Affordable Housing Solutions Capability Statement

Our Role

Affordable Housing Solutions is a small private company established by Hal Bisset, Neil Youren and David Moeller. Collectively they have vast experience in the housing industry with complementary skills in property development, property finance and social housing management. Above all, they share a passionate commitment to innovation in the provision of affordable housing.

Hal, David and Neil commenced their relationship in 2003 when working for Ecumenical Housing, Lend Lease Development and the National Australia Bank respectively. At that time they worked collaboratively on the development of an innovative affordable housing model for Victoria Harbour in Melbourne's Docklands.

In 2005 the three individuals formed a company to pursue their common commitment to the development of affordable housing as business colleagues. Through *Affordable Housing Solutions* they apply their complementary skills to address a major gap – the lack of property development and finance experience in the not-for-profit sector.

Affordable Housing Solutions begins with the premise that the success of any affordable housing initiative depends on the level of collaboration between public, private and community sectors and the capacity of the partners to translate their shared social objectives into commercially viable and legally binding agreements.

By bringing together the skills and experience from private and community sectors *Affordable Housing Solutions* believes it can make a valuable contribution to the capacity of State Housing Authorities and Registered Housing Associations to undertake large scale projects, achieve best value for money and manage all risks in the most efficient way possible.

Affordable Housing Solutions generally acts as the agent of a Registered Housing Association. Once appointed they assist the association to procure land from developers, achieve planning approval, oversee the design and construction of dwellings, secure finance for the development and implement long term property management strategies. Each stage has been carefully analysed to find the most cost effective means possible to deliver the final product while recognising all social impacts and developing strategies to mitigate negative impacts and capitalise on positive opportunities.

Affordable Housing Solutions is also at the forefront of "model" development in affordable housing and has driven the establishment of the National Housing Company – a not-for-profit charitable vehicle for channelling large

tranches of private finance into affordable housing to be managed by Housing Associations.

Our People

Government & Community

Hal Bisset (Director)

Hal has been a leading figure in the social housing sector for over 25 years. He was founder and CEO of Ecumenical Housing from its inception in 1986. Ecumenical Housing developed a national reputation for high standard research and policy advice on the expansion of the social housing sector in Australia. Under Hal's leadership Ecumenical Housing also developed an affordable housing development and management capacity which resulted in the production of 118 units of affordable housing between 1999 until its merger with Melbourne Affordable Housing in 2003.

Hal has provided advice to Commonwealth, State and Local governments on housing policy and practice through a variety of formal and informal forums including Chairperson of the Victorian Ministerial Advisory Committee on the Supported Accommodation Assistance Program for five years, member of a number of other Ministerial Advisory Committees and terms as Director of both the Australian Housing & Urban Research Institute (1994-97) and the Australian Institute for Health & Welfare (1995-98).

Hal has also been an active participant in the development of the community housing sector in Australia including stints as Chairperson of both the Community Housing Federation of Australia (1995-96) and the National Community Housing Forum (1998-2003).

Recently Hal has been a partner in Ward Bisset Consulting (2003-) through which he has provided policy and project development advice to State Housing Departments, local government authorities, private developers, finance institutions and not-for-profit Housing Associations on the development and implementation of affordable housing models and projects.

Hal holds a Bachelor of Science (Hons), Diploma of Education and the post-graduate Bachelor of Divinity. He is a member of the Australasian Housing Institute and has been recognised for his contribution to the development of social housing in Australia through the award of a Centenary Medal in 2001 and investiture as a Member of the Order of Australia in 2005.

Lucy Burgmann (Manager of Government & Community Relations)

Lucy brings to *Affordable Housing Solutions* wide-ranging experience in working with community sector organisations, state and federal governments, and private businesses. Her work spans areas as diverse as housing, treasury, education, health and infrastructure planning.

In particular, she has significant experience in the housing sector, including five years working in policy, industry development, training and consultancy

at the NSW Federation of Housing Associations. During this time she undertook original research into corporate governance to assist housing association boards to manage risks and take on growth. She also conducted research for the National Community Housing Forum, and worked within Housing NSW to review regulatory arrangements and funding models for housing associations, with a view to achieving greater viability for the sector.

Most recently, she worked with the NSW Department of Education and Training delivering the schools component of the Commonwealth Nation Building Program.

Lucy has a doctorate in political philosophy and is a graduate member of the Australian Institute of Company Directors. She has served on the board of Shelter NSW, including terms as Chairperson and Treasurer.

Tim Liston (Manager Social Planning)

Tim is a town planning graduate who has worked in social housing since graduating from RMIT in 1997.

Tim worked with Ecumenical Housing as a research/project officer assisting on a variety of social housing projects.

In 2002 Tim was Housing Team Leader at Macedon Ranges Shire Council managing a small team of staff responsible for 83 units of community housing owned by the Shire.

During this time Tim further developed skills in housing projects, housing policy as well as tenancy and property management.

Tim joined *Affordable Housing Solutions* in 2008 and has undertaken a number of project management roles and has most recently moved into the area of social planning including social impact assessment and community consultation.

Jan Berriman (Management Consultant)

Jan has twenty years experience in executive positions within not-for-profit companies in the rural and inner urban context within Australia.

Jan is an accomplished and innovative manager in organisational development and growth with demonstrated experience in securing partnerships across community, corporate and government sectors. Jan has been very successful in delivering housing outcomes for the most disadvantaged through community development and partnership principles.

Jan recently finalised her role as the Chief Operating Officer merging Melbourne Affordable Housing (MAH) within the Housing Choices Australia (HCA) group structure.

As the inaugural CEO, Jan established and developed the MAH organisation from a $1 million grant to a sustainable organisation with recurrent rental revenue of $2.5 million pa, a $71 million balance sheet, and which owns and manages 298 housing units in metropolitan Melbourne.

Jan has experience in negotiating and implementing financing facilities with institutional banks to undertake housing development at scale. This funding was utilised to undertake Nation Building projects to the value of $300m.

At HCA Jan's achievements included:

- Development and implementation of strategies relating to Organisational Development; Inclusive Communities; Communications and Marketing; and Tenant Participation
- Restructure and accreditation of the housing team and associated programs
- Consolidation of legal entities within the group
- Governance review
- Review, alignment and development of process mapping and policies and procedures within the group
- Headed the "Business Transformation Team" to achieve merger implementation

Jan holds a Graduate Diploma in Housing Management and Policy.

Development & Property

David Moeller (Director)

David is a property developer who has been involved in the private development industry for twenty years.

David had over 15 years experience with Delfin, one of Australia's leading developers of master planned communities. At Delfin he was the Group Operations Manager responsible for the leadership and trading performance of 20 residential projects across Australia.

From 2002 to 2005 he was the Development Director of Victoria Harbour for Lend Lease. At Victoria Harbour he was responsible for all aspects of the $1.8 billion project linking the Melbourne CBD to its waterfront. Victoria Harbour is a 30ha brownfield peninsula development and comprises 2200 apartments, 220,000 sqm of office space and 50,000 sqm of retail and community facilities. David was responsible for introducing the voluntary affordable housing initiative as part of the development.

David holds a Bachelor of Engineering and a Master of Business Administration.

David Viarella (Senior Development Manager)

David has 20 years extensive property advice, acquisition, land economics and valuation experience covering all types of property.

He has been the Chairman of the Australian Valuers Institute for the last 7 years and member of the Institute Board for 15 years.

David has been with *Affordable Housing Solutions* since 2008 and previously ran his own Valuation Consultancy specializing in "Expert Opinion" for proceedings or matters from the Supreme Court, District Court, Land and Environment Court and the Family Law Court.

In addition to his development management role David is also *Affordable Housing Solutions'* NSW Manager.

David holds a Bachelor of Business Degree in Land Economics and is registered by the New South Wales Office of Fair Trading to practice the Valuation of all Real Estate without limitation or restriction.

Tim Purcell (Development Manager)

Tim is a builder and project manager who has been involved in the construction industry for over 15 years.

Tim has predominantly been working in the project management field and has managed residential, commercial and industrial construction projects ranging from $5 million to $85 million from concept to completion. He has worked for several large contractors including Bovis Lend Lease, Mirvac and Fletcher Construction on a variety of projects and roles.

From 2003 to 2009 Tim was a Senior Project Manager with Gallagher Jeffs Consulting and worked predominantly as the client's representative, superintendent and project manager.

Tim holds a Bachelor of Engineering (Hons) and a Graduate Certificate in Property and joined *Affordable Housing Solutions* in 2010.

Banking & Finance

Neil Youren (Director)

Neil is a financier with significant experience in all aspects of property financing.

Neil has over 20 years experience in the finance industry in Australia and has held senior management roles with Lend Lease, Macquarie Bank and the National Australia Bank.

Prior to leaving the National Australia Bank in 2005 he was the Global Head of Property Risk Management and responsible for the Bank's $28 billion commercial property lending portfolio.

Neil's experience with managing the NAB's overseas loan portfolio included active involvement in the provision of debt finance to registered Housing Associations in the UK. He used this experience to develop sensible debt funding models for the Australian social housing sector.

Neil recently established the Monash Capital Group. This new financing venture will provide new forms of finance for social housing as well as specialist housing loan products for first homebuyers amongst its products.

Neil was a member of the Victorian Government's Ministerial Housing Council from 2003 to 2006.

Gabby Fitzgerald (Finance & Development Manager)

Gabby is a development manager who has been involved in the private development industry in Australia and oversees for over 16 years.

She has held senior roles with Jones Lang LaSalle, Hamton, Primelife and most recently ALE Property Group, Australia's largest listed leisure property trust.

Prior to leaving London in 2003 Gabby was a senior member of the £430 million ($AUS700 million +) Arsenal Football Club stadium and regeneration development team involving a mix of over 2300 private residential and social housing dwellings, retail, transport, commercial and a new 60,000 seat stadium.

Gabby is a member of WICMICS (The Western & Central Melbourne Integrated Cancer Service) and the founder of the Fitzgerald Foundation, a national charity supporting young brain cancer sufferers and their families.

Gabby holds a Graduate Diploma in Project Management and joined the *Affordable Housing Solutions* team in 2010.

Carrie Hamilton (NSW Finance Manager)

Carrie is a finance professional and qualified city planner with 15 years experience working in property development, affordable housing and finance in the United States and Australia.

Upon migrating to Australia in 2003, Carrie took a role in Macquarie Bank's Real Estate division working on the largest public/private joint venture public housing renewal in Australia, the Westwood project in Adelaide. In partnership with the South Australian Housing Trust, Macquarie's in-house development company Urban Pacific Limited is revitalising five suburbs of distressed housing through neighbourhood reconfiguration, new construction and rehabilitation of obsolete stock.

Carrie's recent work on residential development projects for Macquarie Real Estate Equity Funds encompassed debt raising efforts in the context of the post-GFC market, monitoring and reporting on project milestones, and strategic advice to development partners.

Carrie has worked on numerous affordable housing and redevelopment projects in the US, including:

- Multi-phase residential projects for City Housing Authorities in Texas and California

- Feasibility studies for redevelopments leveraging public funds and land with private debt and equity and government subsidies
- The $75 million redevelopment of a severely distressed 600-unit public housing property in Dallas across six phases of affordable rental, senior, and home-ownership development.

Carrie is a respected participant at industry conferences including the 2010 ACOSS national summit, the 2008 National Housing Conference in Sydney on a Private Rental Incentive Schemes panel, and Labor's Affordable Housing Summit at Parliament House just prior to the 2007 election, which led to her involvement in the formulation of the National Rental Affordability Scheme.

She holds a Master of City Planning from the University of California, Berkeley and a Bachelor of Arts from Yale University.

Carrie's aim is to contribute to the establishment of a self-perpetuating affordable housing development industry in Australia.

Business & Administration

Wayne Henderson (Business Manager)

Wayne is an Accountant with extensive experience in finance and administration across a range of industries including banking, property and the not-for-profit sector.

Wayne has run his own consultancy firm for the past 10 years. Prior to starting his own business he worked in the banking and finance industry for 20 years at senior levels in the corporate lending area. As a consultant he has been involved in large scale property development, project management, organisational administrative functions and affordable housing projects.

Wayne joined *Affordable Housing Solutions* in 2009 and in addition to managing the company's business affairs gets involved in financial modelling and negotiations with financiers.

Wayne holds a Bachelor of Economics with a major in Accounting. He is a Certified Practicing Accountant (CPA) and a member of CPA Australia.

Carol Ayre (Administration)

Carol is the Administration Assistant with responsibility for the operation of all *Affordable Housing Solutions* offices.

Carol worked in the banking industry for over 15 years rising to a senior supervisory role with Westpac before taking time off to raise a family and support her husband's career, which included living in the Pacific Islands for over 8 years.

While off-shore Carol was involved in charity works particularly in support of disabled children.

Carol joined *Affordable Housing Solutions* in April 2010.

Our Offices

Melbourne

Level 1, 103 Lonsdale St, Melbourne VIC 3000

Staffing: Hal Bisset, David Moeller, Neil Youren, Wayne Henderson, Gabby Fitzgerald, Tim Liston, Tim Purcell, Jan Berriman, Carol Ayre

Sydney

Suite 151, 10 Park Rd, Hurstville NSW 2220

Staffing: David Viarella, Carrie Hamilton, Lucy Burgmann

Our Projects

Asset Ownership of Community Housing

Affordable Housing Solutions led the St George Community Housing (SGCH) team in the preparation of its bid for the title transfer of 100 properties owned by the NSW Land & Housing Corporation which SGCH currently managed. The basis of the bid for the transfer was the implementation of an urban renewal program within a small public housing estate in the south west of Sydney. The bid included a master plan, use of the new Affordable Housing SEPP in NSW, a community consultation and communications strategy and a social impact assessment. *Affordable Housing Solutions* is currently assisting SGCH negotiate the Community Housing Agreement which will enable the title transfer to take place and will then lead the renewal program building capability in SGCH as it unfolds.

Nation Building Stock Transfer NSW

Affordable Housing Solutions also led the St George Community Housing team in its bid for the transfer of properties developed by Housing NSW under the Nation Building initiative. In NSW approximately 4500 properties were bundled into 17 packages and community housing providers asked to bid for the ownership of the various packages. *Affordable Housing Solutions* assisted SGCH develop a strategic growth and consolidation plan which underpinned its bid for 6 of the packages. Recently SGCH has been advised of provisional approval for 3 of the packages totaling 1100 properties – the maximum that could be approved to any one provider and more than any other provider in the tender. *Affordable Housing Solutions* is currently assisting SGCH negotiate a Community Housing Agreement with HNSW and will subsequently support the transfer process, the raising of debt finance against the assets transferred and the procurement of leverage properties. This will involve up to $200

million of debt (if supported by NRAS funding) and the acquisition of approximately 700 additional dwellings over 4 years.

Nation Building Stock Transfer WA

AHS also led the successful bid compiled by Foundation Housing in Perth for the transfer of the Northern Metro Package of 257 properties under the Nation Building Initiative. AHS will also support Foundation Housing to raise debt and procure leverage properties.

Ashwood-Chadstone Gateway Project

Affordable Housing Solutions was engaged by Port Phillip Housing Association (PPHA) to develop their bid for the redevelopment of the Ashwood-Chadstone Gateway project which involved the development of 6 sites in Ashwood, Melbourne owned by the Victorian Director of Housing. The bid required the development of a master plan and concept plans for each of the sites, constructing a development plan and budget, proposing a community renewal plan, identifying sources of private finance, and developing a leverage plan for off-estate housing. The bid which was successful proposed the development of over 170 new social housing units, 70 private dwellings and over 200 leveraged affordable housing dwellings off site. AHS continues to assist PPHA with implementation particularly in relation to project finance and community engagement.

Parkville Affordable Housing Project

Affordable Housing Solutions successfully assisted Port Phillip Housing Association to bid for the right to assume ownership of the 82 units of social housing produced as part of the Commonwealth Games Village in 2007. An objective of the bid was to maximise the leverage from the transfer of the assets to a registered housing association and *Affordable Housing Solutions* negotiated a partnership with both Loddon-Mallee Housing Services and the Disability Housing Trust to deliver over 60 additional affordable housing units in regional Victoria.

Carlton Public Housing Redevelopment

Affordable Housing Solutions provided assistance to the Becton Property Group and Urban Communities Ltd in their joint bid to undertake the redevelopment of the Carlton public housing estate. *Affordable Housing Solutions* was responsible for developing the leverage strategy based on the ownership of a proportion of the new social housing constructed as part of the development.

South Australian Rent-to-Buy Scheme

During 2007 *Affordable Housing Solutions* worked with the South Australian Housing Trust to develop a 'rent-to-buy" scheme. This model has been subject to considerable research and development, however implementation is currently on hold as a result of the global financial crisis.

National Rental Affordability Scheme

Affordable Housing Solutions has prepared and lodged a total of 10 NRAS submissions across all 4 Rounds on behalf of not-for-profit housing associations based in Melbourne, Sydney and the Sunshine Coast: four submissions in Round 1, three submissions in Round 2, two submissions in Round 3, and one submission in Round 4. Collectively these submissions have sought a total of 3,293 NRIs. So far a total of 730 have been approved and 849 rejected, with 1,714 currently under assessment.

NSW Affordable Housing Growth Strategy

During 2007 *Affordable Housing Solutions* worked with a consortium of 5 NSW housing associations to develop a business plan for the creation of BlueCHP, a new umbrella affordable housing development vehicle and subsequently bid for recognition as one of only three community housing growth providers in that state. Part of the proposal involves AHS as providing the development and finance expertise for the new company during the transitional period. BlueCHP has now been recognised as a Growth Housing Provider in NSW and *Affordable Housing Solutions* has provided a development management team to assist with its early growth.

St Marys Affordable Housing Strategy

Affordable Housing Solutions developed BlueCHP's proposed strategy for maximising the affordable housing outcomes for the St Mary's ADI site in western Sydney where the developer is required to return 3% of all service lots to the NSW Government for use as affordable housing. Submissions are still being assessed and an announcement imminent.

BlueCHP Affordable Housing Innovations Project

Affordable Housing Solutions developed a submission for BlueCHP under the AHIF program which was successful in being approved for $6.4 million. *Affordable Housing Solutions* subsequently secured 52 NRI's under NRAS for BlueCHP and is currently assisting the organisation to procure the 52 dwellings.

BlueCHP Social Housing Growth Fund Projects

Affordable Housing Solutions has assisted BlueCHP to develop two submissions under the SHGF seeking $35 million in capital funding toward the acquisition of 242 dwellings across south western Sydney and the south coast. Both submissions were successful with BlueCHP being approved for $28 million in government funding and $25 million in bank finance.

BlueCHP ACT Nation Building Project

Affordable Housing Solutions assisted BlueCHP to prepare a submission to the ACT government to provide 50 dwellings for social housing in Canberra under the Nation Building Initiative. The proposal provided additional leverage by linking leverage outcomes to NRAS funding with the result of doubling the affordable housing outcomes. The submission has been approved for 45

dwellings and *Affordable Housing Solutions* is currently negotiating the details with the ACT government.

Victoria Harbour Affordable Housing Project

The three partners in *Affordable Housing Solutions* first came together working for their previous employers where they put together the affordable housing project at Victoria Harbour in Docklands. This project involves an agreement between Lend Lease and Melbourne Affordable Housing to construct 55 affordable rental housing units as part of a mixed commercial, private residential and affordable residential building. The proposal also involved the negotiation of funding from the Victorian Office of Housing and securing a leveraged loan from the NAB. The project was opened in 2010.

Growth Corridors Affordable Housing Program

Affordable Housing Solutions negotiated with two large scale land developers to design and construct suitable lots for small multi unit development in Melbourne's growth areas. They also worked with two volume builders to design and competitively price a suitable four-plex for the sites.

Affordable Housing Solutions secured a commitment from the Victorian Office of Housing on behalf of Melbourne Affordable Housing to implement a pilot project of 20 dwellings.

Business Planning & Growth Strategies

Affordable Housing Solutions has assisted a number of Community Housing Associations in Victoria to develop a business plan for growth as an essential requirement for their application for Registration as a Housing Association. Clients include Urban Communities, St Vincent de Paul Society, HomeGround and YMCA (Vic).