

# ANNUAL REPORT

2002-2003



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NSW Federation of Housing Associations Inc.

# Mission

The NSW Federation of Housing Associations leads the way in supporting community based housing associations to deliver high quality, professional housing services to tenants, for the community, tenants and applicants.

We believe that clients and local communities are the top priority of community housing associations. Through our membership, the NSW Federation of Housing Associations aims to:

- assist people to solve their housing difficulties by providing quality, low cost and affordable housing solutions
- be responsive to local needs
- encourage tenant involvement
- achieve the highest standards for accountability, efficiency and community service.

## ***Acknowledgement of the Traditional Owners of the Land and Statement of Apology and Commitment to Aboriginal Peoples and Torres Strait Islanders.***

In June 2003 the Federation posted an Acknowledgement of the Traditional Owners of the Land upon which the Federation is located on the website. A Statement of Apology and Commitment to Aboriginal Peoples and Torres Strait Islanders was also posted on the Federation website.

# Acknowledgements

The Federation would like to acknowledge a number of organisations and individuals who have supported our work over the past year. These include:

- the Office of Community Housing for funding core activities and specific projects, particularly the Governance project
- the NSW Law Foundation for funding the Legal Issues for Community Housing Associations project
- the Steering Committee for the Governance project: Pat Martin, Derek Yule, Beverley Houterman, Robbie Buchanan, Karine Shellshear, Alan Cox, Deb Evans, Ken Crockett
- the IT project reference group: Debie Evans, Kelvyn Enright, Jenny Stewart, Patrick Yeung, Bobbie Townsend, Karen Blake.



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# CONTENTS

Highlights for the year ..... 2

President’s Report ..... 3

How does the Federation work?

- Organisational chart ..... 4
- Our core areas of work..... 4
- State Council ..... 5
- Federation Staff ..... 7

Executive Director’s Report ..... 8

Achievements for 2002-2003

- Training ..... 9
- Supporting organisations ..... 10
- Good practice resources ..... 11
- Research and sector development ..... 11
- Sector co-ordination ..... 12
- Relationships and alliances ..... 12
- Organisational support ..... 13
- Representation on committees ..... 14
- Publications ..... 14

Financial Statements ..... 15-22

Accreditation ..... 23

Code of Practice for Housing Associations..... 23

Federation Members ..... 24



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# Highlights for the Year

- **Consolidated our RTO status**

This was a year of consolidation for our Registered Training Organisation Status. We developed a working knowledge of the Training Framework and the Community Services Training Package (Community Housing). We completed the delivery of the pilot Cert IV course in September 2002 and went on to review and deliver the second course in the first part of 2003. Our training delivery and training systems reflected our increasing sophistication and success in professional training delivery.

- **Aboriginal Traineeships start**

We were also delighted to welcome two Aboriginal trainees to our certificate program which started in 2003. Getting more aboriginal workers into community housing has been a strong focus, and Kyra Kum Sing (Women's Housing Company) and Amanda Leonard (Tamworth Community Housing) represent the outcome of Federation's promotion of traineeships and co ordination of negotiations with housing associations, Department of Education and Training and aboriginal recruitment agencies. We hope other trainees will follow from the great example set by the two trainees and their employer housing associations.

- **Federation begins providing a wider range of services to support associations including intensive support**

This work has grown significantly this year. It is particularly exciting that the intensive support for organisations referred by OCH as experiencing difficulty, now means that organisations

they can take more effective ownership of the change management process in partnership with their resourcing body.

- **Position paper on regulation released at Minister's request**

this paper has been widely circulated and spells out the sector's strong support for regulation. However, the paper also outlines the important conditions for what makes an effective and appropriate regulatory system.

- **The Community Housing Corporate Governance project**

Through this project we have pushed the boundaries on governance for housing associations. The project has produced a future directions paper and two new Good Practice Guides. It will feed into our suite of governance training and resources.

- **Launch of the Common Application Form for Housing Associations**

The common applications form will now provide far wider access to applicant for community housing. Applications will automatically be forwarded to other participating associations in areas nominated by the applicant, thus putting in place the beginnings of a one stop shop for applicant.

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# President's Report



This is my last report as President of the Federation. So I want to reflect for moment on what has happened over the past two years, and to acknowledge the contribution of those who have supported me during my presidency.

I would like to begin by thanking all members of the Federation for giving me the opportunity to serve as President. It has been a great period - both while I have been President and in the preceding term on State Council - and I feel privileged to have been part of it.

I would like to thank State Council members for their support and in particular the Deputy President, Pat Martin. I would also like to wish her all the best as she takes on the Presidency for the next two years.

I also want to acknowledge the great contribution of Eleri Morgan-Thomas who was Executive Director for most of my term, together with the whole staff team. The last few months have been quite a changing of the guard and I wish Eleri's successor Adam Farrar all the best as well.

The last two years have seen huge changes in the Federation's work, as it has rolled out the Certificate IV and developed a far wider array of resourcing services. We have added greatly to our expertise on governance and implemented new measures to help the sector respond to tenants and applicants.

The common application form is a good example of the ways that the membership as whole have used their industry body to build some new systems for the sector to respond to applicants. Guided by a sector working group, we have developed and implemented a voluntary common application form and system. Applicants can now have the applications automatically lodged with participating associations in other areas,

simply by expressing an interest when they apply with one association. The Federation has taken on the task of administering the common application system. This starts to overcome one of the great barriers to access for people looking for community housing.

State Council itself has spent a year thinking about the way that it undertakes its governance role. It adopted a calendar of discussions and training to enable us to focus more clearly on implementing the most effective forms of reporting, on starting the development of a full risk management strategy for the Federation, and formalising the roles and responsibilities of State Council members.

I think it should also be noted that the overall financial management of the Federation has grown as we have significantly increased the share of income generated from our own activities, rather than core OCH funding. As a result the role of financial decision making and oversight of State Council (and of the secretariat) has become more challenging.

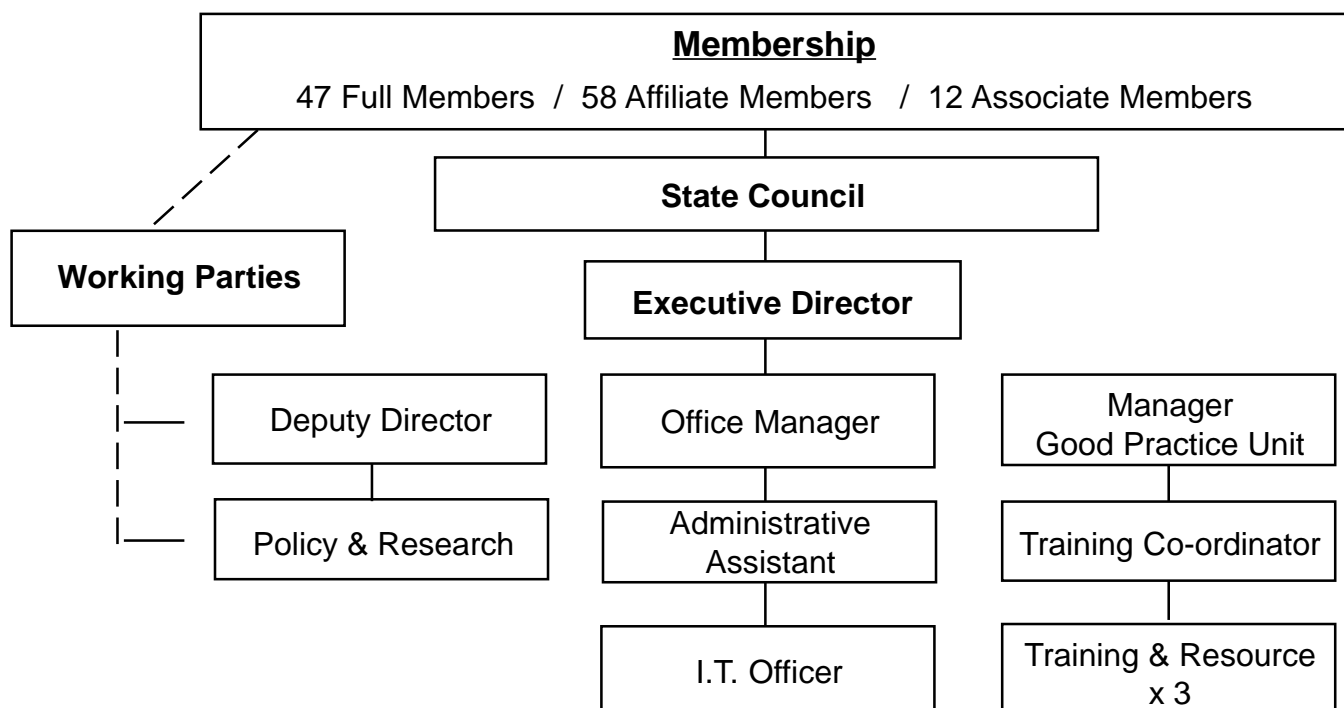
So I hope we are all ready for whatever these new directions hold. I feel confident that the Federation is strong and ready to work with its members to make sure that the next period is a success for housing associations in NSW.



**Kelvyn Enright**  
**President**

# How does the Federation Work?

## Organisational Chart



## Our core areas of work

The Federation works in seven core areas:

- ◆ Sector co-ordination – this is our fundamental role as the peak for housing associations in NSW. Its purpose is to enable members to work together as a mutually supportive sector and to articulate and pursue their common aspirations.
- ◆ Research and sector development – this supports the members' directions and aspirations with effective research and policy development on key issues influencing the development of the sector.
- ◆ Relationships and alliances – this ensures that associations are promoted and well-known to all other stakeholders who might help our development and to allow the sector to play its part in the wider community sector.
- ◆ Training – this is our most prominent direct service to members and others in the social housing sector. Through our accredited vocational training and other short courses, we are supporting and building the capacity of organisations and the careers of workers in the sector.
- ◆ Supporting organisations – this work directly supports individual members – their boards and management – in their work as housing providers. The support ranges from advice through our Hotline, through strategic planning and organisational reviews, to intensive work with individual organisations to achieve particular goals.
- ◆ Good practice resources – this also supports members and other housing providers, by providing and continually updating resources on good practice in social housing management. It includes the series of Housing Hints, Across the Board, Good Practice Guides, and the good practice data base.
- ◆ Organisational support – this part of the Federation's work supports the Federation itself, its secretariat and State Council.

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# State Council

**State Council** members are elected for a two year term. The current State Council members were elected at the NSW Federation of Housing Associations AGM's of November 2001 and 2002.



## **President - Kelvyn Enright**

Kelvyn is the CEO of Newmacq Community Housing Co. Ltd and is also the Director of Ironbark Housing Co. Ltd, a fee for service and not-for-profit housing company operating in the Lower Hunter. Kelvyn's early background was in anthropology and town planning. Kelvyn was elected as Secretary of the Federation in 1999 and served in that position for 2 years, then was elected President in November 2001.



## **Vice President - Patricia J Martin OAM**

Pat has been the Chairperson of Hume Community Housing Association for the past five years, and before that the Treasurer of Fairfield Rental Housing. This is Pat's second time on State Council. She was elected for a two year term in 2000. In the first years of the Federation she served two years on the State Council as the Vice Chair. Pat was elected VP in November 2002.



## **Treasurer - Barb McKenna (Nov 02 - April 03)**

Barb was elected Treasurer in November 2002 and stood until her resignation in April 2003. Barb is the Manager of Marrickville Area Community Housing Co-op. She has worked in community housing since 1986, starting out in supported housing with SAAP and moving to generalist housing 5 years ago. She has been at MACH since 2000.



## **Ordinary Member (Nov 02-Jan03) /Treasurer (June 03)- Lindsay Kelly**

Lindsay was on the board of St. George Community Housing as a skills-based director for almost four years, later serving as Chairman. Lindsay is a fellow CPA and has held senior operations and finance positions with industrial and technology organisations. Lindsay has been a member of boards of directors of these companies for many years. Lindsay held the position of Ordinary Member on State Council from November 2002 til January 2003. In June 2003 Lindsay was appointed as Treasurer to fill a casual vacancy in that position.



## **Secretary - Margaret Robinson**

Marg has been the Housing Manager for Parkes-Forbes CTS for over 5 years. Previously she was an interior decorator, and is a qualified Real Estate Agent. She has completed the entire HATPIN program, and has also finished a Graduate Certificate in Housing Management at Swinburne University. She was first elected to State Council in 1999, and elected Secretary in November 2001.



**Ordinary Member - Bobbie Townsend**

Bobbie is the Manage for the Women's Housing Company and has worked in community housing for over 15 years. Bobbie's experience as a tenant at City West Housing ensures that she understands the impact that policy has on tenants. Bobbie has been a member of State Council since 1995 and has served in several executive positions including Vice Chair. She was re-elected for a two year term in 2000, and again in November 2002.



**Ordinary Member - Christine Robinson**

Christine is the Co-ordinator of Wellington Community Tenancy Scheme and has been working in community housing for 12 years. Christine is currently completing a Graduate Certificate in Social Science through Swinburne University. Elected in November 2002, this is Christine's first time on State Council.



**Ordinary Member - Karen Blake**

Karen's affiliation with Community Housing began in 1994 when she became a tenant at the local CTS in Orange, Karen then became involved as a tenant worker and relief Manager. In 1996 Karen was employed as the Manager of the Orange CTS and from that point on became heavily involved in community housing. Karen led the organisation through amalgamation and took up the position of Executive Director of Central Tablelands in 1998. Karen has completed a Certificate IV in Community Manager. Elected in November 2002, this is Karen's first time on State Council.



**Ordinary Member - Debbie Tribe**

Debbie has been the Housing Manager for Narrabri CTS for over 4 years. She completed all but Module 1 of HATPIN in 1997-98 and has completed her first year of a two year scholarship at Swinburne University in Housing Management and Policy. Debbie was elected for the first time to State Council in 2000 for a 2 year term, and re-elected in 2002.



**Ordinary Member - Nick Sabel**

Nick is the Executive Officer of Wentworth Area Community Housing, a large multi-site housing association in greater western Sydney. He has held this position for 5 years, during which he has seen the association through accreditation. WACH carries out much of its work through partnerships, and is currently working in this way with approximately 20 other organisations. Nick was co-opted to State Council to fill a casual vacancy in June 2003.

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# Staff 2002-03

## Executive Director



**ELERI MORGAN-THOMAS**  
BSc, Graduate Cert Econ, MBA,  
MAHI  
*(July 2002 - Dec 2002)*



**ADAM FARRAR**  
MA (Hons), MAHI  
*(May 2003 - June 2003)*

## Good Practice Unit



**MANAGER**  
**JENN CROWE**  
Cert IV Assessment and  
Workplace Training, MAHI



**TRAINING & RESOURCE  
WORKERS**  
**LYNDALL KATZ**  
BA, Cert IV in Assessment and  
Workplace Training, MAHI



**SUE AUJARD**  
BA, Cert IV in Assessment and  
Workplace Training, Grad Cert  
in Housing Management and  
Policy, MAHI



**LAUREL DRAFFEN**  
BA Dip Ed, MA (Ed Studies), Cert  
IV in Assessment & Workplace  
Training, MAHI  
*(Acting Manager - April 03)*



**TRAINING CO-ORDINATOR**  
**ESTELLE LOHMAN**

## Deputy Director



**Dr LUCY BURGMANN**  
BA (Hons), PhD, MAHI

## Policy & Research



**JENNY CARLETON**  
BA (Hons), MAHI  
*(maternity leave Dec 02)*



**ANDREW MEEHAN**  
BA (Hons)  
*(from Nov 02)*



**Dr. ROBYN CLOUGH**  
BA (Hons), PhD, MAHI  
*(6 Months secondment from NCHF)*

## Office Services Team



**MANAGER**  
**WENDY ROCKWELL**  
BSc. Psych. maths emph



**ADMINISTRATIVE ASSISTANT(S)**  
**CASSANDRA THORNE**  
*(Maternity Leave Mar 03)*



**KAREN LEASE**  
*(from Mar 03)*



**INFORMATION TECHNOLOGY**  
**ANDRA KEAY**  
BA Communications

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# Executive Director's Report

This was a year of change for the Federation – both in activities and in our staffing.

It was a year that saw us significantly deepen the range of resources the Federation provides to the sector.

One significant development was the completion of the pilot of the Certificate IV in Community Housing and the strong enrolments in the first 'regular' course. The Federation is now an established provider of accredited social housing training – including enabling people to achieve the Cert IV by recognition. The inclusion of a number of Aboriginal Traineeships in the Certificate IV was a very satisfying achievement. At the same time we have continued our existing short courses. As a result, our training work roughly doubled this year.

One other exciting development was that we undertook a consultancy for the ACT community housing peak to propose a sector wide training plan. This may lead on to further activities in the ACT in partnership with local providers.

The direct support to members also increased dramatically this year. Some services, such as the Hotline, continue to provide an immediate response to members and others housing managers. But our tailored support for organisations – from strategic planning, through to support for organisational change – also roughly doubled this year.

A very important development was that the Federation began to provide intensive support for associations, referred by OCH, that were experiencing significant difficulties. This meant that instead of OCH intervening by imposing an external auditor in these circumstances, associations were able to choose to work with their resourcing body and maintain ownership of the change process. Providing an alternative to intervention by OCH (as the government regulator) raises issues about the Federation's relationship with members and with OCH. As a result this year we developed a proposed protocol to make sure that these are managed with absolute clarity.

At the same time we continue to take new policy and development initiatives. The major

focus for this last year was the Governance project, which has begun a longer process of exploring best practice in governance and identify emerging issues as expectations of associations' change. This project has produced a report and two new good practice guides. However, it will also flow through into the review of our existing resources and training provision.

Another significant initiative was the development of a common application form. After years of discussion about a 'common housing register' with public housing, the sector has taken the initiative itself. This year we also returned to the long standing problem of developing a standard IT system for associations. A working group has undertaken considerable scoping work with a view to enabling the sector (as a whole) develop its own system, if the Department is unable to provide the support in time.

At the broader policy development level, the then Minister, Andrew Refshauge, asked the Federation to develop a position paper on appropriate regulation for the sector. This was a major step forward after earlier disagreement with the sector over proposed draft amendments to the Housing Act to enable the sector to be regulated. These were dropped in response to sector concerns. But we have maintained our strong commitment to appropriate regulation; and the position paper has been a very important restatement of this view.

Despite all of these achievements, for much of the year the Federation operated without its full complement of staff. In fact, this was a year of significant staff change, with the two senior staff members – the Executive Director, Eleri Morgan-Thomas, and the Manager of the Good Practice Unit, Jenn Crowe – leaving the organisation. As the incoming Executive Director (arriving in June) I would personally like to thank the staff who kept the Federation operating so well - particularly the management team – Lucy Burgmann, Jenn Crowe (and subsequently Laurel Draffen) and Wendy Rockwell – who ran the show for six months after Eleri's departure.

**Adam Farrar**  
**Executive Director**

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# Achievements for 2002-03

## Training

After five years with the Federation, 2002/2003 was Jenn Crowe's last year as the Manager of the Good Practice Unit. Jenn oversaw the establishment of our Registered Training Organisation status and was responsible for the Federation delivering the first Certificate IV qualification in Community Housing in 2002. Her leadership in the development of accredited training for the sector has been significant and she has left a strong foundation and lasting legacy for the Federation and sector in training and professional development.

Thirty-five people participated in the pilot delivery of Certificate IV in Community Services (Community Housing Work) in 2002. As a result, the Federation was able to award 2 Certificate IV's and 8 Statements of Attainment at the end of this course. The first recipients in NSW to gain Cert IV through face to face course delivery were Zehrina Hajdic of Community Housing Mid North Coast - Coffs Harbour and Julia Davis of CRC Justice Support.

Additionally the Federation awarded a further 4 Certificate IV's in Community Services (Community Housing Work) to people who attained this qualification via Recognition of Prior Learning (Recognition). The Certificate IV community housing units also attracted participants seeking professional development without the formal accreditation aspect of this training.

With the establishment of the Cert IV in Community Housing as a major feature of the Federation's annual training calendar, enrolments for the course in 2003 were up by 28% with a double in the number of participants attending the training via the OCH scholarship program. The course was a great success according to participants. One hundred and twenty five participants attended all or some of the program units. Overall evaluations indicated that participants were overwhelmingly satisfied with the

course. 37% of participants gave an overall rating of 'excellent', while 54% rated it as 'good' and 9% rated their training session as 'fair'. There were no 'poor' or 'very poor' ratings registered in any of the completed evaluation forms.

We also offered three extra 'New Worker Induction' training sessions for new workers to the sector to meet the demand for this training package. The Federation also continued to offer the Cert IV in Assessment and Workplace Training via Recognition throughout the year.

Another large area of training and resourcing provided by the Good Practice Unit in 2002/03 was to individual boards. This involved not only delivery of the Board Induction training 'Welcome Aboard!', but included more individually tailored business and strategic planning sessions. Thirteen such sessions were delivered to housing associations across NSW.

The Federation was again contracted by the SAAP Training Unit to deliver our SAAP specific 'Lettings Training' package in both metro and regional areas of NSW. This year also saw interest in the Federation's training services expand to organisations outside of our membership base, with organisations such as Shelter NSW, NSW Council of Social Service (NCOSS), Australian's for Native Title and Reconciliation (ANTaR), Eurobodella Social Housing Forum and Mission Australia contracting the Good Practice Unit to deliver or facilitate various training sessions.

General training sessions conducted included Staff Management – Supervision and Appraisal Training, Financial Management Systems Training, Fringe Benefits Tax and Salary Packaging and Recognition information workshops.

The Good practice unit also developed a Training Framework for the Australian Capital Territory Community housing sector in 2002/2003

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### **Aboriginal Traineeships**

The Federation was excited to commence an Aboriginal Traineeship program as part of the year's business plan. Two housing associations employed an Aboriginal trainee as a housing worker in their organisation. Trainees participated in the Certificate IV in Community Housing during 2003, while working in the housing association. The Federation provided assistance to both employer and trainee through identifying wage subsidy options, support with recruitment, mentoring during training, running a cultural awareness session for colleagues in the participating housing associations and supporting employer involvement in the training/working experience. The experience for employers, trainees and the Federation as the training provider has been a positive one with the program set to continue into 2003/04.

### **Privacy training**

The sector has a strong track record in managing privacy and confidentiality issues. However, new federal legislation in 2001 and 2003 has had implications for housing associations, particularly in relation to obtaining consent for clients to use their personal information. Four fact sheets were prepared and four training sessions delivered in both metro and regional areas informing members of the changes to the legislation and their new obligations. This was particularly valuable for board members new to the sector, and provided an opportunity to re evaluate practice in light of the legislative changes.

### **Negotiations Skills training**

Negotiation Skills training was brokered for senior managers and Executive Officers of housing associations in March 2003. This two day course was customised to cater to the community housing sector by Paul Vorbach at UTS and provided valuable skills for senior managers needing to negotiate partnership arrangements. Fifteen

participants attended from regional and metropolitan areas and feedback suggested this was useful professional development.

### **Supporting organisations**

For the first time the Federation took on a formal role of supporting housing associations experiencing difficulties. As part of our funding agreement with the Office of Community Housing we provided intensive assistance to a number of housing associations, identified by the Office of Community Housing, across a range of governance and management areas. Although in some ways this was simply an extension of our usual resourcing role, in another respect this signalled a new direction for the Federation. While the Federation was aware of the risks of taking on this type of role, our membership has in general been supportive of our work in this area. It sees the Federation, as the sector's resourcing agency, take on part of the regulatory framework which is slowly being developed by the Office of Community Housing. In order to clarify the boundaries of the Federation's role – and the best ways for the Federation, the Office of Community Housing and individual housing associations to work together – the Federation developed draft protocols to guide work in this area in the future.

This year the Federation expanded what has previously been a relatively small part of our business: providing consultancy-style support to our member and other community sector organisations. We assisted around 10 organisations with strategic and business planning, as well as conducting several strategic reviews of organisations' governance and operations.

We also assisted with the wind-up of Sutherland Shire Housing Network and the transfer of tenancies, properties and waiting list to St George Community Housing Co-operative.

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## **Good practice resources**

### **The good practice database**

The Good practice database is made up of examples of good practice across the sector that are then available for other housing providers to use in developing their own good practice. During this year we included five new resources on the database from board induction presentation, to award submissions, to updated policy and procedure manuals from accredited organisations. Sixty-one requests for materials were made by different parts of the sector including by housing associations, co-operatives, women's housing providers and the Redfern Community Foundation. The resources distributed to the sector included policies and procedures (both complete manuals and individual policies), reporting formats, tenant handbooks, award submissions, job descriptions and codes of ethics.

### **Housing Hints**

The Good Practice Unit continued to write and publish 'Housing Hints' for Aboriginal housing workers and community housing providers. This year a review of the Housing Hints was conducted. The outcomes of this review reconfirmed the value of the relationship between the Federation and the Aboriginal Housing Office, the value of the Housing Hints as a significant resource in the field and recommended that future hints be categorised and indexed more clearly.

### **Across the Boards**

Twelve 'Across the Board' fact sheets were produced during the year and sent to each full member of the Federation. The 'Across the Board' fact sheets continue to provide an overview of key issues of relevance to Boards of Management of housing associations in an accessible information sheet format.

### **Good Practice Guides**

Early 2003 saw the Federation add the 'Human Resource Management Good

Practice Guides' to its list of available publications and resources. This is a set of 4 guides produced in partnership with Jobs Australia which look at the employment relationship in terms of commencement, management and termination as well as giving an overview of the employer's responsibilities within this relationship. The guides have been produced with correlating disc resources incorporating things such as sample job descriptions and advertisements, induction and recruitment checklists and model policies for things such as training development.

## **Research & sector development**

A major piece of research work undertaken by the policy team this year was the Community Housing Corporate Governance Project. This project, separately funded by the Office of Community Housing, developed corporate governance tools for community housing organisations, especially for larger housing associations or organisations wanting to grow. The aim of the project was to strengthen our sector's governance practices to help position community housing organisations for the future so that they can manage growth, business diversification and other changes. We consulted widely with the sector on a discussion paper, and conducted several interviews with boards and executive officers of larger housing associations.

As well as the theoretical discussions – which have received very positive feedback – we developed new training and resources in corporate governance. These include the first two in what we hope will be a significant series of 'Corporate Governance Good Practice Guides'. We also took the opportunity to "skill up" our staff to ensure we can provide the highest quality resourcing to our sector. The Australian Institute of Company Directors tailored a training course centring on board performance and risk management which

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was attended by staff from the Federation, the Office of Community Housing and some sector representatives.

The policy team was also very busy with the finalisation, launch and subsequent administration of the Common Application Form for Housing Associations. Having consulted widely on what information needed to be collected on the form to cover the diversity of the housing association sector, the format was finalised early in 2003 and launched at the Housing Associations Meeting in February. A number of associations registered to use the form on the day with more registering in the months following the meeting. Since the form has been in use, the number of applications that have been administered by the Federation has been steadily increasing. It is hoped that applicants' access to housing associations and their chances of being housed by them is improved in the process.

The Federation continued to work with housing associations on an information technology solution for the sector. The project has explored the most effective options for building and managing an IT platform. It has also begun to consider the specifications for a consultancy to develop such a system. However, we have been hoping to identify any Department resources, as well as sector resources, to pursue this.

As the Office of Community Housing progresses the Performance Management Framework, registration system and other aspects of regulation, the Federation developed a sector position on effective regulation. This was used to inform ourselves and our members about good practice in regulation, and continues to be a useful reference point for assessing regulatory developments as they emerge.

## **Sector co-ordination**

The Federation again held two Housing Associations Meetings, in August 2002 and

February 2003. These were attended by 61% and 72% of housing associations from across the state, and covered the key issues of the day, including: regulation and the Office of Community Housing's proposed Performance Management Framework; information technology solutions for the sector; corporate governance; housing issues for ex-prisoners; competition between housing associations. Full briefing papers for the meetings were prepared in advance and distributed to all housing associations and a report issued a few weeks afterwards.

As well as convening two HAMs, Federation staff attended around 75% of regional network meetings, which are organised by housing associations in the region. We prepared an up to date bulletin of news and information for each meeting. This year we implemented a new system where associations can provide comments and feedback to State Council via the Federation representative at each regional meeting.

## **Relationships and alliances**

The Federation also maintains strong links with other parts of the community housing sector, the housing sector more broadly and the community welfare sector as a whole. *(See the list of committee membership on page 14)*

This year we continued to work co-operatively with the other sector resourcing bodies, the Association to Resource Co-op Housing (ARCH) and Churches Community Housing. At a national level Eleri Morgan-Thomas was a member of the Community Housing Federation of Australia Executive.

We have been very involved in NSW Shelter, with Lucy Burgmann being elected as Treasurer this year. Eleri Morgan-Thomas also provided some advice and support to the National Shelter network meeting. We were also an active member of the NSW Council of Social Service (NCOSS), both at

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its Forum of Non-Government Agencies and as a community representative on the Premier's Department Review of Grants Administration. We also have had a strong involvement at the national level in the Australian Council of Social Service (ACOSS) through Eleri who before her departure was ACOSS Deputy President. This involvement has continued with Adam who is an ACOSS Board member and principal housing policy adviser.

One of the Federation's core functions is to work closely with the Office of Community Housing on the funding, development and regulation of housing associations. We have been particularly active on a number of reference groups and forums. At the same time, we have maintained our relationships with the wider activities of the Department of Housing through a range of committees listed on page 14.

But we have also been building our relationships with the wider housing and finance industries to ensure that we can take advantage of new opportunities as they arise. We have developed a relationship with a major investment bank and explored a role for the sector in the expressions of interest called for by the previous Minister. We have also maintained our involvement in affordable housing initiatives. We have been closely involved – as shareholders and board members – in the development of the Community Sector Banking Services which aims to develop new financial services that will particularly meet the needs of the community sector. We hope that this will have considerable strategic importance for our sector over time.

Finally, a key part of maintaining our relationships is our overall communication strategy. Much of this is covered under sector co-ordination, but it also includes our publication program. This year's publications are listed on page 14.

## **Organisational support**

### **Membership**

The Federation aims to facilitate the provision of services to members in an efficient and responsive manner. The Office Services Team helps this process by overseeing the three types of membership applications and renewals, and maintaining an accurate data base of members' details, allowing for effective information distribution and record keeping.

### **Support State Council & Management**

The Office Services Team provides important secretariat support to State Council and administrative support for the work of the Federation.

### **Publications / IT / Website**

The team is also responsible for the layout/production of 'Housing Matters' the Federation's bi-monthly newsletter, and a host of other publications produced by the Federation. Cassandra Thorne, responsible for much of the layout design done by the Federation, went on maternity leave in March 2002 for the birth of her first baby. She has been ably replaced by Karen Lease for one year.

All IT systems in the Federation are maintained by our IT worker, Andra Keay, who is committed to keeping us technologically up-to-date. This year the Federation up-graded its email and web access to ADSL (broad band) to improve connection speed and accessibility. Andra is also the designer behind the new Common Application Form data base, making it simpler for the Federation to administer this new system.

The website is kept up to date by the Office Manager, keeping members and other interested parties informed of such things as: up-coming conferences and events, new reports and papers written by the Federation, and employment vacancies throughout the sector.

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# Representation on Committees

During the year NSW FHA was represented on or its staff members participated in the following committees and forums:

- AHURI research panel (Eleri Morgan-Thomas)
- ACOSS Board (Eleri Morgan-Thomas & Adam Farrar)
- ACOSS Executive and Deputy President (Eleri Morgan-Thomas)
- Community Housing Federation of Australia – Executive (Eleri Morgan-Thomas)
- Community Sector Banking – Boards of Community 21 Ltd, Community Sector Enterprises Ltd and Community Sector Financial Services (Eleri Morgan-Thomas individual appointment)
- Community Services and Health ITAB – Management Committee (Jenn Crowe)
- Consumer Trader & Tenancy Tribunal Advisory Forum (Jenn Crowe)
- Department of Housing – Housing Register Reform Working Group (Eleri Morgan-Thomas, Jenny Carleton)
- Department of Housing - New products NGO consultation group (Eleri Morgan-Thomas)
- Department of Information Technology – Better Service Delivery Program, NGO Taskforce (Eleri Morgan-Thomas)
- HASI Advisory Committee (Jenn Crowe, Laurel Draffen)
- National Community Housing Forum – Policy Advisory Committee (Lucy Burgmann)
- NSW Council of Social Service – FONGA (Eleri Morgan-Thomas)
- NSW Standards and Accreditation Committee (Jenn Crowe – appointed as an individual with expertise)
- Office of Community Housing – External Appeals Steering Committee (Eleri Morgan-Thomas & Andrew Meehan)
- Office of Community Housing – Performance Management Reference Group (Lucy Burgmann)
- Office of Community Housing – Resourcing Forum (Eleri Morgan-Thomas)
- Office of Community Housing New Registration System Reference Group (Lucy Burgmann)
- Office of Community Housing – Tenant Participation project – reference group (Andrew Meehan)
- Premiers Department – Capacity Building for NGO's Reference Group (Eleri Morgan-Thomas)
- Premiers Department – Review of Grants Administration, Principles Group (Eleri Morgan-Thomas) & Planning Group (Adam Farrar)
- Shelter NSW – Board of Directors (Lucy Burgmann, Adam Farrar)
- Shelter NSW – Executive (Lucy Burgmann)

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# Publications

- Housing Matters Newsletter
  - Vol. 8, Issue 4. August 2002
  - Vol. 8, Issue 5. October 2002
  - Vol. 8, Issue 6. December 2002
  - Vol. 9, Issue 1. February 2003
  - Vol. 9, Issue 2. April 2003
  - Vol. 9, Issue 3. June 2003
- *Corporate Governance Project: Literature Review* (November 2002)
- *Corporate Governance Project: Discussion Paper* (December 2002)
- *Future Directions in Corporate Governance* (June 2003)
- *Across the Boards* – we continue to produce regular Across the Boards
- *Housing Hints* – 16 were produced
- *Privacy Factsheets* – a number were produced this year



**NSW Federation of Housing  
Associations Incorporated**

**Financial Statement for the year  
ended 30th June 2003**

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**Haywards Chartered Accountants**  
Level 8/ 19-31 Pitt Street, Sydney 2000

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## DIRECTORS' REPORT

Your directors submit the financial accounts of the association for the year ended 30<sup>th</sup> June 2003.

The names of the directors in office at any time during or since the end of the year are:

Kelvyn Enright	<i>President</i>
Patricia Martin	<i>Vice President</i>
Lindsay Kelly	<i>Treasurer (appointed in May 2003)</i>
Barbara McKenna	<i>Treasurer (resigned in April 2003)</i>
Margaret Robinson	<i>Secretary</i>
Karen Blake	<i>Member</i>
Nick Sabel	<i>Member (appointed in May 2003)</i>
Christine Robinson	<i>Member</i>
Bobbie Townsend	<i>Member</i>
Debbie Tribe	<i>Member</i>

The principal activities of the association during the financial year were Community Housing assistance and training.

No significant change in the nature of these activities occurred during the year.

The net profit amounted to \$18,129.

No significant change in the state of affairs of the association occurred during the financial year.

No matter or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the association, the results of those operations or the state of affairs of the association in financial years subsequent to the financial year ended 30 June 2003.

No indemnities have been given or insurance premiums paid, during or since the end of the financial year for any person who is or has been an officer or auditor of the association.

No person has applied for leave of court to bring proceedings on behalf of the association or intervene in any proceedings to which the association is a party for the purpose of taking responsibility on behalf of the association for all or any part of those proceedings.

The association was not a party to any such proceedings during the year.

Signed in accordance with a resolution of the Board of Directors:

Director: B. Townsend

Director: L. Kelly

Dated at Sydney on the 23<sup>rd</sup> day of October 2003

**STATEMENT OF FINANCIAL PERFORMANCE  
FOR THE YEAR ENDED 30 JUNE 2003**

	Notes	2003 \$	2002 \$
Revenues from ordinary activity	2	880,817	707,712
Property expenses		(54,613)	(54,368)
Employee benefits expenses		(529,164)	(458,632)
Other expenses from ordinary activities		(278,911)	(180,351)
Net profit from ordinary activities attributable to members of the association		18,129	14,361

**STATEMENT OF FINANCIAL POSITION  
AS AT 30 JUNE 2003**

	Notes	2003 \$	2002 \$
<b>CURRENT ASSETS</b>			
Cash	4	61,467	27,776
Receivables	5	94,781	51,277
Prepayments		10,050	4,792
<b>TOTAL CURRENT ASSETS</b>		<b>166,298</b>	<b>83,845</b>
<b>NON-CURRENT ASSETS</b>			
Other Financial Assets	6	20,000	20,000
<b>TOTAL NON-CURRENT ASSETS</b>		<b>20,000</b>	<b>20,000</b>
<b>TOTAL ASSETS</b>		<b>186,298</b>	<b>103,845</b>
<b>CURRENT LIABILITIES</b>			
Payables	7	111,182	55,096
Provisions	8	40,453	37,297
<b>TOTAL CURRENT LIABILITIES</b>		<b>151,635</b>	<b>92,393</b>
<b>NON CURRENT LIABILITIES</b>			
Provisions	9	21,592	16,510
<b>TOTAL NON CURRENT LIABILITIES</b>		<b>21,592</b>	<b>16,510</b>
<b>TOTAL LIABILITIES</b>		<b>173,227</b>	<b>108,903</b>
<b>NET ASSETS</b>		<b>13,071</b>	<b>(5,058)</b>
<b>EQUITY</b>			
Retained Profits	10	13,071	(5,058)
<b>TOTAL EQUITY</b>		<b>13,071</b>	<b>(5,058)</b>

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**NOTES TO AND FORMING PART OF THE ACCOUNTS  
FOR THE YEAR ENDED 30 JUNE 2003**

**1. STATEMENT OF ACCOUNTING POLICIES**

This financial report is a special purpose financial report prepared in order to satisfy the financial report preparation requirements of the Corporations Act 2001 and the Funding Agreement. The directors have determined that the association is not a reporting entity.

NSW Federation of Housing Associations Incorporated is an association incorporated and domiciled in Australia.

The report has been prepared in accordance with the requirements of the Corporations Act 2001, and the following applicable Accounting Standards and Urgent Issues Group Consensus Views:

AASB 1018:	Statement of Financial Performance
AASB 1025:	Application of the Reporting Entity Concept and Other Amendments
AASB 1031:	Materiality
AASB 1034:	Financial Report Presentation and Disclosure
AASB 1040:	Statement of Financial Position

No other Accounting Standards, Urgent Issues Group consensus views or other authoritative pronouncements of the Australian Accounting Standard Board have been applied.

The report is also prepared on an accruals basis and is based on historical costs and does not take into account changing money values or, except where specifically stated current valuations of non-current assets.

The following material accounting policies, which are consistent with the previous period unless otherwise stated, have been adopted in the preparation of this report:

**(a) Income Tax**

The association is exempt from income tax.

**(b) Employee Benefits**

Provision is made for the association's liability for employee entitlements arising from services rendered by employees to balance date. Employee entitlements expected to be settled within one year together with entitlements arising from wages and salaries and annual leave which will be settled after one year, have been measured at their nominal amount. Other employee entitlements payable later than one year have been measured at the present value of the estimated future cash outflow to be made for those entitlements.

Contributions are made by the association to employee superannuation funds and are charged as expenses when incurred.

**(c) Property, Plant and Equipment**

Property, plant and equipment are expensed on purchase.

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**(d) Investments**

Non-current investments are measured on the cost basis. The carrying amount of investments is reviewed annually by directors to ensure it is not in excess of the recoverable amount of these investments. Non-current investments are not written down to recoverable amount where the future economic benefits comprising those assets are not primarily dependent on the asset's ability to generate cash inflows.

	2003	2002
	\$	\$
<b>2. REVENUE</b>		
Included in the ordinary revenue are the following items:		
Government Grants	652,306	582,348
Service Fees	101,744	39,800
Training Fees	73,148	28,245
Membership Fees	44,043	17,237
Publications	3,907	3,665
Interest Received	1,193	350
Other Revenue	4,476	1,567
Provision Write Back	-	20,000
Contribution for Share Purchase	-	14,500
	<u>880,817</u>	<u>707,712</u>

**3. PROFIT FROM ORDINARY ACTIVITIES**

Profit from ordinary activities has been determined after:

**Crediting as Income:**

Interest Received		
Other Persons	1,193	350

**Charging as Expenses:**

Provision for Holiday Pay and Long Service Leave	8,238	(13,723)
Equipment Purchases Expensed	15,933	2,866
Auditors Remuneration	3,777	3,109
Rent Expense on Operating Lease – Premises	54,613	54,368
Rent Expense on Operating Lease – Copier	9,910	10,908

**Significant Revenues and Expenses:**

The following revenue items are relevant in explaining the financial performance:

Write back of Provision for Equipment Purchase	-	20,000
Contributions to Purchase Shares	-	14,500
	<u>-</u>	<u>34,500</u>

**4. CURRENT ASSETS – CASH**

Cash on Hand	61,393	19,583
Petty Cash	74	150
Term Deposits	-	8,043
	<u>61,467</u>	<u>27,776</u>

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**5. CURRENT ASSETS – RECEIVABLES**

Trade Debtors	94,781	36,501
GST Receivables	-	776
Outstanding Funding	-	14,000
	<hr/>	<hr/>
	94,781	51,277

**6. NON-CURRENT ASSETS – OTHER FINANCIAL ASSETS**

Community 21 Ltd – at cost	20,000	20,000
	<hr/>	<hr/>
	20,000	20,000

Shares in Community 21 Limited have been recorded at cost. Community 21 Limited was formed to fund the establishment of a community sector bank which would provide lower cost banking services and other financing opportunities to community based organisations. This investment represents an ultimate 2.5% share of Community Sector Banking. Bendigo Bank Ltd is a 50% shareholder in Community Sector Banking.

On a strict underlying net asset interpretation the recoverable amount of the investment as at 30 June 2003 was approximately \$1,000.

The directors have determined that this method of valuation does not represent the future economic benefit of the asset. The business plan included in the Information Memorandum forecasted initial losses. The directors are still confident of a future economic benefit which will flow from this investment and have retained the investment at the original cost.

**7. CURRENT LIABILITIES – PAYABLES**

Membership Fees in Advance	36,811	21,472
Trade Creditors	28,139	20,642
Accrued Expenses	30,406	12,982
GST Payable	15,826	-
	<hr/>	<hr/>
	111,182	55,096

**8. CURRENT LIABILITIES – PROVISIONS**

Provision - Annual Leave	40,453	37,297
	<hr/>	<hr/>
	40,453	37,297

**9. NON CURRENT LIABILITIES – PROVISIONS**

Provision – Long Service Leave	21,592	16,510
	<hr/>	<hr/>
	21,592	16,510

**10. RETAINED PROFITS**

Retained profits at the beginning of the year	(5,058)	(19,419)
Net Profit	18,129	14,361
	<hr/>	<hr/>
Retained profits at the end of the year	13,071	(5,058)

**11. GOING CONCERN**

The accounts have been prepared on a going concern basis. This is on the assumption that ongoing funding and support will be provided by the government.

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## DIRECTORS DECLARATION

The directors have determined that the association is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies described in Note 1 to the financial statements.

The directors of the association declare that:

1. The financial statements and notes, as set out on pages 3 to 8 are in accordance with the Corporations Act 2001:
  - (a) comply with Accounting Standards as described in Note 1 to the financial statements and the Corporations Regulations 2001; and
  - (b) give a true and fair view of the association's financial position as at 30 June 2003 and of its performance for the year ended on that date in accordance with the accounting policies described in Note 1 to the financial statements.
2. In the directors' opinion there are reasonable grounds to believe that the association will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors.

Director: B. Gause

Director: [Signature]

Dated at Sydney on the 23<sup>rd</sup> day of October 2003.

## INDEPENDENT AUDITORS REPORT

### Scope

We have audited the attached financial report, being a special purpose financial report of NSW Federation of Housing Associations Incorporated for the year ended 30 June 2003, as set out on pages 3 to 9. The association's directors are responsible for the financial report and have determined that the accounting policies used and described in Note 1 to the financial statements which from part of the financial report are appropriate to meet the requirements of the Corporations Act 2001 and are appropriate to meet the needs of the members. We have conducted an independent audit of the financial report in order to express an opinion on it to the members of the association. No opinion is expressed as to whether the accounting policies used, and described in Note 1, are appropriate to the needs of the members.

The financial report has been prepared for distribution to members for the purpose of fulfilling the directors' financial reporting requirements under the Corporations Act 2001. We disclaim any assumption of responsibility for any reliance on this audit report or on the financial report to which it relates to any person other than the members, or for any purpose other than that for which it was prepared.

Our audit has been conducted in accordance with Australian Auditing Standards. Our procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial report and the evaluation of significant accounting estimates. These procedures have been undertaken to form an opinion whether, in all material respects, the

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financial report is presented fairly in accordance with the accounting policies described in Note 1, so as to present a view which is consistent with our understanding of the association's financial position, and performance as represented by the results of its operations and its cash flows. These policies do not require the application of all Accounting Standards and other mandatory professional reporting requirements in Australia.

The audit opinion expressed in this report has been formed on the above basis.

### **Audit Opinion**

In our opinion the financial statements of NSW Federation of Housing Associations Incorporated for the year ended 30<sup>th</sup> June, 2003 are in accordance with:

- (a) the Corporations Act 2001, including:
  - (i) giving a true and fair view of the association's financial position as at 30 June 2003 and of its performance for the year ended on that date in accordance with the accounting policies described in Note 1; and
  - (ii) complying with Accounting Standards in Australia to the extent described in Note 1 and the Corporations Regulations 2001; and
- (b) other mandatory professional reporting requirements to the extent described in Note 1.



**John G. Newton**, ACA, Registered Company Auditor:

Dated at Sydney on the 23<sup>rd</sup> day of October 2003.

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### **DISCLAIMER**

The additional financial information presented on the subsequent 2 pages is in accordance with the books and records of NSW Federation of Housing Associations Incorporated which have been subjected to the auditing procedures applied in our audit of NSW Federation of Housing Associations Incorporated for the year ended 30 June, 2003. It will be appreciated that our audit did not cover all details of the additional financial information. Accordingly, we do not express an opinion on such financial information and no warranty of accuracy or reliability is given.

In accordance with our Firm policy, we advise that neither the Firm nor any member or employee of the Firm undertakes responsibility arising in any way whatsoever to any person in respect of such information, including any errors or omissions therein, arising through negligence or otherwise however caused.



**John G. Newton**, ACA, Registered Company Auditor

Dated at Sydney on the 23<sup>rd</sup> day of October 2003.

**DETAILED PROFIT AND LOSS STATEMENT  
FOR THE YEAR ENDED 30 JUNE 2003**

	2003 \$	2002 \$
<b>INCOME</b>		
Government Grants	652,306	582,348
Service Fees	101,744	39,800
Training Fees	73,148	28,245
Membership Fees	44,043	17,237
Publications	3,907	3,665
Interest Received	1,193	350
Other Revenue	4,476	1,567
Provision Write Back	-	20,000
Contribution for Share Purchase	-	14,500
<b>TOTAL INCOME</b>	<b>880,817</b>	<b>707,712</b>
<b>EXPENSES</b>		
Advertising	6,416	1,538
Accountancy Fees	3,777	3,109
Bank Charges	1,082	1,669
Conferences/Catering	16,313	23,470
Contractors	86,943	26,440
Couriers	691	270
Education Grant Expenses	6,250	17,127
Equipment	15,933	2,866
Information	3,954	3,788
Internet Fees	1,535	1,259
Insurance	7,303	5,727
Legal and Licence Fees	1,299	1,116
Movement in Provision for Leave Entitlement	8,238	(13,723)
Office Utilities	2,168	2,364
Printing, Postage & Stationery	51,182	49,422
Rent – Office Premises	54,613	54,368
Rent – Plant and Equipment	9,910	10,908
Repairs & Maintenance	4,887	4,783
Software	419	474
Staff Training	4,460	3,032
Superannuation	43,661	33,848
Telephone & Faxes	12,023	13,493
Travelling & Accommodation	34,128	21,219
Wages & Salaries	485,503	424,784
<b>TOTAL EXPENSES</b>	<b>862,688</b>	<b>693,351</b>
<b>OPERATING PROFIT/(LOSS)</b>	<b>18,129</b>	<b>14,361</b>
<b>RETAINED LOSS AT THE BEGINNING OF THE FINANCIAL YEAR</b>	<b>(5,058)</b>	<b>(19,419)</b>
<b>RETAINED LOSS AT END OF THE FINANCIAL YEAR</b>	<b>13,071</b>	<b>(5,058)</b>

*The above Detailed Profit and Loss Statement should be read  
in conjunction with the attached disclaimer*

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# Code of Practice for Housing Associations

The Code of Practice for Housing Associations was developed in 1995 by the NSW Federation of Housing Associations (NSWFHA), in consultation with its membership, as a statement of the standards that the housing association sector has set for itself in the conduct of community housing management.

The purpose of the Code is to set out key principles that can be used by boards of management, employees, tenants, local communities and funding agencies to assess the practices of their community housing association. The Code can also be used as a complaints mechanism.

As of 30 June 2003, 63% of housing associations had voluntarily adopted the Code.

## **Organisations that adopted the Code in 2002-2003:**

Lithgow Community Tenancy Scheme  
Wentworth Area Community Housing

## **Organisations that adopted the Code prior to July 2002:**

Argyle Community Housing Association Inc.  
Central Tablelands Housing Association Inc.  
Coastal Community Tenancy Scheme Ltd.  
Community Housing Lower North Shore  
Community Housing Mid North Coast Inc.  
Cumberland Housing Cooperative Ltd.  
Deniliquin Community Tenancy Scheme Inc.  
Garrigal Housing Association Ltd.  
Homes North Community Tenancy Scheme  
Hume Community Housing Association  
Marrickville Area Community Housing Co-op  
Monaro Tenancy Scheme Ltd.  
Narrabri Community Tenancy Scheme Ltd.  
Newmacq Community Housing Co. Ltd.  
Pacific Link Community Housing Association  
Queanbeyan Community Ltd.  
Sapphire Coast Tenancy Scheme Inc.  
Shoalhaven Community Housing Scheme

South West Community Housing Association  
St George Community Housing Co. Ltd.  
Tamworth Community Housing Association  
The Housing Trust Ltd.  
Upper Hunter Tenancy Scheme Ltd.  
Western Suburbs Housing Co-operative  
Women's Housing Company

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## Accreditation

Community housing providers can be accredited under the Community Housing Accreditation System if they are assessed as complying with National Community Housing Standards. The standards are a benchmark for service delivery and attempt to cover all the elements that constitute high quality housing service for tenants in community housing.

As of 30 June 2003, 51% of housing associations were accredited.

## **Organisations that were accredited in 2002-2003:**

Garrigal Housing Association  
Homes North Community Housing  
Queanbeyan Community Housing

## **Organisations that were accredited prior to July 2002:**

Argyle Community Housing Association  
Community Housing Lower North Shore  
Cumberland Housing Co-op  
Deniliquin Community Tenancy Scheme  
Homes Out West  
Hume Community Housing Association  
Marrickville Area Community Housing Co-op  
Narrabri Community Tenancy Scheme  
Pacific Link Community Housing Association  
Sapphire Coast Tenancy Scheme  
Shoalhaven Community Housing Scheme  
South West Inner Sydney Housing Co-op  
St George Community Housing Co-op  
Tamworth Community Housing Association  
The Housing Trust  
Wentworth Area Community Housing  
Western Suburbs Housing Cooperative  
Women's Housing Company

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# 2002-2003 Membership

**Full Members** - *A full member will be a community based organisation whose core activity is the direct provision of long-term social housing.*

Albury Community Housing Inc.	Moree & District Community Housing Association
Argyle Community Housing Inc.	Narrabri Community Tenancy Scheme
Bathurst Women's Housing Program Inc	Newmacq Community Housing Company Ltd
Broken Hill Community Tenancy Scheme	Ngalawi Housing Co-operative
Burwood Area Community Housing	North Coast Community Housing Co.
Central Tablelands Housing Association	Pacific Link Community Housing Association
City West Housing Pty Ltd	Parkes Forbes CTS
Coastal Community Tenancy Scheme	Queanbeyan Community Housing Ltd
Community Housing Lower North Shore	Resamen Ltd.
Community Housing Mid North Coast Inc.	Ryde-Hunters Hill Community Housing Co-op
Cumberland Housing Co-operative	Sapphire Coast Tenancy Scheme
Dubbo Community Housing Leasing Program	Shoalhaven Community Housing Scheme
Eastern Suburbs Rental Housing Association	South West Inner Sydney Housing Co-op
Eurobodalla Community Housing	South-West Community Housing
Fusion Accommodation & Support Services	St George Community Housing Co-op
Garrigal Housing Association (Hornsby)	Tamworth Community Housing Association
Glen Accommodation Services Inc.	The Housing Trust Ltd
Homes North Community Housing Co	Upper Hunter Tenancy Scheme
Homes Out West	Wellington Community Tenancy Scheme
Hume Community Housing Association	Wentworth Area Community Housing
Inverell Community Tenancy Scheme	Western Suburbs Housing Co-operative Ltd.
Lithgow Community Tenancy Scheme	Women Up North Housing Inc
Marrickville Area Community Housing Co-op	Women's Housing Company
Monaro Tenancy Scheme Ltd	

**Associate Members** - *An Associate Member will be an organisation or individual with an interest in community housing.*

Albury Wodonga Youth Emergency Services	Department of Family & Community Services
Baptist Community Services	Havelock Housing Association
Break Through Community Housing Service	Hunter-Central Coast Tenants Advisory Council
Bundaberg Community Rent Scheme	Marian Centre
Cooloola Community Housing Association	Soul Housing Association
Crossroads Community Care Centre Inc	The Station Ltd

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**Affiliate Members** - *An Affiliate Member will be a community based organisation who provides housing and / or accommodation in conjunction with other related services.*

ACON (AIDS Council of NSW)	Kempsey Women & Childrens Service
Aftercare	Liverpool Youth Accommodation Assistance
Alice's Cottage Inc.	Lower Hunter Women's Housing
Anglicare - Youth & Family Services	Lower North Shore Youth Housing
Anglicare North Coast	Macarthur Ozanam Centre
Armidale Womens Housing Group Inc.	Mission Australia
Aston Hall Housing Co-operative	Multi-Purpose Allira Gathering Association
B. Miles Women's Housing	NESH Women's Scheme Inc.
B.R.A.N.C.H.	Nguon Song Group Homes
Ballina Community Network	North Coast Womens Housing Co-op
Bobby Goldsmith Foundation	Northern Region Young Women's Accom
Bondi Youth Accommodation	Phoenix Housing Youth Services
Bonnie Women's Refuge Ltd	Sisters Housing Enterprises
Byron Emergency Accommodation Project	Southern Women's Housing
CCHOACT	Southern Youth & Family Services
Centacare	St George Accommodation for Youth Ltd
Centacare - St. Agnes Parish	St George Women's Housing Inc
Centacare Youth Accommodation & Support	St Laurence House Inc
Community Connections North Coast Inc.	Stepping Out Housing Program
Community Housing Canberra Ltd.	The Burdekin Association Inc.
CRC Justice Support Inc.	The Gender Centre
Dubbo Women's Housing Programme	The Salvation Army
Elsie Refuge for Women & Children Inc.	The Settlement Neighbourhood Centre
Erskineville Youth Housing Inc.	The Twenty-Ten Association Ltd
Eva's Project Inc.	The Vasey Housing Association NSW
Fairfield Youth Accommodation Service	Unitingcare NSW. ACT
Garanga Housing Co-operative	Vinnies Emergency Accommodation Program
Gunyah Womens Housing	Western Housing for Youth Ltd
Illawarra Youth Housing Ltd.	Wollongong Women's Housing Inc
Katakudu Women's Housing Inc	

2002-2003



**NSW Federation of  
Housing Associations Inc.**

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Website: [www.communityhousing.org.au](http://www.communityhousing.org.au)