

JACARANDA HOUSING

ANNUAL REVIEW

2022-2023



Jacaranda Housing recognises the country to the north and south of the Brisbane River as the home of both the Turrbul and Jagera nations.

We pay our respects to Elders past, present and emerging.

We recognise that Aboriginal and Torres Strait Islander People are the most disadvantaged in our community when it comes to housing and homelessness.



CONTENTS

1. About Us
2. Chair and CEO Report
3. Your Team
4. Financial Summary 2022-23
5. Insights from Tenant Directors
6. Community Housing Partnership
7. Jacaranda Tenant Assistance Program
8. Tenant Engagement Report
9. 2022-2023 Year In Review
10. Better Homes Update



DELIVERING THE
BETTER HOMES
STRATEGY



ABOUT US

Jacaranda Housing is a not-for-profit, registered community housing provider located in Spring Hill.

Jacaranda was formed by amalgamating four housing cooperatives in South-East Queensland and providing housing to people with the greatest need in the community. Jacaranda is regulated under the National Regulatory System for Community Housing.

Jacaranda is governed by a professional, skilled Board of Directors who focus on financial viability, sustainability, and future growth. The Board employs an experienced Executive and their team to manage the organisation's day-to-day operations. Jacaranda Housing currently manages all of its properties in-house.

The Board of Directors appoints the following sub-committees to ensure strong corporate governance and strategic growth within the organisation;

- Audit and Risk Committee
- Governance Committee
- Constitutional Change Committee

Jacaranda Housing is currently underway in implementing its *Better Homes for the Future Strategy*, which will see more homes provided for existing tenants and people on the Queensland Government's Housing Register.



CHAIR AND CEO REPORT

The past year has been very positive for Jacaranda Housing as we continue implementing our Better Homes for the Future growth strategy. In 2023, we added six modern homes to our portfolio. Since late 2021, we've purchased 14 of our 53 planned units and relocated 16 households into newer, more comfortable homes. These modern homes provide an improved quality of living and enhanced safety and security for our valued tenants and people from the Queensland Government's Housing Register. The heartwarming feedback that we've received from our tenants highlights the positive impact our new homes have had on their lifestyle, health, and well-being.

We welcomed a new Minister for Housing, Meaghan Scanlon MP, and a new Director General, Mark Cridland, who, along with the growing team at the Department of Housing, continue to endorse and support our Better Homes for the Future strategy. We thank the Department of Housing for partnering with us to pursue our growth strategy.

We acknowledge that our growth plans are behind the original schedule identified in the strategy, noting the impacts of COVID, housing affordability, and the broader housing crisis across the State and the Nation.



Chair, Adrian Pisarski & CEO, Lizz Bott

At Jacaranda Housing, we have seen an increase in the number of people seeking housing of over 400%. This surge in people reaching out for assistance is both unprecedented and heart-wrenching.

We've encountered a myriad of situations — stories from everyday Queenslanders in desperate circumstances, many of whom have never before needed to seek housing support. An alarming number of people are enduring the harsh reality of being unhoused, resorting to inhabiting cars, forced to live in unsound and unsafe homes, or reluctantly sharing housing due to skyrocketing rents.

We want to acknowledge the caring professionalism of our team as they respond to the relentless stream of phone calls, emails, and in-person visits to our offices from people in need.

Amidst this crisis, Jacaranda is committed to working with all levels of government and the community to find solutions for more housing.

Jacaranda is now at an exciting point in our journey as government fiscal responses to the crisis align with our growth strategy. State and federal government programs such as the Housing Australia Future Fund and The Housing Investment Fund create an opportunity to enhance the success of our growth aspirations.

We are committed to participating in, and supporting the widespread action needed to address the housing crisis, understanding that we will not be successful by standing still or going it alone. We have positioned ourselves to work with housing partners to make growth happen, as evidenced by our 2023 achievement of 80 new social tenancies under Jacaranda management in Windsor and Lutwyche.



Jacaranda Housing is committed to growing third-party partnerships with community and specialist housing providers, supporting our strategic growth objectives to deliver specialist tenancy and asset management services, and providing best-practice housing expertise to our partners, stakeholders, and tenants.

We will continue to seek out and forge relationships with strategic partners, ensuring that we position ourselves to leverage our substantial balance sheet to create further opportunities for growth and sustainability.

As we grow, we will continue to engage with members to ensure that our constitution reflects Jacaranda Housing as a professional, modern community housing organisation. At last year's AGM, significant and much-needed changes were made to our constitution. We anticipate active engagement with members to continue throughout 2023/24, which may lead to further constitutional reform.



Adrian Pisarski and Lizz Bott

November 2023

The Board is also undergoing change, and we wish to acknowledge that Pam Britton, Shane Mackenzie, Aaron Sorensen, and Katherine Visini will end their terms with the Board in 2023. Each director has significantly contributed to steering Jacaranda to our current position. Pam, Shane, Aaron, and Katherine have worked tirelessly, with housing for everyone as their focus, and we thank them for the service and time they have provided.

Last year, we welcomed Emile McPhee to the Board who holds the leadership role of Deputy Chairperson. Emile has performed his role with diligence and integrity, supporting the work of our CEO and Company Secretary. Further, we extend thanks to all directors. We want to thank Lynette Piotrkowski for seamlessly stepping into the role of Company Secretary during the year. The Board, like the constitution, is an evolving entity, and we look forward to working with incoming board members in 2023/24 to continue to build the success of Jacaranda Housing.

BOARD OF DIRECTORS



Adrian Pisarski

Appointed 2019

Board Chair

Chair - Constitutional Change Committee
Member - Governance Committee



Shane MacKenzie

Appointed 2020

Independent Director

Chair - Audit and Risk Committee



Pam Britton

Appointed 2017

Tenant Stakeholder Director

Member - Constitutional Change Committee
Member - Governance Committee



George Zukiwskyj

Appointed 2017

Tenant Stakeholder Director

Member - Audit and Risk Committee
Member - Constitutional Change Committee
Member - Governance Committee



Sharon Elliot

Appointed 2018

Independent Director

Chair - Governance Committee
Member - Constitutional Change Committee



Katherine Visini

Appointed 2017

Stakeholder Director

Member - Audit and Risk Committee



Sheilagh Gaddes

Appointed 2020

Tenant Stakeholder Director

Member - Audit and Risk Committee



Emile McPhee

Appointed 2022

Deputy Chair

Member - Audit and Risk Committee
Member - Governance Committee

11 Board meetings were held during the period.

OPERATIONAL TEAM



Lizz Bott
CEO



Lynette Piotrkowski
Finance Manager and
Company Secretary



Daliah Dufour
Operations Manager



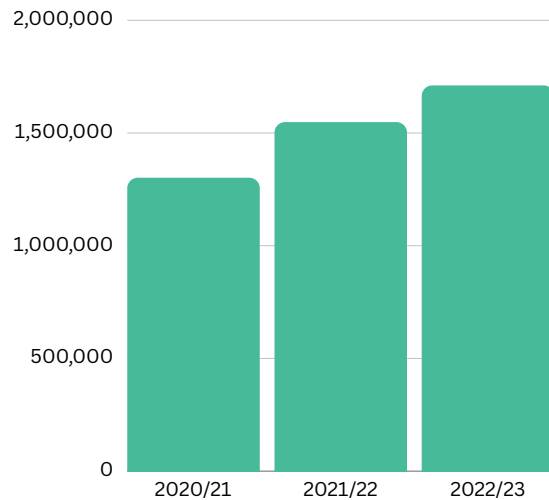
Ashleigh Duffield
Community Housing Officer

OPERATIONAL OUTCOMES

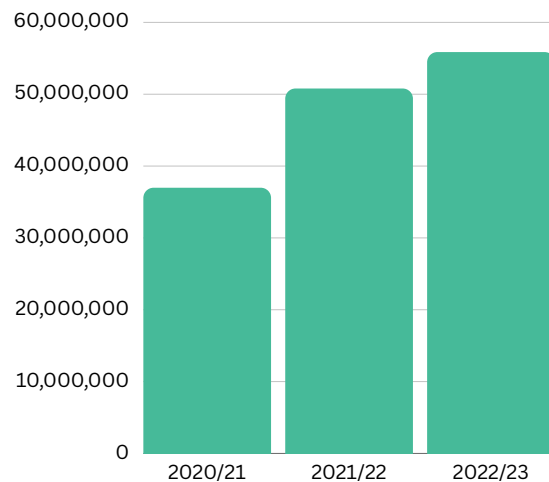


FINANCIAL SUMMARY 2022-2023

Total Income



Total Assets



Summary Statement of Financial Performance	2022/23	2021/22
Income		
Rent and Service Fees	933,921	807,820
Grants	42,171	20,879
Other Income	735,048	719,688
Total Income	1,711,140	1,548,388
Total Expenses	1,566,363	1,393,291
Revaluation of Property	3,527,000	5,398,978
Cash at the end of the Financial Year	2,102,915	3,445,073
Total Assets ('000)	55,866	50,794
Total Liabilities ('000)	31,253	27,787
Total Equity ('000)	24,612	23,007
Current Year Surplus	144,778	155,097

NATIONAL HOUSING CONFERENCE 2023

insights from our tenant directors

In October 2023, the National Housing Conference (NHC) convened in Brisbane, bringing together 1,400 delegates, including Jacaranda Housing's Tenant Directors, George Zukiwskyj and Sheilagh Gaddes. Co-hosted by AHURI and the Queensland Government, the conference provided the opportunity to delve into current local, national, and global housing trends, challenges, and opportunities. Sheilagh and George left feeling inspired and optimistic for the future of community housing.

George reflects on 18 years of NHC, organisational sustainability, more homes, and tenant dignity.

With over 30 years of experience in the social housing sector, George remains committed and passionate about improving living standards for social housing tenants and increasing the supply of genuinely affordable housing.

George recalls his first National Housing Conference (NHC) in Perth in 2005, where an American speaker introduced concepts like affordable housing and mixed portfolios, which used market rent properties to subsidise social and affordable housing. These ideas aimed to help community housing providers become more self-sufficient. He reflects that it's taken some time for these ideas to start being effectively implemented in Australia.



George left the 2023 conference with a positive outlook, noting significant developments in the sector, not just in terms of construction but also a broader understanding of the need for organisations to become more self-sufficient, whilst working in partnership with government.

He was pleased to see new faces, particularly younger individuals, who showed a keen interest and passion for housing people. He felt that at this year's conference people displayed a strong awareness of the issues at hand.

“Social housing isn’t just about putting a roof over someone’s head. It’s about creating the right housing design and being tenant focussed to ensure that community housing tenants have good housing, not substandard housing”.

George is excited about Jacaranda Housing's *Better Homes for the Future Strategy* to ensure better housing is provided to our tenants and to grow housing available for Queenslanders . He reflects on the challenges; “Some people take a short-term view, focus on the sale of the social housing stock, and not that the money is being reinvested back into increase the amount of available social housing”. He knows that older properties are a significant financial impact on community housing providers.

He also feels that older properties offer some challenges, due to their age, lack of accessibility and the cost of maintenance. He believes that replacing old properties with modern units helps to challenge negative perceptions about social housing tenants.

“Through Jacaranda Housing I got a letterbox, got settled, got employed, got married, raised a family and moved into retirement... it’s about tenant dignity and allowing them to feel okay about themselves and their housing.”

He recognises the expenses linked to maintaining older properties and sees the opportunity to increase social housing stock by selling one property and acquiring two or three units. This approach allows for a more efficient use of resources and a broader positive impact by the creation of more affordable housing.

When asked about his expectations for the next conference, George is quick to respond. He would like to see and learn how community housing providers are achieving growth and growing their balance sheets, and expanding social housing supply through innovation and partnerships. He believes that Jacaranda’s experience and insights would be valuable for the community housing sector to learn from. We are a very unique and well positioned housing provider, ‘just look at our balance sheet .’ It has the potential to allow us to create alot more housing.

Sheilagh returns from NHC with greater understanding, and inspired by a vibrant, growing sector

A first-time National Housing Conference (NHC) attendee, Sheilagh took the opportunity to step out of her comfort zone and attend sessions on topics she wasn't familiar with. This deliberate choice allowed her to expand her knowledge and understanding of finance, funding, and sector terminology. Sheilagh gained a deeper appreciation for the history, complexity, and challenges of the sector, which provided her with new context for understanding her role.

In her role as Tenant Director, Sheilagh shares board responsibility for reporting on organisational performance metrics. Participating in the conference gave her better understanding of the data that is collected, who utilises this information, and for what purposes.

The conference provided well-rounded input from a range of stakeholders – tenants, community housing providers, state and federal government representatives and developers. I learnt more about challenges too, like builder availability.



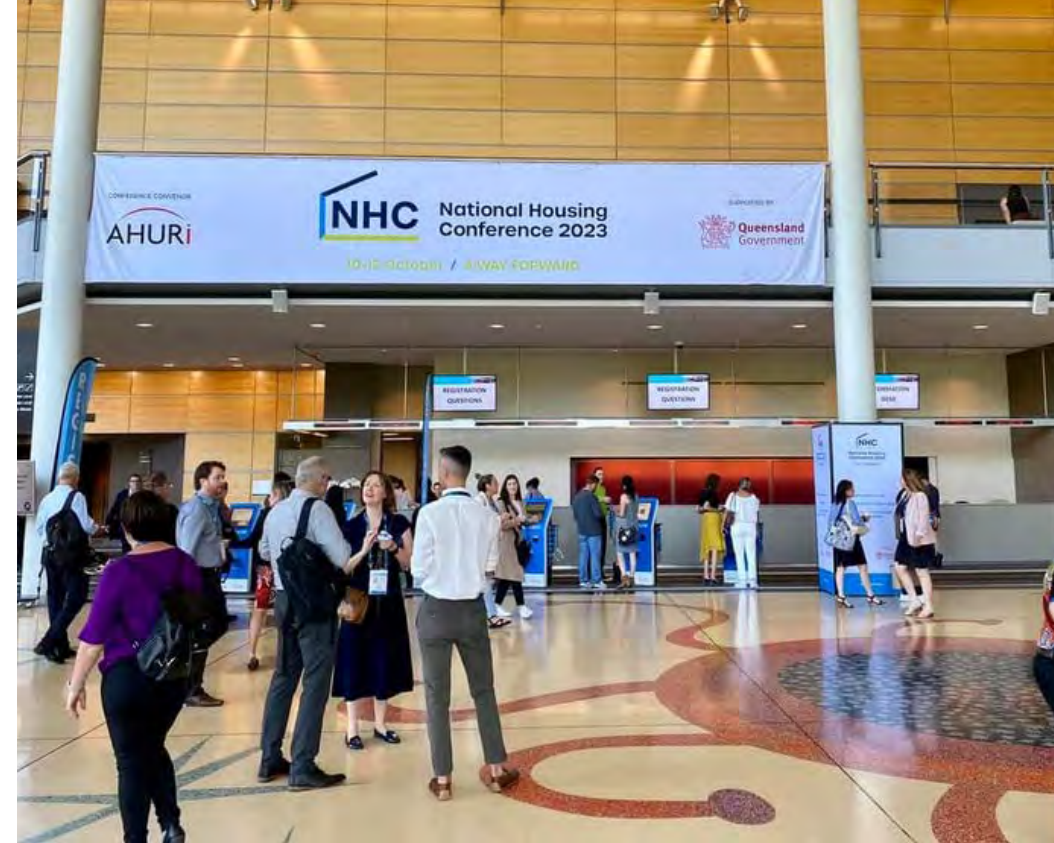
One of the highlights was the opportunity to observe leaders and decision-makers in action, putting a face to names and seeing them as individuals rather than just figures in their elevated positions.

Witnessing leaders asking questions and actively seeking to understand and learn from counterparts in other disciplines revealed the interconnected and complex nature of the overall housing system. This experience highlighted the collaborative and cooperative aspects of addressing housing challenges.

A significant theme at the conference was the ongoing housing crisis, acknowledging the severity of the situation. However, the focus was on solutions, with a sense that many were actively contemplating the legislated response and how to make best use of the available funding. Sheilagh was interested in learning more about the *Housing Australia Future Fund* (HAFF) and appreciated hearing the various perspectives from different stakeholders on this important matter.

“A lot of people don’t understand that it’s multilayered and complex... There is a need to engage broadly to achieve green credentials, tenant-centric design, affordable living, and work together to destigmatise community housing.”

Social housing is not just high-rise towers with stereotypes of high crime, poverty and disadvantage. One third of Australians are renters. Community Housing is not welfare. It’s where a large proportion of Australians live. There is an opportunity to build inclusive, welcoming communities.”



The voices of tenants were given priority at the conference, and Sheilagh appreciated the opportunity for people to share their lived experiences in sessions that engaged with diverse populations and individuals. This included sessions specifically focused on housing for women, people with disabilities, and Aboriginal and Torres Strait Islander peoples.

Sheilagh also noted that the conference brought awareness to, and encouraged discussions about, topics that are not always as prominently featured, such as the impact of design, green credentials, and designing for affordable living. She felt that these discussions added depth and diversity to the conference's focus.

COMMUNITY HOUSING PARTNERSHIPS

As part of our strategy to increase housing assets under management Jacaranda Housing is excited to announce 80 new social homes

Jacaranda Housing is committed to seeking partnerships supporting our strategic growth objectives. In 2022-23 we were excited to add an additional 80 social homes to our management portfolio, as Asset and Tenancy Manager for two new developments at Lutwyche and Windsor.

The units are designed and built to contemporary standards, offering mostly two-bedroom, two-bathrooms, with secure underground parking, and secure access to all floors, lifts and common areas. The developments constructed by BlueCHP, funded by the Department of Housing and Housing Australia are conveniently located with easy access to public transport, education and healthcare and are suitable for aging in place. Half of the units are gold standard Liveable Housing Design Guideline compliant.

Our partnership with BlueCHP, a community housing developer, demonstrates the collaboration between our expertise in Asset and Tenancy Management and their capacity to develop affordable housing at scale.



Jacaranda commenced welcoming tenants to Lutwyche in late November 2022, with the Windsor development completed shortly after and welcoming tenants from May 2023.

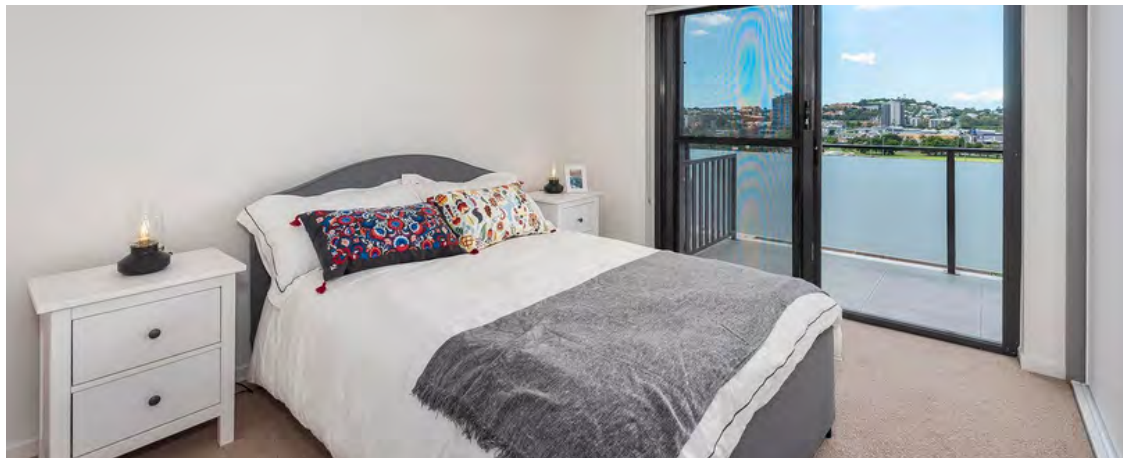
The two developments have been extremely well-received by tenants, the community housing sector and governments, with high profile visitors including Prime Minister Anthony Albanese in July 2023, and Federal Minister of Housing Julie Collins and Queensland Housing Minister Meaghan Scanlon visiting together in August 2023, following Minister for Communities, Housing and the Digital Economy Leeanne Enoch officially opening the Lutwyche development in late 2022.

Jacaranda Housing offers specialist tenancy and asset management services and is committed to growth which houses more community members at risk and experiencing housing stress. We welcome expressions of interest for future partnerships from all community and specialist housing providers.

"In January 2023 I was given the keys to our new apartment. When I first opened the door to our unit, I cried tears of relief and joy. I was moving into a brand-new home that I could afford, and my son and I would be a family again."

Simone, Lutwyche resident





RACHEL'S STORY

Rachel's story of near-homelessness following the unexpected arrival of baby Xavier recently attracted the attention of Minister for Housing, the Hon. Meaghan Scanlon MP, who paid her a visit in her new Windsor apartment.

Having been told that she couldn't have children, coming home with a baby was the last thing Rachel expected when she was admitted to hospital for stomach pains.



"Honestly I don't know where we'd be today if it wasn't for Housing and Jacaranda Housing's help. I had Xavier, and found out I was having him an hour before he came... (I) called out back to Housing and said 'Oh my God, please help me'. Fortunately, Jacaranda Housing came to my rescue... The place is beautiful, it's practically new inside, it's secure. I've got nothing to complain about."

Xavier is the cruisiest, happiest baby. And I still sometimes go, wow, I can't believe he's here."

Caring for baby Xavier, who has Down Syndrome and complications from his premature birth, impacted Rachel's ability to work and she soon found herself behind in rent.

Rachel sought assistance, and whilst a Rental Grant was able to assist with the arrears, Rachel's lease was not renewed, and she faced becoming homeless with her new baby.

The local housing service centre helped connect Rachel with Jacaranda Housing, and Rachel secured a two-bedroom unit in Windsor, close to the health services Xavier needs.

JACARANDA TENANT ASSISTANCE PROGRAM (JTAP)

In 2020 Jacaranda Housing introduced the Jacaranda Tenant Assistance Program (JTAP) as part of its *Better Homes for the Future Strategy*. Now in its third year, the partnership with Benestar® continues to support tenants who are experiencing challenging times in their life or struggling with periods of change.

MyCoach offers tenants with access to professional, confidential support from qualified mental health and social support clinicians.

BeneHub is a self-service portal where tenants can access a range of health and wellbeing information and supports through podcasts, videos, mediation programs and other activities.

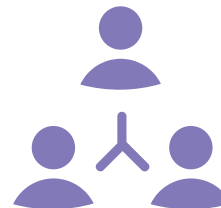
The program provides tenants with access to the same types of support that many workplaces offer their staff through Employee Assistance Programs. Jacaranda is proud to offer this innovative program and has received positive feedback from tenants who opted to share their experience of the service.

If tenants would like to find out more information about JTAP, please don't hesitate to contact Jacaranda Housing for a confidential discussion on (07) 3392 8848.



8

Number of tenants who accessed JTAP in 2022-23



30

Number of tenants who have been referred to JTAP

In 2024 Jacaranda Housing will be seeking to engage confidentially with tenants to better understand tenant engagement and experiences accessing JTAP.

This review will enable us to identify if we can better support tenants through early intervention and prevention initiatives, as well as seek to evaluate the effectiveness of the program for tenants.

TENANT ENGAGEMENT

Our quarterly newsletter is a key component of our tenant engagement strategy, and it continues to grow in popularity. Encouraging tenant interaction, the newsletters share important information like disaster preparedness and tenancy and organisational updates, and promote community events, share recipes, and seek feedback. It has been wonderful to receive ideas from our tenants, such as plant and book swaps, and see them brought to life this year.

With increased vaccination levels in the community and COVID-19 restrictions easing, we were delighted to see a return to face-to-face activities for our tenants. A highlight was our Christmas celebration, funded by The Lord Mayor's Charitable Trust Christmas Grants.

Each year the Trust provides funding to organisations to help support vulnerable people through the holiday season. Through the generosity of the Trust we hosted a wonderful Christmas-style lunch, bringing together tenants, workers, and service support partners to celebrate the year's achievements. A generous donation of children's toys from the Trust added excitement and a festive spirit to the day as the toys were gifted to Jacaranda Housing's families.



YEAR IN REVIEW (22-23)

Another full year for Jacaranda Housing has seen us expand our team, commence a new third-party tenancy management partnership, and continue to progress the *Better Homes for the Future Strategy*. Here are some highlights from the year:

October 2022

Third-party partnership commences with BlueCHP

November 2022

Jacaranda Housing held its Annual General Meeting. This meeting saw the election of Emile McPhee as a new Stakeholder Director. We thank outgoing Independent Directors, Dr Jacqui King and Andrew Quinn for their contribution to the organisation.

December 2022

Tenant Christmas Event

Grand opening of Lutwyche complex under management with first tenants moving in prior to Christmas.

New property acquisition - Annerley



January 2023

New property acquisition - Newmarket

February 2023

Jacaranda launches its new Kindness and Wellbeing policy demonstrating commitment to creating a positive environment and promoting wellbeing for all.

New Property Acquisition - Newmarket

March 2023

Completion of the Windsor complex under management ,BlueCHP.



April 2023

First tenants commence moving to the Windsor complex.

May 2023

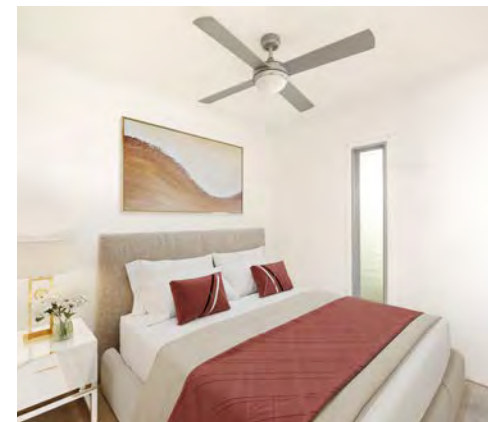
New Property Acquisition - Fitzgibbon

New Property Acquisition - Fitzgibbon

Tenancing of the Windsor complex continues.

June 2023

New Property Acquisition - Bowen Hills





BETTER HOMES UPDATE

Jacaranda Housing's *Better Homes for the Future Strategy* continues to expand and improve our portfolio, offering more housing, and a better standard of living for our tenants.

In 2022-23 the organisation secured an additional six better homes, taking the total *Better Homes* portfolio to 14 properties. These homes are made available to existing tenants as well as people on the social housing register. The purchase of more homes was made possible through the divestment of properties in the previous financial year. Divesting older properties enables Jacaranda Housing to free up equity for the purchase of more modern homes for those in need, reduce maintenance and repair overheads, and consider development opportunities.

The housing crisis continues to impact on housing affordability for both renters and purchasers. Despite the challenging financial environment, Jacaranda has continued to acquire more properties and maintain its commitment to providing more homes to people in need.



Proceeds of divestments



Reinvestment of divestment proceeds

Progress to date



10

properties have been divested



14

better homes have been purchased



16

households have moved into better homes



6

households from the social housing register have relocated to better homes

TENANT PERSPECTIVES ON BETTER HOMES

Jacaranda is proud of the improved standard of living offered by homes purchased through the Better Homes for the Future Strategy. With features like air-conditioning, modern appliances, security screens and doors, and large balconies, they really are better homes.

Sharing well-designed common areas with gardens and barbecue facilities, the new residences encourage social interaction and community-building. They are close to health, education, and transport corridors, which allows tenants to remain in close connection with their community.

"We should continue to punch above our weight..."

It's a vibrant, growing sector and Jacaranda Housing should pursue opportunities to grow the organisation to continue to deliver the mission of providing more homes."

Sheilagh, Tenant Director

“

I was a bit overwhelmed going from a large family home to a unit. I had to significantly downsize, and I thought it would be difficult to get rid of things. But I have to say when I moved into the new unit without all of those belongings with me, it was actually a huge weight off my shoulders.

I've been here for eight months and I'm living a totally new lifestyle. It's so different to be closer to the city compared with the outer suburbs. I live close to work now and my friends and family can visit me with a fifteen-minute drive.

The complex has a great communal BBQ area to host people and these amenities have made it easier for me to have people over and my social life has improved.

I reframed the move as an opportunity to revamp my life. Moving into a modern unit gave me the enthusiasm to get rid of 99% of my belongings and to have nice things for my home. Less is definitely more! My family knew I was moving and helped me get a few things to make my unit home such as an island for the kitchen as well as some new bedroom furniture.

My dog has also settled in well and will even run to the lift doors and wait for me when it's time for walks.

I would say to other tenants that moving can be daunting and I'm sure everyone feels a level of apprehension about relocating. But in the end, you've just got to get it done.

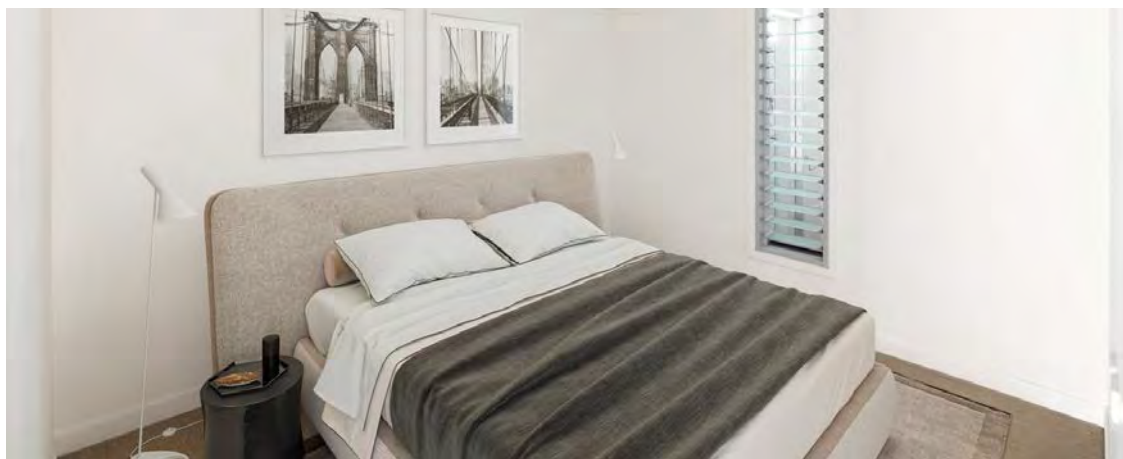
Now that I'm here, I have a sense of relief knowing that I live in a secure and accessible home as I age."

Paul, tenant of 20 years

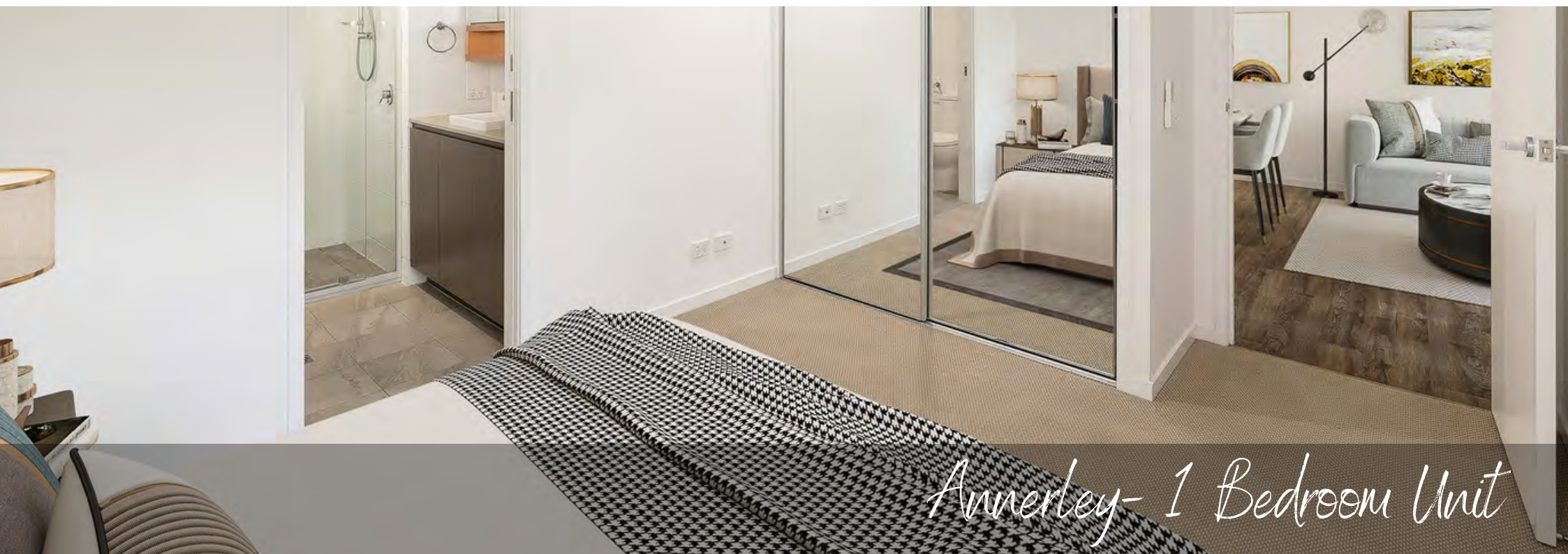
NEW ACQUISITIONS - 2022/2023



Bowen Hills - 1 Bedroom Unit



Fitzgibbon - 1 Bedroom Unit



Annerley- 1 Bedroom Unit







Newmarket - 1 Bedroom Unit

ACKNOWLEDGEMENTS

Jacaranda Housing thanks its members, tenants, and stakeholders for their support and partnership throughout the year.

We pay thanks to:

The Queensland Department of Housing

Brisbane City Council

The Lord Mayors Charitable Trust

BlueCHP

Bric Housing

Brisbane Youth Service

Community Housing Industry Association (CHIA) Queensland

Elevate Residential

Footprints Community

Hundt Law

Q Shelter

Queensland Council of Social Service (QCROSS)

We appreciate all our contractors' outstanding skills and support. Your contributions and values are key to our success in serving our tenants and maintaining our assets.

Jacaranda Housing

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