



# Salvation Army **HOUSING**



## 2022–2023 Annual Report

Salvation Army Housing  
ACN 608 346 934

The Salvation Army Community Housing Service  
ACN 152 257 728

Salvation Army Housing (Victoria)  
ACN 133 724 651

# Contents

About us	3
Our history	4
Our mission	5
Our vision	5
Our values	5
Chairman's report	6
CEO's report	7
The Board	8
Leadership team	9
Simone's story	12
Overall figures	13
Financial summary 2022–2023	14
State operations	16
Property infrastructure	20
Contact SAH	22

# About us

Salvation Army Housing (SAH) operates nationally as a community housing organisation that provides homes for individuals and families experiencing or at risk of homelessness, on low incomes, and people with specific support needs.

As at 30 June 2023, Salvation Army Housing managed over 1700 properties throughout Australia, providing long-term housing, transitional housing, and crisis and rooming house tenancies, supporting over 3000 people.

Salvation Army Housing sits under both, the National Regulatory System for Community Housing (NRSCH) and the Victorian Housing Register (VHR), with properties in all states plus ACT. Salvation Army Housing is fully compliant under both systems.

As a not-for-profit organisation, registered charity and a public company limited by guarantee, Salvation Army Housing operates under the auspices of The Salvation Army to address the needs of people at all stages of their life, as well as their housing requirements. This includes early intervention to address the risk of homelessness, emergency accommodation and crisis response, transition to more stable accommodation and supporting a move to independence.

Salvation Army Housing is in the unique position of having the full support of The Salvation Army in all aspects, which helps us provide holistic assistance to our tenants.

This wraparound support includes financial assistance and counselling, spiritual support, case management, rehabilitation services, domestic and family violence support services, youth services, employment assistance and much more.



# Our history

In 1883, when Salvation Army officers James and Alice Barker leased a small house in Melbourne's inner north to provide accommodation and support for men discharged from Melbourne Gaol, they could not have imagined what our social services network would evolve into. The Salvation Army, with its commitment to housing Australia's most vulnerable, has held on to and continues that tradition of helping people in need.

In 2015, following the introduction of specific regulatory requirements for community housing agencies, The Salvation Army established separate entities to manage community housing throughout Australia, thereby reaffirming its commitment to address the needs of people facing hardship by providing crisis accommodation, transitional housing and long-term housing.

Following the launch of The Salvation Army Australia Territory on 1 December 2018, Salvation Army Housing (Victoria) (SAHV) joined forces with other branches of Salvation Army Housing in SA, NT, WA and Tasmania, NSW, Queensland and ACT, to act collaboratively as a national organisation based in Melbourne. This reorganisation was implemented in 2020.

As a national mission expression now, Salvation Army Housing seeks to transform the lives of those experiencing housing hardship and injustice by providing low-cost accommodation, supporting those experiencing or at risk of homelessness, as well as socially disadvantaged members of our communities.



The Salvation Army's Prison Gate Brigade program in the early 1900s.

# Our mission

Salvation Army Housing, Salvation Army Housing (Victoria) and The Salvation Army Community Housing Service (SACHS) – together known as Salvation Army Housing – a national Salvos mission enterprise – are committed to assisting individuals experiencing social disadvantage and establish and maintain safe, affordable and secure tenancies through the management of a range of high-quality housing options.

The principles of Salvation Army Housing complement and support the mission and vision of The Salvation Army, which are:

- **Caring for people**
- **Creating faith pathways**
- **Building healthy communities**
- **Working for justice**

# Our vision

Wherever there is hardship or injustice, Salvos will live, love and fight, alongside others, to transform Australia one life at a time with the love of Jesus.

# Our values

Recognising that God is always at work in the world, we value:

- **Integrity**
- **Compassion**
- **Respect**
- **Diversity**
- **Collaboration**

We commit ourselves in prayer and practice to this land of Australia and its people, seeking reconciliation, unity and equity.



# Chairman's report



**Mark Gray CA**  
Board Chair/Treasurer

Once again, I am delighted to present The Salvation Army Housing Entities Annual Report.

2023 has seen significant development planning and construction getting underway as we seek to address the social housing shortfall so very obvious in this country.

I would like to reiterate that our strong integration with The Salvation Army and its support services provides the best opportunity for delivering the desired outcomes, both for our organisation and our tenants, many with various daily challenges.

The combination of these resources assists in better and sustainable outcomes for our tenants as we continually strive to provide more than just a home.

Our project pipeline continues to expand across the country. We currently have approximately \$140 million worth of projects in various stages of progress—an outstanding achievement for our business. Some joint venture projects are in place with The Salvation Army, particularly in corps-based developments, and we are very pleased that we have been able to achieve the progress to date. We look forward to showcasing this style of development with a view to continue promoting the concept in other locations.

I would further acknowledge the hard work of our CEO, Chris Karagiannis, and his leadership group, who have completed another excellent year in growing our business—in terms of housing supply as well as life-changing outcomes for those who need it most. Further, thanks to the respective state and territory managers and their teams across the country, who work towards rolling out our services and journey with our tenants to provide better life and social outcomes.

Finally, I'd like to thank my fellow directors, and acknowledge all of their work and efforts over the past year. I would especially note the independent directors—Professor Roz Hansen, and welcome Andrew McCutchan to the board as an independent director, and thank them all for willingly donating their time and energy to our vision and strategy.

# CEO's report



**Chris Karagiannis**  
CEO, Salvation Army Housing

I am pleased to present the annual report for Salvation Army Housing, reflecting the impactful mission-focused work of the Salvos, and reaffirming our commitment to addressing homelessness and housing insecurity in Australia.

While this year has been challenging for many Australians, it has been significantly challenging for those most vulnerable among us – experiencing the rising cost of living, unaffordable and insecure housing, and for many, instances of homelessness or the risk of homelessness.

This year has seen impressive growth of our presence and services across Australia, in both regional and metropolitan cities as we continue to progress several new developments and further embed our Local Mission Delivery model.

A hallmark of these projects is the collaborative approach between Salvation Army Housing, various Salvation Army Mission Expressions and Government to provide a sequential, integrated and seamless service model for tenants. We are focused on developing communities that take a holistic approach to caring for people – responding to spiritual, social and material needs.

Our Strategic Plan 2022–2027 was launched and complements The Salvation Army Australian Territory's mission objectives and priorities, namely:

- Supporting those who need it most
- Growing Christian faith pathways
- Building innovative ministry leadership
- Embracing technology

The new Strategic Plan has also seen an increased focus on combining broader Salvation Army services with housing availability in a 'wraparound' service model, including Local Mission Delivery model, which would allow The Salvation Army and Salvation Army Housing to take a more holistic approach to supporting clients and helping them find hope and transform their lives.

Our people continue to be our greatest asset and I would like to thank them for their passion, commitment, resilience and hard work throughout the year. In addition, given our projected growth on the back of the recently announced Housing Australia Future Fund (HAFF) and associated state government programs, we have onboarded additional resources in the national office team to support the operations teams. We look forward to their contributions as we expand our services and develop new projects.

We are extremely proud of all that has been achieved over the 2022–2023 reporting period. The year has been filled with challenges, change and opportunities and we continue to work through this with enthusiasm and energy, whilst we focus on being a leader in the provision of affordable and sustainable long-term supported housing across Australia.

We continue to be optimistic about the long-term outlook and sustainability of the sector and the aspiration to help create a society where all Australians have access to the basic human right of safe, secure and affordable housing.

It is my great privilege to work and serve alongside the board, the management team, our staff, donors and partners and thank everyone for their contribution to the mission of Salvation Army Housing.

“Wherever there is hardship or injustice, Salvos will live, love and fight, alongside others, to transform Australia one life at a time with the love of Jesus.”

# The Board

The Salvation Army Housing Board as at 30 June 2023



**Mark Gray**  
Board Chair/Treasurer

Mark is a Chartered Accountant and has been in public practice for 30 years, as well as being director and treasurer of Salvation Army Housing since its inception. Mark brings substantial experience in business, tax advice, financial planning and business development. He became Board Chair in February 2019.



**Jeff Davey**  
Board Director

Jeff joined The Salvation Army in January 2018 as Group Executive, Mission Enterprises. Jeff trained as a Chartered Accountant and spent most of his career as an executive in the health and welfare sectors.



**Major Jenny Begent**  
Board Director

Jenny has been a Salvation Army officer for 30 years, serving in a range of social and community services and leadership positions including the Family Violence and Homelessness streams. Jenny is currently National Head of Social Mission.



**Prof Roz Hansen AM**  
Board Director

Roz brings more than 40 years' experience as an urban and regional planner working in both the public and private sectors in Australia and the Asia Pacific region. In addition to project managing multi-disciplinary teams, Roz has undertaken community engagement and participation in the preparation of municipal, regional and metropolitan strategies. Roz resides in southern NSW.



**Lt-Col Winsome Mason**  
Board Director

Winsome has been an officer in The Salvation Army for 35 years and has served in corps and leadership appointments in Australia and overseas. On returning to Australia in 2020, Winsome was appointed as the Secretary for Business Support, providing oversight to the finance, property, IT and legal aspects of The Salvation Army in Australia. In early 2022, she took on her current role as Assistant Chief Secretary. Winsome is a Trustee for The Salvation Army.



**Andrew McCutchan**  
Board Director  
(commenced 1 August 2023)

Andrew has more than 40 years of experience in the construction industry, in the development and delivery of major public infrastructure across Australasia, particularly in the healthcare, transport and sports sectors. Andrew has managed multi-disciplinary design and construction teams in delivery of major hospitals and medical research facilities. He now works as an independent consultant/advisor to the construction industry and is a Fellow of the Australian Institute of Engineers (FIEAust).



# Leadership team



**Chris Karagiannis**  
CEO

Chris joined The Salvation Army in 2019, bringing 20 years of experience in management and leadership roles in local and state government and the not-for-profit sector, with qualifications in project management and business administration.

Chris has held senior operational and commercial roles in the aged care, property, and housing sectors, and is a passionate advocate for social and affordable housing, serving as a director of the Community Housing Industry Association (CHIA).



**Dean Laurence**  
GM — Strategy, Compliance and Finance

Dean Laurence is an experienced commercial executive with over 20 years' experience at C-suite level in the retail, wholesale, industrial, manufacturing, construction, property and most recently not-for-profit and social services sectors. He moved to SAH in 2023 from The Salvation Army Employment Plus.

Dean is a qualified CPA and has master's degrees in business administration and commerce from Sydney University, along with qualifications from the Governance Institute of Australia. He is also an Alumnus of Leadership Victoria and Fellow of the Australian Institute of Company Directors (AICD). Dean brings strategic management, risk, ICT, finance and commercial skills to SAH, along with a passion for supporting The Salvation Army and its mission.



## Cheri Erai-Collins

State Manager – NSW, ACT, QLD

Cheri has been involved in the day to day running and management of SAH across a variety of roles for over 10 years. Prior to this, Cheri had four years' experience in the community sector in Northern Ireland, working closely with a range of community welfare organisations. Cheri also holds tertiary qualifications in finance.

Cheri has been a key and respected member of The Salvation Army team and brings with her a broad range of technical, financial and interpersonal skills, with a focus on integrated mission delivery. During her time as state manager – NSW, ACT and Queensland, Cheri has worked closely with The Salvation Army Social Mission team to develop a more collaborative service and has instrumental in securing both capital and operational funding in partnership with Salvos Social Mission streams.



## Irena Baric

State Manager – VIC, TAS

Irena holds over 15 years of experience working with marginalised communities, to help integration into the community and housing. Irena is passionate about creating affordable housing while assisting people build on life skills and sustaining their housing, as well as supporting young people. She served as Deputy Chair at Western Edge Youth Arts for over six years.

Irena is dedicated to achieving growth through new initiatives and execution of innovative strategies. She is a lifelong learner and has recently completed a Master of Business Administration (MBA) at LaTrobe University. She is currently a member of the Bachelor of Business (LBB) Course Advisory Committee.



## Bethany Critchley

State Manager – SA, WA, NT

Bethany is driven by her passion for helping people, and takes pride in providing the best community housing services possible. As state manager for SA, WA and the NT, her goals include providing long term supportive accommodation for those most vulnerable and supporting her teams to deliver the best outcomes possible. In addition to her primary job functions, Bethany also plays a key role in system and database management, and enhancement projects for the organisation.



**Ian Creaton**

Property Infrastructure Manager

Ian is an experienced property professional with extensive experience across the full property spectrum – from project inception, through to delivery, occupation and disposal. His experience encompasses all property sectors, including residential, commercial, community and retail projects and properties. Ian joined The Salvation Army in 2018, following previous senior management and leadership roles with property development, private investment, community and not-for-profit organisations.



**Barry Wilson**

Financial Controller

Barry is a CPA with extensive experience in all aspects of finance. He joined the team in 2021, after previously having fulfilled term contracts with The Salvation Army Finance team. His experience is principally in industry with oil and gas, construction, trading and retail. With a broad commercial background which includes sales and marketing, IT, project management and project governance, Barry believes that strong financial control and a commercial framework will lead to sustainability of SAH and improve client outcomes.

# Simone's story

Simone\* first came to SAH in 2019 after being referred by a domestic violence crisis service. At the time, Simone was facing addiction to drugs, as well as severe co-occurring mental health issues. Simone had faced a traumatic past, with instances of severe physical and mental violence by several people. She had attempted suicide and was being treated by a neurosurgeon for injuries sustained from repeated concussions as part of her recovery from a violent relationship. Simone also experienced permanent physical damage to her knee as a result of physical violence.

When she was housed with SAH in 2019, Simone had custody of her daughter, with support in place. One year in, Simone experienced a relapse due to being triggered by certain events. This catapulted Simone's mental health into a downward spiral, and adversely impacted her ability to maintain her property and afford her rent. As the result of these events, the Department of Child Protection removed Simone's daughter from her care.

SAH relinked Simone to domestic violence support services, and she worked with us to maintain her tenancy and improve her wellbeing. After 12 months, Simone was reunited with her daughter.

Fast forward to now, Simone's daughter has lived with her full time for the last two years, her rental payments are up to date, and she is taking great care of her home. She has even planted a beautiful garden which she refers to as her zen space. Simone has also started studying to secure a better future for her and her daughter.



Stock photo used for illustrative purposes only.

She attributes much of her recovery to SAH and is forever grateful that she had a safe place to call home while she was recovering, as well as the patience and consistent support that SAH staff provided to her throughout her journey to recovery.

\*Name changed to protect privacy

# Overall figures 2022–2023 financial year



Number of tenancies:

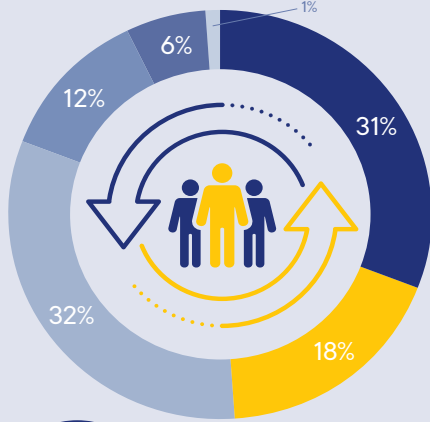
**1966**



Number of people housed:

**3015**

Age groups of people housed:

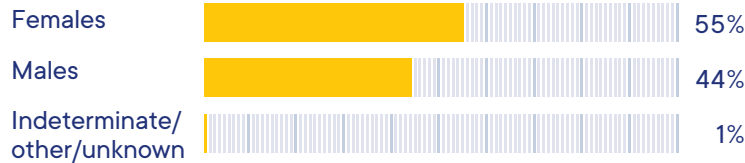


Number of home languages: **33**  
Most common languages: English, Chinese, Vietnamese

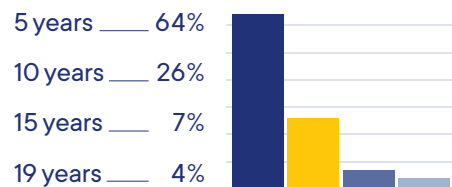
Under 18	944	31%
Young adult (18–30 yrs)	533	18%
Adult (31–54 yrs)	975	32%
Older adult (55–70 yrs)	355	12%
Aged (70 yrs+)	176	6%
N/A	32	1%



Gender:



Time in current home:

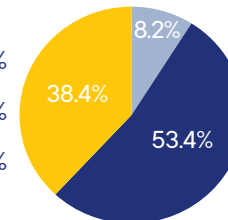


Number of properties:

**1783**

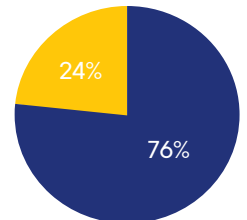
Accommodation type:

Crisis	146	8.2%
Long term	953	53.4%
Transitional	684	38.4%

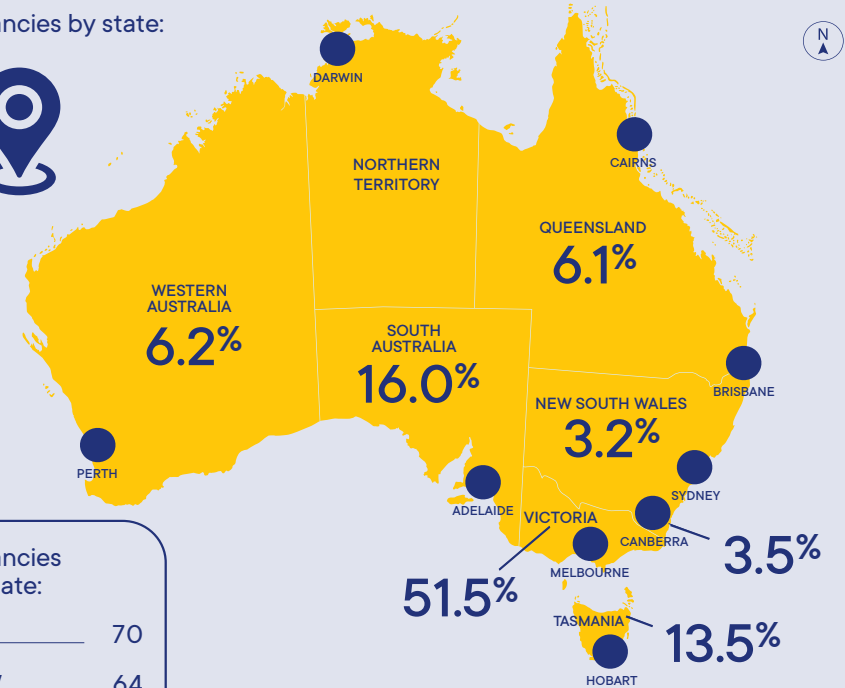


Ownership:

Managed	1361	76%
Owned (wholly or partially)	422	24%



Tenancies by state:



Tenancies by state:

ACT	70
NSW	64
QLD	120
SA	313
TAS	265
VIC	1012
WA	122

Properties by state:

ACT	61	3.4%	TAS	265	15.0%
NSW	61	3.4%	VIC	861	48.3%
QLD	112	6.3%	WA	113	6.3%
SA	310	17.3%			



# Financial summary

2022–2023 financial year



Salvation Army Housing  
ACN 608 346 934

The Salvation Army Community Housing Service  
ACN 152 257 728

Salvation Army Housing (Victoria)  
ACN 133 724 651

## Salvation Army – Consolidated Housing For the year ended 30 June 2023

### Statement of Profit or Loss and Other Comprehensive Income

	\$ 2023	\$ 2022
Grant income — government funding for operations	6,556,674	6,199,121
Grant income — government funding for property	6,520,666	6,036,116
Rental income	11,068,195	9,800,322
Other income	3,197,132	2,625,247
Loss on disposal of assets	(440,461)	–
Property management expenses	(12,194,165)	(12,818,320)
Administrative expenses	(1,479,747)	(2,004,517)
Depreciation	(1,275,152)	(1,141,934)
<b>Results from operating activities</b>	<b>11,953,142</b>	<b>8,696,034</b>
Finance income	1,062,355	88,395
Finance costs	(2,135,934)	(1,362,594)
<b>Net finance income</b>	<b>(1,073,579)</b>	<b>(1,274,199)</b>
<b>Profit before income tax</b>	<b>10,879,563</b>	<b>7,421,835</b>
Income tax expense	–	–
<b>Profit for the year</b>	<b>10,879,563</b>	<b>7,421,835</b>

## Statement of Financial Position

	\$ 2023	\$ 2022
<b>Assets</b>		
Cash and cash equivalents	29,634,863	30,959,363
Trade and other receivables	5,269,756	649,263
<b>Total current assets</b>	<b>34,904,619</b>	<b>31,608,626</b>
Property, plant and equipment	118,365,117	106,456,753
<b>Total non-current assets</b>	<b>118,365,117</b>	<b>106,456,753</b>
<b>Total assets</b>	<b>153,269,736</b>	<b>138,065,379</b>
<b>Liabilities</b>		
Trade and other payables	2,933,189	1,040,811
Deferred income	3,374,821	1,582,504
Rental bonds	248,245	214,575
Employee benefits	661,058	608,378
Loans and borrowings	11,922,287	11,586,983
<b>Total current liabilities</b>	<b>19,139,600</b>	<b>15,033,251</b>
Long-term employee benefits	73,746	69,847
Loans and borrowings	60,377,189	58,613,967
Provisions	–	1,548,676
<b>Total non-current liabilities</b>	<b>60,450,935</b>	<b>60,232,490</b>
<b>Total liabilities</b>	<b>79,590,535</b>	<b>75,265,741</b>
<b>Net assets</b>	<b>73,679,201</b>	<b>62,799,638</b>
<b>Equity</b>		
Retained earnings	19,253,525	15,696,144
Reserves	54,425,676	47,103,494
<b>Total equity</b>	<b>73,679,201</b>	<b>62,799,638</b>

# State operations

## VICTORIA

### Court Services Victoria

The Salvation Army was successful in tendering for Housing Support Services for Court Services Victoria. Over five years, we will collaborate with The Salvation Army Homelessness stream in a joint effort to support the community.

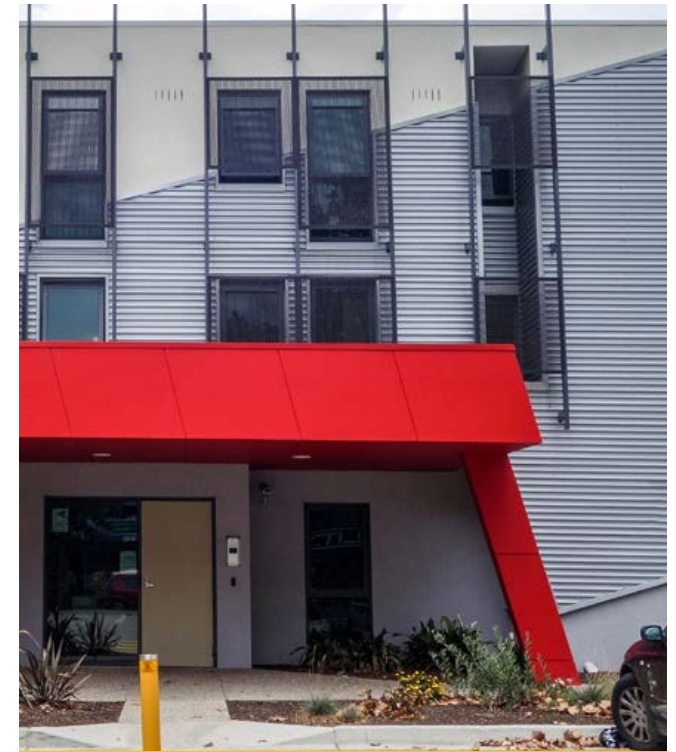
Our primary goal is to facilitate the successful exit and/or prevention of incarceration for approximately 100 individuals. Participants will receive vital assistance through housing provisions and support tailored to their needs. Notably, the drug court orders will be instrumental in guiding the rehabilitation process, further reinforcing the effectiveness of our head-lease program.

This collaboration will yield positive outcomes, not only for the individuals we serve but also the broader community. By addressing homelessness and providing rehabilitation support for this cohort, we aim to make a substantial difference in their lives.

### Heading H.O.M.E.

Family Safety Victoria has funded a partnership with The Salvation Army Family Violence Stream and Salvation Army Housing (Victoria) for the 'Family Violence — Exiting Pathways' pilot launched by the Department of Families, Fairness and Housing. This pilot aims to support 35 families via head-lease properties.

H.O.M.E. stands for Holistic Outcomes through Meaningful Engagement. The pilot aims to house people from the refuge and/or crisis centres to provide a positive pathway into private rental. Since its inception,



we have secured 18 positive client outcomes. The pilot has been able to secure private rentals that the clients can call a home. Upon placement, the clients can choose to have the head-lease agreement transferred as their permanent home upon completion of the lease.

Looking ahead, SAHV has a number of developments in the early stages of planning and development in Victoria, including regional areas, which we hope will help continue our mission of addressing the social issue of homelessness in the state.

## Home Heating and Cooling Upgrades (HHCU) Program

SAHV successfully secured funding through the Home Heating and Cooling Upgrades (HHCU) Program, in collaboration with the Department of Environment, Land, Water, and Planning. This funding enhances energy efficiency in a total of 25 properties, saving money for our tenants.

The allocation of funding enables:

- Replacement of old heaters with more energy-efficient models
- Installation of air conditioning split systems to provide efficient cooling solutions

By undertaking these upgrades, we are taking significant strides towards promoting sustainability and reducing the environmental impact associated with heating and cooling practices. Residents will experience the benefits of improved energy efficiency, resulting in cost savings and increased affordability of heating and cooling services.

## TASMANIA

At Salvation Army Housing Tasmania, we promote sensitive allocation of properties and tenant participation. The properties we manage have been sourced from Housing Tasmania and The Salvation Army.

Over the past 12 months, Salvation Army Housing Tasmania has further consolidated its position as a responsive and flexible provider of affordable, secure, long-term community housing in Tasmania.

## SAH Campbell Street

In 2023, SAH transitioned out of the Campbell Street, Hobart (supported accommodation facility) after six years of service. Although we were disappointed to be moving on, The Salvation Army can be proud of its amazing work during this time at the site, having delivered the mission and helped transform the lives of many vulnerable Tasmanians.

## Looking to the future

Salvation Army Housing Tasmania has finalised its project located in the Hobart suburb of Moonah, to construct 21 new properties which will house women aged 55 years and over. The properties are located in a central area close to essential services. The project was completed in July and is now fully tenanted, providing much needed social housing.

Our team have implemented new procedures moving forward, to make it easier and more efficient for the program. The team's hard work, good humour and the supportive environment provides incredible support for our tenants.



Overall, the community housing program is going very well and growing in capacity. We are optimistic about the future and looking forward to new opportunities in 2023–2024.

## SA, WA and the NT

We saw an increase in the severity of Australia's housing crisis from 2022 to 2023 in SA, WA and the NT. We were inundated with housing queries, and witnessed an increase in clients presenting with mental health concerns mainly due to the stress of facing homelessness. SAH saw a new cohort of people facing homelessness and in desperate need of housing, with rents and everyday living expenses rising exponentially.

The federal, state and territory governments across SA, WA and the NT are working with the community housing sector to address the issue, and SAH is focused on working with the government to implement solutions.

With the wraparound support services of The Salvation Army, SAH has been able to support its tenants through these challenging times. We work closely with the family violence, youth, homelessness and alcohol and other drugs (AOD) support services to support tenants to sustain tenancies and prevent an exit back into homelessness.

In SA, we have engaged a social mission chaplain to provide support to our tenants.

In WA, a retired chaplain assists the tenants at the Seaforth Gardens site (for over 55-year-old tenants). SAH can also utilise the broader Salvos service network and link tenants to Moneycare (financial counselling), the tenants' local corps for community engagement and free meals, Doorways (for assistance with food vouchers) and more. As social landlords, we ensure tenants have access to the support they need.



In SA, the main program is long term social housing, providing tenants stability, knowing they have a place to call home for an average of 10 to 20 years. The new development at Ingle Farm is close to completion and will provide six new homes for women with children fleeing domestic violence, as well as wraparound support. SAH continue to work closely with the Toward Home Alliance in SA on new opportunities, providing tenancy and property management for properties and clients referred through the Resolve response – a response which sees assertive outreach support to break the cycle of repeated homelessness.

In WA, half the portfolio consists of long-term social housing for those over 55 years of age who have been on the state housing waiting list. The other half of the portfolio services crisis and transitional housing with intense wraparound supports. These tenants have the opportunity to engage in tailored support programs while having a safe space to recover and progress through the housing continuum into independent long-term housing when they are ready.

The programs are for youth facing homelessness, alcohol and other drug recovery services, mental health support, reunification of parents with children and keeping



children with parents' program and domestic violence services for women. In Perth, SAH has submitted a tender for the redevelopment of Subiaco East and is sourcing additional development sites for new housing builds that will be supported by HAFF.

As the community housing sector grows in the NT, SAH's growth strategy for the NT will serve those most vulnerable and facing homelessness or those exiting into homelessness and/or experiencing family violence, through our homelessness, AOD and family violence support services. This is greatly needed as the homelessness rate per capita nationally is highest in the NT. In Darwin, we have submitted an expression of interest (EOI) as part of a consortium for a large mixed-use site, which is the first of a number of new opportunities we are investigating.

## NSW, ACT and Queensland

The period between 2022 and 2023 has seen continued growth for NSW, ACT and Queensland, in both staff and properties, with a new part time staff member recruited in regional NSW to support our missionally-connected 'Fee For Service' projects in Goulburn, Griffith and Leeton. The addition of this staff member has allowed us to better work within regional NSW, ensuring adequate tenant and property support for our increasing portfolio in the region.

Small changes in how we connect as a team has seen greater collaboration between staff and a collective approach to problem solving, ensuring staff

feel supported and connected as a team. Situating staff within Salvos sites and offices has increased understanding of our work across our parent entity and allowed us to build and develop necessary relationships to further the important work of supporting people to secure affordable and appropriate housing.

While we have been working on several development projects which will come online in the next 18–24 months, we have worked hard to increase our portfolio through partnerships in 2022 and 2023, which has seen us bring 30 properties online on a fee for service arrangement Salvos corps and mission expressions, which is double the number from the period between 2021 to 2022.

The team also successfully tendered for a 59-unit accommodation centre in Bridge Street, Toowoomba in conjunction with Salvos homelessness services, which has now commenced. Further collaboration opportunities with The Salvation Army are planned, further strengthening our operations in Queensland.

### Projects

Across 2022–2023, we have been successful in securing funding for new social housing across Queensland and NSW, including:

- **Available as of May 2023** – five units of accommodation in Cairns to support families out of crisis accommodation, supported by local Salvos support teams
- **In progress** – 23 units of accommodation in Toowoomba in partnership with Queensland Government and The Salvation Army



- **In progress** – 40 units of accommodation in Cairns to provide social housing to individuals in partnership with Queensland Government and The Salvation Army
- **In progress** – three Core and Cluster projects providing support to women and children escaping violence across NSW, increasing supply of housing by 20+ units of family and single supported units

# Property infrastructure

The year has seen intense activity for the property infrastructure team, both in the delivery of projects and developing a pipeline of future projects to increase the number of dwellings on existing properties. The activity has been widespread across most areas of the country. The activation of the Social Housing Accelerator Fund and Housing Australia Future Fund will provide many opportunities for funding of future projects nationwide.

## Victoria

We have progressed a number of projects funded by the state government through various programs as part of the Big Housing Build program.

Construction of a three-townhouse complex in Ascot Vale is nearing completion. The building contract for a four-level 16 apartment project in Yarraville has been signed, with construction to commence shortly. The project is expected to be complete early in 2024. Both projects are repurposing of existing SAHV-owned properties delivering an increase in the number of dwellings.

SAHV have been successful in receiving funding for the redevelopment of a previous aged care building in Cobden into six new apartments. Construction of this project will commence later in 2023 and is scheduled for completion in mid-2024. Funding has also been received for a four-townhouse complex in Frankston that is being developed for operation in conjunction with The Salvation Army Youth services workstream. This project is expected to be complete early in 2025. A project to construct a two-townhouse complex in



Maidstone is underway and is fully donor-funded. This project is being developed for tenancy in conjunction with The Salvation Army Youth services stream.

Numerous planning permits have been received for a number of other developments, including in Footscray and Warrnambool, which will commence construction in the upcoming year.

Funding provided through the state government has enabled continuation of the program to replace aged air conditioners and gas heaters with new energy efficient air conditioning. This provides more tenants with safe, sustainable, energy efficient heating and the additional benefit of cooling in summer.

## Queensland

Development approvals have been received for new apartment projects in Toowoomba and Cairns. Design work is progressing for the 23-apartment complex in Toowoomba for an expected commencement of construction in mid-2024 and for the 40-apartment complex in Cairns for an expected commencement of construction in late 2024. Both projects are a collaborative project of SACHS, the local Salvation Army corps and the Queensland Government.

## SA

Construction has commenced on the project at Ingle Farm to replace single dwellings on two properties with three townhouses on each property. Works are continuing with completion of construction expected in early 2024.

## Tasmania

Construction of the three-level 21-apartment complex in Moonah was completed in June and is now fully tenanted. The project was a collaborative project between SAH, The Salvation Army Tasmania Division and Salvation Army Social Mission.

## NSW

SACHS received funding as part of the Core and Cluster program for redevelopment of an existing refuge in the Illawarra, providing additional dwellings and an enhanced program office. Concept design has been finalised for submission of the application for Development Approval.



# Contact SAH

SA, WA, NSW, QLD, ACT

## Head office

✉ 95–99 Railway Road  
Blackburn VIC 3130

☎ 03 8878 4646

📍 [salvationarmy.org.au/sah](https://salvationarmy.org.au/sah)

**Bethany Critchley**  
State Manager – SA, WA, NT

## Salvation Army Housing (SA)

✉ 109 Hampstead Road  
Manningham SA 5086

☎ 08 8368 6800

## Salvation Army Housing (WA)

✉ 3/103 Catherine Street  
Morley WA 6062

☎ 08 9492 7135

**Cheri Erai-Collins**  
State Manager – NSW, ACT, QLD

## Salvos Housing (NSW)

✉ 261–265 Chalmers Street  
Redfern NSW 2016

☎ 02 9466 3526

## Salvos Housing (ACT)

✉ 2 Brisbane Avenue  
Barton ACT 2600

## Salvos Housing (QLD)

### Chermside

✉ 1004 Gympie Road  
Chermside QLD 4032

### Toowoomba

✉ 78 West Street  
Toowoomba QLD 4350

# Contact SAH

VIC, TAS

**Irena Baric**  
State Manager – VIC, TAS

## Salvation Army Housing (VIC)

✉ 95–99 Railway Road  
Blackburn VIC 3130

☎ 03 8878 4500

## Geelong

✉ 178–180 Francis Street  
Belmont VIC 3216

☎ 03 5247 8500

## Leongatha

✉ 2 Long Street  
Leongatha VIC 3953

☎ 03 5662 6400

## Sunshine

✉ 34 Devonshire Road  
Sunshine VIC 3020

☎ 03 9312 5478

## Shepparton

✉ 27 Wyndham Street  
Shepparton VIC 3632

☎ 03 5820 8000

## Warrnambool

✉ 70 Henna Street  
Warrnambool VIC 3280

☎ 03 5560 5275

## Portland

✉ 33 Henty Street  
Portland VIC 3305

☎ 03 5521 8134

## Salvation Army Housing (TAS)

✉ 250 Liverpool Street  
Hobart TAS 7000

☎ 03 6270 0322





Salvation Army

**HOUSING**