

We welcome any enquiries regarding our property management and would love the opportunity to manage your investment property or refer a friend or family member.

PLEASE CONTACT LINDELL GITTOES, FRAN

BOYD OR ANY OF THE PURPOSE REAL ESTATE

TEAM TO FIND OUT MORE ON 07 5451 2999

OR EMAIL

ADMIN@PURPOSEREALESTATE.COM.AU



Development Projects

Kabi Kabi Aboriginal Corporation

We supported Kabi Kabi Aboriginal Corporation to secure Development Approval for 18 one and two bedroom units in Maroochydore. These will provide a suite of housing options for Aboriginal people living with a disability, as well as student and family accommodation.

Queensland Government Housing Strategy 2017-2027

Housing Construction Jobs Program

We responded to the newly announced Housing Strategy and Expression of Interest Program by submitting two 'shovel ready' projects; a \$6.5m scheme in Moreton Bay and a \$4.5m project on the Sunshine Coast. These projects can be delivered across the 2017-2018 and 2018-2019 financial years. We also submitted two potential precinct developments for affordable housing in conjunction with commercial developers including a substantial development in Maroochydore.



National Disability Insurance Scheme

Demonstration Project Partnership with Ausmar Assist Homes4 Life (H4L) and Brisbane North Specialist Disability Accommodation Project

We partnered with Ausmar Assist and Synapse to deliver a new project in Sippy Downs in February 2017. The HIA award winning construction and AHL partnership model recognised our strength in meeting the needs of those living with a disability in our region. We continue to explore forming commercial partnerships with a range of national and local disability support providers to deliver new housing options across the region. It is anticipated that multiple demonstration projects will provide homes for participants in the lead up to the full implementation of the NDIS in our region. We successfully secured a Queensland Government Grant of \$735,000 to build a turn key H4L project in Brisbane North during 2017-2018.

COAST2BAY HOUSING GROUP REGISTERED UNDER THE NATIONAL DISABILITY INSURANCE SCHEME TO SECURE SPECIALIST DISABILITY ACCOMMODATION PAYMENTS ONCE THE SCHEME IS FULLY ROLLED OUT ACROSS QUEENSLAND.



Chief Financial Officer Report

A year in which we improved operational efficiencies and alternate areas of growth began to bring results.

Consolidated Financial Results

Coast2Bay Group has recorded a surplus of \$639,671 as compared to a surplus of \$24,640 in 2015/16. The surplus for 2016/17 period was mainly due to:-

- Donations Received for the RISE Project, \$337,939.
- Increase in Rent Received due to an increase in Occupancy levels.
- Stabilisation of Salaries and Wages despite the annual CPI increase.
- A general tightening of Other Expenditure.

Gross Rental Income – (\$7,224,309 in 2016/17) (\$7,034,203 in 2015/16)

Occupancy Rates for managed tenancies increased in 2016/17 to 97.71% from 96.6%.

Salaries and Wages – (\$2,441,130 in 2016/17) (\$2,445,371 in 2015/16)

Salaries and Wages have remained similar to the prior financial year despite an annual increase of 2.4%. This was below budget and was due to internal restructuring to obtain efficiencies and cost savings.

Our cash position has also improved greatly over last year to 25% of Total Assets.

Our overall position for 2016/17 has also improved greatly through good operational outcomes, but also from generous donations and an internal revaluation of properties previously reported as Intangibles.

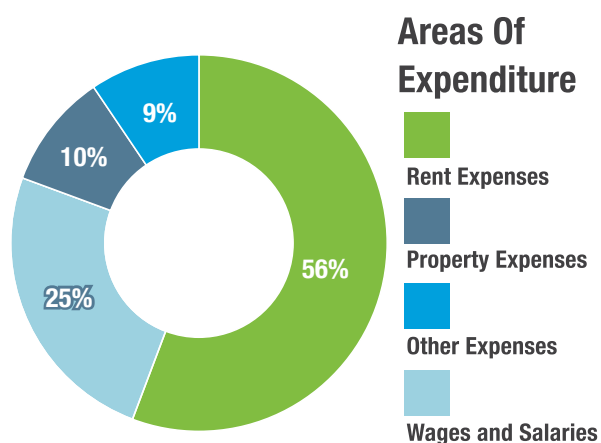
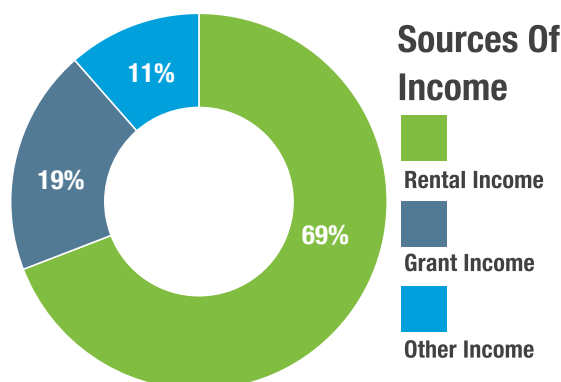
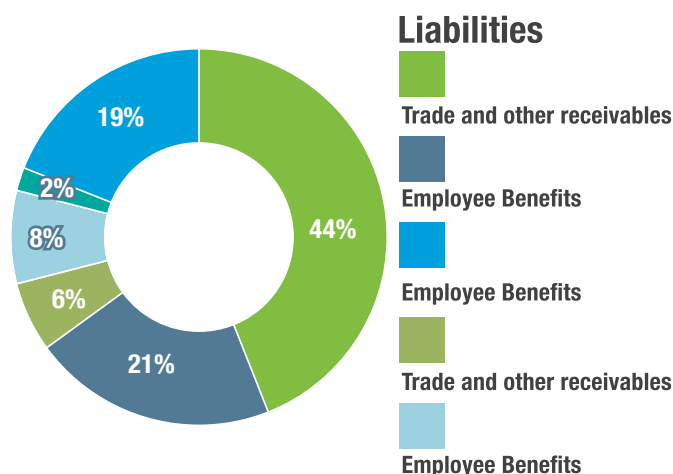
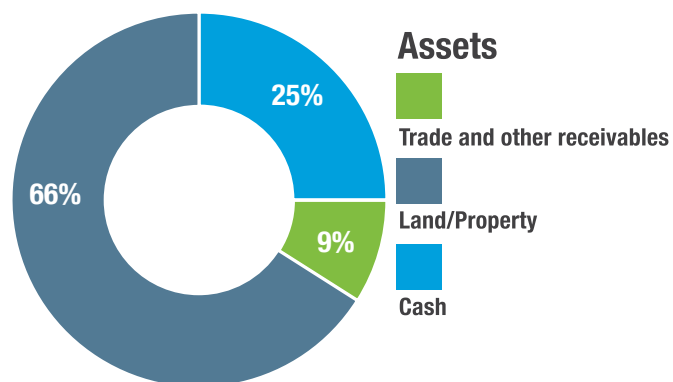
The return to more “reasonable” annual operational surpluses allows the organisation to resume its investment strategy for contribution to the Sinking Fund in line with our Strategic Asset Management Plan.

Purpose Real Estate commenced trading in June 2017 and reported a loss for 2016/17 of (\$29,315). Coast2Bay Housing Group has provided an interest free loan to Purpose Real Estate to a maximum of \$120,000 for initial capital funding. The balance of the loan at 30 June 2017 was \$32,342.

In closing, I would like to thank our Auditors BDO for completing the audit and the issuing of the Financial Statements.

IAN FORD

CHIEF FINANCE OFFICER



Summary of Financial Position

ASSETS	2015/16	2015/16	2016/17	2016/17
Current Assets				
Cash	\$1,319,169	17%	\$2,252,477	25%
Trade and other Receivables	\$1,330,497	17%	\$833,830	9%
Total Current Assets	\$2,649,666	34%	\$3,086,307	34%
Non-Current Assets				
Land/Property	\$4,329,043	55%	\$5,847,080	66%
Intangibles	\$871,400	11%	\$-	0%
Total Non-Current Assets	\$5,200,443	66%	\$5,847,080	66%
TOTAL ASSETS	\$7,850,109	100%	\$8,993,387	100%
LIABILITIES				
Current Liabilities				
Trade and other Payables	\$510,164	37%	\$701,229	44%
Employee Benefits	\$275,004	20%	\$335,769	21%
Deferred revenue	\$145,668	11%	\$89,243	6%
Interest Bearing Loans & Borrowings	\$414,904	30%	\$133,348	8%
Total Current Liabilities	\$1,345,740	97%	\$1,259,589	79%
Non-Current Liabilities				
Employee Benefits	\$35,441	3%	\$33,980	2%
Interest Bearing Loans & Borrowings	\$-		\$308,019	19%
Total Non-Current Liabilities	\$35,441	3%	\$341,999	21%
TOTAL LIABILITIES	\$1,381,181	100%	\$1,601,588	100%
NET ASSETS	\$6,468,928		\$7,331,799	
EQUITY				
Retained Earnings/Shares	\$5,008,925	77%	\$5,648,596	77%
Capital Reserve	\$1,460,003	23%	\$1,683,203	23%
Equity	\$6,468,928	100%	\$7,331,799	100%

Summary of Financial Performance

INCOME	2015/16	2015/16	2016/17	2016/17
Rental Income	\$7,034,203	71%	\$7,224,309	69%
Grant Income	\$1,948,659	20%	\$2,025,754	19%
Other Income	\$916,814	9%	\$1,198,228	11%
TOTAL INCOME	\$9,899,676	100%	\$10,448,291	100%
EXPENSES				
Rent Expenses	\$5,403,128	55%	\$5,467,442	56%
Wages & Salaries	\$2,445,371	25%	\$2,441,130	25%
Property Expenses	\$998,898	12%	\$972,476	10%
Other Expenses	\$1,027,637	9%	\$927,572	9%
TOTAL EXPENSES	\$9,875,034	100%	\$9,808,620	100%
Surplus	\$24,642		\$639,671	



QLD Department of Housing and Public Works • QLD Department of Communities • QLD Department of Health
 QLD Department of Justice and Attorney General • Commonwealth Department of Social Services • Sunshine Coast Council
 Noosa Shire Council • Moreton Bay Regional Council • Sunshine Coast Hospital and Health District Board
 Metro North Hospital and Health District Board • Southern Cross Community Health Care • Wesley Mission • Synapse
 Zonta Club of Caloundra • PHN Country to Coast - PIR • Lutheran Community Care – Graceville • CHPs for QLD • QCOSS • IFYS
 Sunshine Coast Housing & Homelessness Network • Moreton Bay Housing & Homelessness Network • Najidah – Sunnykids
 The Salvation Army Accommodation and Housing Services, Greater Brisbane North and Sunshine Coast
 Kabi Kabi Aboriginal Corporation • In Place (formerly Lions Emergency Accommodation Service) • Flourish (formerly Richmond PRA)
 FSG – Mara Project • ACSO Ltd • In Place - KEIHS • BRIC Housing • Connections Inc. • United Synergies
 Open Minds • Encircle (Pine Rivers Neighbourhood Centre) • Richmond Fellowship QLD • Equity Works • Aftercare – PIR & PHAMS
 Caboolture Regional Domestic Violence Service • Community Focus – Discovery Program • MIFQ PHaMS • Ausmar Assist
 OzCare –(PHaMS) • St Vincent de Paul • Act for Kids • Crick Eastham Foundation • Cricks Maroochydore Volkswagen





Level One C-Square, 52-64 Currie Street, Nambour, QLD

E: admin@coast2bay.com.au

1300 796 716

www.coast2bay.com.au



Level One C-Square, 52-64 Currie Street, Nambour, QLD

E: admin@purposerealestate.com.au

(07) 5451 2999

www.purposerealestate.com.au

