



common
ground

QUEENSLAND

ending homelessness

ANNUAL REPORT
2014 – 2015

A PLACE TO CALL HOME





“I feel now that I’m
in a community”

Ann O’Sullivan
Common Ground tenant

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Chair's report

In 2014-15 Common Ground Queensland continued to develop as an integral and successful component of wider efforts by government and non-government sectors to tackle homelessness by offering tenants the stability they need to rebuild their lives.

As in previous years, the partnership between Common Ground Queensland and Micah Projects delivered outcomes that have made positive differences in the lives of our tenants.

Successful outcomes

This report details a range of outcomes achieved in 2014-15, which build on those made at our Hope Street project since it opened its doors to its first tenants in July 2012.

The outcomes reported for 2014-15 reinforce the success of the Common Ground model in tackling homelessness and ensuring those who previously slept rough or those formerly in housing stress can again make their contributions, not just to our Common Ground community but to the wider community as well.

As this report shows, the Common Ground supportive housing model continued to meet or exceed

expectations and again proved to be a sound investment.

Evaluation report

In March 2015 The University of Queensland's Institute for Social Science Research issued a draft report based on their 18-month multi-method evaluation of the Common Ground Brisbane operations at Hope Street.

The research was designed to:

- monitor implementation of the initiative and identify key successes and areas for improvement;
- determine whether the design and performance of the building is meeting user requirements and supporting the achievement of the service's objectives;
- assess the effectiveness of the Common Ground Queensland supportive housing service in Brisbane in improving long-term tenant outcomes and circumstances; and,
- examine the value for money of the model.

While the final report has not yet been received, the draft findings point to a positive result in each of the areas under evaluation.

We eagerly await publication of the final report which should provide another key element in our future planning.

Governance and risk management

In April 2015, a governance review was undertaken to strengthen our capabilities and ensure the alignment of skills with our strategic objectives, and ensure the long-term sustainability of our supportive housing operations.

The implementation of recommendations was finalised in September 2015.

We have strengthened our focus on risk management with the appointment of a specialised risk advisor to our Audit and Risk Committee.

As part of our successful application for registration under the National Regulatory System for Community Housing Providers, the Common Ground Queensland Board reviewed and updated all relevant governance policies.

This puts us on sound footing for our current and future operations.

Partnerships and alliances

In 2014-15, Common Ground Queensland continued its strong partnership with Micah Projects as our support services partner.

We maintained strong linkages at a governance, management and operational level to ensure the integration required to effectively deliver supportive housing is achieved and sustained.

This together with the supportive housing model being delivered once again ensured minimal tenancy issues in a building that, if occupied under traditional social housing models, could be the source of ongoing or intransigent problems.

It is also a tribute to the expertise and dedication of the staff of Common Ground Queensland that such problems do not arise and that our building and its tenants continue to be part of the local community.

The project to develop the "backyard" at our Hope Street building, detailed in this report, provided another opportunity to continue relationships with individual and corporate supporters of Common Ground Queensland, demonstrating their recognition of the value of the work we do.

The support we receive for this and other projects underlines the positive way the Common Ground model is viewed in the wider community and the faith so many have in what it delivers and can continue to deliver in the future.

Recognition must also go to the Queensland Government, especially the Department of Housing and Public Works and its staff for their ongoing support.

Board changes

I want to thank my fellow directors of Common Ground Queensland for the time and effort they have contributed, and the part they played in making 2014-15 another successful year.

In particular I wish to thank former Chair Neill Baxter who retired from the board in April 2015 after serving since January 2014.

The quality of Neill's stewardship ensured my job as incoming Chair was made that much easier and Neill helped provide a smooth transition in the board's leadership.

I also thank other directors who retired during 2014-15: Susan Burke (January 2010—October 2014); Damian Winterburn (June 2012—October 2014); and Nick Harwood (October 2012—March 2015).

All can look with pride at their service and the milestones achieved during their tenure.

Dedicated staff

I thank all the staff of Common Ground Queensland for the roles they play in ensuring our supportive housing model makes real differences in the lives of our tenants, and for ensuring that our Hope Street project will continue to make a positive contribution to the local community.

Our tenants themselves also deserve thanks for the way in which they have embraced the opportunities Common Ground Queensland offers and for their contributions to its success.

Focus on the future

After three years, the Common Ground model has proved its effectiveness and we are looking forward to exploring opportunities to do more to tackle homelessness for individuals and families.

I look forward to the involvement of all our partners, supporters, staff and tenants in our endeavours.

Linda Apelt
Chair, Common Ground Queensland



CEO report

At the end of our third year of operations I am very pleased to report on the successful housing outcomes that have been achieved over the past twelve months through our work at Brisbane Common Ground. A year of achievements and new beginnings, the projects we have undertaken throughout the year have added value to this landmark project and will underpin our plans to use our knowledge and expertise in the area of supportive housing in response to increasing demands.

Over the past three years Common Ground Queensland has worked in partnership with on-site support

provider Micah Projects to deliver Queensland's first supportive housing initiative at Brisbane Common Ground. The key principles of the Common Ground supportive housing model, which has been proven as an effective response to rough sleeping in the United States, have been authentically incorporated at the Brisbane site. The integrity of the model has also been maintained by both partners who have relied on the evidence-based practise to inform our ways of working.

The investment that has been made by all stakeholders in this initiative has resulted in 89% of

tenancies being sustained for more than 12 months among our formerly homeless tenants. The outcomes that have been achieved are testament to the relevance and efficacy of the model in ending the cycle of homelessness for vulnerable people in Brisbane, and build on the international and inter-state evidence regarding the value of supportive housing.

By the end of 2015 we hope to have the final report from the independent evaluation of Brisbane Common Ground that has been undertaken by the University of Queensland Institute for Social Science Research. We believe

this in-depth research will validate the indicators of success we have developed internally, and substantiate the principles and features that have led to the outcomes we have achieved. The independent evaluation will enable us to identify the key factors contributing to our success; knowledge that will help us to adapt our expertise and knowledge to other vulnerable groups who require housing that is linked to individualised support.

In June this year we were successful in obtaining a grant from the Queensland Community Foundation to work with our partner, Micah Projects, in developing a supportive housing model that responds to the growing number of families in our community who are unable to sustain affordable and stable housing. Again, we are working with multiple stakeholders from Government, the Community Sector, and international organisations, to understand the needs of these families and the interventions that have been successful in addressing the complex nature of vulnerable families.

Over the past twelve months, in addition to planning for new initiatives, we have also had a focus on expanding and improving the amenities and services provided to tenants at Brisbane Common Ground. One of the key features of our building is the safety and security provided through our 24/7 concierge service. In August 2014, we made the decision to move from an outsourced service to an in-house delivered service. Since then we have been able to engage a team of highly skilled, customer-oriented concierge staff as an addition to our property and tenancy management team. The inclusion of this key function into our organisation structure has delivered multiple benefits and efficiencies. Our concierge staff are committed to providing a high

quality and consistent service to our tenants and visitors. The low turnover of staff on this team has provided continuity and a deeper understanding of our tenants and our mission. The value of this service is practically demonstrated by the low levels of incidents and damage that occur in our building, and the positive relationships we have with our neighbours.

During the year we have worked to find external employment and skill development opportunities for our tenants through our Employment, Volunteering, and Training Project that was funded by the Department of Housing and Public Works. We have added to the successful outcomes of this project by creating opportunities within our own organisation to offer meaningful employment and volunteering roles to our tenants. The Brisbane Common Ground building incorporates two magnificent function rooms and this year we were able to offer employment to six tenants to assist with marketing work and hiring these spaces to the public. Many more of our tenants contributed to our building community on a voluntary basis including through participation in our Common Spaces Project. The Common Spaces Project has delivered a new backyard seating area, and fitness and wellbeing centre, for the tenants and local community. The tenant involvement and connection to these projects has assisted in the development of a warm and welcoming building culture. I would like to thank all the tenants who have contributed over the past year.

I would also like to thank and congratulate the Common Ground Queensland Board on another successful year. The Common Ground Queensland Board is a voluntary, skills-based Board that provides strategic advice and strong governance oversight for our organisation. In addition, they work alongside our staff to offer their professional

expertise in specific areas of our operations through participation in committees and working groups. The addition of these resources to our organisation and achievement of our mission is invaluable.

Likewise, the ongoing commitment and professionalism of the CGQ staff has provided a robust and responsive operational platform for our organisation. The stability of this team has greatly assisted in developing our learnings and expertise in supportive housing property and tenancy management, and maintaining and strengthening our collaborative relationship with the Micah Projects team at Brisbane Common Ground.

We are very grateful to all our supporters and stakeholders for their continued involvement and interest in our work to end homelessness and would particularly like to acknowledge the ongoing investment by the Queensland Government into the delivery of supportive housing at Brisbane Common Ground.

A more comprehensive account of our work, the outcomes, and feedback from our tenants is included in the following pages; I hope you enjoy reading our report.

Sonya Keep
CEO, Common Ground Queensland

A year of achievement

Throughout 2014/15 we have continued to achieve results in line with our strategic objectives.

Creating strong partnerships and alliances that deliver measurable benefits to our tenants.

- Partnerships are vital to the success of Supportive Housing initiatives and to the outcomes for our tenants – Our most valuable partnership is with Micah Projects, the on-site support provider at Brisbane Common Ground. This year we have reviewed and strengthened our joint commitment to working together to solve homelessness
- We have worked in partnership with the Department of Housing and Public Works to ensure their investment in supportive housing is fully leveraged to deliver the desired outcomes
- We have engaged with our neighbours and local businesses through community events and joint initiatives to create opportunities for inclusion and employment for our tenants
- We have continued and developed our relationships with key supporters: Grocon and Deloitte and developed new relationships with organisations and individuals who share our commitment to ending homelessness.

Developing independent evidence to combine with our own outcomes to inform our practice and delivery of supportive housing

- We have worked closely with researchers from the Institute of Social Science Research at the University of Queensland as they conducted their independent evaluation of Brisbane Common Ground
- We have developed a comprehensive set of indicators and statistics to track and determine our outcomes, performance, and success in sustaining tenancies
- We are participants in the project steering group for a research project being undertaken by the Sustainable Built Environment National Research Centre and Griffith University to identify and quantify the benefits of social housing.
- Over the past three years we have reduced our budget for government funding by 35%
- In the past year we increased our function room income by 50%
- During the year we attracted over \$150,000 in funding and in kind

support to deliver place making and tenant inclusion projects.

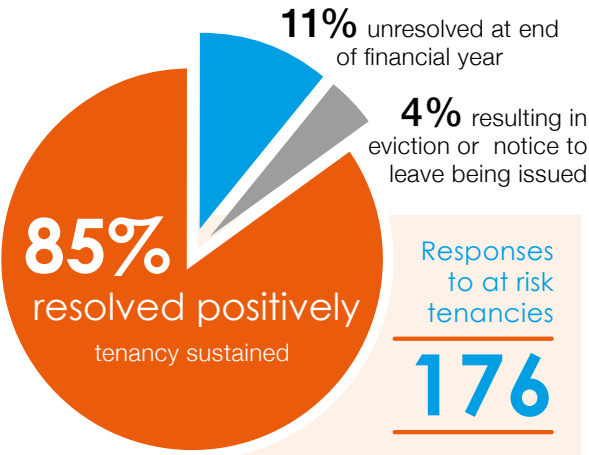
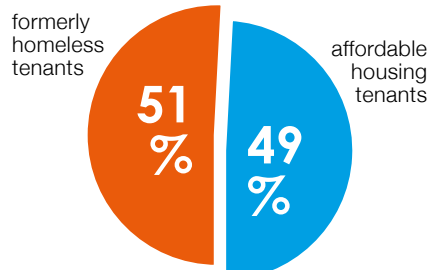
Aligning the skills, expertise, and resources of our Board, Staff, and Volunteers to the delivery of successful tenant outcomes.

- Undertaken a Governance review to strengthen and align our skills to the strategic objectives of the organisation
- We have increased our organisations capacity and expertise with the development of a specialist in- house Concierge and Security team; a key component of our successful supportive housing model
- We have maintained a stable and experienced team of tenancy, property and administration staff and invested in their continued development. During the year we had only one long term staff member resign to pursue a career opportunity.
- We received funding from the Queensland Charitable Foundation Grant to assist with the development of a supportive housing solution for families in crisis.

Utilising our expertise in supportive housing to professionally develop new projects that meet the needs of vulnerable individuals and families.

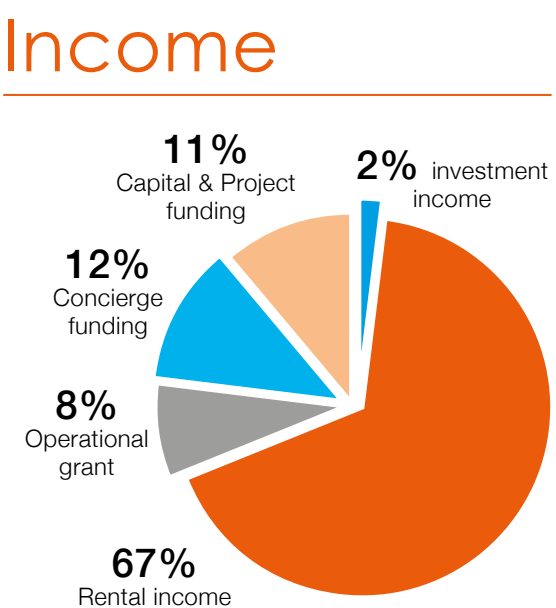
Tenancy snapshot

At 30 June
51% male
49% female



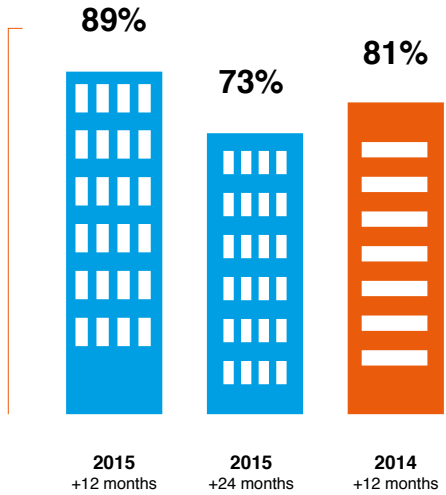
Responses to at risk tenancies
176

		target
Vacancy rate	0.24%	< 5%
Eviction rate	2.8%	< 7%
Evictions into homelessness	0	0
Rent arrears @ 30 June 2015	0.30%	< 5%
Bad debts	0.12%	< 1.5%
Rent foregone	0.24%	< 4%

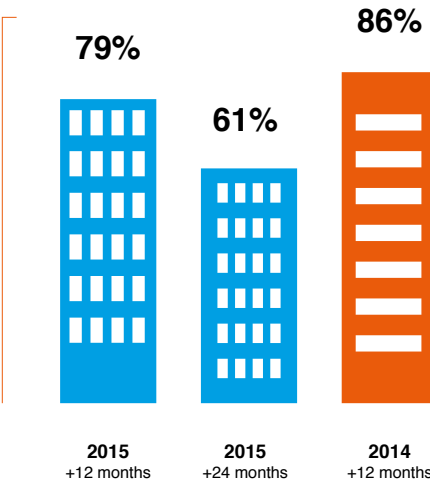


Tenancy duration

Formerly homeless

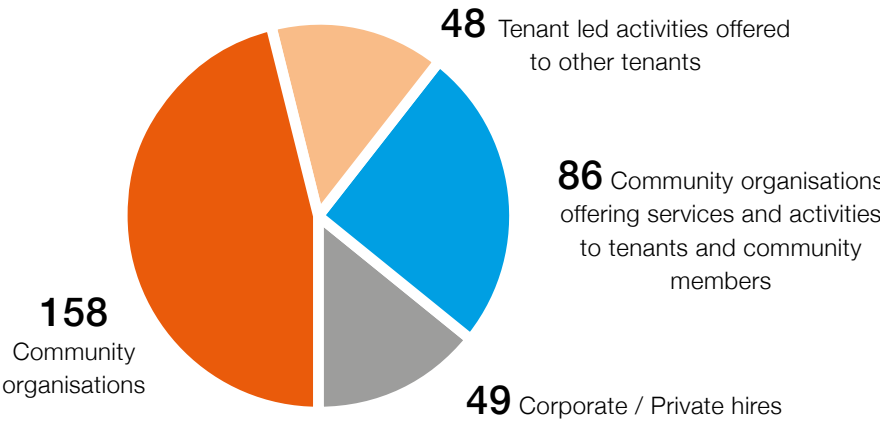


Affordable housing



Function room and community spaces usage

uses this year
341





At the opening of the new backyard, L to R: Linda Apelt, Chair CGQ; the Honourable Jackie Trad MP; Sonya Keep, CEO CGQ.



David Hodge
Rise Industries

A new backyard and fitness and wellbeing centre

Preparation and planning for the 'Backyard' and 'Fitness and Wellbeing Centre' kicked off in October 2013 when we identified a need to redesign and repurpose a number of common areas at Brisbane Common Ground.

We engaged **Sonia Kirby** from **Establish Consulting** to facilitate a series of tenant forums to explore better ways of using an empty 20m² building fronting Fleet Lane and a lawn covered greenspace at the rear of the building.

The forums delivered a number of options which were presented to

the tenant community in the form of a preferences survey.

Forty-two tenants provided feedback with the majority in favour of converting the empty building into a 'Fitness and Wellbeing Centre' and upgrading the greenspace area to include undercover seating and garden beds.

Since those early days we have been proactive in sourcing the funds needed to bring these projects to life. In July 2014 we were fortunate in securing a Queensland Government Community Benefit Fund grant to resource the 'Backyard' project. A second round of good news came in late 2014 when Common Ground

Queensland ex-Board member, **Phil Heraghty** and his wife **Rose**, made a generous donation which enabled us to complete the renovations of the 'Fitness and Wellbeing Centre' and to purchase some exercise equipment. The final piece of good news came in mid-2015 when we successfully obtained a **SUEZ Environment Community Grant** to purchase additional fitness and training aides for the 'Fitness and Wellbeing Centre'.

We especially thank **Kevin Hayes**, a locally based architect from **Hayes Anderson Lynch Architects**, for his pro bono design of an undercover seating area in the 'Backyard' which is functional, aesthetically pleasing and complementary to the existing architecture. Our appreciation also extends to **Chris Mahoney** from **Verde Design Group** who provided the pro bono Landscape Concept Plan which influenced our final design.

We would also like to thank the following funders and sponsors for their contributions along the way:

- Tenants of Brisbane Common Ground for participation in the planning forums and design outcomes
- Brisbane Common Ground tenants – **Newton Reweti**, **Lam Lam** and **Chris Healy** for their construction and landscaping volunteer contribution in the 'Backyard'
- **Mitre 10 Lewis Bros South Brisbane** – donation of paint for the 'Fitness and Wellbeing Centre'
- **Stowe Electrical** – pro bono supply and installation of electrical fittings for the 'Fitness and Wellbeing Centre'
- **Grocon** – pro bono construction of the deck for the 'Backyard'.

Moving forward, we are excited to work with partners **Rise Industries** and **Griffith University** as we progress to the operational phase of the 'Fitness and Wellbeing Centre'. **David Hodge** from **Rise Industries** will coordinate personalised and group fitness services to Brisbane Common Ground tenants as well as the broader community. Rise Industries will also work with Griffith University to coordinate a pilot project which will increase our understanding of the positive impacts of healthy living and exercise on wellbeing and social connectedness.

It has truly been an exciting journey of imagination, collaboration and determination and it was wonderful to celebrate this success with our tenants and the community during the official opening ceremony conducted by the **Honourable Jackie Trad MP**.

"Urban Strategies' official address is Grey Street but our community is Fleet Lane. Common Ground has been our neighbour in Fleet Lane, our very good neighbour, for three years now, a time in which the face of South Brisbane has changed immeasurably. Yet in this dynamic and vibrant change, there are people now and into the future, that need the helping hand that Common Ground provides.

We applaud the work of your staff, volunteers and supporters, and of course the residents of Common Ground, who contribute to our inner city community."

John Panaretos, Director
Urban Strategies



Newton Reweti



Bridie Tobin



A venue with a difference

One of the many unique design aspects of the Brisbane Common Ground building is the inclusion of two function rooms. These superbly appointed spaces were incorporated as an asset to be utilised by the building and broader community, and as a revenue source to contribute to the financial sustainability of the initiative.

The function room hire business was originally set up by our Administration Manager, Erin Smith, and until recently was run by Erin and a small pool of dedicated volunteers.

As word got out about the exceptional quality of the rooms, the excellent service and the sensational views, demand for the rooms grew and a decision was made to leverage this growth to create employment

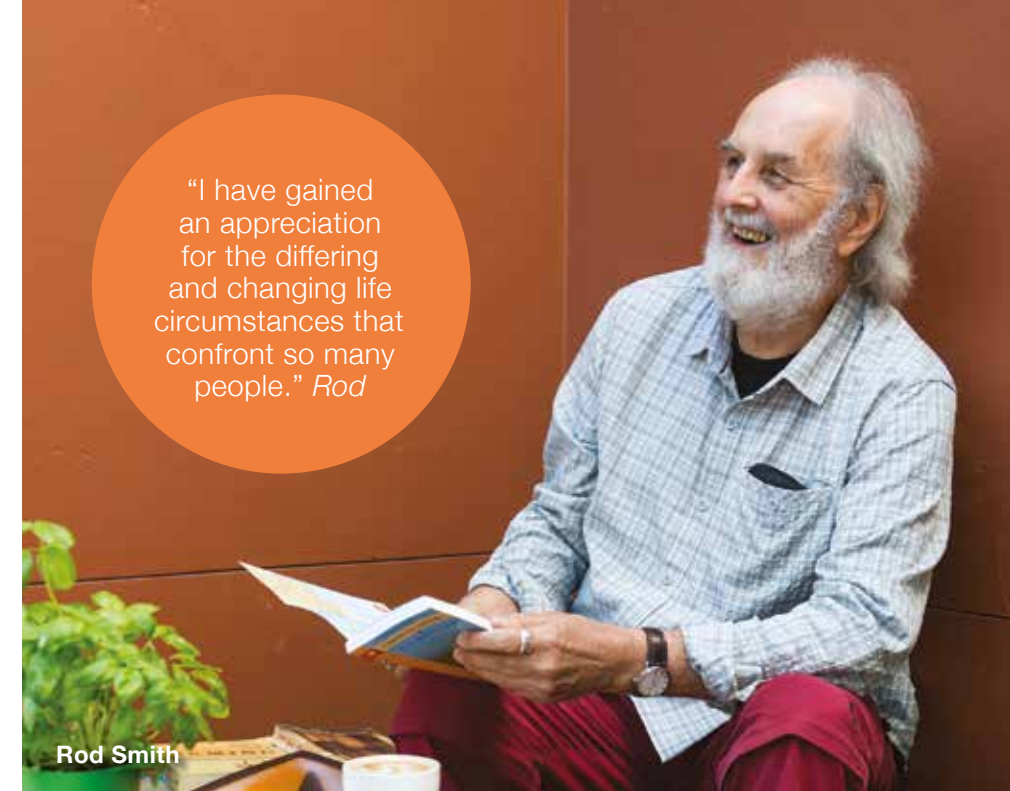
and training opportunities for tenants. Taking a leap of faith, we offered a number of paid positions to tenants in the Employment, Training and Volunteering Program and the volunteer pool who were looking for casual employment.

An information session was held highlighting our plans for the expansion and an invitation was extended for interested tenants to

apply. After applications were received and interviews held, we were able to offer six tenants a role in the venue hire business. We are proud to have the skills and services of Dean Rogers and Lisa McComb (previous volunteers in the function room hire business), Tammy Cotter, Max Hunt, Rod Smith and Nilima Harjal.

We have just printed some stunning new brochures which emphasise the features of the rooms and the magnificent views on offer (particularly those seen from the Gambaro Room situated on Level 13). With a focused marketing campaign being planned, we are hoping to broaden our client base to attract a greater number of corporate clients to the wonderful facilities we have on offer. We anticipate growth will lead to more opportunities to increase hours for existing employees, open the door for new employees and consolidate the enterprise in such a way that it becomes a valuable revenue source and a platform for our tenants to expand their employment opportunities.

Congratulations to the new crew. We look forward to working together, learning some new skills, polishing up our rusty ones, and continuing to provide the excellent service we are becoming known for!



"I have gained an appreciation for the differing and changing life circumstances that confront so many people." Rod

Rod Smith

Feeling at home

Brisbane Common Ground (BCG) came into my life at an opportune time when I was soon required to move on from a sublet rental situation with no particular plan for where to go. I came into the building under the low income stream of tenancy; 01 August 2015 has seen me reach three years residency at BCG.

At the time of arriving at BCG I had had no exposure to homelessness. As a consequence I have found that my sense of compassion for the plight of others has been challenged. In so doing I have gained an appreciation for the differing and changing life circumstances that confront so many people.

When I became a resident of BCG, I was a multi-functional volunteer worker at the Relaxation Centre of Queensland at Alderley, in particular coordinating the bookshop as well as presenting a workshop on the program. This took quite a deal of my time and provided great satisfaction in making a contribution to the wellbeing of others. I am now a retiree and seek to engage my time differently.

The current year, 2015, has seen me participate in the building's weekly yoga sessions as a way of taking

care of my body and preparing for an 800 km walking pilgrimage, the Camino de Santiago, in northern Spain in September/October. I have also successfully completed the TAFE Certificate II in Business course conducted through Common Ground Queensland which now allows me to speak to my computer kindly so that it will readily do work for me. Additionally I am a part of the Venue Hire Team involved in hiring out the building's function rooms.

Outside of the building I participate in a weekly meditation group and a community choir, both of which I thoroughly enjoy and contribute to my overall sense of wellbeing.

One downside for me is the environmental noise situation with incessant traffic, sirens day and night, trains passing, early morning Fleet Lane rubbish collections and the construction sounds which will be experienced for a few years yet - oh, the joys of inner city living.

I have a curious interest in the happenings in and around BCG whilst maintaining my own sense of independence and self-resourcefulness.

This is Rod's story, in his own words.

For further information about our function rooms and for bookings visit the Common Ground Queensland website www.commongroundqld.org.au



The functions crew (l to r), Rod Smith, Erin Smith, Deb Jones, Nilima Harjal, Max Hunt and Dean Rogers.



Deloitte, Queensland Executive Team



Selina-anne

"I'm now thinking I could do a second degree in Sociology. ...I'd like to expand on what I've learnt – there's so much more to life."

Making a difference

Deloitte has been a long term supporter of Common Ground Queensland and our work to end homelessness. In 2011, John Greig, the Managing Partner of Deloitte in Queensland, attended our annual fundraising dinner. The dinner was an opportunity for our guests to gain a better understanding of the homeless issue in Brisbane and the proven solution offered by the Common Ground Supportive Housing model. Since this event, Deloitte has continued to develop and respond to opportunities that proactively support our vision and value-add to our business.

Deloitte support is far reaching and extends to every level of our organisation. We have benefitted from their regular commitment to use our function rooms for their Executive Team meetings. The choice to leave their own riverside offices on a fortnightly basis to meet in our building is a practical demonstration that they view Brisbane Common Ground as a valuable community asset. Deloitte's presence in the building plays an important role in promoting integration within the community; an implicit component of our model.

At a strategic level, Deloitte has developed, on a pro-bono basis, a financial modelling and reporting

tool valued at an estimated \$60,000. This work which was led by Business Modelling Partner, Sarah McAlister-Smiley, has assisted us to understand our costs and model new ventures as we look for opportunities to expand our supportive housing offering to those in need. A benefit of this work has been the creation of further reporting efficiencies; an invaluable resource for day to day operations.

Deloitte has also enabled staff to individually participate in Common Ground Queensland governance structures. Natasha Doherty, a Director in Deloitte Access Economics, has served on the Common Ground Queensland Board since 2013. Joanna Spanjaard, Director of Risk Services at Deloitte provides specialist advice to our Audit and Risk Committee on a voluntary basis.

Further extensions of Deloitte's goodwill is evidenced through their invitation to use their office facilities and inclusion to their professional networks, resulting in introductions to other individuals and organisations interested in supporting our model and social cause.

In an environment where the issues of ending homelessness and social disadvantage are not often

understood, we have been extremely fortunate to work with a corporate entity that has insight into the complexities of our environment and the commitment to contribute to the development of solutions.

We cannot thank Deloitte enough for their ongoing support and we hope to foster and strengthen this relationship moving forward.

"At Deloitte, **Making a Difference** is our aspiration. In everything we do, we aim to **Make a Difference** to our people, our clients and importantly our community. Homelessness in our community is an issue that all at Deloitte Brisbane embrace and is the reason why we have chosen to support the important work that your team at Common Ground Queensland undertake. We are very proud to be associated with Common Ground Queensland which holds a special place in our hearts as a number of our partners were instrumental in helping to establish the centre by assisting to acquire the site, co-ordinate funding and provide ongoing advice and guidance."

John Grieg
Managing Partner Queensland,
Deloitte Touche Tohmatsu

A second chance

With a Bachelor of Communications under her belt, Selina-anne recounts that her accomplishment is a major milestone in her life and one that has taken persistence and determination to achieve.

Selina-anne recalls that she was halfway through her second year at university getting 6s and 7s when everything in her life started to unravel. "I found myself without a stable home after the end of a long-term relationship and to make matters more difficult I was quite ill, with what I later found out to be Graves' Disease".

Selina-anne shares that it was during this time that she found Micah Project's 'Street to Home' service who helped her to move into Brisbane Common Ground when it opened in 2012. Selina-anne states that it took her about a year to believe that she could stay in one place after a period of prolonged instability and catastrophic life events. "I truly believed that there was no way to land on your feet after things getting that bad".

"Everything I tried to do at that time which I had previously done to earn an income, such as writing, publishing or modelling were thwarted by circumstances beyond my control and despite my best

efforts, it was hopeless. It was a real low point".

Selina-anne's face brightens as she continues, "Then, the angels... I call them the angels, swept in and picked me up. I just feel like I'm the luckiest person in the world to have a second chance".

Selina-anne explains the next battle was to get well physically and emotionally and that being in one place was instrumental for getting grounded again. "It took me about a year and a half to get my health back. I did yoga, played music every day and did other things to help me recover and recalibrate".

"I think I've turned into a really interesting musician. I haven't played live, but I plan to now that I've finished my degree. I've learnt so much from my experience; it's been a real challenge. I've learnt about boundaries, healthy interactions and new ways of relating. I appreciate the little things, understand my limits and know I'm responsible for my choices. I now have a better framework to work with other people in, a degree and music, which I always wanted to do".

"I'm now thinking I could do a second degree in sociology. The degree I just completed was a combination of Law, Arts and Behavioural Science – but I'd like to expand on what I've learnt – there's so much more to life".

"Talk about new beginnings, I think it's the ultimate new beginning... I just feel so incredibly fortunate and I want to do justice to this opportunity. I often think...how do you thank people that have changed your life so completely and restored your trust in humanity and make you dream again?"





Ann O'Sullivan

An artistic inspiration

Ann recounts she was not sure what to expect when she first heard of Brisbane Common Ground (BCG). After an initial tour of the building in July 2012, Ann was pleasantly surprised to discover that amongst other amenities, it had a fully operational art room. Her interest grew when she was told that there were plans to run pottery classes in the building. Ann explains that she saw an opportunity to rekindle a former passion that was first ignited when she volunteered at the Blind Foundation fifteen years earlier in their pottery program.

After moving in, Ann met with BCG Artist in Residence, John Fitz-Walter, to discuss the possibility of getting involved in ceramics projects. Ann remembers John was more than keen to explore this avenue but had his hands full at the time helping to bring the 13 story canvas 'From the Ground Up' to life. In Ann's words, John 'conned' her into getting involved in the project and 18 months on, the adventure continues. Ann laughs cheekily when she adds that at least every fortnight she would slip

the words, "pottery, pottery..." into her conversations with John.

Ann now proudly shares that she has just completed the Ceramics component of the Certificate III in Visual Arts at Queensland TAFE Brisbane Southbank Campus and is one of the key artists and tenant co-facilitators engaged in creating the Cross-link Mosaic Sculpture which will grace BCG's public thoroughfare that links Hope Street and Fleet Lane.

Ann explains that she is excited to see her dreams start to become realised, but also admits it didn't come without some challenges. When recalling her first day at TAFE, Ann admits, "I was scared. I'd just turned 55 and when I first went into that room, it was full of 15 to 16 year olds. I felt like the grandmother, but over the days and the weeks, we developed some friendships. I'm now hoping that some of the TAFE students will come to Brisbane Common Ground to help work on the Cross-link Mosaic Sculpture. It will be a good experience for them as well".

Ann adds that she has also had the opportunity to help out with some tile making sessions at Lotus Place, another locally based community organisation, run by Micah Projects. "The whole community can get involved with our mosaic", explains Ann, "...and I'm keen to do as much pottery as I can". "After our mosaic is finished, I've also offered to be a volunteer on other community mosaic projects – anything I can get involved with" Ann continues.

On a more serious note, Ann merits her renewed passion for art (and pottery in particular) to having stability and security in her life again. "How can I say it", Ann pauses, "Four and half years ago I was working at a major retail outlet in the credit area and was enjoying my job, when I had a stroke and some associated medical issues that required me to be hospitalised for an extended period of time".

Ann continues to explain that eight weeks after having the stroke she was unable to continue to pay her rent and explains her family had to

pack up her belongings while she was still in hospital. A long recovery meant Ann was unable to return to work and after leaving hospital she stayed with various family members until she was offered transitional housing. When the transitional house was sold, Ann moved into a boarding house in Fortitude Valley. Ann's pain at remembering this time is visible on her face. "That's when I went to the bottom of my lowest low", says Ann, "It was horrible. The stroke had left me with feelings of anxiety and I felt very scared in that environment".

Ann continues in a more determined tone when speaking about her move to BCG, "I feel now that I'm in a community. Having come from the complex in Fortitude Valley, it took me about six months to feel secure enough to even walk to the foyer by myself". Ann recalls that during these initial months as a tenant, the building staff gave her a lot of support and patience. "I feel confident now", Ann states. "I never have to worry about someone breaking into my house unless I've opened the door for them. If there's something happening for me, I just call Concierge and they will come and assist". Ann continues with a smile and a sparkle in her eyes, "We've got to be lucky".

"The Micah Projects' team values working collaboratively with Common Ground Queensland to maintain a safe and supportive environment for tenants. We share the challenges and opportunities as we assist people to make the transition from homelessness to permanent housing."

*Natasha Rodrigues
Team Leader, Supportive Housing
– Hope Street, Micah Projects*

"If there is something happening to me I just call the concierge and they will come and assist."





L to R: Crystal, Brendon Donohue and Kellie Williams

Our employment, training and volunteering initiative

After finding a secure and safe place to call home, many Brisbane Common Ground tenants start to feel ready to add another dimension to their lives through study, volunteering or paid employment.

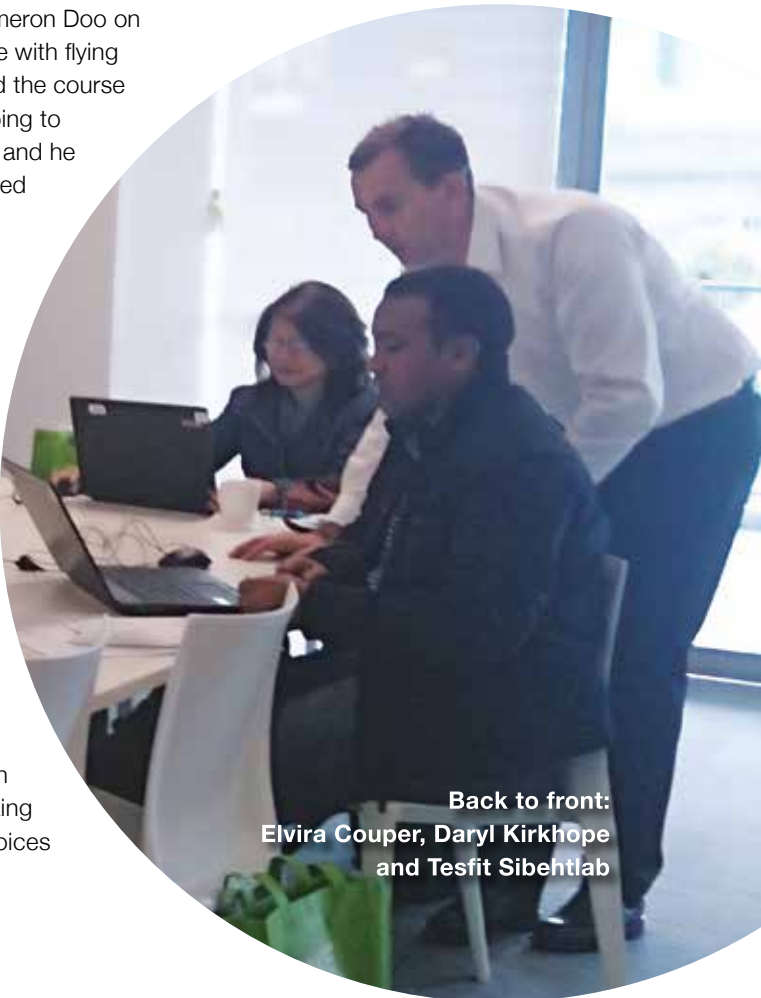
In July 2014, Common Ground Queensland rolled out their Employment, Training and Volunteering pilot project, offering tenants a specialised service to support them with their needs in this area.

The program has been running for over a year now and has been a resounding success with over 60 residents taking advantage of the initiative! We are proud to report that as a result of the program, nine tenants have gained employment, 11 tenants have completed or are enrolled in formal study, 10 tenants have taken up some form of volunteering and dozens more have accessed a range of job ready services and workshops offered by the program. Five tenants graduated with a Certificate II in Business Administration from Queensland

TAFE Brisbane (TAFE) which was held as a trial in the building. Congratulations to Tesfit Sibehtlab, Rod Smith, Cheryl Desmarais, Elvie Couper and Cameron Doo on completing the course with flying colours. Tesfit enjoyed the course so much that he is going to specialise in this area and he has now almost finished his Certificate III at TAFE's Southbank Campus.

We have been working closely with TAFE to provide ongoing opportunities for our tenants with participants able to access many of the funded or scholarship programs available as part of the recent changes in the TAFE system. Together with TAFE, we will be looking at providing more choices

for tenants to pursue their chosen career paths which include small business options.



Back to front: Elvira Couper, Daryl Kirkhope and Tesfit Sibehtlab

We are also in partnership with students from QUT who are members of a global entity called Enactus. This organisation's primary focus is to support those experiencing disadvantage. The students have developed a program called 'Many Ways Forward' and are working alongside the Employment Program to assist tenants who have indicated they would like extra support with job ready skills and general life skills. The outcomes have been productive and best of all, a lot of fun. A number of tenants have participated in interactive and engaging workshops and have also helped to host a stall at a local West End market selling cupcakes.

High on our agenda is continuing to build strong relationships with employers in the local area. We are particularly delighted to have developed a partnership with the Brisbane Convention

and Entertainment Centre and the Riverside Hotel who have been incredibly supportive of Brisbane Common Ground's achievements. Through our program, a number of tenants have been able to gain interview opportunities and in some cases, employment with these businesses.

Relationships with the wider community have been very important for the success of the program and we would like to especially thank our three volunteers, Bianca Knaggs, Shannon Rodgers and Michael Nycyk for their support of our tenants with specialised needs.

We are looking forward to more success in the coming year and thank the Department of Housing and Public Works for providing the funding for us to achieve these outstanding results.



“When I think of the people I have had the privilege of supporting in this program, I am truly touched and inspired at the huge leap of faith and personal investment they have all made in order to make their dreams become a reality.”

Deb Jones
Employment, Training and Volunteer Coordinator

Employment, training and volunteering achievements

Desired outcome

- 1 Establishment of 3 relationships with local business who will offer employment and volunteering opportunities to our tenants
- 2 Establishment of 1 relationship with a training provider to offer training opportunities to tenants
- 3 Engage 20 tenants to participate in “Job Ready” workshops and one on one training sessions
- 4 Support for tenants who are engaged in work or volunteering
- 5 5 tenants will be engaged in or completed training to assist them in gaining employment
- 6 8 tenants will be regularly volunteering in a position that is structured and offers skill development
- 7 5 Tenants will have gained employment or increased their hours of work

Achieved outcome

- 8 relationships established delivering 27 opportunities / engagements with tenants
- 2 relationships established providing 14 opportunities for tenants
- 8 different skill or support sessions conducted with 154 “supports events”
- Support / engagement with 56 tenants
- 24 tenants engaged – 6 fully completed
- 8 tenants volunteering
- 9 outcomes for tenants



“...when life drives you a curve ball you have to find a way to meet the challenge and hopefully become a better person”.



Cameron Doo (standing) with Rod Smith

Recipe for success

“My belief is to make the best of what you’ve got and try to go forward, not backwards. What you get out of it, is what you put it in to it”.

Arne shares that he has been proactively and diligently looking for work as a Second Year Apprentice Chef. “I’ve been dropping my resume in to a lot of places and have been going for work trials. You have to sell yourself to get a job, that’s what you’ve got to do”, Arne explains emphatically. “That’s the only way you can get somewhere. Staying at home on a computer all day is boring”, Arne continues.

Arne points out that even though it’s hard for people to get work sometimes, you have to be persistent, even in the face of rejection. “I believe that when you try something, at least you are doing something positive and one day it will come eventually – you don’t know when, but it will come”, says Arne. “It’s up to the individual person, everyone has choice. It’s not sweet sailing for anybody but you have to try to be happy”.

“My belief is to make the best of what you’ve got and try to go forward, not backwards. What you get out of it, is what you put it in to it”.

Arne shares that he has been working closely with Common Ground Queensland’s Employment, Training and Volunteer Coordinator, Deb Jones, to refine his resume and get job ready. With working knowledge of Brisbane Common Ground’s commercial kitchen, Arne has also volunteered his chef skills to coordinate catering for a number of events held within the building.

We are delighted, but not surprised to add that Arne’s determination and positive attitude has subsequently paid off, with Arne now employed as a Second Year Apprentice Chef in a local restaurant. Well done Arne – you are an inspiration to us all.

Learning and sharing

Having recently completed the Certificate II in Business Administration, Cameron talks about his journey of charting a new career path with clarity and openness. “I thought if I went back to college, I would firstly gain an understanding of what it felt like to study again and secondly, I would develop new skills”. Cameron explains that his previous 23 year employment as a taxi limousine operator came to an abrupt end when he developed a serious medical condition which prevented him from driving. “I thoroughly enjoyed my job, as I was meeting and greeting people from all walks of life, from the A-list celebrities to the average person”. Cameron adds that losing his capacity to drive, meant losing his livelihood, and forced him into homelessness and a position of rethinking his options. “My life turned into a heap and it was hard to readjust. You get so used to being in a comfort zone with one particular job. But when life drives you a curve ball you have to find a way to meet the challenge and hopefully become a better person”.

Cameron continues that as a mature age person, he felt he needed to upskill to be more competitive in today’s job market. “A lot of jobs

these days require a tertiary course and also a driver’s licence, so it’s been hard for me to comprehend, after working in a profession for so many years, to find myself needing tertiary qualifications for what I would consider a minor job”.

Cameron shared that he was enthusiastic about going back to college because he saw it as a way to redevelop himself and get back into the workforce. He also liked the fact that the TAFE course was offered in-house at Brisbane Common Ground.

“The course was very nourishing in a lot of ways. It re-established many things that I had not used since leaving school”. Cameron explains he is now making up his own budgets and is using the Microsoft suite of programs to help him with personal projects and job seeking. Cameron adds, “As the learning came easily to me, I was also able to tutor other students in the course. I would come down to the computer training room on the ground floor a couple of times a week and make myself available. A few students even took me up on the offer”.

Cameron reflected, “In all honesty I thought the course was fantastic. It was beneficial to me as a step forward towards a new career path”. In between jobs, Cameron makes sure that he keeps himself busy in the community. “I volunteer some Friday mornings with the food vans in Wickham Park or Ivory Street. I also volunteered at the PA Hospital for over a year. There are a lot of people in worse situations than me and I try to keep myself positive”. Cameron’s laugh is contagious but there is a determination in his eyes when he talks about finding work. “I enjoy working, I’m loyal and committed. I’m looking for something that pumps my energy, that is vibrant and that I can throw myself into again”.





Melissa Tidyman

"I'm definitely not a quitter. As much as I get knocked down to the ground, I keep bouncing back up."



Kellie Williams



L to R: Michael Murphy, Operations Manager CGQ; Sonya Keep, CEO CGQ; Linda Apelt, Chair CGQ; Hon. Leeanne Enoch MP Minister for Housing and Public Works; Karyn Walsh, CEO Micah Projects; Andy Johnson, Senior Service Coordinator, Supportive Housing, Micah Projects.

Making her best move

With an upcoming birthday, Melissa announces she is turning 45 in a couple of weeks. "Now I feel settled and stable and secure and confident." Melissa states that she has recently returned to the workforce after 14 years and discloses that before that time she led a very different lifestyle, one which took her off track for many years. "I didn't have any care factor back then. Zero care factor. I was very lost and confused and couldn't make sense of things and didn't know who I was."

Melissa continues, "I don't consider myself a gambling person, but now that I reflect back on it, I was one of the worst gamblers going 'cause every day I was gambling with my life. That's the highest stakes possible. With life you get one shot, one shot only and it's about your attitude and how you choose to approach it."

"I'm so glad that, as bad as things got, anytime that something's happened, there's a positive and a negative. When I walk away and reflect back on it, I make sure that I take something positive from it, a lesson. I'm definitely not a quitter. As much as I get knocked down to the ground, I keep bouncing back up."

Melissa adds, "Before I did everything for everyone else and put myself last. Now I come first. Anything I do now I do for me and no one else, apart from my parents who've always been there for me."

Melissa shares that prior to coming to Brisbane Common Ground, she lived a transitory life for two years – moving from place to place. Melissa firmly states, "It was time to cut out the toxic parts of my life, including people. I had to cut out the cancer. It wasn't 'til I made contact with Micah Projects and eventually got my accommodation here that things have gone gangbusters. I can't believe how many goals I'm scoring. All those years I had nothing but drama and in a matter of 14 months of me living here, I've got safe and secure accommodation, money in the bank. I never have to rely on anybody. I've got myself two jobs and the best one being the housekeeping at the Brisbane Exhibition and Convention Centre". Melissa beams when she shares that she thoroughly enjoys her job and looks forward to getting up in the mornings to go to work.

"I like to occupy my time obviously with something positive, something proactive. I try to stay away from the negative as much as possible,

people included. It's just me and my TV and hopefully I might be able to see about getting a companion dog in the future". Melissa continues, "I might be on my own, but I know I'm in a far better place than what I was in the past 'cause I don't have to look over my shoulder and I'm not in a questionable position. I don't owe anybody anything".

Melissa reflects, "Moving here was the best thing for me. Though I connect to my ancestral lands near Roma, I spent time in West End when I was growing up and coming back here feels like I've come full circle."

Melissa shares that she is also looking forward to picking up her singing again, now that she's got work. "I love belting out a tune and I'm always singing or whistling at work, singing Patsy Cline or something", she laughs. "I'd like to get my Yellow Card so I can perform songs for the elderly in Respite Centers 'cause I know the old songs. I'd like to give something back".

Community connections

We are committed to strengthening our connections to the broader community and actively pursuing opportunities to raise the profile of Common Ground Queensland, its aims and activities.

Community engagement highlights for the year include our participation in the Brisbane Open House Program, the G20 Innovation Hub Marketplace, and our successful nomination for "Leading Tenant Engagement Practice" at the Queensland reception of the Australasian Housing Institute Awards for Housing Excellence.

Brisbane Open House

This year Brisbane Common Ground made its inaugural debut into the Brisbane Open House Program. The event was well received by the public and we had over 50 visitors to the building throughout the day. A number of tenants volunteered their time to take tours and Paul Bickham from Grocon also helped out on the day. Many of the visitors conveyed that they were pleasantly surprised about the quality of facilities in the building and were very interested in the model.



Australasian Housing Institute Award – Leading Tenant Engagement Practice

It was an exciting night when Common Ground Queensland and Micah Projects were announced the Queensland winners of the "Leading Tenant Engagement Practice" category at the Australasian Housing Institute Awards in April this year for the stunning 13 storey "From the Ground Up" art project. The award was accepted by Common Ground Queensland CEO, Sonya Keep, Micah Projects Chairperson, Michael Kelly, Project Facilitator, John Fitz-Walter and tenant artists Leona Wallace and Ann O'Sullivan.

The project has been nominated for the National Awards where winners will be announced at the National Housing Conference in Perth later this year.

The project was also featured as the Cover Story in the Volume 10, Number 13 July 2015 HousingWorks publication. This beautiful piece captured the canvases in their full glory and outlined the journey of this epic undertaking. The article is well worth a read and is a wonderful recognition of such an amazing achievement.

G20 Innovation Hub Marketplace

Common Ground Queensland hosted a stall at the G20 Innovation Hub Marketplace held in the City Botanic Gardens in November last year. We were pleased to be part of this unique parallel event to the G20 and B20 leader's summit in Brisbane, which highlighted businesses that practice social innovation. A big thank you to our tenant Ambassadors, Leona Wallace, Ann O'Sullivan and Dean Rogers, who generously volunteered their time to staff our stall during the event.



Leona Wallace and Ann O'Sullivan

Artistic collaboration

This inspirational project was conceived in late 2013, when Sonia Kirby (Establish Consulting) facilitated a series of tenant forums that explored ideas to improve safety and amenity in Brisbane Common Ground's cross-link block walkway. The idea of installing a piece of public art at the Fleet entrance of the walkway became the preferred option for enhancing this space.

Out of this planning the 'Cross-link Art Project' was born. It involves the installation of a three-dimensional mosaic sculpture comprising handmade tiles and found objects to create a colourful, engaging and tactile artwork which celebrates the Brisbane River, the Kurilpa Area and the Brisbane Common Ground community.

The project is the fruition of a unique collaboration between artistic managers, John Fitz-Walter and Stephanie Outridge Field, tenant artists, Common Ground Queensland, TAFE Queensland Brisbane (Southbank Campus), Brisbane City Council, Micah Project's Lotus Place and community volunteers.

The project is funded through the Brisbane City Council Suburban Crime Prevention Grant with art workshop facilities and kilns generously resourced by TAFE Queensland Brisbane (Southbank Campus).

Productive discussions with TAFE's Director for Creative Arts and Digital Design, Carla Reading also led to the project being included in the 2014 first semester Sculpture Module of the Certificate III in Visual Arts Program. We would like to thank Natasha Rodrigues from Micah Projects for introducing us to TAFE's Craig Poole, who played an instrumental role in setting up the initial meetings between Carla Reading and Common Ground Queensland.

Tenant artists Ann O'Sullivan and Leona Wallace have been instrumental in coordinating weekly tile making and painting sessions at Brisbane Common Ground where tenants, staff and other

volunteers have been able to make a tile or two or three or four....

Katie McGuire has also taken the project out into the community, facilitating a number of tile making and painting days with clients from Micah Project's Lotus Place.

With the project well underway, we have trays and trays of beautiful handcrafted tiles to start laying over the next couple of months. Watch this space, we anticipate the finished piece will be exquisite.



School of Hard Knocks

In October 2014, Brisbane Common Ground was fortunate to welcome the School of Hard Knocks Queensland (SOHK) 'Absolutely Everybody Choir' to the building. The SOHK choir is an expansion of the original Melbourne based Choir of Hard Knocks (now known as the Choir of Hope and Inspiration) which began rehearsing in 2006 under the leadership of Dr Jonathon Welch AM.

SOKH provides a range of arts, cultural and well-being programs for people with unique personal, physical, medical & emotional needs.

Under the leadership of Melissa Gill, the Brisbane 'Absolutely Everybody Choir' rehearses weekly in the Gambaro Room and has approximately 30-40 attendees, including a number of Brisbane Common Ground tenants.

Highlights of the year include the Choir's performance at Valentine's Busk, a Brisbane Festival busking event in February 2015. Their participation in the 'Largest Busk' event meant the choir members are now Guinness World Record holders.

The Choir also performed at the May 2015 Homeless Connect event presented by Brisbane City Council and Volunteer Queensland, and were extremely well received. They have been invited to perform at the same event in November. As well as a performance opportunity, this event provided a great opportunity to connect with agencies and services within the sector.

A more recent addition to the School's Program is the Rhythm of Life, Music Theatre program led by Jacquie Curry. Weekly sessions are held at Brisbane Common Ground



following choir rehearsals. This keen and happy group is primarily made up of Choir members and a few participants new to SOHK.

With so much going on, we look forward to sharing the journey of the Queensland SOHK as it moves into its second year of creative production.

NRSCH registration

In January, 2015 Common Ground Queensland became officially registered under the newly introduced National Regulatory System for Community Housing (NRSCH) as a Tier 3 provider.

The establishment of the NRSCH provides a consistent national framework for the regulation of community housing providers across Australia and is a condition of funding for social housing services under Queensland's Housing Act 2003.

During this process, Common Ground Queensland was required to satisfy performance outcomes across the seven (7) compliance categories of tenant and housing services, housing assets, community engagement,

governance, probity, management, and financial viability.

Over 12 months, our staff prepared evidence, organised and developed documentation, and presented large amounts of information in a way that was easily reviewed and assessed by the Registrar's Office within the Department of Housing and Public Works. The analyst allocated to review our application was highly complementary regarding the quality of our submission and responsiveness. Well done team on a great collaborative effort!

During the year we have also been able to share the resources we developed for organising the response to criteria with other community housing organisations, and had the pleasure of supporting and contributing to workshops

delivered by Queensland Shelter to assist other providers.

Common Ground Queensland has used the opportunity for registration to reflect on our achievements and collateral, and to develop a continuous improvement system which will assist our organisation in continuing to provide viable and quality supportive housing outcomes into the future.



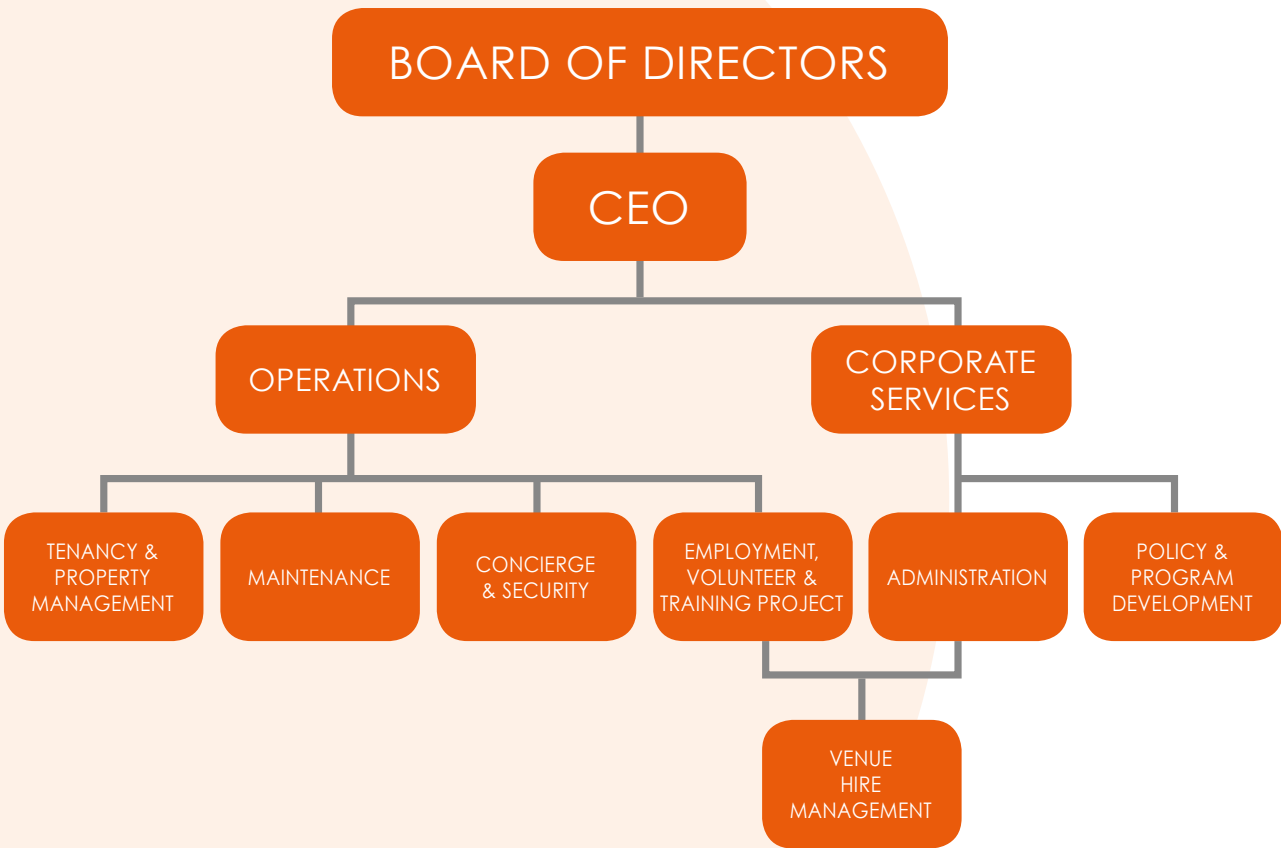


Our team

The staff of Common Ground Queensland

From left: Bradley Shepherd, Janice Walters, Sonya Keep, Raechelle Coaker, Mohsin Amhed, Erin Smith, Rikki Pieters, Derek Taylor, Michael Murphy.

CGQ Team Members not pictured above: Kathleen Burgen, Emma Dorge, Deb Jones, Justin McDonald, Saleem Shahzad, Jai Holtham, Andrew Fausa, Joseph Paasi, Teresa Maunsell, Aaron Stimson, Dean Rogers, Tammy Cotter, Lisa McComb, Nilima Harjal, Max Hunt, Rod Smith, James Hall.



Thank you

Common Ground Queensland would like to recognise the following individuals and organisations who have invested in our initiatives and outcomes throughout the year.

Investment through Volunteering

Anita Salter
Ann O’Sullivan
Arne Holst
Bianca Knaggs
Cheryl Desmarais
Chris Healy
Darryl Taylor
Dean Rogers
John Fitz-Walter
Katie McGuire
Kellie Williams
Lam Lam
Laura Colling
Lisa Carsley Dowall
Lisa McComb
Luke Hodges
Michael Nycyk
Michael Tansky
Newton Reweti
Nilima Harjal
Paul Hebinger – UBR Technology Services
Shannon Rodgers
Stephanie Outridge Field
Tina Smith

Investment through in-kind and financial support

Queensland Government
Ann Mahoney
FKG Group - Heather Hansen
Brisbane City Council
Deloitte
Establish Consulting – Sonia Kirby
Gambling Community Benefit Fund
Givit - Jenny Pemble
Grocon
Hayes Anderson Lynch Architects – Kevin Hayes
HWL Ebsworth
Mitre 10 Lewis Bros South Brisbane
Phil & Rose Heraghty
Queensland Community Foundation

Stowe Electrical
SUEZ Community Grants
Tony Beresford-Smith – Practical Business Support
Verde Design Group – Chris Mahoney

Partners and Affiliates

Micah Projects
Australasian Housing Institute
Business South Bank
Clemente
Community Housing Providers Queensland
Griffith University
Q Shelter
QCOSS
Queensland Police Services
Rise Industries
School of Hard Knocks
Seed Parks and Property Maintenance
Songlines Community Choir
TAFE Queensland Brisbane (South Bank Campus)
URBIS

Employment, Training and Volunteering Project Supporters

Beyond Success - Libby Butler
Brisbane City Council
Brisbane Convention and Entertainment Centre
Business South Bank
Dress for Success
Enactus - Many Ways Forward
Epic Employment
Innergetics Coaching
Joining Hands
Lettuce Eat
Max Employment
NES Health - Cyril Bourke
Queensland Maritime Museum
Queensland Social Enterprise Council
Resonate
Return Serve
Riverside Hotel
Sarina Russo
Shane Graham
Suited to Success
TAFE Queensland Brisbane (South Bank Campus) - Daryl Kirkhope
Worthwild - Martin Worth



LINDA APELT CHAIR

Linda Apelt has over thirty years of experience in government environments including fourteen years as a Director-General of complex human services organisations. Linda has led large scale organisational changes and developed and implemented complex public policy reforms. Linda has managed internal and external service delivery systems and multi-billion dollar budgets for service provision and capital works projects. Linda has served as a non-Executive Director on a range of Boards and has also chaired a range of national and State based Committees and Boards of Management as an Executive Director. Linda has been an Adjunct Professor at The University of Queensland's Faculty of Social and Behavioural Sciences since 2003. Her research focuses around political science and in particular, housing and disability policy reform in Australia. She is currently CEO of Montrose, Therapy and Respite Services.

Our Board

SUSAN BURKE DIRECTOR

Susan has degrees in Law and Arts from the University of Queensland. Admitted to practise as a Barrister in 1983, she has practised at the private Bar since 1986, specialising in building and construction law. Susan has extensive experience in the resolution of commercial disputes through litigation, arbitration and alternative dispute resolution techniques. Susan also served as a part-time member of the Queensland Building Tribunal and the Commercial and Consumer Tribunal between 1993 and 2004 and has been a sessional member with the Queensland Civil and Administrative Tribunal since 2011. Retired October 2014.



KARYN WALSH DIRECTOR

Karyn is the CEO of Micah Projects and has thirty-five years experience in the community sector developing organisations and implementing programs to create opportunities for personal and social change. Karyn's development of strong relationships with international professionals and organisations has informed the Micah Projects response to effective working on housing focused outcomes such as access to safe affordable housing and sustaining tenancies. Adapting learnings from England, USA and Canada through leading the 500 lives 500 Homes Campaign and advocating for permanent supportive housing for individuals and families with significant needs. Retired September 2015.



PENNY TARRANT DIRECTOR

Penny is the Network Development Manager, Queensland South, for LJ Hooker. Penny has extensive experience in private sector tenancy and property management and worked for 3 years in the Property Division of the Public Trustee of Queensland. Penny served as Common Ground Queensland's inaugural Chair from 2008 to 2013. Penny researched the Common Ground model extensively in the United States and Australia and was closely involved in the development of the property and tenancy management policy and procedures to guide Common Ground Queensland's specialist supportive housing service.



NEILL BAXTER DIRECTOR

Neill holds tertiary qualifications in Project Management and Building Studies, is a qualified Quantity Surveyor, and a member of the Institute of Builders, Master Builders Association, Australian Institute of Management and an accredited mediator. Neill's career includes management of large scale construction throughout Australia, Asia, the Middle East and the United Kingdom. Retired May 2015.



DAMIAN WINTERBURN DIRECTOR

Damian is a Partner at Deloitte as well as the Managing Director of Deloitte CapLand Real Estate Advisory, a national property consulting practice that provides services to the banking, accounting, government and real estate sectors for several multi-national and ASX listed companies. Damian has significant experience in the entire property and development lifecycle both locally and overseas. He has been an active member of a number of significant Australian and overseas property, housing and investment boards and organizations. Retired October 2014.



NICK HARWOOD DIRECTOR

Nick is a partner in the Financial Advisory Services team at Deloitte and has over 22 years experience in Advisory and Restructuring services. His career has spanned the UK, Hong Kong and Australia. Areas of expertise include pre-lending and due diligence reviews for financiers and borrowers; advisory services & financial modelling; restructuring and turnaround of distressed businesses; advisory and due diligence services for Government Depts and various industries. Retired March 2015.



NATASHA DOHERTY DIRECTOR

Natasha is an Associate Director within the Health Economics and Social Policy team in Corporate Finance. She has over 10 years experience in Government industry development including health and the social policy sector. Natasha leads the Program Evaluation and performance monitoring practice in Deloitte Queensland. She is experienced in the development of funding models for the Health and Social Policy sector and has worked with a variety of organisations on evaluations including reviews of commonwealth and state based reform, including process, impact and outcome evaluation using cost benefit analysis, social impact assessments and return on investment. Retired September 2015.



MARK LIGHTFOOT DIRECTOR

Mark is a Partner in the Banking and Financial Services Group of HWL Ebsworth. His clients include major Australian Banks and financial institutions. Mark's experience includes documenting and advising on the structuring of a range of debt finance transactions; property development and investment finance, construction and project financing, and equipment finance. He also has experience in securities enforcement and work-outs, and advising financial institutions regarding pre-enforcement strategies. Mark regularly undertakes significant pre-lending reviews and security due diligence on behalf of his financier clients. In addition, Mark also regularly acts for several corporate clients with respect to their project finance requirements.

The five principles of supportive housing are:

Design – A thoughtfully designed and well maintained positive home environment that includes community spaces and opportunities for the wider community to participate. An asset for the whole community.

Permanency & Affordability – Housing is permanent, affordable and self-contained with rent less than 30% of income.

Tenancy Mix – There is a mix of tenants with a proportion having experienced homelessness and some who have not. The mix ensures a vibrant and diverse building community.

Safety – A concierge service is provided 24 hours a day, 7 days a week to ensure a welcoming but controlled access to the building.

Support Services – Onsite support services offer a holistic, tenancy focussed service to tenants who require support to remain housed and achieve their goals and aspirations. The Property and Tenancy Manager works in partnership with support provider, and tenants to sustain tenancies.

Social Inclusion – Each element of supportive housing aims to create the greatest degree of empowerment and independence for individuals as well as a thriving community for tenants and neighbours.



JOANNA SPANJAARD SPECIALIST RISK ADVISOR

Joanna is a Director with Deloitte Touche Tohmatsu and leads the delivery of their risk advisory services in Queensland. She has over 20 years' experience in risk management; developing, implementing and providing assurance over all aspects of risk management including risk frameworks, risk appetite, risk maturity diagnostics, risk governance, culture and operating models. Joanna has deep experience many industry sectors including health, public safety, energy, mining and water and regularly facilitates emerging, strategic and operational risk workshops with Boards and senior executives.



COMMON GROUND QUEENSLAND

OUR VISION:

Ending homelessness in the communities in which we operate.

OUR MISSION:

To create supportive housing solutions through effective public, private and community partnerships.

OUR OBJECTIVES:

To provide specialised tenancy management services for supportive housing and affordable housing tenants.

To increase the supply of supportive housing to meet the growing needs of individuals and families who are at risk of, or experiencing homelessness, or who suffer from a disability, including mental health and addiction.

We are committed to our Mission:

Social Justice – The right to affordable and permanent housing for the most vulnerable and chronically homeless people in our community.

Supportive Housing Philosophy – The integration of housing, support services and the community to assist people who have experienced homelessness.

Community – Creating sustainable communities to house people who have experienced chronic homelessness.

Environment – Design and develop housing solutions that are safe, secure and environmentally sustainable.

Accountability – Sound governance, economic, environmental and financial sustainability.



**common
ground**

QUEENSLAND

ending homelessness

ANNUAL REPORT 2014 – 2015

A PLACE TO CALL HOME

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