

Mission Australia

Strategic Housing Growth Committee (SHGC) Charter

Applicable to:	Mission Australia
Authorised by:	SHGC Mission Australia Board
Approved date:	8 April 2026
Review Date	SHGC February 2027 MA Board February 2027
Policy Owner:	Chief Financial Officer

1. INTRODUCTION

Inspired by Jesus Christ, Mission Australia exists to meet human need and to spread the knowledge of the love of God (**Founding Purpose**).

Mission Australia is a company limited by guarantee and registered as a charity with the Australian Charities and Non-for-profits Commission.

Mission Australia's 2030 Strategy focuses on three strategic directions: greater impact; safe, secure homes; and empowering change. Under Strategic Direction 2: **Safe, secure homes**, the Strategy focuses on Mission Australia expanding access to social and affordable housing, increasing supported housing options, and integrating support services that help people sustain tenancies and build brighter futures.

2. PURPOSE

The Strategic Housing Growth Committee (**SHGC**) is appointed by the Mission Australia Board (**Board**) as a committee of the Board and recognised by the Boards of its controlled entities including the Housing Boards (**Boards**). The SHGC assists the Board to oversee, assess and provide strategic direction over strategic Housing Growth opportunities and projects considered and undertaken by Mission Australia Group entities.

This SHGC Charter (**Charter**) sets out the authority, roles and responsibilities, structure and processes of the SHGC.

3. AUTHORITY

The Mission Australia Board has authorised the SHGC, within the scope of their duties and responsibilities set out in this Charter, to review, oversee and make recommendations to the Boards of Mission Australia Group entities in respect of strategic housing opportunities and projects.

All members of the SHGC act in an advisory capacity in providing advice and recommendations to the Boards of Mission Australia Group entities and have no management role (other than to the extent any member, from time to time, has an executive management role).

Except as specifically set out in this Charter, in a Board approved policy or Board delegation, the Committee has no delegated authority to approve matters referred to it, nor does it have any executive power to implement its recommendations or findings.

4. MEMBERSHIP

The Mission Australia Board will appoint the SHGC members and the Chair of the SHGC.

The SHGC will comprise:

- a minimum of three members;
- a majority of its members that are independent non-executive directors of Mission Australia; and

- people with relevant expertise including those who:
 - have held or hold senior positions or have expertise in community housing, construction or projects management, and/or project financing; and
 - have a commitment to Mission Australia’s work, our values and Founding Purpose; and
- the Chair of the Mission Australia Board as an ex officio member.

Membership of the Committee will expire if the relevant person:

- being a Mission Australia Director ceases to hold that position;
- is an external member and takes up a position where there is a direct conflict of interest; or
- if the Board, at its discretion, chooses to end the term of office for any member.

The SHGC Secretary will be the Mission Australia Company Secretary or such other person as nominated by the Board.

5. MEETINGS

Frequency

The SHGC should meet **six** times per year or at another frequency determined by the Chair of the SHGC to ensure the SHGC meets its roles and responsibilities as set out in this Charter.

Any action required or permitted to be taken at any meeting of the SHGC may take place without a formal meeting if agreed by all members of the SHGC. Evidence of agreement is recorded with the minutes of the SHGC.

The Chair of the Mission Australia Board, any member of the SHGC, or the Company Secretary of Mission Australia may call a meeting of the SHGC. Any of the CEO, Deputy CEO, Executive Finance & Technology may request the SHGC Chair or a member of the SHGC to call a meeting. Under such circumstances the five working day notice period may be waived if agreed by all parties.

Attendance

The SHGC may invite persons to attend (but not vote at) SHGC meetings as it considers necessary.

Annual Program of Work

The SHGC will establish an annual Program of Work, which will inform meeting agendas. It will cover matters aligning to the roles and responsibilities of the SHGC, as set out in this Charter.

Agenda

Notice of each meeting together with a detailed agenda and supporting documentation will be circulated to members and attendees at least **five** working days before the meeting.

Members are expected to be prepared and informed for SHGC meetings to be able to provide appropriate and constructive input on matters for discussion.

Quorum

Two members attending constitute a quorum.

Voting

Each **member** present may vote on any matter raised before the SHGC for resolution. In the event of a tied vote, the Chair has a right to a second vote as a casting vote.

Minutes

The SHGC Secretary or delegate prepares minutes of each SHGC meeting. After the SHGC Chair has given preliminary approval, the draft minutes are presented to all SHGC members at the next meeting for approval and may be presented to the Mission Australia Board.

The minutes are to accurately record the resolutions of the SHGC, key reasons for those decisions (where appropriate) and actions with accountabilities and timings noted. The minutes of the meetings are confirmed by the SHGC at the next SHGC meeting.

6. ROLES AND RESPONSIBILITIES

The SHGC has the following roles and responsibilities:

Strategic Housing Growth projects and opportunities

- **Review** and **make recommendations** to the Boards on Strategic Housing Growth projects and opportunities;
- **Approve** key stage gates for Strategic Housing Growth projects and opportunities, with appropriate pre-approval or delegation of relevant Boards;
- **Oversee** and **monitor** the progress of Strategic Housing Growth projects and opportunities;
- **Consider** the capital management strategy and capital of the Mission Australia Group available for investment when considering and making recommendations on Strategic Housing Growth projects and opportunities;

Housing Property Entities

- **Review** and **make recommendations** to the Boards in respect of governance and corporate and organisational structuring changes to the Mission Australia Group as part of Strategic Housing Growth projects and opportunities;
- **Oversee** the activities of Mission Australia Holdings Limited and its subsidiaries (Housing Property Entities) to the extent relevant to reviewing and monitoring Strategic Housing Growth projects and opportunities;

Other

- **Review** and recommend to the Mission Australia Board for approval any changes to the SHGC Charter; and
- **Deal** with any other matter as delegated by the Board from time to time, or as determined in the SHGC's Annual Program of Work as required to achieve the objectives of the SHGC.

7. REPORTING

The SHGC will provide the Boards with regular updates as required on the SHGC's activities and make appropriate recommendations. Reporting may be verbal and include reference to the agenda, papers, and minutes, as well as any recommendations requiring Board action or approval.

8. MANAGEMENT ACCESS

The Company Secretary of Mission Australia and Executive General Manager, Housing Growth shall have direct access to the SHGC on an as needs basis.

9. REVIEW

- The Committee will participate in any evaluation of Board or Committee performance, as required by the Mission Australia Board.
- The SHGC will review the adequacy and appropriateness of the Charter annually and make a recommendation to the Board regarding any proposed amendments.