

Partnering Capability Statement

Established local operating capability for community housing providers expanding into Far North Queensland

Successful delivery of community housing in regional areas requires more than capital and completed dwellings. It requires local staff, trusted service relationships, responsive contractors and an operating model that understands the communities in which the housing sits.

Mareeba Community Housing Company (MCHC) provides established tenancy, property and housing-support capability across Mareeba, the Tablelands and Douglas Shire. **We partner with larger community housing providers to mobilise and operate regional community housing without requiring them to duplicate local infrastructure from day one.**

Partnership arrangements can include tenancy management, inspections, responsive maintenance coordination, tenant onboarding, local service navigation, tenancy sustainment and regional mobilisation support. Responsibilities, delegations and reporting are agreed for each portfolio.

25+ years delivering housing and support services in Far North Queensland	166 properties managed across five housing streams, social and affordable	3 staffed offices Mareeba, Atherton and Mossman, operating today
25 staff tenancy, property, support services and administration	5 programs funded homelessness and tenancy-support programs	1 hour operating radius covering all three offices, with shared systems across sites

Who We Are

MCHC is a not-for-profit community housing company registered as a Tier 3 provider under the National Regulatory System for Community Housing, operating a licensed real estate function for affordable housing management. We manage council-funded social housing, long-term managed housing for the Department of Housing, Community Rent Scheme head-leasing, MCHC-owned housing and affordable housing, alongside five Specialist Homelessness Services programs including Sustaining Tenancies, Homestay and Street to Home.

When to Engage MCHC

MCHC adds the most value where a provider:

- is developing or acquiring housing in the Tablelands or Douglas Shire without an established local operating team;
- needs local mobilisation support before practical completion of new housing projects;
- requires access to local contractors, support agencies and referral pathways;
- wants to test regional expansion before establishing a standalone operation;
- needs local tenancy sustainment for higher-support households; or
- has a pipeline of smaller regional projects that does not justify duplicating fixed infrastructure.

Operating footprint

Immediate operating footprint: Mareeba and surrounds, Atherton and the Tablelands, and Mossman and Douglas Shire, each served by a staffed office.

Adjacent opportunities: assessed case by case where MCHC can establish appropriate staffing, contractor coverage and service connections.

Services and Operating Model

MCHC offers a modular service model. Scope ranges from local tenancy services only to full tenancy and property management with mobilisation support, agreed with each partner and documented in the management agreement and service schedule.

Tenancy operations

- Tenant onboarding and tenancy agreements, with allocations delivered in accordance with partner and government requirements and informed by property suitability and tenancy-support needs.
- Rent administration including Centrepay, arrears prevention and management.
- Routine tenancy contact, inspections, and complaints and tenancy issue resolution.
- Tenancy sustainment, referrals, and vacancy and exit coordination.

Property services

- Responsive maintenance coordination and contractor engagement within delegated limits.
- Planned and cyclical maintenance program delivery, vacant-property turnaround and minor upgrade works within agreed delegations.
- Condition reporting, completion verification and defects identification.
- Input into annual maintenance planning, with lifecycle and major capital matters escalated to the asset owner.

Mobilisation and market-entry support

- Local operating advice during design and planning, including allocations planning and operational design input.
- Contractor and referral-pathway establishment ahead of practical completion.
- Staffing, office logistics, tenant communications and onboarding as stock is delivered.

Referral and funded support programs

MCHC delivers five funded Specialist Homelessness Services programs, In 2025 three programs were extended into Douglas Shire. These operate under government funding agreements with their own eligibility criteria, geographic boundaries and capacity limits, and are distinct from the management services funded through a partnership: **access is subject to program eligibility, capacity and funding conditions and is not automatic for partner tenancies.**

Roles and responsibilities

The partner ordinarily holds	MCHC ordinarily delivers	Agreed for each partnership
Asset ownership and capital	Local operating presence	Tenant cohort and allocations approach
Development and major capital works	Tenancy and property services	Mobilisation plan
Strategic asset management	Contractor and service-provider coordination	Maintenance delegations
Portfolio systems and governance requirements	Local community and referral relationships	KPIs, reporting and escalation
Asset-owner and portfolio-level regulatory obligations	Local compliance implementation and reporting	Evidence, assurance and escalation requirements

Asset ownership, development risk and strategic asset management ordinarily remain with the asset owner. MCHC's responsibilities are agreed for each partnership and may include inspections, maintenance coordination, contractor management, condition reporting and approved minor works within agreed delegations.

Each organisation remains responsible for its own statutory and regulatory obligations.

Tenancy authority and landlord functions

The tenancy operating model is agreed for each partnership. The management agreement identifies which entity executes tenancy agreements, receives and accounts for rent, holds tenancy records, manages after-hours responses, approves enforcement action and represents the landlord in QCAT proceedings. MCHC undertakes agreed functions under documented authority, financial delegations and escalation protocols.

Regional Operating Capability

Delivery capability in a regional market is built over decades, not procured. Five things underpin ours:

- **Community relationships that run deep.** Working relationships across local councils, Indigenous Elders, support agencies and service networks throughout Mareeba, the Tablelands and Douglas Shire. These are how issues get resolved early and how a housing provider stays welcome in small communities.
- **An established local contractor network.** Long-standing relationships across the core trades support timely response, local accountability and informed pricing in a constrained regional trade market.
- **Complex tenancy experience.** The team manages complex and higher-support tenancies requiring early intervention, coordinated referrals and sustained local engagement, alongside affordable stock under the licensed real estate function.
- **Presence where you are building.** Staffed offices in Mareeba, Atherton and Mossman are already operating, ahead of any partner's stock arriving.
- **Sector standing.** Our CEO chairs the Far North Queensland Housing and Homelessness Network and represents the region at QShelter.

Workforce and Mobilisation Capacity

MCHC's three offices sit within an hour of the Mareeba head office on shared systems, so the network functions as a single operating radius rather than dispersed sites, and capacity is extended by recruitment against an agreed plan rather than fixed at its current level. Additional capacity is assessed by location, dwelling profile, tenant cohort and service scope; for larger programs, MCHC develops a mobilisation plan covering recruitment, systems access, contractor capacity, service pathways and milestones, with management staged as stock is delivered.

Governance, Regulatory Standing and Assurance

MCHC is registered as a Tier 3 community housing provider under the National Regulatory System for Community Housing, subject to ongoing regulatory performance requirements, and manages affordable housing through a licensed real estate function.

MCHC operates within documented governance, financial, tenancy, maintenance, complaints, privacy and workplace health and safety frameworks, supported by insurance, financial delegations and contractor controls, with reporting and escalation set in each management agreement.

Systems, data and reporting

MCHC operates within the governance environment of each partnership. Services may be delivered in the partner's tenancy and asset systems, subject to agreed access, licensing, integration, training and data-governance arrangements, or in MCHC's own systems with agreed reporting outputs. Reporting content and frequency, escalation, financial delegations and information-handling requirements are documented in the management agreement and service schedule.

At FY2025, MCHC reported net assets of \$4.5 million, a positive operating result and low financial leverage. The portfolio is managed through a 10-year capital plan and annual works program, supported by routine inspections and condition monitoring.

Relevant Delivery Experience and Outcomes

Experience	Why it matters to a partner
Douglas Shire mobilisation (2025)	Established a staffed Mossman office, extended three service programs, built local referral relationships and commenced regional delivery ahead of future housing growth. Direct evidence of the market-entry proposition.
Tripartite senior housing, Mareeba (2024-2026)	2 x 2-bedroom senior units delivered on time and on budget under a tripartite agreement with Mareeba Shire Council and the Department of Housing, with further units in development under the same model. Evidence of delivering alongside asset owners under formal agreement.
Council-owned social housing portfolio, ongoing	Long-term delivery of tenancy management, responsive and planned maintenance, vacant-property works, condition reporting and approved capital works for a substantial council-owned portfolio under formal agreement. Direct evidence of managing third-party-owned housing within agreed delegations.

Partnership and Mobilisation Pathway

A partnership moves through five stages, each with a defined output, so both organisations know what has been agreed and what comes next.

1 Scope and fit Agreed opportunity brief	2 Operating design Responsibility matrix and service schedule	3 Mobilisation Mobilisation plan and readiness checklist	4 Service commencement Go-live and initial reporting	5 Review and expansion Performance review and pipeline decision
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Each stage confirms scope, responsibilities and reporting before the next begins, so mobilisation risk is managed rather than discovered at handover.

Commercial Principles

Pricing is structured on a transparent full-cost basis, covering direct service-delivery costs, the appropriate share of overhead required to sustain the local operating platform and a reasonable operating contribution. This supports service continuity, workforce stability, systems capability and reporting quality over the life of the agreement, reducing delivery risk for both organisations.

Commercial arrangements are tailored to the service scope and portfolio profile. They ordinarily distinguish between mobilisation and establishment costs, ongoing management fees, reimbursable property expenses and any additional support services, with agreed indexation, annual review and change control. Responsibilities, delegations, service standards and reporting are documented in the management agreement and service schedule.

Start the Conversation Early

The best partnerships start before the dwellings are complete. Early conversations at design and planning stage let allocations planning, service connections, contractor arrangements and mobilisation run alongside construction rather than after it.

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