



# Annual Report

## 2022-2023



#### **ACKNOWLEDGEMENT OF COUNTRY**

We acknowledge the Traditional Custodians of the lands on which we work and live. In particular, the Traditional Custodians of Whadjuk Noongar Country, the Kariyarra people from South Hedland and the Yawuru people from Broome. We recognise their continuing connection to land, waters and community. We pay our respect to them, their cultures and to Elders past, present and emerging. We also acknowledge and pay respect to all Traditional Custodians throughout Australia.





## ABOUT FOUNDATION HOUSING

Foundation Housing is the largest state-based Tier One registered community housing provider in Western Australia, managing approximately 2,000 homes with around 3,500 residents and 70 staff.

Foundation Housing's origins date back to 1986 with Perth Inner City Housing Association, the Eastern Metro Community Housing Association and Northside Housing Association. Following the merger of these three smaller housing associations, Foundation Housing started operating in 2006 with a portfolio of approximately 500 tenancies.

Foundation Housing is committed to providing social and affordable housing and delivering support to help people manage and sustain their tenancy. Accommodation options range from lodging, mainstream tenancies, youth housing, shared housing, disability housing and affordable housing for key workers. Foundation Housing understand that having a home is only the start of a journey and that feeling empowered and connected to the local community can impact enormously on a person's life.



## WHO IS FOUNDATION HOUSING?



### Our Purpose

To improve people's lives with safe and secure housing.



### Our Vision

A home for everyone.



### Our Mission

To provide affordable housing options for Western Australians on low to moderate incomes.



### Our Values

#### SOLUTIONS FOCUSED

We work together to find solutions that benefit our people and customers.

#### CARING

We care for others and display empathy, fairness and respect.

#### HONEST

We act with integrity and own our decisions.





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## REPORT FROM THE CHAIR OF THE BOARD



Foundation Housing has had a strong and smooth year in the face of a host of national and global issues: the housing crisis, cost of living pressures, rising interest rates and net immigration. The lack of fresh housing supply has put pressure on rental availability and rent costs. Many of these factors have resulted in people trading down, which puts more pressure on the market where Foundation Housing operates. On the upside, Foundation Housing is doing its part on the housing continuum. We have continued to build on our strong foundations to create more opportunities to deliver housing and serve more people in need.

My thanks to the Board for their diligent work and oversight. We have had a strong and positive year and progressed well. We welcomed Paul Lakey to the Board who brings with him a wealth of experience from the property development, infrastructure and construction sectors. Now director of Lakey Management, Paul was previously Regional General Manager West at Peet. We said goodbye to Elena Macrides who has spent 12 years on the Board as a strong voice for the work we do. Thank you, Elena, for everything you have done for the Board and Foundation Housing. In June, the Board went to

Sydney for some meetings and had the opportunity to tour some affordable housing sites and meet local advocates. We were interested in discovering their level of sophistication within the industry and how Foundation Housing compared.

I'd like to thank the management team and Foundation Housing staff for all their hard work over the last 12 months. I would also like to thank CEO Chris Smith for his stewardship. He has spearheaded a lot of discussions and connections around the housing crisis in Western Australia with various levels of government and private enterprise. Chris and his team have brought a stable of innovative ideas to Foundation Housing which will contribute to helping ease the housing crisis. The Board is also encouraged by the national roles Chris has been appointed to and is excited that this gives Foundation Housing both a higher Australian profile and a seat at the table where major housing decisions are made.

A relationship with the Housing Australia (formerly NHFIC) will hopefully open more doors to support the delivery of more social and affordable housing. Chris' strong public stance on the importance and urgency of this issue and Foundation Housing's strong history prove that we are an important part of the





solution. We have continued to advocate with the State Government and are encouraged by the \$2.6 billion Housing Diversity Pipeline which is designed to improve both the quality and accessibility of social housing over the coming four years.

We created and launched our Reconciliation Action Plan this year, which was a strong and positive step forward for the organisation. I hope everyone takes some time to read it, absorb its messages and appreciates that reconciliation is a journey we must walk together as we commit to turning its pages into real world actions. All this work has meant Foundation Housing continues to be the premier organisation in our field. The Board and I are hugely proud of the work Foundation Housing does. I look forward to another successful year.

***The lack of fresh housing supply has put pressure on rental availability and rent costs. Many of these factors have resulted in people trading down, which puts more pressure on the market where Foundation Housing operates.***

**David Ligovich**  
Chair of the Board



## CHIEF EXECUTIVE OFFICER REPORT

Across Australia, community housing organisations will receive a \$2 billion investment into social and affordable housing by the Federal Government. This funding, which comes from the Housing Australia Future Fund (HAFF) will deliver a boost to new housing aimed at alleviating the effects of the housing crisis being felt not just across WA, but across all Australian States at all levels of housing need.

My roles as both a WA-based CEO and the Chair of the National Community Housing Industry Association (CHIA) have facilitated Foundation Housing's participation in State and Federal Government discussions on the design and implementation of the Housing Australia Future Fund, the main mechanism that will deliver this investment. The research data presented in these sessions highlights the dire housing crisis. It is both compelling and confronting. Further procrastination and bureaucratic delays need to be urgently resolved to activate the funding and start the delivery of new homes.

Our financial models represent value for money for the government, offering a replicable structure that allows for different capital sources based on investment mandates and return profiles. We acknowledge the fiduciary obligations of institutional funds and have engineered our capital stacks to support that investment.

Our strategic partnerships are essential to our participation in large-scale, complex projects. Through our established alignment with companies such as Hesperia, ABN and Plenary, we have been able to participate and progress in several key State-led market projects. We have development-approved and shovel-ready projects and are prepared for the funding when it comes.

We have done this preparation with one goal – to ensure those in need of a home have one. In this tight housing market with rising rents and increased competition for rental properties, our tenants remain central to our vision of a home for everyone. Supporting people on low to moderate incomes into secure housing is essential to providing the platform from which tenants can prosper, lead fulfilling lives and look to the future with hope, knowing they and their families have the security of a safe and affordable home.

Whilst the demand for social housing is well documented through increasing numbers on the waitlist, Foundation Housing is also seeing extreme need at other stages of the housing continuum. Our 200 units of lodging accommodation are at capacity and our 100 units of key worker affordable housing (Elevate) are also at capacity with close to 0% turnover. Both housing types are critical to the State's overall





system as they provide safe, secure and affordable housing for those not prioritised on the social housing waitlist. Without these homes, people are at risk of falling into housing stress, into homelessness and onto the WA waitlist, which is already peaking at more than 19,000 households.

Everything Foundation Housing has achieved this year – and everything we are focused on achieving in the next year – is due to the people in our business. From living our values every day in the challenging work they do to embracing our Reconciliation Action Plan and going over and above to manage and sustain positive tenancies, our teams have once again excelled. This was publicly acknowledged by the Australasian Housing Institute when our Operations Department took home both the WA and Australasian awards for Excellence in Social Housing Award. It is a well-deserved recognition of the impact they are making on people's lives.

The Board and its sub-committees have steered the business through these challenging times, ensuring that best practice governance principles were employed. Through that stewardship, the business has remained focused on its core strategic objectives while remaining well-positioned to leverage new development opportunities, underpinned by a positive financial result in 2022/23.

***Supporting people on low to moderate incomes into secure housing is essential to providing the platform from which tenants can prosper, lead fulfilling lives and look to the future with hope, knowing they and their families have the security of a safe and affordable home.***

This combination of forward planning and a focus on achieving meaningful impact with our work – underpinned with strong people and governance – means Foundation Housing is well-placed to take advantage of opportunities as they arise. We look forward to working with State and Federal Governments to realise their visions for new, much-needed social and affordable housing.

A stylized, handwritten signature in black ink.

**Chris Smith**  
Chief Executive Officer

## OUR YEAR IN HIGHLIGHTS



We celebrated NAIDOC Week by launching new uniforms designed by tenant and Yamatji/Noongar woman, Anthea Corbett.

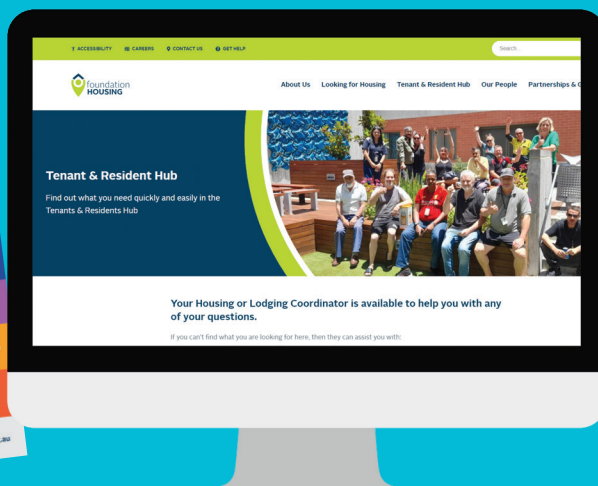


We worked with North Metropolitan TAFE to design and launch the inaugural Certificate IV in Housing.



We housed 293 new tenants.

We developed a new Service Charter.



We developed a new website with a more accessible and user-friendly experience.





We spent over \$500,000 towards Indigenous goods and services.

Ops Department was awarded AHI's WA and Australasian Excellence in Social Housing Award.



We launched our Innovate Reconciliation Action Plan.

We partnered with WACOSS to provide 150 tenants with internet and a new laptop to address digital inclusion.



We completed refurbishments on 62 properties across Perth, the Kimberley and Pilbara.



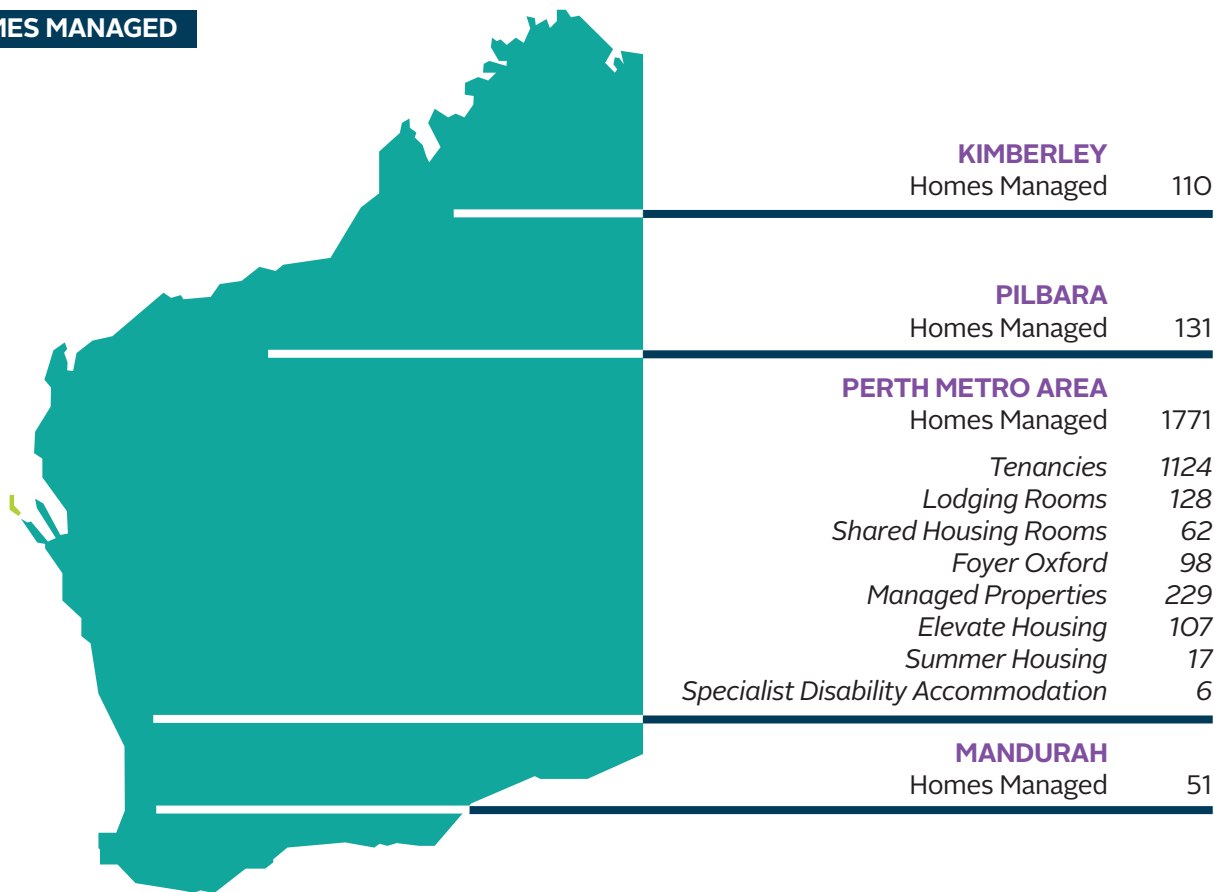
Carman Way was awarded the Judge's Award at the UDIA WA Awards for Excellence.



Staum Giannagostino won PowerHousing Australia's Excellence in Customer Service and Business Support Award.

# OUR HOUSING SNAPSHOT

## HOMES MANAGED



**3278**

PEOPLE  
PROVIDED WITH  
ACCOMMODATION



**477**

ABORIGINAL &  
TORRES STRAIT  
ISLANDER TENANTS



**36**

LANGUAGES  
OTHER THAN  
ENGLISH



**401**

TENANTS  
LIVING WITH  
DISABILITY

### Tenancy Length

< 1 Year	620
1-2 Years	554
2-3 Years	524
3-5 Years	396
5-10 Years	711
10-15 Years	423

### Age Grouping

< 21 Years	137
22-40 Years	871
41-54 Years	973
55-69 Years	855
70+ Years	452



# OUR PEOPLE SNAPSHOT

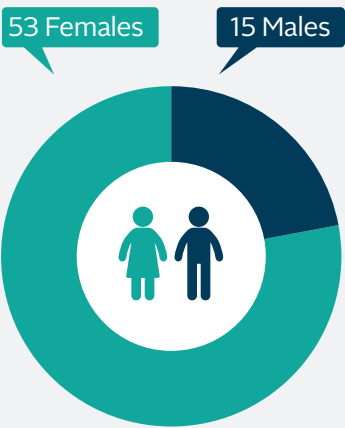
## STAFF STATISTICS

Number of Staff: 68

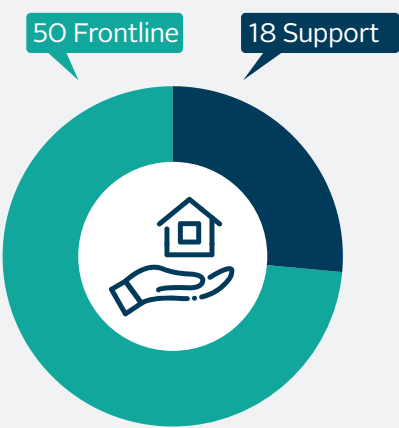


Years of Service		Location	
< 1 Year	16	Perth	62
< 3 Years	13	South Hedland	2
< 5 Years	13	Broome	4
< 8 Years	12		
< 10 Years	6		
10+ Years	8		

## Gender



## Staff Roles



## OUR STRATEGIC PLAN



### **LEVERAGE GROWTH**

Increase portfolio size and secure increased revenue.



### **MANAGE AND SUSTAIN POSITIVE TENANCIES**

Support tenants to maintain their tenancies and reduce negative exits.



### **BUSINESS EXCELLENCE**

Develop a productive, efficient and high performing work environment for all staff.





## LEVERAGE GROWTH





## LEVERAGE GROWTH

**LEVERAGING GROWTH IS ABOUT BUILDING ON OUR STRONG FOUNDATIONS TO CREATE MORE OPPORTUNITIES TO DELIVER HOUSING AND SERVE MORE PEOPLE IN HOUSING NEED ACROSS WESTERN AUSTRALIA.**

This year, we moved this strategy forward, with several exciting opportunities in the pipeline that will increase Foundation Housing's business and housing portfolio.

### Specialist Disability Accommodation (SDA)

Foundation Housing is committed to providing housing at all points of need across our society, including high quality homes for people living with a disability. The purposeful design and construction of the Specialist Disability Accommodation (SDA) homes at 7A and 7B Carman Way in Bassendean has facilitated a positive transition for six tenants towards a more accessible and comfortable living situation.

The project was three years in the making and came to life through a strong partnership with Activ and a group of their clients who contributed to the design and development concepts. What makes the homes unique is their specialist equipment, structural provisions, automation and high-quality finishes.

Award-winning artist Sioux Tempestt was also commissioned to paint a mural on the boundary wall to add colour and vibrancy to the adjoining park. We worked with Sioux to create a design that creates a connection and a sense of belonging for residents and the broader community.

The project was awarded the Judge's Award at the Urban Development Institute of Australia WA Awards for Excellence. The judges called Carman Way an **"outstanding example of accessible and affordable housing in the disability sector, promoting independence, enhanced accessibility, improved safety and a more comfortable lifestyle for the most vulnerable in our community."**

Carman Way also won the Shelter WA Innovation Showcase Opportunity and was nominated for two PowerHousing Australia awards.

These accolades are a testament to the design and quality of Carman Way and Foundation Housing is pleased to be working with new partner Ability WA to provide more SDA housing because of this successful partnership with Activ.







### CASE STUDY: TRACEY

The true measure of success of the SDA housing in Bassendean has been the positive impact on the tenants who live there.

Tracey is one of six Activ clients who transitioned into the homes in October 2022. She already calls Carman Way 'home' and found the move straightforward. She enjoys living with her housemates and is delighted to have a bedroom that catches the afternoon sun. Tracey has her own bathroom and TV which she says is helpful as she doesn't sleep very well at night.

***"This is a very momentous time for all the ladies moving in... These properties are of such high quality, and I know each woman will really enjoy living here. I have no doubt that this move will improve their lives and we are so grateful for this opportunity."***

Tenant's family member.







## Development Projects

Foundation Housing has been working on 15 building development projects over the FY22/23 year and continued to liaise with the State and Federal Governments, large Australian institutional investors and potential partners about investing in our projects.

Foundation Housing received confirmation that we have been shortlisted for four of the State Government's \$2.6 billion Housing Diversity Pipeline projects. We submitted expressions of interest for projects in Kelmscott, Busselton, Mount Lawley and East Fremantle. All developments in this project will deliver a combined minimum of 20% social housing.

### Other growth projects have included:

- Purchasing two apartments in North Coogee to add to our affordable housing portfolio.
- Securing development approval to transform an ageing 15-unit complex in Como into 121 new apartments, which we are now seeking funding for.
- Acquiring 37 apartments in an under-construction inner city high rise in Perth with residents expected to be moving in at the end of 2024.

In a record year, Foundation Housing's investment in active projects totalled about \$100 million. It's a diversified portfolio designed to meet the varied needs of social and affordable housing tenants and residents across Western Australia.



## Social Housing Economic Recovery Package (SHERP)

The SHERP grant program is a State Government initiative that provides funding for new and upgraded community housing. In early 2022, Foundation Housing received a grant for refurbishment works totalling more than \$1.7 million.

A total of 61 Foundation Housing properties have benefitted from this funding in FY22/23. The scope of works has included internal and external repaints, new flooring, kitchen refurbishments and solar panel installation.

The main properties that underwent renovations were Swan River Lodge, Newcastle Street Lodge and Frederick Street Lodge. In Broome, the Frederick Street Lodge of 51 units received a full internal and external repaint, alongside smaller works.

***“This has been a huge project for us at the Broome Lodge, but the residents have been cooperative and patient as they transfer while their rooms are being painted. Everyone has been doing an amazing job with all the challenges and the finished product looks great.”***

Sam, Housing Coordinator (Broome).





## Sector Engagement and Influence

The FY22/23 year has been an important year not only for tenants and residents but for the groups, organisations and partners that support us in delivering vital services.

On behalf of Foundation Housing, Chris Smith has advocated for and championed community housing on both State and Federal levels. He has done media interviews, sat on numerous panels and spoken at many events related to the issue of housing and homelessness. This included the Bankwest Panel for housing affordability in WA and the Paxon Report Launch Panel Discussion organised by Shelter WA which shed light on the need for collaboration between the government and the housing industry to drive supply.

Chris was elected as Chair of the National Housing Industry Association (CHIA) and was also appointed to the State Government's Community Housing Partnership Steering Group, which provides strategic advice to the Minister for Housing's office about achieving new housing supply.





## MANAGING AND SUSTAINING POSITIVE TENANCIES





## MANAGING AND SUSTAINING POSITIVE TENANCIES

### A KEY PILLAR OF FOUNDATION HOUSING'S STRATEGIC PLAN IS MANAGING AND SUSTAINING POSITIVE TENANCIES.

Guided by our Positive Tenancy Framework, we aim to ensure people feel safe in their homes, are involved in the decisions that impact them, have opportunities to engage with the wider community and have support options available. Over FY22/23, we have worked closely with our tenants, residents, partners and investors to deliver on this pillar through a variety of programs, projects and initiatives.

## Community and Social Engagement

The Community Engagement Strategy's overarching objective is to engage with tenants to build their capacity to live independent and full lives.

In FY22/23, we delivered a wide-ranging program of activities that provided opportunities for community engagement, social interaction and to enhance tenants' capacity to manage their tenancy and build other life skills.

To support our tenants in managing their finances, we partnered with Midlas, Uniting WA and the Spiers Centre to run 'Living on a Low Income' workshops where tenants co-designed budget-friendly ideas and ways to save money. The ideas that came from



**118**  
SEPARATE  
EVENTS ACROSS  
MULTIPLE SITES



**1000+**  
TENANTS HAVE  
PARTICIPATED IN  
ENGAGEMENT  
ACTIVITIES



**100+**  
FOOD  
DELIVERIES



**10**  
RESIDENT  
VOLUNTEERS





these workshops were shared with the wider tenant community were added to the FHL website as a resource to help others in need of financial support.

We also continued to build community through activities such as Message in a Teacup Workshops, coffee table conversations, cook-ups and shared meals, Healthy Mondays at Bennett Street, a reconciliation walk at King's Park, Women's lunches, aged-care information sessions, shared spaces co-design groups, and social visits to places such as the WA Museum and WA Ballet at His Majesty's Theatre.

### STRONG PARTNERSHIPS

Foundation Housing has formed and maintained strong partnerships in FY22/23 and these relationships have had a huge impact in supporting staff and tenants to sustain positive tenancies. Whether it's practical lessons in nutrition or free healthcare services, all our partnerships aim to build capacity and address different aspects of the positive tenancies framework.

Our partnership with Thread Together was a key focus this year with their mobile van visiting 6 different properties to pass on brand-new, designer clothing. Over 50 residents have accessed their services and received new items of clothing.

### Other key partnerships in FY22/23 included:

- Foodbank – facility tour and lessons featuring help with nutrition, healthy cooking, budget and shopping advice.
- WA Ballet – 30 tenants were given the opportunity to attend special performances of Swan Lake and Van Gogh at His Majesty's Theatre.
- Women's Health and Family Services – various information session for female residents about health issues and where to access services.
- Homeless Healthcare – free onsite healthcare services.
- Oz Harvest – weekly food delivery to various lodging complexes.
- Local libraries such as Clarkson Library and the City of Perth Library delivering Digital Literacy Focus groups to help tenants learn online skills and device tools.



### CASE STUDY: KERRY

Born with a heart murmur, Kerry knew from an early age that her heart worked differently. It wasn't until 2022 that the condition began to affect her daily life. Kerry regularly experienced chest pains, shortness of breath and dizziness. She had no idea that a local support service was about to save her life. Foundation Housing partners with Homeless Healthcare to provide weekly consultations at Newcastle Lodge, where Kerry lives. She visited the Homeless Healthcare team because her symptoms were persistent, and it was a convenient option for her to be seen so close to home.

*"It was so good that I was able to go for a check-up in my own building," says Kerry. "I wouldn't have seen them if Foundation Housing hadn't arranged for them to come."*

A subsequent series of turns landed Kerry in hospital, which led to a 14-hour operation to repair her heart valve and restore it to a normal state. The doctor looking after Kerry told her if she hadn't gone into surgery when she did, her heart valve could have failed at any time, and she would have gone into cardiac arrest and died. Kerry realised that if it wasn't for Homeless Healthcare's services and support, she wouldn't be alive.

***"I knew nothing about Homeless Healthcare before they visited the Lodge. I can't thank them enough because I would not have gotten the help, I needed for myself. They saved me. Words just aren't enough."***

Tenant, Kerry

Kerry now receives regular check-ups with Homeless Healthcare and her heart valve is working exactly as it should be. Even better, Kerry is no longer experiencing symptoms and is not in pain.

*"I can't believe how close I was to death. I wake up and thank Homeless Healthcare every day and it still will never be enough. I know they are just doing their job, but they saved my life."*

Her advice to others is to not be scared about seeing a health service such as Homeless Healthcare and never underestimate your symptoms. Foundation Housing is proud to partner with healthcare organisations like Homeless Healthcare to equip tenants and residents with the services and support they need.





## Supporting tenants to sustain their homes

Some of our tenants have complex and challenging needs that impact their ability to manage their tenancies. Ensuring simple, accessible systems are in place to support our tenants to sustain their homes is fundamental to the work we do.

### During FY22/23, we:

- Funded two full time tenant support roles who work alongside Housing staff and refer tenants to support services when issues present that may impact their tenancy. This work is an important pillar in our positive tenancies framework and a direct investment in providing front-line support to tenants in need.
- Implemented a new repairs and maintenance system to streamline maintenance jobs and support tenants to easily request their repairs.
- Launched two tenant handbooks which are packed with useful information to help tenants prepare for their new home and familiarise themselves with Foundation Housing's services. This enhanced our communication with tenants to ensure the information they are receiving is accurate and easy to understand.

In FY22/23, we continued delivering the Street to Home Program, working with clients at risk of losing their housing and people with histories of rough sleeping and homelessness. The program supports people to maintain their accommodation or find more suitable accommodation.

The team worked with 110 clients in the past year, as well as 11 Aboriginal families with histories of homelessness and whose tenancies were at risk.





## Building tenant capacity and connection

In addition to providing tenants with a safe and secure place to call 'home', we want to support them by providing access to tools that build independence and connection.

One of the key activities in FY22/23 was a partnership with the WA Digital Inclusion Project managed via WACOSS. This provided more than 150 tenants across the Perth and Mandurah region with a brand-new laptop, a 12-month internet plan and digital training. This partnership understands the importance of everyone being digitally connected and ensuring that those without the financial means to achieve this connection are supported to do so.

In FY22/23, we delivered Foundation Housing's first-ever Roadshows in Perth and Joondalup which were organised in response to the tenant survey feedback about access to information and different staff teams. The Roadshows provided tenants with the opportunity to meet face-to-face with a variety of teams, learn more about their tenancy, engage with local agencies, have morning tea and participate in information sessions such as rent-setting, tenant liability, reporting repairs and more.

*"I had a really great time meeting the teams and speaking with members of the CORT. I will be bringing my friends who also live in a Foundation Housing property to the next Roadshow."*

Tenant of Perth Roadshow.

## SCHOLARSHIP PROGRAM

In FY22/23, two Foundation Housing Scholarships were awarded to help people access further education and development. The scholarships provide funding up to \$2000 which can be used for fees or expenses related to study, such as textbooks, tutoring and special equipment. In FY22/23, we were pleased to provide both Michael and Kylie with the financial support to pursue their studies.



## CASE STUDY: MICHAEL

Michael was one of two recipients of the Foundation Housing 2023 Scholarship Program. He used the funding to complete a Diploma in Community Services.

*“The scholarship provided an opportunity to remove the financial burden associated with study costs,” he says. “Living on the poverty line and the costs associated with studying can remove the motivation to study. So, the scholarship has provided a way to access further education and open doors.”*

Michael is now working in the community services sector. His goal is to continue working in the industry, gain more experience and work towards a leadership role.

***“The scholarship provided me with confidence and motivation that I can have an education without the financial burden hanging over my head. It freed up my mind to be able to focus on study and do my best efforts to complete them at the highest level I could achieve.”***

Michael, one of two recipients of the Foundation Housing 2023 Scholarship Program.

## Committee of Residents and Tenants



The Committee of Residents and Tenants (CORT) is an important part of the Foundation Housing structure because it represents the voices of those who use and access our services daily.

The CORT – comprised of 18 members across 12 metro areas – meets regularly to discuss policy and provide feedback on a range of issues that impact tenants and residents. Key topics discussed across the year have included feedback on the Service Charter, increased regional representation, management of anti-social behaviour, rent-setting and tenant communications.

Foundation Housing was excited to offer CORT members the opportunity to attend cultural awareness training with Moorditj Koort to help them increase their cultural knowledge and better understand the needs of Aboriginal and Torres Strait Islander tenants.

Claire, CORT Chairperson says, *“I joined the CORT to use my voice and advocate for tenants and residents to provide them with better outcomes. I want FHL to be the benchmark that other housing providers want to live up to.”*





***“Don’t underestimate yourself and be loyal to yourself. Ask for help or pick up the phone – there is always someone out there happy to help you. Visualise your goals and go after them. Recovery isn’t an easy journey, but you must pick yourself up and keep going. That’s how you make it to the other side.”***

Jade

#### TENANT PROFILE: JADE

Jade was first housed with Foundation Housing in April 2015 by a referral from the Street to Home program at St Pats. Prior to living with FHL, Jade hadn’t had a place to call home in a long time. She was homeless, living on the streets and escaping a violent relationship. Her social life on the streets involved the heavy use of alcohol and drugs.

During her first few months in an FHL home, she struggled to adjust to living in a home as living under a roof and in an apartment felt so weird to her. *“I slept outside on my balcony for a while until I felt comfortable moving inside,”* she says. *“I was used to sleeping outdoors and in the cold.”*

Safe and stable accommodation didn’t break Jade’s chain of addiction and she continued to fuel her drug habit and mental demons. *“I was using drugs often and sometimes I would stay up for days. It wasn’t until a horrifying experience in a drug psychosis and the unaffordable cost of addiction during COVID-19, that I decided to properly get clean and turn my life around.”*

With the support from those close to her, counselling and the support of her local Women’s Health Centre, Jade was able to put her destructive habits behind her and begin to look forward to a happier and healthier

life. She has now been a Foundation Housing tenant for eight years and has been drug and alcohol sober for two years. She attends counselling, is committed to her goals and education and uses art therapy to centre herself.

Support from Foundation Housing staff and tenant support was critical not only to her recovery but her survival. *“If I had gone through my journey anywhere else, I don’t think I’d be here today.”* A mother of five, she is now looking after her granddaughter full-time. Her sobriety is also helping bring her family back together.

Jade has completed various study programs including her Certificate II in Leadership, Certificate III and IV in Community Services and Certificate IV in Youth Work. Her goal for the next few years is to get her driver’s license and secure employment as a youth support worker or in the social services sector, where she can provide support to women experiencing domestic violence or homelessness.

Foundation Housing is proud to work with residents like Jade who are empowered to make positive change.





## BUSINESS EXCELLENCE





## BUSINESS EXCELLENCE

**BUSINESS EXCELLENCE IS THE THIRD PILLAR OF OUR 3-YEAR STRATEGIC PLAN. TO DELIVER ON OUR STRATEGIES, WE NEED THE SUPPORT OF OUR PEOPLE AT ALL LEVELS; FROM THE BOARD AND RIGHT ACROSS ALL LEVELS OF STAFF.**

A key focus on reviewing and identifying business process changes is how we do this, as well as ensuring staff are supported, invested in and aligned with our business culture.

Foundation Housing's objective is to develop a productive, efficient and high-performing work environment for all staff, that attracts quality talent, is inclusive, supportive and enables people to work at their best.

***“Working in a front-line role is hard and it’s even harder when that role is done in the middle of a housing crisis. Our Operations teams go over and above with their work as they understand the difference a safe and stable home can have in helping people make positive changes in other areas of their lives. I’m honoured to lead such a dedicated and committed group of people.”***

Kerryn Edwards

## Operational Excellence

The FY22/23 year saw the launch of a new website for FHL with a more user-friendly experience and improved navigation. A key feature of the new website is the ‘Tenants and Residents Hub’ which gives access to resources, policies and forms, feedback channels, repairs and tenant publications. A new addition also includes an accessibility tool that allows the website to be dyslexia friendly, have language translation and have larger text options.

Foundation Housing also continued to increase business efficiencies by introducing a new inspection tool to improve maintenance management. The feedback on this new tool has been positive from both staff and tenants alike.

We also established a clear set of service standards that can be expected by anyone contacting Foundation Housing. The Service Charter was developed in consultation with both tenants and staff in response to feedback from the COURT.

Highlighting the great work of our people, the Operations Department was awarded the 2023 ‘Excellence in Social Housing’ Award by the Australasian Housing Institute (AHI). This was a well-deserved award for a large department that works hard to manage and sustain positive tenancies and with a focus on supporting some of the most vulnerable in our community.





## Our People

Foundation Housing is committed to the development and growth of its people. In FY22/23, we had staff undertake personalised training, cultural courses and more. Staff from across the housing portfolio, executive and senior management attended a range of interstate opportunities including the AHURI National Homelessness Conference and PowerHousing Exchange Conference in Canberra.

Finance Team Leader Staum Giannagostino was awarded the PowerHousing Australia Excellence in Customer Service and Business Support Award and Scholarship in 2023.

As a result of this success, Staum participated in the 2023 PowerHousing Hobart Immersion in May which gave her the opportunity to professionally engage with community housing peers, leaders and industry specialists whilst building her communication and leadership skills.

***“This is by far the biggest achievement of my professional career... It is surreal! I didn’t even realise I had been nominated for this award until I won it! I honestly cannot put into words just how much being recognised at this level, truly means to me.”***

Staum, Finance Team Leader.





## Reconciliation

We have continued to walk on our journey of reconciliation in FY22/23.

The greatest step we made in our reconciliation journey over the past year was the launch of our Innovate Reconciliation Plan in April 2023.

Our RAP's purpose is to foster reconciliation, appreciation, and an understanding of our rich Aboriginal and Torres Strait Islander culture, and for us as an organisation to share this journey with those around us, today and every day. It marks a significant step forward in our commitment to reconciliation.

Developed in collaboration with Reconciliation Australia, the RAP outlines a range of initiatives across Foundation Housing aimed at building stronger relationships with Indigenous communities, promoting cultural awareness and understanding, and increasing employment opportunities for Indigenous Australians. Some of the key commitments include developing a cultural standards framework for Aboriginal and Torres Strait Islander peoples living in Foundation Housing homes and lodges, and consulting with Aboriginal and Torres Strait Islander stakeholders on residential safety and cultural protocols.

From a business perspective, we'd like to ensure that 2% of all business transactions go to majority-owned Aboriginal and Torres Strait Islander companies, we provide more employment opportunities for Aboriginal and Torres Strait Islander peoples and develop a procurement strategy to increase engagement with Aboriginal-owned businesses.

We celebrated the RAP launch at Bennett Street Lodge in East Perth with a morning of celebration, yarning, story-telling and delicious traditional food.

Not only did we continue to recognise and celebrate significant Indigenous days as an organisation, but we added an Indigenous range to our staff uniform. The new shirts incorporate artwork by tenant and Yamatji and Noongar woman, Anthea Corbett.



### CASE STUDY: ACKNOWLEDGE THIS!

Acknowledge This! Was engaged to help authentically and meaningfully integrate traditional culture into Foundation Housing's work. In creating the Reconciliation Action Plan, we were suffocating under too much process – numerous sub-committees, endless spreadsheets and policy documents and meetings with lots of talking but not a lot of doing.

We met with Emma and Rhys regularly with the objective of bringing heart, joy and connection back into the RAP while working towards embedding traditional culture as business as usual. It was agreed that the best way forward was a change strategy where reconciliation was driven by activity and daily practice with the plan, process and documents coming secondary.

The priority became action and each person on the Rap Working Group took their learnings and observations and then actively practiced reconciliation and sharing their actions with the group. When it came time to write the RAP, the group documented everything they had been doing and everything that was already happening. That made it much easier to write. It wasn't hard or laboured but more a culmination of what people had already been doing – a byproduct of all the positive activity. We're proud of the results.



## STAFF AWARDS

WE CONTINUE TO RECOGNISE STAFF EXCELLENCE AT OUR ANNUAL AWARDS, WITH WINNERS IN FY22/23 INCLUDING:



**Team Excellence Award**  
Property Services Team



**Positive Tenancies Award**  
Claire Brown,  
Senior Housing Coordinator



**Growth Award**  
Kylie Harper,  
Housing Team Leader



**Business Excellence Award**  
Mariana Logan,  
Housing Services Manager



**Caring Award**  
Trish Manning,  
Tenant Support Coordinator



**Solutions Focused Award**  
Dave Orchard,  
ICT Manager



**CEO Award**  
Staum Giannagostino,  
Finance Team Leader

## FINANCIALS

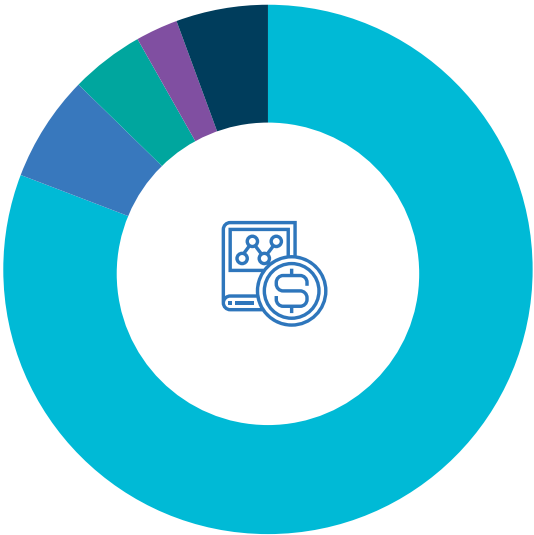


# FINANCIALS

Foundation Housing Ltd (FHL) reported a net profit of \$2.6 million. Our financial position remains healthy and reflects the board and management’s commitment to sound financial management principles to ensure the long-term sustainability of core services.

## REVENUE FROM OPERATING ACTIVITIES 2023

	\$ '000	
<div></div> Rental Income	24,527	81%
<div></div> Grant Income	1,972	6%
<div></div> Housing Authority Recovery	1,365	4%
<div></div> Tenancy Recovery Costs	785	3%
<div></div> Other Income	1,704	6%
	<b>30,353</b>	<b>100%</b>



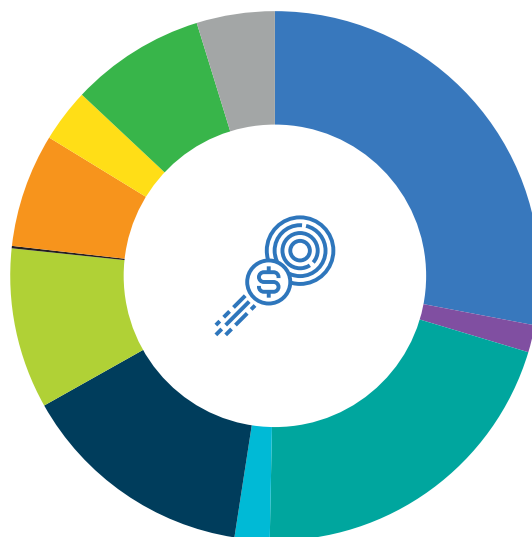
FHL’s Revenue has increased by \$1.9 million this year up from \$28.5 million last year.



**REVENUE INCREASED  
BY \$1.9 MILLION THIS YEAR**

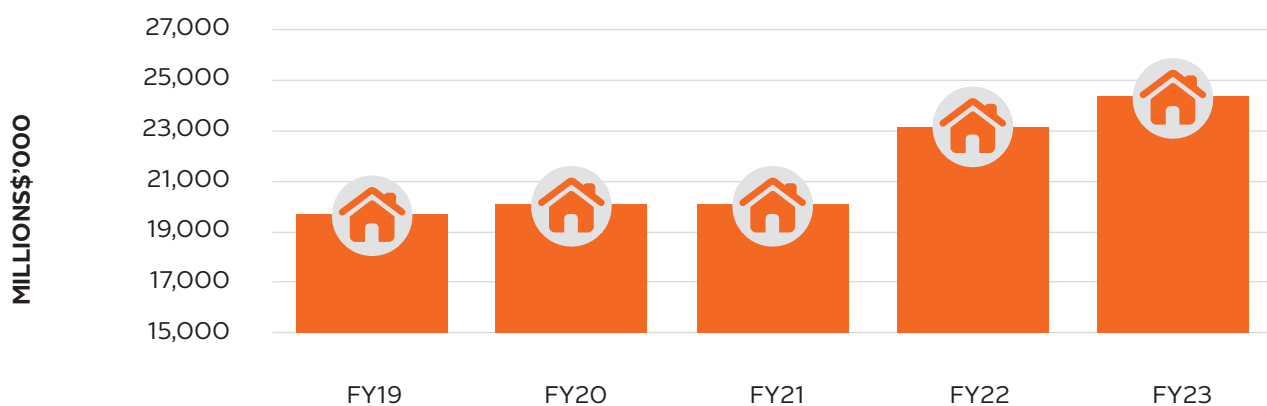
## EXPENDITURE FROM OPERATING ACTIVITIES 2023

Operating activities	\$ '000	
Employee Costs	7,990	29%
Impairment Losses – Trade receivables	475	2%
Depreciation and Amortisation	5,893	22%
Impairment loss / (Reversal) – PPE	(609)	(2%)
Maintenance and Supplies for Tenancies	4,111	15%
Rates & Taxes – Tenancies	2,800	10%
Property Development expenses	42	0%
Finance Costs	1,980	7%
Offices, Premises & Equipment	927	3%
Direct Housing Costs	2,350	9%
Other Operating Costs	1,362	5%
	<b>27,320</b>	<b>100%</b>

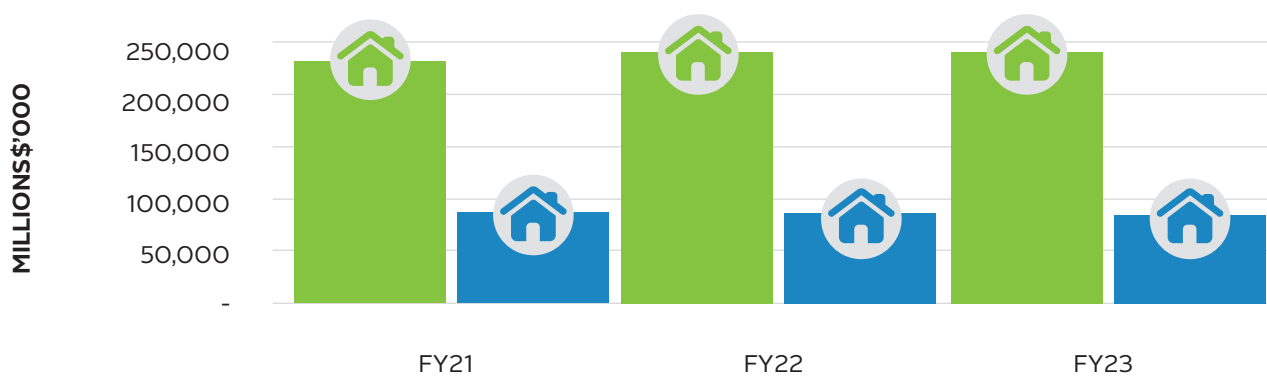




## RENTAL REVENUE HAS GROWN YEAR ON YEAR FOR THE PAST 5 YEARS



## BALANCE SHEET OVER 3 YEARS



- Total Assets
- Total Liabilities

**CONSOLIDATED STATEMENT OF FINANCIAL POSITION  
AS AT 30 JUNE 2023**

	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Current Assets	23,101	19,692
Non-Current Assets	224,920	226,468
<b>Total Assets</b>	<b>248,021</b>	<b>246,160</b>
Current Liabilities	4,927	4,876
Non-Current Liabilities	81,379	82,172
<b>Total Liabilities</b>	<b>86,306</b>	<b>87,048</b>
<b>Net Assets</b>	<b>161,715</b>	<b>159,112</b>
<b>Equity</b>	<b>161,715</b>	<b>159,112</b>

**Assets**

The most valuable assets we have are cash and cash equivalents (\$20.1 million), and our Property, Plant & Equipment (\$224.9 million).

**Liabilities**

Our largest liability is borrowings we have with the National Housing Finance & Investment Corporation (NHFIC) (\$80.0 million). Our other main liabilities include known future payments to suppliers, Right of Use liability and contracted funds received in advance.

Information can be obtained in our audited statutory accounts which can be accessed on [acnc.gov.au](https://www.acnc.gov.au).









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