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## **Acknowledgement**

National Affordable Housing Group acknowledges the Aboriginal and Torres Strait Islanders as the traditional custodians of the lands on which we live, walk and work. We pay our respects to their Elders past, present and future.

# Reflections from our Chair

At National Affordable Housing Group we are all too aware of the growing housing crisis that is impacting the lives and opportunities of many Australians, and we understand housing's critical role as a key social and health determinant, that is why our Mission speaks to the need to improve people's lives and well-being by improving our housing outcomes.



It is a privilege to Chair the National Affordable Housing Group and to lead an organisation brimming with talent, knowledge and commitment that is constantly striving to make a bigger and better community impact.

This Year in Review report reflects on some of that work and, importantly, the stakeholders and partners that make it possible. I hope you enjoy our reflections and share in celebrating the difference we make, together.

**Karen Smith-Pomeroy** 

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Chair, National Affordable Housing

# Reflections from our Managing Director

Everything is possible, together!

Sometimes when we face an embedded challenge, like the housing crisis, which has been 40 years in the making and which is structurally ingrained into the way we practice economics, we can get diverted and discouraged.



In reflecting the impact NAH is making in seeking to address this challenge, this report also implicitly recognizes how far we have to go as a nation to address our community need for over 700,000 social and affordable homes.

Can Australia live up to its commitments that housing is a human right, can we avoid a future where the working poor live in cars and tents, can we make the housing system about well-being for all, not wealth making for the few?

The emerging certainty of action on climate and the staggering responses to COVID demonstrates that where we engage with evidence and where the costs of inaction are greater than those of action, then the improbable becomes the possible, and the possible becomes the new normal.

Reflection is a great and powerful human trait, learning from those reflections and building national alliances for change is what NAH will continue to strive towards

Mike Myers

Managing Director, National Affordable Housing

# **Highlights - key metrics, impacts, measures**

(Metrics are at 30 June 2022 except where marked\* which are at 30 September 2022)

### **NRAS Portfolio**



2744 x NRAS properties 2001 x properties managed (1639 x NRAS)

Tax incentives to investors \$37.6 m



1100\* x investors supported by NRAS Transition Service

362 x properties retained as affordable market rental (NAH Group mng'd)



105 x NRAS property sales

(surplus from sales revenue used to fund NRAS Transition Service)

### **Affordable and Social Housing Portfolio (Owned and Managed)**



132 x new social housing tenancies secured\* (incl. turnkey not settled)



104 x affordable housing tenancies secured\* (incl. turnkey not settled)



\$124m capital invested\*

### **Shared Equity Home Ownership (SEHO)**



Portfolio June 2022 77 x SEHO homes 3 yrs x ave homeowner tenure in SEHO



SEHO equity

\$1.36m new equity sourced \$8.2m equity invested \$1.2m returned equity (available for re-investment)



Pipeline of 50 x SEHO outcomes identified

### People, Partnerships, Pathways



- 48 x employeesCulture-Great Place to Work
- 90% x good relationship with co-workers
  - 80% x someone cares about me at work



3 x new strategic partnerships\*



### Advocacy

- Particip. in 2 formal Govt processes
- Active particip. in all CHIA key policy processes
  - Addressed 1 x National Summit on institutional investment

# **Creating Pathways - Long-Term NRAS Tenant Buys their Rental Home**

Our NRAS Transition Service Manager tells a heart-warming story of how our integrated and customer centric NRAS Transition Service supports our investor's need to sell and supports a pathway for our NRAS tenants to buy their first home.



"The owners of an NRAS property in Ipswich after considering their personal circumstances decided to sell their NRAS property on expiry of the subsidy. The owners sought 3 appraisals, one from the NAH sales team. We attended the property at the scheduled time and allowed the local agents to inspect first.

"the tenants settled on the property and became proud first-time home owners."

While waiting, our sales agent spoke with the tenants who were clearly experiencing stress around the sale of the property and the need to move. Long term tenants with young children and recently enrolled in the local private school with fees paid and uniforms purchased. Knowing the looming end date, the tenants were actively looking for alternate rental accommodation in the local area, without success.

In conversation, we asked the tenants if they had considered buying the property themselves. Living in an NRAS home had allowed them to save a significant deposit. They had been to see their bank and had received a 'Pre-Approval' for a home loan which, with their deposit, was enough to make an offer to purchase.

Within 45 minutes, a deal had been struck with the owners – to sell to the tenants, without taking other offers. With a week or so after the property exiting the NRAS Program, the tenants settled on the property and became proud first-time homeowners."

We thank our lovely investors for helping us sustain this tenancy and support our tenants with a pathway to home ownership.

# **Creating Pathways - Working together - Couch-Surfing to Secure Social Housing**

Our social housing service team, together with one of our community support partners, helps 'Jay' to secure safe, secure social housing. Our community support partner says:

"I wanted to thank you for working with members of our Northern Outreach Team in housing 'Jay' into one of your (social housing) properties.

When we first encountered 'Jay' he was couchsurfing before being placed in Transitional Housing. Our team connecting with you has made all the difference to his life!

He is moving his belongings in tomorrow, is now 'over the moon' with happiness about his new long-term housing and he will now have the stability in his life to grow and thrive, with friends and family nearby.

I truly appreciate your involvement and efforts with



this great housing outcome."

We thank our community support partner for their trust in us to make a difference and to help place 'Jay' in one of our social housing properties. We look forward to 'Jay' being one of our long-term tenants.

<sup>&</sup>lt;sup>1</sup> Real name removed to protect privacy

# Advocacy for Better Lives - Together we can make a difference!



Our Managing Director, Mike Myers, had this to say about the work that he and the National Affordable Housing Group Board have undertaken this year to make a difference at the social and affordable housing sector level:

"We know that evidenced-based policy is the right approach, although we also know that just having the evidence and policy solutions doesn't mean change will happen.

Influence through industry, community and political processes is equally important."

### Here are four influential initiatives from National Affordable Housing:

### Institutional Investment

Our submission on the NHFIC review has helped decision makers open up NHFIC's mandate, in particular, on the crowding-in of institutional investment.

### Industry research

We have donated over 30 pieces of industry research, including through our sponsored PhD program, to the community housing sector. From 1 July 2022, Federation University is hosting the research.

# ★ Shared equity - pathways rental to buy

Our BuyAssist Shared Equity company has demonstrated that community-based shared equity is reliable and deliverable, and we have shared our experience with Governments to help design better pathways from renting to buying.



### Advocacy and policy - 'market making'

We continue to engage with Government agencies and political leaders to help shape policy and help identify the 'Market Making' initiatives required if we are to transform our failing housing system.

# **Our Strategic Plan, Transition and Strategic Priorities**

### Strategic Plan 2021-2023

### **Transforming our Business** | **Creating Affordable Homes for Australians**

National Affordable Housing Group is a Social Value Enterprise and one of Australia's largest providers of affordable housing for Australians on low to moderate incomes.

The Strategic Plan is focused on ensuring future relevance and impact through transitioning out of the NRAS Scheme and into the new sustainable business model and growth in both the owned rental portfolio and in shared equity home ownership. We are excited about the future and our ability to continue to have impact in helping Australians in need obtain safe, secure and affordable housing, providing a springboard to families to improve wellbeing.



### **Strategic Goals**

### **ENABLE: Enabling Our Future**

We are re-engineering our support services to be enabling, efficient and effective. Our culture and workforce will be mission aligned, dynamic, engaged, and high performing. We are transforming our underpinning digital and technology function to be enabling, efficient and fit-for-purpose.

# **02** RETAIN: Retain and Secure Our Base

We will continue to maximise retention of the management of our current NRAS rental properties as they exit NRAS. We will measure customer impact/value of our property management services so our landlords stay with us, and our tenants feel valued and have security of tenure.

### **GROW: Growth For Impact**

We are reshaping and significantly growing our business including scaling up our shared equity home ownership program; and securing significant growth in the supply of owned and managed social and affordable rentals. We will measure stakeholder impact/value to ensure we meet our customer/stakeholder expectations and achieve our targets.

### **INFLUENCE: Influence that matters**

We will continue to innovate and influence at the sector level. We will develop/implement a stakeholder relationship model which supports our goals at an industry and business level.

### **Our Values**

### **Threshold Values**



We care about the difference we make and each other



We act responsibly and sustainably

# **High Performance Values**



We are creative



We work and learn together



We are adaptable and flexible



We act with pace and purpose

# Our Strategy and Transition... what progress we have made

We are now over 2 years into our 3-year strategic plan and substantial progress has been made in relation to our strategic shifts and future sustainable business model.

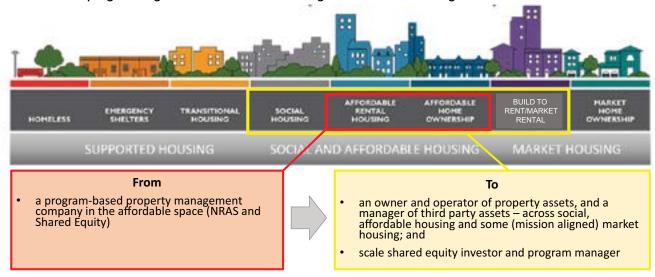
### **Housing Continuum - where we operate**

We remain focused on housing affordability and have made significant progress in 'shifting' from a relatively narrow segment (red box) of NRAS affordable rental and small shared equity home ownership, investor and program manager (BuyAssist), to focus across a broader spectrum of the housing continuum from social housing through to build-to-rent/market rental (yellow box) where mission aligned.

Our Transition is well underway.

#### **Our Business Transition...**

We are reshaping our organisation whilst continuing our focus on creating affordable homes



#### Pathways - how we deliver value

In the Board's April 2022 Strategy Session a refined articulation was developed of how we create value in this expanded housing continuum with a clear articulation of our value creation through Customer Centred Pathways, delivered through our strategic Partnerships and relationships and our People.



# Our Strategic Priority Scorecard... what progress we have made

As we move into the last year of our 2021-2023 Strategic Plan, we reflect on the substantial progress that has been made in delivery our Strategic Goals through a focus on our Strategic Priorities and delivery of supporting Major Initiatives.



### Goal 1 - Enable

- \* Brand Strategy and Refresh completed. One Group Brand National Affordable Housing (with the exception of Shared Equity / BuyAssist brand); new brand assets, progressive rollout.
- \* Culture Target Culture redefined and approved by Board with a focus on 'who we are being' while we are delivering our mission. Supports delivery of strategy and mission with a focus on people, customer experience, innovation, collaboration, responsiveness, sustainability and performance.
- \* Technology highest priority on replacement for Console Gateway (property management system) see Retain.
- \* Sustainability substantial investment in financial scenarios for future business; implementing and embedding new Investment Framework and updated governance processes to support major program of growth projects and capital investments (see Grow).



### Goal 2 - Retain

- \* NRAS Transition Management Program fully built out and operating to support investors with informed decision-making and support to exit scheme, and to sustain as many tenancies as possible.
- \* Console Cloud replacement property management system selected and approved aligned to changed business model and expanded service offering. Migration underway.
- \* **Property Sales function** scaled up to support investors who wish to sell and assist property management to support tenants, with net revenue applied in funding the NRAS Transition Service.



### Goal 3 - Grow

- \* Shared Equity Home Ownership (SEHO) completed equity-sourcing analysis to underpin focussed equity business development plan. Successfully built a strong pipeline of small-scale project opportunities focussed in Victoria with Local Councils. Continued to successfully deliver value to Government and SEHO home owners through BuyAssist program management of the VIC100 Program. Pipeline of larger SEHO equity opportunities identified.
- \* Acquire, Own, Operate (AOO) rental portfolio targeted growth volumes secured through successful sourcing and conversion of a range of projects in Victoria and some in Queensland.
- \* **Key partnerships** successfully developed a number of key strategic partnerships / arrangements across the broader Housing Continuum segments in which we will operate including social housing, affordable rental, SEHO and build to rent.



### Goal 4 - Influence

- \* Strategic Review SLIC (research subsidiary) Completed including engagement with key stakeholders. Decision made to transition research function to Federation University retaining strong engagement and collaboration with research, Dr George Earl and Griffith University including PhD program transition.
- \* System & Policy enhancement provided input into NHFIC review, Productivity Commission Review, Future Fund and Shared Equity policy focus. Engaged with our peak bodies on all key industry initiatives

# **Better Lives - Pathways and Social Housing Models**

## **Our Social Housing Service Model**



Our Social Housing Service Model has the person at the centre. The person is supported through their Personal Housing Plan which defines the person/household's personal goals for housing and other aspirations. The Social Housing Service Model is how we deliver our mission of improving affordable housing outcomes and contributing to 'better lives' for our social housing customers.

Our Social Housing Service Model supports our commitment to relieve households from housing stress, provide safe and secure housing, and through housing as the 'springboard' enable and support our residents with opportunities for participation, connection and wellness and enabling self-determination and belonging.

It has a focus on providing pathway opportunities for those who access social housing to move along the journey to self-determination and for some the ability to, over time, transition to affordable or independent housing options while staying in their community of choice.

The model therefore will meet the needs of the most vulnerable and 'right fit' for those who have increasing capacity and self-determination, embracing the concept of one housing system, enabling transition for those who have this aspiration.

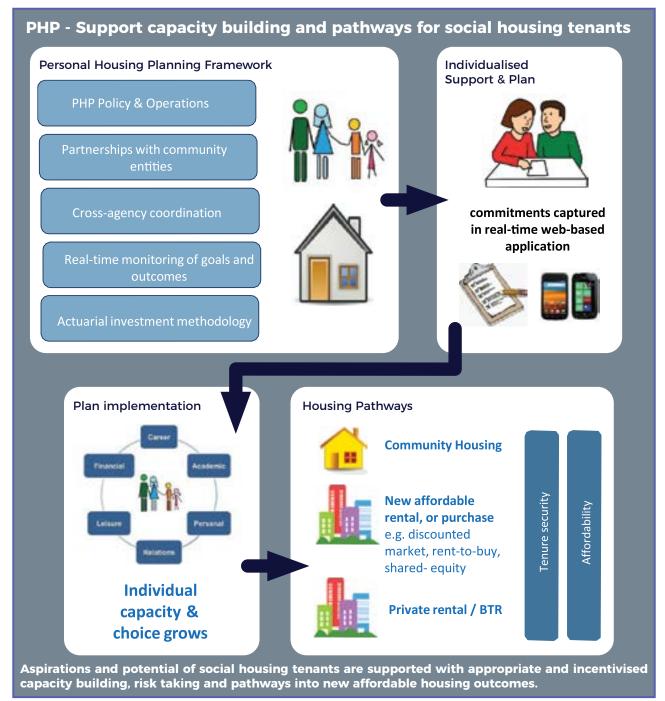
## **Current Pathways for Social Housing Tenants**

For many households social housing will remain an appropriate long-term housing option. For households who have aspirations and potential to transition out of social housing, there are very limited appropriate and realistic housing choices. The large gap between the social and private housing market security of tenure and price are often the greater barriers for tenants seeking to improve their housing choices.

Lack of housing 'steps' or pathways between social housing and private rental is a key constraint, Households in social housing are not well supported to build capacity in order to take calculated and supported risks to progress though the housing continuum to affordable rental, shared equity home ownership or to progress into the private market. The pathways for social housing tenants is depicted in the following diagram. Our Social Housing Service Model and our Personal Housing Plans seek to respond to this housing dilemma for social housing tenants.

### **Our Personal Housing Plan**

Through the Personal Housing Plan (PHP) National Affordable Housing assists people to define their aspirations and plans for housing and their life goals. Concerns and issues are addressed as part of the PHP and are solved through working through the capacity, strengths, and resources the person/household has. Our Social Housing Team provide support and stability and connect our social housing customers with key networks on their journey, facilitating other services and interventions where the need is outside of the scope of providing housing services.



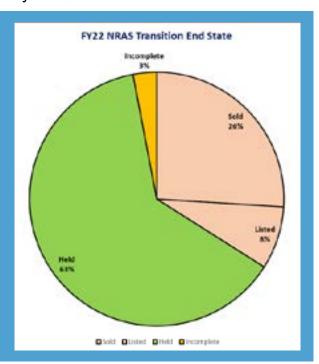
The PHP, developed collaboratively after the person/household has been offered a social housing tenancy, covers the following domains:

- **★** My Strengths
- ★ My Goals and Aspirations for:
  - Home
  - Participation
  - Connection
  - Wellness
- Challenges or speedbumps

# Helping our Investors and Tenants Transition from NRAS

National Affordable Housing Group is the largest NRAS Provider in Queensland with, at its peak, ~3,500 NRAS properties of which NAH Group was the property manager for ~2,500. The first NRAS properties entered the Scheme in 2010. With a 10-year NRAS funding period, investors and tenants are impacted by the expiry of the NRAS subsidies with the largest impact across FY22-FY25.

The end of NRAS is a challenging time for most investors and tenants. Important decisions have to be made by investors as to whether to 'hold' their investment property or to sell it. The uncertainty for tenants and



the impact of increased rent to move to an affordable market-based tenancy or the need to vacate creates significant personal stress and anxiety.

At National Affordable Housing we take the view that it is important to help investors and tenants through this challenging exit process. In response we established an 'end to end' NRAS Transition Service focused on an investor managed and supported exit process. This is seamlessly integrated with our property management and sales management teams, in order to have a managed and supportive process for tenants, including helping to sustain tenancies for as many tenants as possible.

Our investors tell us that they value the Transition Service with our analysis showing that those that engage early with the service have a very high re-engagement rate and strong satisfaction rate with the support they receive.

As the diagram opposite shows, in FY22 63% of investors exiting NRAS retained their investment property and continued to make it available for rental and 34% sold their investment property primarily to owner-occupiers.

# Working together to sustain tenancies...

Our Transition Manager and Property Management Team work with investors and tenants to help find a mutually acceptable new tenancy arrangement, without NRAS subsidies, wherever possible.

An example of this is our family in North Brisbane where the investor wished to retain the property, the tenant wished to stay but the market rent gap was \$170/week (above NRAS rent). The tenant could afford a little bit more, the investor could afford to accept a little bit below market rent to 'help out' and we were able to find a middle ground with the rent increase being limited to \$70/week.

### Our NRAS tenant has this to say:

"Please thank the owners for their generous offer... I would be happy to continue my tenancy...thank you as always for your help and kindness.."

# Our Pathway to home ownership - Shared Equity (BuyAssist) Program

National Affordable Housing Group's innovative business subsidiary, Buy Assist Australia Pty Ltd ('BuyAssist'), provides a community driven platform to support low to moderate income earners achieve sustainable and affordable home ownership.

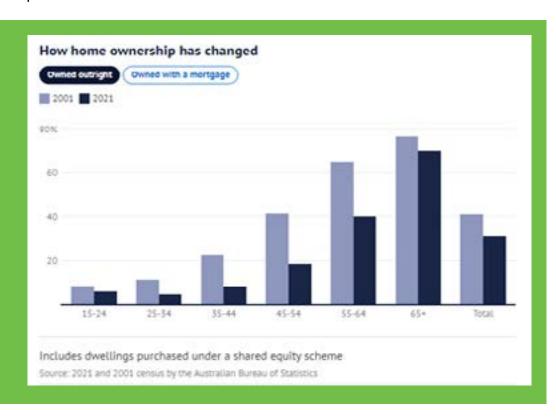
Shared equity home ownership (SEHO) responds to the evidence that fewer people are moving into home ownership due to the deposit hurdle and serviceability challenges.

This has significant economic and social impacts for individuals and the community, with more people remaining in insecure and often unaffordable private rental, impacting on household wellbeing and placing increased pressure on the rental market, with wider impacts on job attraction and retention particularly in higher value locations.



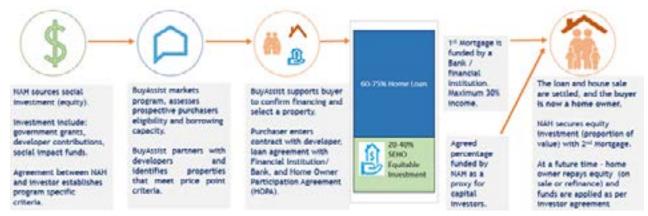
The National Affordable Housing Group / BuyAssist Shared Equity Model is an Australian first that provides a responsible pathway that overcomes the twin barriers of deposit and serviceability.

NAH sources the investment which BuyAssist applies as proportional equity on homes purchased by eligible households. BuyAssist is ASIC compliant, and operates under an Australian Credit Licence with all the necessary and endorsed legal documents, processes and resources in place to support households to purchase their own home.



# National Affordable Housing Shared Equity... how it works

A qualifying Australian person wants to enter the housing market, but doesn't have a deposit, or has limits on their serviceability, which prevents market access...



# **Shared Equity Program highlights**

- \* BuyAssist had 77 shared equity homes in the SEHO program at 30 June 2022. That's 100 people/families who have been able to achieve an assisted pathway from rental into home ownership.
- \* Completed the equity investment of \$10m (50% Victoria Government; 50% NAH) in 'VIC100' Program during FY22 supporting 93 customers into homeownership in Victoria. Average equity invested 25%.
- \* Fifteen homeowners exited the program as they either elected to sell the dwelling or, for the majority, had improved financial capacity enabling them to repay the proportional equity back to National Affordable Housing. Average 12% increase in property value and equity. Victorian Government provided equity will be reinvested in new shared equity outcomes in FY23.
- \* NAH received \$1.5 million in SEHO grant funding from the Whitehorse Council in Victoria to invest as shared equity, received as part of a Developer Planning Approval condition. Will provide shared equity to support 10 homeowners to buy their own homes in the local council area. BuyAssist has secured agreements with three developers to provide new dwellings for eligible. First settlements expected October 2022.
- \* NAH and BuyAssist were selected as partners by a major developer that, subject to planning approval, will result in 10 new shared equity outcomes, within a high quality, well-located development in inner Melbourne. Similar to the City of Whitehorse arrangement, the developer will provide the equity contribution that NAH will then apply to support eligible households to purchase a home; supporting more people to pathway from rental to home ownership without the need for a deposit.

# Here's what some of our happy shared equity customers say:

"I am so grateful to BuyAssist for what you have enabled me to do. I would not have my own home right now if you had not granted me this opportunity and it has set me up for a much more stable and financially secure future".

"Shared Equity is a great way to get a property when I couldn't afford and couldn't borrow enough to buy outright on the open market. As a woman over 55, owning a house with lower-income and no deposit seems impossible"

"Thank you, Shared Equity, for helping to fulfill my dream to own a house"



# **Our Projects and Developments**

We have a wide range of new social and affordable housing projects underway as we transition to an owner and operator of social and affordable housing in Victoria and Queensland. Three of our exciting new projects are shown below.

### Cheltenham, Victoria

120 x new social and affordable apartments at Chesterville Road in Cheltenham, Victoria.

Turnkey acquisition: 69 x 1-bed; 51 x 2-bed.

**Under construction** 

**Expected completion: January 2023** 



### **Underwood, Queensland**

20 x social housing apartments at Underwood, Brisbane South.

Turnkey acquisition: 20 x 2-bed.

**Under construction** 

**Expected completion: April 2023** 



### Mt Waverley, Victoria

96 x 'over 55s' Seniors Housing new social and affordable apartments at Mt Waverley, Victoria.

Turnkey acquisition: 58 x 1-bed; 37 x 2-bed; 1 x 3-bed.

**Under construction** 

**Expected completion: January 2025** 



# **Strategic Relationships - Private Sector**

In addition to working with Governments through co-contributions for social and affordable housing, National Affordable Housing Group has always worked with the private sector to influence and support developers and financiers to improve their understanding of this market segment and to help support delivery.

For example, National Affordable Housing Group partners with Mirvac across 3 States to support housing options, including Build to Rent, Government re-development sites, and pathways to home ownership through Shared Equity.

Similarly, we partner with the National Australia Bank on innovation in large scale institutional investment models and proposals that identifies new ways to meets specific aspects of market failure.

The private sector needs to be very much part of the solution alongside Government and community. We at National Affordable Housing will continue to seek alignment and opportunities to build long term, practical relationships with the sector.

# **Our People and Culture**

Our success in delivering our mission and executing our strategy is due to our talented and dedicated people. 2021-2022 was a challenging year with the ongoing impact of COVID19 and the expiry of many properties under the National Rental Affordability Scheme.



During the year we undertook a number of people initiatives to support our people and customers:

- **★** Development of the Target Culture.
- \* Appointment of three Jobseekers who successfully completed their probation into permanent full-time employment with us.
- \* An upgrade of the Acacia Employee Assistance Program (EAP) to support employees in dealing with personal, family and work-related concerns and promote wellbeing.
- ★ Continued the rollout of the FRESH (Fit, Resilient, Empowered, Safe & Healthy) program to promote health and wellbeing.
- ★ Developed Aboriginal Employment and Cultural Safety Plan.
- ★ Developed Gender Equality Action Plan.
- ★ Implementation of Domestic and Family Violence Leave Policy.
- ★ Employee demographics survey completed by 83% of our staff to provide a baseline for the employee diversity and inclusion strategy plans above.
- ★ Employee engagement survey conducted with action plans being developed.

We thank our staff for their continued commitment to our customers and each other.









# Our Culture... who we are 'being' while we are 'doing'...



At National Affordable Housing Group our culture is intrinsic to who we are and how we create an impact and make a difference. It differentiates us and defines us and is pivotal to our ability to attract and retain great people to serve our clients, and to our future business success as we deliver our mission of provision of affordable housing, creating housing pathways, and leading to our aspirational goal of contributing to Better Lives.

Therefore, as part of our business transition it was important that we re-evaluated what was needed to ensure continued success into the future. As part of our Strategy Implementation Program, we embarked on redefining and documenting our Target Culture.

We developed two threshold values (cultural elements) and four (high performance elements) that embody our aspirational culture.

Our target culture work and supporting material for our staff, as well as our work in aligning our systems, symbols and behaviours, aligns with our desire to be an innovator in the affordable and social housing sector and to make a positive difference as we deliver our mission.

We are proud of the great work done during the FY22 year, and the great work that continues in FY23 in rolling out and embedding our redefined target culture.

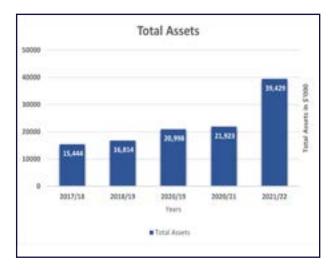




# **Financial and Operational Summary**

Below we have set out key financial metrics for the National Affordable Housing consolidated group of entities. This reflects our changing business as we move away from NRAS and deliver our mission across a broader part of the housing continuum, including as an asset owner and operator of social and affordable rental, and also grow our shared equity home ownership program (BuyAssist).

### Asset base



### Revenues



## **Our Directors**

The Directors of National Affordable Housing Consortium Ltd t/as National Affordable Housing (NAH), Buy Assist Australia Pty Ltd (BuyAssist) and National Affordable Housing Consortium - Victoria Ltd t/as National Affordable Housing Victoria (NAHV) comprise highly qualified professionals representing a range of skills, industries and services appropriate and complimentary to the facilitation of social and affordable housing outcomes. Group governance includes an Audit & Risk Committee (ARC) and Governance, Remuneration and Nominations Committee (GRNC).

### **Our Non-Executive Directors**

### Karen Smith-Pomeroy NAH and BuyAssist Chair Director NAHV

Karen has over 30 years' experience in the financial services sector, holding senior executive roles within large financial services organisations. She has significant experience in risk and governance and extensive



experience working with a wide range of companies across the property and infrastructure sectors nationally.

Karen is the independent Chair of NAH and BuyAssist and in this capacity contributes to relevant Board Committees. She is also a director of NAHV.

### **Heather Watson** NAH and BuyAssist Director

As a lawyer with more than 30 years in legal practice, Heather brings legal, commercial and governance skills, particularly in the charitable and not-for-profit sector.

Her industry experience includes health and community services,

infrastructure, affordable housing, philanthropy an indigenous communities.

Heather was the Chair of the of the GRNC until 30 September 2021, and then continuing as a member of GRNC.



### **Our Non-Executive Directors**

### **Scott King**

### **NAH and BuyAssist Director**

Scott is a seasoned professional with extensive strategic and operational experience, particularly at Board and executive levels. His expertise spans the full spectrum of corporate and retail strategy, and he has also helped navigate Board and Management teams through



periods of change. Scott has an entrepreneurial approach to problem-solving and decision making, combined with a genuinely collaborative style of team leadership.

Scott became Chair of the ARC on 1 October 2021 and is also a member of GRNC.

# Michael Schaumburg NAH and BuyAssist Director

Michael is a chief executive and project director with 3 decades of varied experience in the infrastructure and resources sectors and industry development. with an accomplished track record of growing organisations efficiently,



effectively and sustainably to deliver immediate and significant outcomes and returns.

Michael is also a member of ARC.

#### **Linda Hoskins**

#### **NAHV Independent Chair**

Linda has over 30 years of community, health and government sector experience holding many senior leadership roles. She is passionate about the provision of housing as a foundational requirement for wellbeing and expanding Australian



housing options beyond the current narrative of private rental or home ownership.

Linda has held Non-Executive Director roles on a range of Boards concerning Affordable Housing and Social Enterprises and served as a Councillor and Mayor at the City of Yarra. Board culture, ethical practice, and corporate governance are areas of particular interest to Linda.

#### **Peter Wells**

### **NAH and BuyAssist Director**

Peter is an experienced public and private sector executive, board director and university lecturer with a demonstrated history of working across government, industry and consulting. Peter's career includes significant executive and board



leadership experience and he has achieved major results in key roles. With a background in large scale customer service, regulation, urban planning, transport, environment and infractructure.

Peter is a member of ARC and a member of GRNC.

# **Kerry Stubbings**NAHV Director

Kerry has over 30 years of experience in executive roles in the Victorian Local Government sector, not-forprofit sector and Victorian State Government. Her responsibilities included the planning and provision of community focused



services in children and family services, health, recreation, arts, housing, social planning, and community engagement. Her focus on supporting affordable housing has included building a policy environment for local councils to support the provision of social and affordable housing opportunities in local communities, as well as supporting tenant engagement programs in the public housing sector. Kerry holds Board director roles in the public health sector in Victoria.

Kerry was appointed as Director of NAHV on 1 August 2022.

# Our Executive Director



Mike Myers NAH Group Managing Director

Mike has over 38 years of experience in senior executive roles in social and affordable housing, including direct housing provision, policy development and legal and advisory services in the UK and in Australia from 1996. Mike is the Founder and Managing Director of the National Affordable Housing Group, which has delivered over \$1.4B in new housing. He is currently leading National Affordable Housing Group's transition and growth across the Housing Continuum and through a range of strategic partnerships.

# **Retiring Directors**

We would like to take this opportunity to thank our Non-Executive Directors who retired in 2022 for their contribution to National Affordable Housing Group and its delivery of mission:

#### **Belinda Drew**

Non-Executive Director of National Affordable Housing and BuyAssist.

#### **Robert Hudson**

Non-Executive Director of National Affordable Housing Victoria.

# Thank you to our partners and key stakeholders

We would like to express our appreciation for the commitment and support of the many organisations that have supported us this year in delivering our mission. Special thanks go to:

### **Governments**

Department of Social Services Australia
Australian Government – The Department of Treasury
Department of Communities, Housing and Digital Economy (Queensland)
Queensland Treasury
Homes Victoria

### **Finance Partners**

National Australia Bank Bank Australia Great Southern Bank Treasury Corporation of Victoria Australian Unity

## **Development / Building Partners**

Mirvac
Pace Development Group
Pitard Group
Metricon
Parkside Group
Pacific Enterprises Group
Multitude

# **Sector / Industry Partners**

CHIA Queensland, CHIA Victoria
Queensland Shelter
UDIA Queensland
Central Australia Community Housing & Tangentyere Council
Common Equity Housing Limited
Evolve Housing
Argyle Housing
Women's Property Initiatives

### **Service Agencies**

McCullough Robertson Marshall+Dent+Wilmoth Moores WT Partnership Cundall DPPS Projects

## **Academic Partnerships**

Griffith University
Federation University