MISSION AUSTRALIA

Housing

ANNUAL REPORT 2025

Together, building hope and possibility for all

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Mission Australia Housing Group:

Mission Australia Housing
Mission Australia Housing (Victoria)
Mission Australia Housing Tasmania
Mission Australia Housing Northern Territory
Mission Australia Housing Partnership Limited

Acknowledgement of Country

We acknowledge the traditional custodians of this Country, and we pay our respects to Elders past and present for they hold the memories, the culture and dreams of Aboriginal and Torres Strait Islander peoples.

We recognise and respect their cultural heritage, beliefs and continual relationship with the land, and we recognise the importance of the young people who are our future leaders.

Founding Purpose

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

A message from our Chair, Nancy Fox and CEO, Sharon Callister

Image: Sharon Callister, CEO (left) and Nancy Fox, Chair (right)

Over the past year, Mission Australia Housing has grown our impact by delivering more safe, secure homes and supporting vibrant, thriving communities.

With housing affordability, homelessness and financial disadvantage continuing to challenge many people across Australia, we remain as committed as ever to being part of the solution.

This year brought several special moments. We broke ground on a major housing project in Toowoomba, Queensland, and welcomed new residents into social homes in Clarence Plains, Tasmania. It's also been a year since we opened our Darwin Housing office and completed the government transfer of social homes in the Northern Territory., This year residents moved into our mixed-tenure Midtown MacPark community in Sydney's Macquarie Park. Across all these communities, we've strengthened local connections, supported residents to access services, and helped people feel safe, settled, and supported.

Over the past five years, our housing footprint has grown by more than 50 per cent, alongside an expansion of our tenancy support services. We continue to grow, guided by our belief that everyone should have a safe, secure home and a sense of belonging.

This year, we were proud to be recognised at the 2024 PowerHousing Australia Awards, receiving the Team Leadership and Culture Award and with Midtown MacPark winning the Modernisation of a Built Form Development Award. We were also acknowledged for excellence in tenant engagement, government collaboration, and individual achievement. These honours reflect our team's dedication and deep commitment to the residents and communities we serve.

Since Mission Australia Housing began 16 years ago, we've significantly expanded our social and affordable housing footprint. We continue to work closely with governments and a range of partners to increase supply and advocate for policies that ensure everyone has a home and access to the right support.

Through Strategy 2030, we have an ambitious goal to double our community housing portfolio to 10,000 homes within five years. This is a bold target, but one we believe is achievable through strong partnerships, sustained investment, and an unwavering commitment to people and place. Key projects are already underway, and we're scaling up tenancy support and building philanthropic partnerships to help residents thrive. This momentum is further strengthened by the appointment of Ben Carblis as Deputy CEO, who is now leading both housing and community service operations to deliver more integrated and impactful support to the people we serve.

This year also marks the retirement of Chris Bratchford, our Executive of Housing and Property, after ten years of outstanding leadership. Chris has been instrumental in our growth and success, and his legacy of strategic vision and compassion will continue to shape our work for years to come.

To our tenants, staff, partners, funders and supporters, thank you. Your trust and collaboration make this work possible. We look forward to continuing this journey together, building hope and opportunity for all.

Warm regards,

Nancy Fox AM
Chair, Mission Australia Housing

Sharon Callister
CEO

Our Strategy 2030

Strategy 2030 will help us deliver more safe, secure homes, expand our impact, and strengthen our organisation to meet human need in Australia.

Strategic Direction 2: Safe, Secure homes is where Mission Australia Housing will have by far the most impact.

Mission Australia's Safe, Secure homes Strategic Direction is dedicated to expanding access to social and affordable housing, increasing supported housing options, and integrating support services that help people sustain tenancies and build brighter futures.

We're committed to working alongside individuals, families and communities to break the cycle of homelessness, ensuring that every person has a place to call home and the support they seek to lead their best life.

Our three focus areas

1 Grow housing scale and quality to achieve 10,000 homes target

This Focus Area aims to double our community housing portfolio to 10,000 homes in five years by leveraging significant new government investment in social and affordable housing - an opportunity not seen in decades.

We intend for our housing growth plan to include new, high-quality and well-designed homes for individuals and families on very low to moderate incomes.

2 Deliver five new supported housing programs / facilities

We're delivering more tailored housing that supports the unique needs of people and the different stages of their life. This will include:

- Young people facing homelessness;
- Long-term supportive housing for people with complex needs including specialist residential aged care for people with histories of, or who are at risk of, homelessness.

3 Invest to drive better individual and community outcomes

Evidence shows that assisting people to remain living in their home is the most effective way for society to prevent homelessness.

Mission Australia will invest in specific work with our tenants to support them to stay housed and address the challenges that put their tenancy at risk. This includes early intervention, personalised case management and multi-disciplinary support for needs like financial stress, mental illness and unemployment.

Housing growth strategy

In 2025, Mission Australia Housing celebrated 16 years of housing operations. Mission Australia Housing now delivers more than 4,607 social and affordable homes across New South Wales, Tasmania, Victoria, Queensland and the Northern Territory.

This year, highlights included:

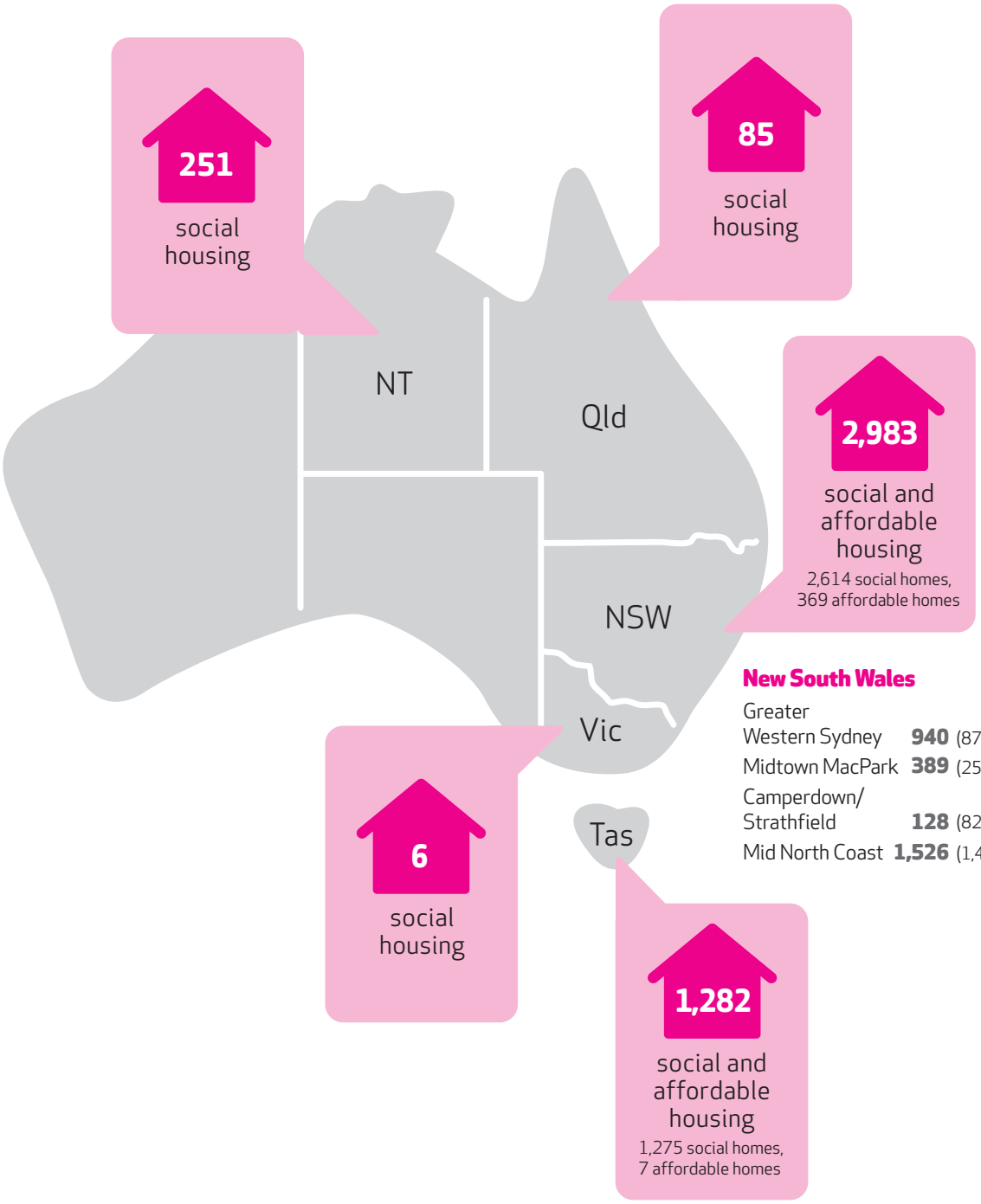
- Celebrating a year of housing management operations in the Northern Territory – 251 homes.
- One year of welcoming residents to 389 new social and affordable homes of Stage 1 at Midtown MacPark.
- Continuing operations of Townsville Youth Foyer providing 40 supported tenancies for young people.
- Completed construction of 17 social homes in Clarence Plains, Tasmania.

Mission Australia Housing is positioned for substantial future growth. Our upcoming initiatives include:

- Working with partners to complete further stages to provide more social and affordable homes in Midtown MacPark, Sydney.
- Acquiring 20 social homes in Coffs Harbour, NSW.

Our footprint

As of 30 June 2025, we own or manage 4,607 social and affordable homes Australia-wide. This includes 4,231 social homes and 376 affordable homes.



New South Wales

Greater Western Sydney	**940**	(870 social, 70 affordable)
Midtown MacPark	**389**	(259 social, 130 affordable)
Camperdown/ Strathfield	**128**	(82 social, 46 affordable)
Mid North Coast	**1,526**	(1,403 social, 123 affordable)

Our residents

8,031
residents housed Australia-wide

42.23
Average age of residents

1.74
Average number of residents per household

1,860
Families housed

$300.47
Average weekly rent

818
Aboriginal and/or Torres Strait Islander residents

1,376
Residents living with a disability

673 18–24
Residents aged 18-24 years

1,279
Single female residents with children

1,524 55+
Female residents over 55 years

2,977 55+
Senior residents over 55 years

Our work in focus

Building 185 new homes for Toowoomba's future

Work has started on an exciting project in Queensland to provide 185 social and affordable housing units in Toowoomba by 2027.

The project is part of our ambitious target to double the number of community homes we deliver by 2030. The Toowoomba development will include four, five-to-six-storey apartment buildings comprising 89 social homes and 96 affordable homes.

"Mission Australia is proud to partner with the Queensland Government to deliver much-needed social and affordable housing in Toowoomba. These new homes will be available to those most in need, located close to essential services and community connections, with support available for those who seek it.

Addressing Australia's housing crisis must start with increasing access to secure, affordable homes like these."

Ben Carblis,
Deputy CEO

Learn more:

Midtown MacPark celebrates one year

In March 2025, we celebrated one year of Midtown MacPark since we welcomed our first residents. We continue to see extraordinary and remarkable stories of positive outcomes for the people we serve who live in these new social and affordable homes.

People are making friends, finding community, engaging in training and other programs, and gaining employment. In this mixed tenure, welcoming community they're finding 'family', home, and a sense of belonging.

In its first year, Midtown has already seen more than 20 people move out of social housing, all engaged with education or training or moved back to family.

Midtown MacPark has become a blueprint for delivering housing that meets people's needs. This community is safe, affordable, accessible, and secure. Residents are also supported to thrive, with a focus on improving health and wellbeing, building capacity, encouraging participation, and achieving their goals. Residents include young people who aspire to pursue an education or a career, women leaving violence who are working towards re-building their lives, and parents who are determined to increase stability for their children.

Amber*, 24, first learned about Midtown MacPark through her Mission Australia caseworker. The opportunity to find an affordable home in a supportive community sounded too good to be true.

"When I got the phone call saying I could move in, it didn't feel real," says Amber, who had spent months looking for adequate accommodation.

"My situation would be dire without Midtown. I don't have family or friends and can't afford market rent. There's a lot of anxiety around that, so Midtown is an absolute blessing."

For Amber, finally having her own space – to cook, live with her cat and store her belongings – has provided stability and security.

"Midtown is home. It's safe, calm, beautiful and secure."

Tasmania's Clarence Plains community thriving in new homes

In 2025, when we completed the construction of 17 new social homes in Rokeby, part of Clarence Plains, it was more than the end of a construction project, but rather just the beginning for the new tenants and community.

As residents moved into safe and stable homes, they also received a warm welcome from the wider Rokeby community. Feedback from tenants highlighted how appreciated the welcome hampers delivered by the Rokeby IGA were, particularly knowing they were a gesture initiated by the local community.

In Tasmania, we manage more than 1,280 social and affordable homes, including those in Clarence Plains that are added through the Tasmanian Government's Community Housing Growth Program.

Our Tasmanian housing team works closely with our community services and other local services and partners to provide a coordinated and supportive approach for residents living in our community homes. Community engagement sessions such as Home Handy Workshops, Tenant Steering Committee meetings, Christmas functions, school holiday activities and Tenant of the Month celebrations all foster a greater sense of unity.

"When the Mission Australia Housing Board visited the Hart Place complex, Tenants felt a strong sense of pride knowing their homes were being showcased and recognised. It was also exciting to see Hart Place nominated for a Housing Industry Association Housing Award."

Davina Lomas,
Executive General Manager,
Housing Operations

One year anniversary: Northern Territory's first large-scale housing transfer

In May 2025, we celebrated one year since we were entrusted by the Northern Territory Government to take over the long-term management of 251 social homes across Darwin's northern suburbs. Our first Northern Territory based housing team and office was also established to manage the homes and support the community.

Working alongside our community services partners in Darwin, we provide holistic and person-centred tenancy supports, so residents have the support they seek to remain living in their homes, connect with their community and thrive.

Throughout the year, we've focused on getting to know residents, the homes they live in, and working alongside tenants, supporting them to achieve their goals and address challenges they may face.

We've introduced a full calendar of programs and community events to help build strong relationships, strengthen the local community, and foster participation and a sense of belonging. These include:

- Tenant voice meeting: a forum for tenants to provide open and honest feedback to our housing team
- Tenant of the Month competition: encouraging tenants to keep their homes and garden tidy for a chance to win a $50 gift voucher
- Water Play Day at Karama Primary School: a fun session for parents to bring their children to play, while staff discuss with them available services and support.

It's been a successful year, and we're grateful to everyone who has played a part in supporting residents who live here.

Outstanding performance at the 2024 PowerHousing Awards

Mission Australia Housing was an outstanding performer at the 2024 PowerHousing Academy National Scholarships and Awards, held in Canberra in November 2024. Of the eight regular awards recognising excellence in the community housing sector, we won two awards and were runners up in two others.

Our Housing Operations Leadership Team won the Team Leadership and Culture Award for delivering outstanding programs that enrich residents' lives, promote social inclusion and support community development.

Midtown MacPark also received the Modernisation of a Built Form Development Award, recognising the genuine innovation and industry-leading design of this outstanding mixed-tenure community.

We were delighted that Charoah Evans, National Manager for Housing Growth, was runner-up in the Outstanding Achievement Award and the Midtown MacPark Tenant Engagement Team were runners-up in the Tenant Engagement and Social Inclusion Award. Our 2024 Northern Territory Social Housing Transfer was also highly commended in the Government Program Collaboration Award.

It was a hugely successful night for Mission Australia Housing, which recognised the dedication and commitment of our teams to the residents and communities we serve.

The Mission Australia Advisory Panel

In November 2024, we launched our first ever Advisory Panel. Ten people who access our services or live in our community housing have come together to provide advice and recommendations on the work we do.

This group plays an advisory role shaping the future of our services and outcomes.

Panel members have been a client or tenant within the last two years and reflect the diversity of people accessing our support across the country. They provide a direct line of communication between the people we serve and our leaders, helping us better meet their needs.

We have consulted several times with our Advisory Panel, who have provided valuable input into our new Strategy 2030, as well as the refresh of our new Vision.

"It has been inspiring to hear the panel insights and see how these have been incorporated into the strategic plan and organisational frameworks. Members have reported a highly positive experience, they feel heard and value the opportunity to embed lived experience perspectives into our decision making."

Juanita Ford,
Service Design and Innovation Lead

Enabling our people

Mission Australia is a place where our 2,584 staff, including our 130 housing staff, feel supported, valued and empowered to do their best work. This sense of care and connection is reflected in our voluntary turnover, reaching its lowest point on record at just 16.7%.

More people are choosing to stay working with us, thanks to key changes like offering stronger support for new starters, and creating more opportunities for staff to feel connected, included and part of something bigger.

At the end of 2024, we proudly concluded the negotiation of the Service Delivery Enterprise Agreement through a collaborative bargaining process with staff. The new agreement brought meaningful improvements, including enhanced paid parental leave, personal wellbeing days and reproductive health leave as well as salary increases and improved rostering flexibility.

Our commitment to diversity, equity, and inclusion remained strong. We established an employee reference group to help guide policy and workplace practices that foster safety, inclusivity, and a sense of belonging. Representing a cross-section of staff, the group plays an important role in ensuring everyone at Mission Australia can thrive.

Wellbeing and psychosocial safety also remained key priorities through a range of internal initiatives. We worked with all employees to develop action plans that support and embed safety across our teams.

These outcomes reflect the strength of our workforce and the impact of our ongoing commitment to staff support, inclusion, and engagement. Together, they show that Mission Australia is a place where people are empowered, supported and able to make a meaningful difference in the lives of others.

"Our people are at the heart of Mission Australia's impact. By nurturing a workplace where staff feel valued, included and supported to do their best work, we empower our skilled workforce to deliver high-quality support that transforms lives across the country."

Ben Williams,
Executive Corporate Services

Advocating for a fairer nation

With our evidence and courageous voice, Mission Australia continued to advocate for a fairer nation and better outcomes for the people and communities we serve.

With 2025 being an election year, we amplified our engagement with government, policymakers, political candidates and the broader community to ensure critical issues like safe, affordable housing, support for young people, and ending poverty and homelessness remained high on the national agenda.

Our advocacy remains grounded in lived experience, informed by research and practice wisdom, and delivered through policy submissions, public campaigns, media engagement and direct dialogue with decision-makers. We work in partnership with the community services and housing sectors to put forward practical, long-term solutions - championing policies that increase supply of social and affordable housing, strengthen community services supports, and prioritise the wellbeing of people facing disadvantage.

As a trusted and experienced voice in community services and housing, Mission Australia remains committed to driving systemic change that creates lasting, positive impact for individuals, families and communities across the country.

"Mission Australia has deep knowledge and experience in how Australia's community services and community housing systems should work - it is our responsibility to bring that knowledge to policy reform that better serves our communities."

Paul Wright,
National Manager, Policy,
Advocacy & Government Relations

Financial highlights FY25

MISSION AUSTRALIA HOUSING GROUP CONSOLIDATED RESULTS (EXCLUDING VICTORIA)

$132.9M

External borrowings

$67.9M

Mission Australia Housing Partnership Limited Loan

Mission Australia Housing Partnership Limited Loan from Housing Australia to acquire 130 affordable housing units at Midtown MacPark

1.41%

Active tenant rental arrears

As % of rental income as at 30 June 2025

NET OPERATING SURPLUS

$6.1M

PROPERTY MAINTENANCE & UPGRADE EXPENSES

$17.1M

NET ASSETS

$574.1M

CASH AND INVESTMENTS

$37.2M

MISSION AUSTRALIA HOUSING (VICTORIA)

NET OPERATING SURPLUS

$4,972

PROPERTY MAINTENANCE & UPGRADE EXPENSES

$24,560

NET ASSETS

$1,595,067

TOTAL EXTERNAL BORROWINGS

$2,187,000

CASH AND INVESTMENTS

$842,175

With gratitude

Thank you for your generosity and commitment. Together, we're building a future full of hope and possibility for all.

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Homes NSW

Homes Tasmania
Building homes, creating communities.

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