



nsw Federation of  
Housing Associations inc

# Annual Report 2010/11







nsw Federation of  
Housing Associations inc

## ● Our Mission

The Federation's mission is to support the development of a not-for-profit rental housing sector that compares to any around the world, and makes a difference to the lives of lower income and disadvantaged households across the state.

## ● Our Vision

We see housing associations being present in all housing markets, providing a full range of housing products to ensure that such households are not excluded and that those with specific needs can be housed appropriately and responsively.

## ● Our approach

We aim to provide leadership to the housing association sector in NSW by drawing on the talents of the sector; its leading edge practice, and on evidence from research and examples around the world.

The Federation will represent the aspirations and interests of housing associations to all other stakeholders – government, industry and the wider community.

We will provide advice to members, government and potential partners on the best ways to expand the sector's activities and meet the highest standards of service to tenants, applicants and communities.

We will support and resource individual members to manage at the highest standard and the industry to build the capacities needed to continue to develop.

## Acknowledgements

### Acknowledgement of traditional owners

The NSW Federation of Housing Associations acknowledges the Gadigal Clan of the Eora Nation who are the traditional owners of the land on which the Federation is located. A statement of Apology and Commitment to Aboriginal Peoples and Torres Strait Islanders is posted on our website

### Acknowledgement of contribution to our work

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

- The Community Housing Division for funding the core activities of the Federation, and for funding specific projects. This year these include the Capacity Building Project, the Media & Communications support project
- The Aboriginal Housing Office for funding the PARS support project
- Ivan Simon for chairing the 2010 Community Housing Conference
- Harry Brandy, Awabakal Land Council for the welcome to country at the state conference
- Conference Steering Committee: Bobbie Townsend, Nick Sabel and Derek Yule
- The Awards judging committee: Lynden Esdaile, Eddie Burke, Sue Cripps
- Prof Peter Phibbs, UWS for facilitating Conference Awards Night
- Susan Lucock and Pamela Prior and the Tenant Network committee members for their work on behalf of all community housing tenants
- IT reference group members: Patricia Vaz, Andrew Riolo, Maree McKenzie, Mark Connolly, Phillip Morath, Christopher Scott
- The Corporate Governance review steering group: Jim Critchley (director North Coast Community Housing), Garry Milligan (director Bridge Housing) and Alice Spizzo (director Women's Housing Company) for their work reviewing the Governance, Risk & Compliance good practice guides
- Janelle Goulding, Stewart Lawler, Derek Bebbington for advice on development
- Jenn Crowe and Deanne Smith (CHD) and Nazha Saad (St George Community Housing) – for their support of the Media and Communications Liaison Officer project and membership of the project reference group
- Andrew Vickery, Housing NSW Media Officer – for assistance with media training
- Pattie Chugg, Executive Officer, Shelter Tasmania for brokering the involvement of the community housing sector in Cert IV training in Tasmania
- Lynden Esdaile, Chairperson, HAC for conducting two workshops with Middle Managers Network
- Timothy Wand, Nurse Practitioner, Mental Health Liaison Emergency Department Royal Prince Alfred Hospital for workshop with the Middle Managers' Network
- The Home Power Savings Program team at Office of Environment and Heritage NSW for continued engagement with the sector;
- Learning and Development staff, HNSW – Donna Seagrave, Grant McClafferty, Christie Farnon, Sue Aujard, James Kelly, Telly Maragopoulous & Vincent Lam – partners in delivering Cert IV training
- Alison Schiema, HNSW – collaborator for development of HNSW CTTT training
- Mareese Terare for delivery of Keep Them Safe training to Aboriginal providers
- Kay Healey for delivery of Keep Them Safe training to mainstream providers
- Sonja Kegreiss for delivery of Pathways training
- Naomi Worrall for delivery of Pathways training
- Christine Woods for delivery of Homes Gap training
- Maree Davidson for delivery of training in Tasmania
- Julie Whellum, ACT housing collaboration on delivery of Cert IV training in the ACT



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- Swinburne University of Technology  
– David Ellis, Elke Prielipp, Carly  
Atree-Williams, Mark Griffiths, Linda  
Imms, Irene Coleiro & Irena White –  
partners in delivering e-learning Cert  
IV training to Housing NSW
- Jenny Dodd, Kerry Manikis, Melissa  
O’Connell, – Australian Flexible  
Learning Framework
- Beth Hobbs, Kuan Sin – Western  
Sydney Institute of TAFE
- Alexander Roche – Androgogic (IT  
for flexible learning)
- The Australian Institute of Company  
Directors for governance training
- James Field of CompliSpace for  
training on Governance, Risk and  
Compliance
- Patrick McClure for CEOs leadership  
workshop
- David Cant for CEOs leadership  
workshop
- Rosemary Bishop for Strategic  
Workforce Planning workshop
- Lara Sabbadin , Homelessness NSW,  
for partnership on Registration  
workshops
- Tony Gilmour for support with  
Federation business development
- Jon Hall for report on leveraging risks
- Megan Holbeck for newsletter writing  
and editorial services
- Kim Allen for design of publications

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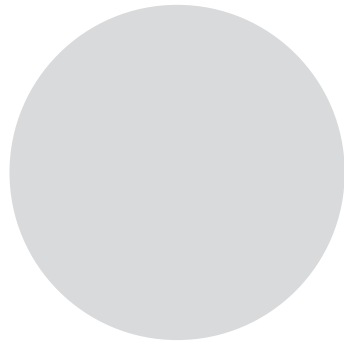
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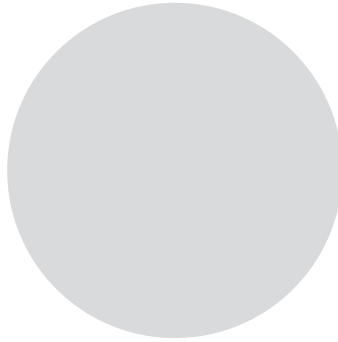
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# MILESTONES for the year



## Our biggest conference yet

In November 2010 we held the two yearly NSW Community Housing Conference in Newcastle – this time the biggest conference we have ever held. 334 people participated and there were stalls from suppliers to the sector. The conference was the first public appearance as the new Federal Minister for Social Housing by Mark Arbib. All up there were 70 speakers, including the Chief Executive of Housing NSW, Mike Allen, Jim Allen from the Aboriginal Housing Board, the Community Housing Registrar, Roxane Shaw, and Prof Julian Disney from Tax Watch. The conference was chaired by Ivan Simon the acting chief executive of the Aboriginal Housing Office. The conference theme – the future is now – located the discussion as both a chance to take stock of a period of rapid development and be clear about where we are about to go – and how to get there. The conference is also the time that the Community Housing Awards for Excellence are announced. This year, the major award for overall excellence in community housing went to Bridge Housing.

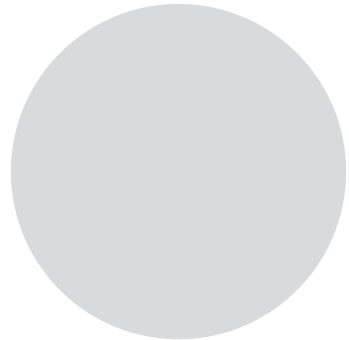


## Transformation of the sector – and capacity for growth

In 2010/11 the sector grew by 37% – 7,800 tenancies. For the first time, the average size of a housing association is over 1,000 tenancies – and for the first time, a provider is managing over 4,000 tenancies. This year equalled the total growth of tenancies under management achieved in the previous four years. There are now 29,120 homes under management by the sector – which means we will achieve the 30,000 target set in the Government strategy for community housing, *Planning for the Future*, in half the time. Of course, it was the year that the majority of Nation Building properties were taken on – with title to around 3,000 of them vested to providers. But there were also around 1,800 property transfers, and over 800 NRAS subsidised properties tenanted (with 1,100 more in the pipeline). This growth has been accompanied by a growing Government focus on the sector's capacity to manage such growth – now and into the future. It worked with the Federation and industry experts to develop an Industry Development Framework. In line with this, the Federation delivered a suite of training, workshops and tools on the role of the CEO and leadership; governance: strategies for growth, risk and compliance; workforce planning and HRM for growth; media and communications skills; and IT systems for the new scale of organisations.

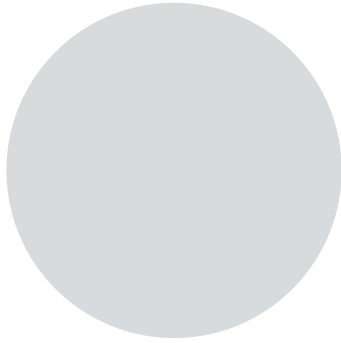
## Meeting a new government

This year we saw a change of government. The new Government also brought a new approach to housing, splitting the responsibilities that had been held by the Minister for Housing and administered by HNSW, between two Ministers – the Minister for Family & Community Services, Pru Goward, and the Minister for Finance and Services, Greg Pearce. The planning instruments, too, that had been the basis for the development of social and affordable housing were also the subject of reform and review. The Federation has spent the last third of the year establishing relationships with the new Ministers and working to build their understanding of the sector and its capacity to be a key part of their policy directions.



## IT support agreed

After so many years of advocacy by the Federation and the sector, and a number of years of our engagement with potential suppliers, Housing NSW has committed \$1 million to support the implementation of the next generation of integrated IT systems to manage the business of housing associations. The fund will be administered by the Federation over the next two years. At the same time, the first of the new type of systems have been developed and implemented in the sector. We have worked closely with the suppliers to support their development and to expose the products to the sector.



## Working with Aboriginal organisations

This year the Federation took on its largest project to support Aboriginal housing providers since 2001, when the training and support unit Kungala was transferred to the newly established Aboriginal Housing Office (AHO). This year we were engaged by the AHO to provide assistance to the 213 Aboriginal Community Housing Providers to prepare for registration under the Provider Assessment Registration System (PARS) process. Both the Federation and the Community Housing Registrar are working very closely with AHO and its regional staff to ensure providers are supported to participate in the new process. Our project co-ordinator, Adell Hyslop has been delivering practical workshops and providing individual support across the State. We also collaborated with the AHO in planning the 2010 Community Housing Conference and AHO Deputy Chief Executive Ivan Simon was the conference chair. We had a dedicated Aboriginal housing stream at the conference, and delegates from AHO, Aboriginal Land Councils and Aboriginal providers. As part of our flexible learning project we held a special mentoring workshop in the Northern Territory teaching the e-learning mentors about mentoring in Aboriginal organisations. Finally, Rita McKenzie has developed and delivered our cultural awareness training program.

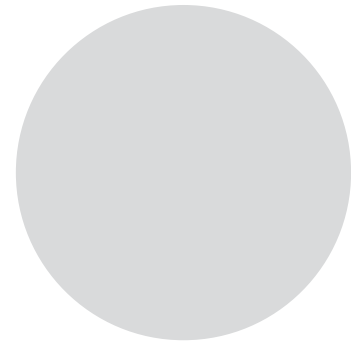
## Federation restructures

This year the Federation reviewed and restructured the organisation, in line with our strategic plan and to better meet the sector's needs. We also expanded our premises and began to implement new IT systems. The previous Good Practice Unit was split into the training team and the member services team. The policy team continued but became more involved in developing and brokering new kinds of member services. We appointed an Operation Manager, Victor Lee, a Training Manager, Ruth Djordjevic, and a new Services Manager, Adam West. However, this year we also farewelled three longstanding members of the Federation team – Laurel Draffen, who had led the Good Practice Unit for seven years, Estelle Lohman who had been the training co-ordinator for 14 years, and Andra Keay our information and IT officer for over 12 years. Their contribution to the organisation has been enormous.



## Supporting communications

In February 2011, Communications and Media Liaison Officer Glenn Roach started a 12 month project to train and support providers and the Federation with communications and media advice as our communication with the wider community becomes more important and challenging. Glen has developed an extensive media training manual for the sector and begun a program of one-and-a-half day media training seminars. The number of providers appointing a media officer or dedicating a staff member to communications and community service has risen markedly over the past year.



## Training gets a truly national reach

This year training delivery moved online fully; and so provided a truly national reach for the first time. This follows the piloting of e-learning with part of a Diploma through a Flexible Learning project. Now both the Diploma and the Cert IV are available on line as well as continuing our usual face to face delivery; and for the first time we are providing recognition of current competency online. We have seen enrolments from across the country as a result. Two groups of more than 20 students in Tasmania are now receiving training using a blended approach of face to face training and online training. The students are also mixing online with students from NSW and the ACT sharing differences and similarities in their respective housing experiences. There is now a dedicated group of online mentors who are receiving training in providing mentoring to peers as well as actually mentoring groups of online students.

## President's Report



It's probably time that we got used to the rate of change in the sector – after all there has only been one period of two or three years at the beginning of the 1990s that the sector has not grown. But this year is unlike any before and there may be a brief pause before we see another.

It is a year of milestones. For the first time ever the average size of a housing association is over 1,000 tenancies – and for the first time, a provider is managing over 4,000 tenancies.

In 2010/11 the sector grew by 37% – 7,800 tenancies. Two larger established providers doubled; and two others grew by more than 50%. And a number of new entrants to the sector grew their housing business by between 200% and, in the case of the largest, by 700%. These are not just numbers. They demonstrate the sector's capacity to manage change and growth.

This is one of the questions that have consistently been put to us by Government, when considering the next step for the sector. And our track record is one of the best answers. At the same time, the support that both the Community Housing Division and Housing NSW as a whole has given to help build key areas of capacity, has been welcome and well targeted.

The last milestone – well, very close to it – is the size of the sector at the end of 2010/11. There are now over 29,000 homes under management by the sector – which means we will achieve the 30,000 target set in the Government strategy for community housing, Planning for the Future, in half the time. Of course, it was the year that the majority of Nation Building properties were taken on – with title to around 3,000 of them already vested to providers. But there were also around 1,800 property transfers, and over 800 NRAS subsidised properties tenanted (with 1,100 more in the pipeline). In fact, by

the end of the first quarter of 2011/12, the number in the pipeline has grown to 3,400 to be delivered over the next three years.

All of this is very positive – but it would be wrong not to also note that more could have been achieved, and the Federation has been making this point to government for some time. The NRAS incentives so far are around half the per capita allocation we might have hoped for in NSW. The delay in property vesting – historic and most welcome though it is – has made financing the commitments made in the Nation Building tender much more difficult. The major challenge as we begin to work with more stakeholders and to manage the risks of growth effectively, is to achieve a degree of certainty.

Naturally, there is some uncertainty when there is a change of Government. Because of this, the Federation has made it a priority to build relationships with the new Ministers with responsibility for housing – and we know that members have been doing this too. In building such relationships, our most pressing objectives have been to ensure that they fully understand the work and achievements of the sector (and its capacity to continue to grow) and to understand the policy direction they expect to take.

Of course this has taken time as they settle into Government. But we have been heartened by the receptiveness to the work of the sector that we have seen so far.

The Federal government has been part of the picture too. It was particularly helpful that the NSW Community Housing Conference was the first public appearance in his new portfolio for the Federal Minister for Social Housing, Mark Arbib. The Federation has been actively involved in some of the key national initiatives. We have been invited to participate in the two roundtables on social housing hosted by Ministers Arbib and Burke. And, of course, we have been invited to both of the expert forums to seek industry input to the shape of the new national community housing regulatory system.

There has been another set of relationships that have been particularly significant for the Federation this year. This is our relationship with the Aboriginal housing sector. For the last 10 years we have focussed on maintaining good relationships with the Aboriginal Housing Office and on supporting the sector to provide effective access



and services for Aboriginal applicants and tenants. Over the last year, Rita McKenzie, has developed and delivered our cultural awareness training program. Two years ago we jointly organised the community housing conference with the AHO 10th anniversary forum to provide back to back events. This year we also collaborated with the AHO in planning the 2010 Community Housing Conference and AHO Deputy Chief Executive, Ivan Simon was the conference chair.

But the last time we undertook a major project to help support the Aboriginal housing sector was when we auspiced the resourcing and training unit Kungala, before it was handed to the newly establish AHO.

This year we were engaged by the AHO to provide assistance to Aboriginal Community Housing Providers to prepare for registration under the Provider Assessment Registration System (PARS) process. This is similar to the assistance we provided to the mainstream sector with the introduction of our Registration system. Our project co-ordinator, Adell Hyslop has been delivering practical workshops and providing individual support across the State. We hope that this could be the beginning of even closer work between the two sectors.

Finally, although the Executive Director will say more about it, I should note that the board has been overseeing a restructure of the Federation to renew its

capacity to meet the needs of the sector and to allow it to grow effectively. This is crucial step in ensuring that the Federation is sustainable for the next phase of the sector's development. One of the sad parts of change is the departure of staff who have contributed greatly to the Federation becoming what it is today. This year we lost three longstanding staff members who, between them, have 33 years of service to the Federation – Laurel Draffen, Estelle Lohman and Andra Keay. I want to acknowledge their work and to wish them all the best for the future.

The representation provided by the Federation in these crucial times, the services it has been developing and delivering or brokering for the sector and the challenges of a restructure all take an enormous amount of work by all the staff. On behalf of the whole board I would like to thank the staff for the effort they have put in throughout the year.

*Bobbie Townsend*  
President



# How does the Federation work?

## Organisational Chart



## Our core areas of work

The Federation works in eight core areas:

- **Representation and sector co-ordination –**  
this is our fundamental role as the industry peak for housing associations in NSW. Its purpose is to be a voice for members, to enable them to work together as a mutually supportive sector and to articulate and pursue their common aspirations. (Policy team)
- **Research and sector development –**  
this supports the members' directions and aspirations with effective research, policy development on key issues affecting the development of the sector and strategies to support the changing business of the sector. (Policy team)
- **Relationships and alliances –**  
this ensures that associations are promoted and well-known to all other stakeholders who might help our development, and to allow associations to play their part in the wider community sector. (Principally policy team)
- **Training –**  
this is our most prominent direct service to members and others in the social housing sector. Through our Centre for Training in Social Housing, our accredited vocational training and other short courses support and build the capacity of organisations and the careers of workers in the sector. (Training team)
- **Professional and peer networks –**  
this is a growing focus and provides opportunities for specific professional groupings, directors or tenants to share experiences and knowledge, identify issues and offer mutual support to their peers. (All teams)
- **Services to provide advice & support –**  
the Federation directly supports individual members, their boards and management, in their work as housing providers. This ranges from free advice provided through our Housing Hotline; to mobilising resources for the sector by brokering and working with suppliers, including through the Resource Bank on our website; to consultancies in areas such as strategic planning, organisational reviews, tenant participation and the like; to intensive work with organisations to achieve their particular goals. (Services team)
- **Practice resources –**  
developing and continually updating resources on good practice social housing management, including Good Practice Guides, Resource publications. (Services team)
- **Organisational support –**  
this part of the Federation's work supports the Federation itself, its secretariat and the Board. (Administrative team)



## Statement of governance practices

### The role of the Board

Members of the Federation Board of Directors have two broad roles. The first is to provide leadership, on behalf of members, in the Federation's work to represent the interests of the sector and to pursue its development. The second is to be responsible for corporate governance matters for all aspects of the Federation's activities.

### Board composition

The Board is comprised of nine members, elected from candidates nominated by full members of the Federation. The Executive Officer is not a member of the board, but is invited to attend all board meetings. Board members are elected for two year terms with half the board retiring at each Annual General Meeting. Retiring members are eligible to for nomination and re-election. There are four office bearers: President, Vice President, Secretary and Treasurer. No office bearer may hold the same position for more than four consecutive years.

### Ethics

In 2003 the Board adopted a Federation Statement of Ethics which requires all Federation staff and directors to:

- Behave honestly
- Treat people fairly
- Act within the law
- Act in the interests of the Federation and all its members
- Work diligently
- Treat people and communities with respect.

This was part of a wider Values Statement adopted by the Board.

In addition, both directors and Federation staff sign a Code of Conduct before taking office. The Code identifies directors' responsibilities to act in the interest of the organisation, their responsibilities as employers, financial conduct, confidentiality and disclosure and covers conflicts of interest.

### Audit & Risk Management Committee – purpose and scope

The Audit & Risk Management Committee, comprised of three members appointed by the Board from among the directors. The Committee meets at least three times a year. The Committee is authorised by the Board to investigate any activity within its terms of reference. The Committee may seek Board approval to obtain outside legal or other independent professional advice. At least once a year, the committee shall meet with the external auditors.

The committee activities cover four areas:

- **Risk management** – to facilitate annual priority risk identification by the board, monitoring priority risk management strategies and reviewing the Federations long-term organisational risk management framework;
- **Internal auditing and controls** – to establish an internal audit program, particularly based on the Risk Management Monitoring Framework;
- **External financial audit** – to liaise with auditor on behalf of board;
- **Half yearly financial statements** – to provide advice to the Treasurer on risks associated with the half yearly and annual financial statements.

The members of the Committee are Karen Andrew (Chair), Bobbie Townsend, and Toni Comber.

### Risk policy

In 2004 the Board adopted the following statement of the Federation's approach to risk. This was endorsed by Housing Association meeting.

The Federation's role is to advance the interests of its members. It is therefore prepared to be proactive in identifying and pursuing new opportunities for the sector and to manage the risks that may arise.

It is prepared to take considerable political risks in the pursuit and protection of its members needs and interests, but will always seek to minimise these if possible.

The Federation represents its members and so places a premium on the sector's reputation and will be very reluctant to expose the sector's reputation to risk.

The Federation has been established to support its members. It will take on business risks to the extent that they can be prudently managed, but only to the extent that these activities support or enhance its capacity to support its members.

### Internal control systems

The Federation's Audit and Risk Management Committee has responsibility to oversee the Federation's Internal Controls. Internal controls are governed by Federation policies – in particular 3.7 Authority Limits, 3.8 Conflicts of Interest, 1.17 Code of Conduct for Employees.

Monitoring of internal controls is undertaken in two ways: as part of the annual external financial audit, and internal audit functions undertaken by the Audit & Risk Management Committee on financial management, human resource management, and information management.

### Insurance of directors and officers

During the financial year the Federation has paid an insurance premium insuring each of the directors of the Federation named in this report and officers against all liabilities and expenses arising as a result of performing their duties to the association, to the extent permitted by law.

### Retained earnings target

The board has established a retained earnings target which is reviewed annually. The purpose of the retained earnings target is (a) to ensure that there are sufficient retained earnings to manage key risks or future costs that cannot be treated as a provision, and (b) to ensure that retained earnings in excess of these targets are expended on the purposes of the organisation in the subsequent year. The retained earnings targets are comprised of: the board's solvency benchmark of net assets sufficient to operate for 4 weeks, the cost of redundancy payments, and the cost of future office relocation. The target for retained earnings for 2010/11 is \$218,000. The actual retained earnings for 2010/11 are \$345,179, providing scope for re-investment in 2011/12.



Asset Managers Network



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Bobbie Townsend



John Nicolades



Karen Andrew



Nick Sabel



Greg Budworth



Toni Comber



John McKenna



Nazha Saad



Bobby Murphy



Nicola Lemon

## The Board

### **Bobbie Townsend** *President*

Bobbie has worked in community housing for over 23 years. She has been a member of the Federation Board on a number of different occasions, most recently as Vice-President, until the November 2009 election at which time she was elected President.

Bobbie has experienced many changes in community housing with the majority during the past 12 years. The strength of the community housing sector is its ability to be flexible and adapt to change. This will be critical in the next few years as the housing sector will be involved in a range of new partnerships, establishing new structures and increasing the supply of new housing. The role the Federation will play in leading and supporting members will be fundamental.

Bobbie has a BA Community Management, Grad. Cert. Housing Management & Policy, MAHI.

### **John Nicolades** *Vice President*

John has worked in the housing and community services sector for the past 20 years and has extensive experience in policy and service delivery. Currently he is Executive Officer with Bridge Housing (previously SWISH). Prior to joining SWISH in 2005, John undertook consultancy work on affordable housing for the NSW Department of Planning and NSW local governments and completed a Graduate Diploma of Applied Finance with the Financial Services Institute of Australia.

John was inaugural Director of Affordable Housing Service in the NSW Dept of Planning in 1999 and then Director of the Centre for Affordable Housing in the Department of Housing. He also held management and policy positions in the non government sector including Community Services Manager with the Uniting Church Board for Social Responsibility, housing policy coordinator with Australian Council of Social Service and Housing Policy Officer with Shelter NSW. John has also been a member a number of federal and state government committees on housing policy.

Bobbie Townsend	<i>President</i>
John Nicolades	<i>Vice President</i>
Karen Andrew	<i>Treasurer</i>
Nick Sabel	<i>Secretary</i>
Greg Budworth	<i>Director</i>
Toni Comber	<i>Director</i>
John McKenna	<i>Director</i>
Bobby Murphy	<i>Director</i>
Nazha Saad	<i>Director</i>
Nicola Lemon	<i>Retiring Director</i>

## The Board (continued)

### **Karen Andrew** **Treasurer**

Karen Andrew is the Executive Officer of Housing Plus, based in the Central Tablelands of NSW. She previously served on the Federation Board both as an ordinary member from 2002/2004 and Vice President 2004/2006.

Karen commenced work formally in community housing in 1986 progressing from tenant to voluntary tenant participation worker with the local Community Tenancy Scheme to Housing Manager and eventually Executive Office. Having worked in the industry for so many years she has represented the sector on many focus groups including regulation, stock transfer, accreditation and the common access strategy to name a few.

### **Nick Sabel** **Secretary**

Nick is the Executive Officer of Wentworth Community Housing, a large multi-site housing association in greater western Sydney. He has held this position for over 8 years, during which he has seen the association through 2 rounds of accreditation and registration. WACH carries out much of its work through partnerships, and is currently working in this way with approximately 28 other organisations. Nick was co-opted to fill a casual vacancy in June 2003, and then elected to (State Council, now Board) in November 2003. Nick was elected as President of NSW FHA from November 2005 until November 2009, and Secretary from November 2009.

### **Greg Budworth** **Director**

Greg is CEO of Compass Housing Services based in Newcastle and was appointed in 2004. He has a diverse background as CEO and Senior Manager of Human Services organisations, Christian Minister and Police Detective. Greg is and has been a voluntary director of several funded accommodation and support services and is also a NSW Committee Member for the AHI and Chair of Power Housing Australia.

Greg has a Masters in Business, Diplomas in Business Management and Project Management, MAHI.

### **Toni Comber** **Director**

Toni Comber is a Housing Manager for Homes North Community Housing Co in Gunnedah, where she has also worked on the Property Transfer Program to Community Housing

Toni is the Vice President of Red Chief Local Aboriginal Lands Council.

### **John McKenna** **Director**

John is currently General Manager of North Coast Community Housing Company located in the Northern Rivers region of NSW. NCCHC currently manage over 800 Community Housing properties in a region from Tweed Heads in the North to Woolli in the south. John has been in his current position since July 2009.

John has a number of years experience in the senior management of a number of organisations across a diverse industry mix. John has managed commercial laundry facilities, maintenance and service companies and before relocating to the Northern Rivers Region was Contract Manager for the Spotless organisation on the ACT Housing Total Facilities Management contract. This involved the ongoing planning and delivery of full facility management services to the ACT Housing portfolio of 11,500 properties, with an annual spend of over \$30 million.

He is a member of the Richmond Valley Council Affordable Housing Committee, The Northern Rivers Housing Forum Executive and the Ballina Shire Affordable Housing Working Group. John is also on the committee of the Northern Rivers Homelessness Research Project.

John is a Member of the Australian Housing Institute and an Associated Fellow of the Australian Institute of Management and holds a Bachelor of Arts in Administration. He was elected to the Board in December 2010.

## Bobby Murphy Director

Bobby is on the Board of Management of Homes Out West, operating from Deniliquin and across the Murray corridor within the Riverina. Bobby was appointed to the steering committee of the Property Transfer Project Murray which oversaw an expansion of Homes Out West program and a smooth transfer of properties.

She has extensive experience in the community service industry having held the position of Community Development Officer at the Deniliquin Neighbourhood Centre for seven years, and managed the Regional Council For Social Development Inc. (now Intereach NSW) a regional community service program operating across the Riverina. Bobby has previous experience with the peak body LCSA – Local Community Services Association as a committee delegate.

Bobby holds a tertiary qualification in Nursing Management. Bobby was elected in November 2009.

## Nazha Saad Director

Nazha is currently the Chief Executive Officer of St George Community Housing, and has had a diverse career working in private, budget dependent and commercial organisations in planning, implementing and evaluating organisation-wide and whole-of-government reforms. With over eleven (11) years of experience as a Senior Executive, she has developed expertise in strategy development, relationship management and building of organisational capability.

Nazha has had experience in community health, asset and property management from her roles at the Department of Public Works and Services and from the Department of Ageing Disability and Home Care.

Earlier in her career she trained and worked as an occupational Therapist before moving into corporate management and business development. She has an MBA from the AGSM UNSW and won the Premier's Department scholarship for change management in 1995. Nazha was elected to the board in November 2007.

## Nicola Lemon Retiring Director

Nicola is the CEO of Hume Community Housing Association. Prior to joining Hume she spent 10 years working in the UK for Housing Associations of varied sizes, ranging from 4,500 to 36,000 properties. Nicola has experience in both front line service delivery and driving and managing organisation's continuous improvement. She has worked in challenging and deprived inner city communities, leading teams to tackle anti social behaviour and successfully implement regeneration projects, including large-scale estate renewal programs.



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## Meetings of Directors

Number of meetings attended by each director during the financial year 2010/11 while a director

	Scheduled meetings	Special board workshop	Total
<b>Retiring members</b>			
Nicola Lemon	0/2*		0/0*
<b>Continuing members</b>			
Karen Andrew	3/6	1/1	4/7
Greg Budworth	3/6	0/1	3/7
Toni Comber	6/6	1/1	7/7
Bobby Murphy	5/6	1/1	6/7
John Nicolades	4/6	1/1	5/7
Nazha Saad	2/6	0/1	2/7
Nick Sabel	3/6	1/1	4/7
Bobbie Townsend	5/6	1/1	6/7
<b>New members</b>			
John McKenna	4/4	1/1	4/4

\* Maternity leave



Adam Farrar



Victor Lee



Laurel Draffen



Adam West



Adell Hyslop



Glenn Roach

## Federation Staff



Lam Huynh



Rachel Louttit



Maja Frolich



Poppy Dowsett



Ruth Djordjevic



Lyndall Katz



Rita McKenzie



Nada Goodacre



Kevin Saide



Estelle Lohman



Joanne Branagan



Wendy Rockwell



Andra Keay



Seema Manoj



Charmaine Smith



### *Executive Director*

#### **Adam Farrar**

BA (Hons) MA (Hons), GAICD, MAHI

### *Operations Manager* (from Dec 2010)

#### **Victor Lee**

Currently completing MBA, currently completing Graduate membership of AICD

### *Manager Good Practice Unit* (to Oct 2010)

#### **Laurel Draffen**

BA Dip Ed, MA (Ed Studies), Cert IV Assessment & Workplace Training, Completing MBA, GAICD, MAHI

## **Member Services**

### *Service Delivery Manager*

#### **Adam West**

BA (Hons), Post Grad Diploma Housing Policy & Practice, Cert IV Assessment & Workplace Training, GAICD

### *Coordinator – Support for Provider*

#### **Assessment and Registration System (PARS)**

#### **Adell Hyslop**

Cert IV Business (Governance) – Statement of Attainment; Cert IV Social Housing – Statement of Attainment; Dip Community Services Management – Statement of Attainment

### *Communications and Media Liaison*

#### **Support Officer** (from Feb 2011)

#### **Glenn Roach**

### *Newsletter contractor* (to Dec 2010)

#### **Megan Holbeck**

### *Contract/ partner business consultant*

#### **Nick Warren**

## **Policy & Research**

### *Policy Officers*

#### **Lam Huynh**

BSc (Behavioural Science) (Hons) MA (Policy Studies)

#### **Rachell Louttit**

BA, Master of Counselling, Dip Social Housing; Cert IV Training & Assessment

#### **Maja Frolich**

B Soc Sci

#### **Poppy Dowsett**

BA (Architecture). Completing Masters of Film Studies

## **Training (Centre for Training in Social Housing)**

### *Training Manager*

#### **Ruth Djordjevic**

B Ed, B Legal Studies, Med, Master of Law, Dip Management, Cert IV and Dip Assessment and Workplace Training, Grad Cert in Facilitating and Managing eLearning, qualified mediator

### *Senior Training & Resource workers*

#### **Lyndall Katz**

BA, Dip Social Housing, Cert IV Assessment & Workplace Training, MAHI

### *Training & Resource Workers*

#### **Rita McKenzie**

Dip Business Studies, Dip Aboriginal Studies, Cert IV Social Housing, Cert IV Assessment and Workplace Training, MAHI

#### **Nada Goodacre**

Dip Primary Teaching, Dip Training and Assessment Systems, Cert IV Training & Assessment, Cert IV Small Business, Certificate of Teaching English Second Language, E-Facilitation accreditation, Dip Management

#### **Kevin Saide**

BA Soc Sc (Welfare Practice Major), Assoc Dip Comm Welf. Cert IV Training & Assessment

### *Training Co-ordinator*

#### **Estelle Lohman** (to Dec 2010)

### *Training Administrator*

#### **Joanne Branagan** (from May 2011)

Completing a Cert IV in Training and Assessment

### *Casual Training Administrators*

#### **Rebekka Kruitbosch**

#### **Karen Drefke**

#### **Lynn Schloemann**

### *Casual/contract trainers*

#### **Mareese Terare**

#### **Kay Healey**

#### **Sonja Kegreiss**

#### **Naomi Worrall**

#### **Maree Davidson**

#### **Christine Woods**

#### **Sasha Djordjevic**

## **Office Services Team**

### *Manager*

#### **Wendy Rockwell**

BS Psych/Math, Dip Management

### *Information Technology*

#### **Andra Keay** (to Dec 2010)

BA Communications

### *Administrative Assistant*

#### **Seema Manoj**

Bachelor of Mathematics, Cert III in Financial Services

### *Administrative Assistant Trainee*

#### **Charmaine Smith** (from May 2011)

Completing Cert III Business Administration

## Executive Director's report



2010/11 has been a huge year for the Federation.

We have restructured, moved our training delivery onto a new level, completed or started six substantial projects to support the sector to take on the major changes to the system, brokered sector access to two crucial management systems to support growing organisations, held the sector's biggest state conference, begun to build relationships with a new government, begun building a richer picture of the industry and its workforce, and undertaken crucial research on the effectiveness of leveraging in the sector.

This was the second year of our five year strategic plan. A key part of that was to review the business and restructure if necessary. Following both a business and staffing review, we did decide on a restructure. But before we did that we also expanded the office to accommodate the staff growth and began the process of moving all data and information systems onto new platforms.

The restructure saw us appoint an Operations Manager, Victor Lee, a Training Manager, Ruth Djordjevic, and a new Services Manager, Adam West. In the previous year we had appointed Ruth and Adam to an interim role as co-ordinators of training and services respectively, without creating new reporting lines. This year's restructure split the previous Good Practice Unit into the training team (giving our Centre for Training in Social Housing a stronger focus) and the member services team. The policy team continued but also became more involved in developing and brokering new kinds of member services.

This has not only created a new senior management team, but it has also allowed significant new types of services to be developed and deliver.

But at the same time, the Federation also farewelled three longstanding members of the Federation team – Laurel Draffen, who had led the Good Practice Unit for seven years, Estelle Lohman who had been the training co-ordinator for 14 years, and Andra Keay our information and IT officer for over 12 years.

Laurel left to further her career. But in her time at the Federation she has led huge expansion in our training business which has grown almost eight-fold under her management, delivered services to senior managers and directors in the sector and continued the development of good practice resources.

Estelle had been training co-ordinator for 14 years – almost as long as the Federation has been providing training and well before accredited training was available to the sector. Throughout that time she provided support and advice to hundreds of members' staff about their training. The Federation came to rely on her experience and quality of work well beyond her formal role. Estelle felt that the restructure was the right time to look at new avenues.

Andra, came to the Federation to help with the library and became our IT officer. She developed a deep expertise in the area and over the years moved the Federation onto a professional footing with our IT systems. Andra left to move with her family to the US.

I'd like to acknowledge the contribution all three have made to the Federation and to wish them well in their new careers.

In the middle of all this we have had a very full year of activities. In November 2010 we held the two yearly NSW Community Housing Conference in Newcastle – this time the biggest conference we have ever held with 334 people participating. The conference was chaired by Ivan Simon the acting chief executive of the Aboriginal Housing Office. While there is never a bad time to bring the sector together to evaluate where we are, the conference theme – the future is now – announced that our development as a sector, our “planning for the future” is now over; we have taken the next step and are getting on with it. With this in mind, it was important that the conference was the first public appearance as the new Federal Minister for Social Housing by Mark Arbib.

The conference is also the time that the Community Housing Awards for Excellence are announced. This year, the major award for overall excellence in community



housing went to Bridge Housing. All the Award winners are listed later in the annual report.

Our training work also took a huge step. Almost all our offerings moved online. This involved an enormous amount of material development and adaptation. But now we have a truly national reach for the first time. We have seen enrolments from across the country as a result. Importantly this has given us a way to deliver a blended form of training – blending e-learning and face to face; but also blending community housing and public housing students and students from different states sharing experiences. In the middle of all this we underwent our reaccreditation as a registered training organisation (RTO) against a brand new set of national standards.

I mentioned earlier that we have been involved in a number of projects to support the sector through the great changes of the year. Perhaps the most exciting was long awaited. After so many years of advocacy by the Federation and the sector, and a number of years of our engagement with potential suppliers, Housing NSW has committed \$1 million to support the implementation of the next generation of integrated IT systems to manage the business of housing associations. The fund will be administered by the Federation over the next two years.

The other projects have each been significant. We provided further training for the implementation of Pathways and Homes, and we delivered Keep Them Safe training to both mainstream and Aboriginal providers. We also completed the delivery of support for smaller providers to undertake Registration. And we started a similar project to support Aboriginal community housing providers to undertake registration under the new AHO system – the Performance & Assessment Registration System (PARS). The Community Housing Division also contracted us to provide a suite of supports for key aspects of growing businesses in the sector – we delivered training, workshops and tools on the role of the CEO and leadership; governance: strategies for growth, risk and compliance; workforce planning and HRM for growth.

Linked to this, I particularly want to note partnerships and relationships we have established with a range of suppliers to help bring them to the sector and make them appropriate for the sector. This includes IT suppliers, compliance and risk software, human resources services and board reviews.

The final substantial project has been to support providers to build a new level of capacity in communications and media as the sector's communication with the wider community becomes more important and challenging.

Earlier I acknowledged the contribution of three longstanding staff members who left during the year. But as we move to a new footing, I particularly want to recognise the contribution of some other staff members who have contributed to our work over very many years.

Wendy Rockwell, our Office Manager, has been with the Federation longer than anyone. Her role is core of the organisation, managing the administration team and overseeing the office systems. But Wendy also is responsible for the bookkeeping for the Federation which has grown to a level of complexity and sophistication far beyond what is normally meant by the term. Lyndall Katz is our Senior Trainer and as well as working for the Federation for almost a decade, worked in the sector for ten years before that. This expertise and continuity of experience is crucial to the quality of our training. Finally Adam West has been with the Federation for over seven years, initially as a trainer and resource worker and now as Services Manager. Over the last few years Adam has led our engagement with a range of suppliers who are now meeting our new business needs, and has been developing support, tools and training in key areas like asset management and development at the same time as continuing to provide his deep expertise in tenant participation.

It is important to publicly recognise those people on whose work the Federation has been built and developed. But at the same time we now have a growing number of new staff who are helping us take the next steps – like Ruth Djordjevic and Victor Lee. Their work is laying the foundation for the Federation's next stage.

As we reflect on a particularly challenging year, I want to acknowledge and thank all our staff, every one of which has helped us achieve an outstanding, but very challenging, year.

*Adam Farrar*  
Executive Director

# ACHIEVEMENTS FOR 2010/11

## Representation and sector co-ordination

### Bringing the sector together

This year we have brought the sector together in a wide range of forums to exchange information and identify issues needing action. The different forums are:

**NSW Community Housing Conference**  
The major forum bringing the sector together this year was the NSW Community Housing Conference, held in Newcastle.

- There were 334 delegates to the conference
- 70 speakers, including the first appearance by the new Federal Minister for Social Housing, Mark Arbib
- The NSW Community Housing Awards for Excellence are also awarded at the Conference dinner

### General sector meetings

- One Housing Associations Meeting (HAM) and small associations meeting

### Professional & peer networks

- We convened meetings of our 10 networks throughout the year (see below)

### Seminars & workshops

- Changes to the Residential Tenancies Act – statewide workshops
- Issues affecting supported housing – Fred Oberg (ACON), Josh Barr (HNSW), Deon Wingard (Link)
- Nominated places for clients under Housing Pathways – Support workers network seminar
- Advanced training in discretionary decision making, delivered by HAC Lynden Esdaile
- Portfolio planning by Sally Basset
- Strategic workforce planning – by Rosemary Bishop
- Strategy and risk for growth organisations – AICD

### 2010 Community Housing Awards for Excellence

- Overall Excellence in Community Housing > Bridge Housing  
*Highly Commended > Wentworth Community Housing*
- Annual Reporting > Bridge Housing
- Partnerships > Wentworth Community Housing  
*Highly Commended > Emerge Youth & Family Services*
- Creative Solutions > Bridge Housing
- Organisational Management & Governance > St George Community Housing
- Asset Management > St George Community Housing  
*Highly Commended > Southern Cross Community Housing*
- Contribution to Building Communities > The Housing Trust
- Tenant Participation > Affordable Community Housing
- Service to Tenants > Compass Housing

- Governance, risk management and compliance workshop and demonstration by CompliSpace
- The CEO's role and leadership – Patrick McClure, Centre for Social Impact

#### Communicating

- The newsletter, *Housing Matters*
- *Community Housing Tenant Network News*
- A growing use of e-bulletins – general Federation bulletins, Directors bulletins and Training bulletins
- The website was expanded with a members' section and resource bank

#### Representation

The Federation represented the sector with Government or the Department on range of issues this year:

- Housing Pathways (common social housing register)
- Review of social housing prioritisation policy
- Successful campaign on proposed NRAS cuts
- State election NRAS campaign – with Shelter & NCOSS
- Election fact sheets circulated before elections – on Federation priorities
- Registration continuing developments – both State and national
- Changes to the Residential Tenancies Act
- The ROU with the Police
- Fire & Rescue NSW MOU discussion
- Community housing & HNSW Joint planning approach
- The Affordable Housing SEPP
- The affordable housing component

- of Barangaroo & Redfern Waterloo
- The new approach to estate renewal
- Our Cities – Commonwealth discussion paper
- Linking to providers and developers for affordable housing opportunities
- Communications with private sector
- Performance management by CHD
- Home Power saving program
- ABS counting the homeless
- Proposed Supported Accommodation Innovation Fund
- ASIC financial stress program
- Pension increases and social housing rent
- Investment in social housing
- The future of social housing
- State Plan
- National dialogue between the mainstream housing sector and Aboriginal housing.
- NRAS and Stimulus
- National Affordable Housing Agreement
- Boarding Houses and marginal rental (led by the NSW Tenants Union)

We also met with both State and Commonwealth Ministers, met Opposition spokesperson and the Greens. We have focused on building relationships with the Ministers in the new State Government with responsibility for housing, Prue Goward & Greg Pearce. We also attended round tables hosted by Commonwealth Ministers Arbib and Burke, and by Affordable Housing Summit Group and National Shelter

The Federation is represented on over 25 other committees and forums (see representation on committees, p27).

## Relationships, alliances and promotion

#### Sector promotion

- For the second year we have produced and placed an article and advertisement in the Local Government Yearbook for 2011. This year the article focused on regional housing providers.
- Developed and distributed 'key messages on sector' fact sheet for provider meetings with new MPs
- Presented to carers in Holdsworth Community Centre
- Communications project training & resourcing

#### Liaison with wider community sector & other industry

- Shelter NSW – board representation
- Australasian Housing Institute – governance review committee
- Community Housing Federation of Australia – board membership
- NSW Council of Social Service – membership of Forum of Non-Government Organisations (peaks)
- Homelessness Alliance meetings

#### Aboriginal partnerships

- Met with Michelle Craig (Aboriginal Housing Office Chair)
- Collaborated with the Aboriginal Housing Office (AHO) in the lead up to the 2010 Community Housing Conference in Newcastle
- Ivan Simon was the conference chair.
- Delivered 5 Keep them Safe (KTS) training sessions to 44 participants across the State

## ACHIEVEMENTS for 2010/11

- Delivered 20 practical workshop across NSW to prepare Aboriginal community housing providers (ACHP) to meet the new Provider Assessment Registration System (PARS)
- Regular participation in the PARS Practice Group
- Met twice with the AHO Board
- Ongoing liaison with Ivan Simon (AHO acting Executive )
- Met with consultant (Rae Porter) on models for Aboriginal engagement
- Participated in National Shelter sponsored forum to provide dialogue between the mainstream housing sector and Aboriginal housing.

### Suppliers

- Successfully negotiated financial support for the implementation of IT systems with CHD
- Hosted & promoted IT demonstrations – Kinetic, Technology One, SDM
- Worked with IT provider on shared service models
- Negotiated introduction compliance and risk systems tailored to the sector with of CompliSpace and hosted presentations
- Worked on pilot solar panel option for providers and tenants
- Regular meeting with MARSH insurers on sector insurance
- Discussion with Impact Group on sector development policy & procedures

### Training profile & partnerships

- Flexible Learning Framework Conference 2011. We were recognised for our e-learning platform at the conference and on their website
- Brokered special Aboriginal mentoring workshops in the Northern Territory as part of the flexible learning project and negotiated opportunities with other providers.

### Other external meetings

- Power Housing and academic researchers

## Professional and Peer networks

The Federation convenes and supports 10 professional & peer networks:

- Community development workers network – new this year
- Development managers network
- Directors' network – Director's bulletins
- Tenant network (and committee)
- Affordable housing network
- Asset managers network
- CEO network
- Middle managers network
- Supported housing network
- Small associations group





## Sector development & research

### Research

The research outputs in 2010/11 were:

- Report of a survey of members on the impacts of Housing Pathways implementation
- Community housing workforce survey and report with salaries comparisons 2010
- Community housing workforce from the Stimulus and onward – Conference paper presented at the ASPRC conference 2011
- New and emerging positions in community housing
- Survey of provider usage of AHSEPP
- Promoting tenant economic engagement in the Community housing sector (started in the 09/10 to be completed in 2010/11) To date includes: Sector data and tools for providers; statewide baseline of tenant economic engagement by organisation; guide of types of engagement and case studies for providers; and example policies for providers
- Industry data project gap analysis commenced – ongoing data collection – NRAS, sector profile etc

### Sector development projects and partnerships

A growing part of the Federation's work is devoted to the development of systems and initiatives that support the development of the sector:

#### *Strategic sector development*

- This year a suite of activities have been undertaken that were identified in the Industry Development Framework finalised in 2009/10
- The 2010 Workforce survey report was published which provides current data on salaries, positions, workforce composition and changes. This links to the Workforce Strategy finalised in the previous year and published this year
- We undertook a range of projects specifically related to building capacity objective of the Industry Development Framework – media and communications; organisational workforce planning; CEO leadership; and governance & risk management.
- CHFA national proposal for a national industry body

#### *National Standards*

- Finalised revised new edition of the National Community Housing Standards as member of the national steering committee

#### *Registration system*

- Member of the Registrar's Advisory Group
- Project Advisory Group for the Compliance Assessment Scheduling System
- Registrar's compliance scheduling model project workshop
- 20 small providers attended the final 5 Registration Workshops of the project begun last year
- 20 workshops for Aboriginal community housing providers to prepare for the AHO registration (PARS)
- Participated in two national expert forums on the development of a national regulatory system.

## Supporting Organisations

### *Growth capacity support*

- Negotiated \$1 million package to subsidise members for implementation of new IT systems to be fit for purpose for growth
- Workshops/ training held for CEOs on CEO leadership in a changing environment – and report of the presentations – together with a draft CEO roles description flowing from a discussion of the distinction between the growing number of CEO positions and previous management positions
- Strategic workforce planning workshop/ training – supported by a future workforce needs planning resource, a People Management Planning Template; a Human Resource Management Policy Checklist; a revised and updated edition of the Human Resource Management Good Practice Guide
- A strategy and risk for growth organisations workshop delivered by the AICD and a workshop/ training on Governance, risk management and compliance – supported by a new edition of the Effective boards governance good practice guide that particularly focuses on risk and the ASX governance principles; and a new edition of the Effective Reporting and performance monitoring governance good practice guide.
- Worked with CompliSpace to tailor their compliance and risk system to the industry and to promote it to the sector

- Worked with the Walton group to provide governance assessment services to the sector

### *Resource bank*

- The range of resources available on the resource bank was expanded
- An increased number of suppliers are listed on the directory

### *Organisational consultancy services*

This year we undertook 7 consultancies for housing associations. The areas these covered were:

- Tenants satisfaction surveying
- Tenant participation
- Strategic Asset management planning
- Registration special advisor
- Strategic Planning

### *Hotline advice*

- The Hotline provides housing management advice to front line service providers. Over 168 inquiries were answered this year from 40 housing providers and 29 other organisations or individuals.





## Training by our Centre for Training in Social Housing

### e-Learning

- The entire Diploma in Social Housing is now available online;
- Introduction of training in the Certificate IV in Social Housing via recognition of current competency online;
- Award from Flexible Learning Framework in recognition of our e-Learning platform;
- Dedicated group of online mentors are providing mentoring to peers using a combination of Skype, online chatrooms and forums.

### Sector Cert IV & Diploma

- 36 e-learning classes were delivered to 698 students;
- 32 face-to-face classes were delivered to 273 students;
- Our Cert IV program has been designed to enable students to start and complete within a year and is rolled out on a half-yearly cycle;
- Our Diploma program has been designed to enable students to start and complete with 2 years and is rolled out on a yearly cycle;

### Professional development training

- Strategy & Risk training was run in partnership with AICD to Executives;
- Governance, Risk and Compliance training was run in partnership with CompliSpace to Managers;
- Workforce planning training was run in conjunction with Interdependent to Managers;

### Training to support sector change

- 7 HOMES training workshops were delivered to 83 students;
- Training on the new child protection responsibilities, Keep Them Safe, was delivered to 100 participants in both mainstream and Aboriginal community housing organisations

- Final training on the new Registration system delivered to 20 small providers
- 20 training sessions on the new Aboriginal registration system, PARS, delivered to Aboriginal community housing providers
- 12 training sessions on specific areas of Social Housing were delivered to 158 students

### Training statistics

	Classes	Students	Classes	Students	Classes	Students
	Sector		Government		Total	
<b>Accredited – Cert Iv/ Dip</b>						
Face to face scheduled	15	172	45	512	60	684
Face to face on-site	6	79	.	.	6	79
E-Learning	9	121	22	291	31	412
RPL	2	13	10	77	12	90
Distance	.	10	.	25	0	35
<b>Non-accredited</b>						
Housing management	4	66	.	.	4	66
Governance & snr management	4	64	.	.	4	64
Special training *	46	263	.	.	46	263
<b>Total</b>	<b>86</b>	<b>788</b>	<b>77</b>	<b>905</b>	<b>163</b>	<b>1,693</b>

\* Registration, PARS, Homes

## ACHIEVEMENTS for 2010/11

### Organisational

#### *Organisational change*

- Over this year the Federation underwent a significant management restructure
- Establishment of a new Operations Manager position
- The Good Practice Unit was restructured into two new business areas: the Centre for Training in Social Housing and the Member services area (incorporating most of the previous good practice and advice areas of the previous GPU)
- Establishment of a new Training manager position
- Establishment of a new Membership Services position
- There was significant staff change with the departure of Laurel Draffen, the manager of the Good Practice Unit after more than 7 years, Estelle Loman, Training co-ordinator, after more than 14 years, and Andra Keay after more than 12 years.
- New staff were: Victor Lee, Glenn Roach, Adell Hyslop, Jo Branagan, and Charmaine Smith
- Four of the staff studied for and were successful in gaining the Diploma of Management.
- Preparation, selection and proposed implementation of a new RTO Management system

#### *Organisational support*

- *Support the Board and management* –  
The Office Services Team provides important secretariat support to the Board and administrative support for the work of the Federation.
- *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, allowing for effective information distribution and record keeping.
- *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.
- Our website, which is now a major promotional and information tool, providing a comprehensive source of all current information for members, partners and other stakeholders, is kept up to date by the Office Manager and Administrative Assistant.





Asset Managers Network

Roxane Shaw speaking at Growth Seminar – governance training

The Policy Team: Lam Huynh, Poppy Dowsett, Maja Frolich

Tenancy law workshop with Broken Hill LALC  
left to right: Glen O'Donnell Jrn; Anthony O'Donnell;  
Glen O'Donnell; Jarred Menz; Christine Tester; Joanne O'Donnell;  
Kay Ransome (Chairperson CTTT); Craig Britt; Cobie Britt.

Julie Garland-McLellan at AICD governance training

Senator Mark Arbib giving the opening keynote address at the conference.

## Publications 2010/11

### Submissions

- *Submission to NSW Fair Trading on Residential Tenancies Regulations 2010*, (October 2010)
- *Submission to the ATO Consultation Paper: Scoping Study for a National Not-for-profit Regulator*, (February 2011)
- *Affordable Rental Housing SEPP Review: NSW FHA submission*, (March 2011)
- *Redfern, Waterloo and Eveleigh Draft Built Environment Plan Stage 2 (BEP2): NSW FHA submission*, (March 2011)
- *Our Cities Discussion Paper – Submission to the Department of Infrastructure and Transport by the NSW Federation of Housing Associations*, (March 2011)
- *Submission to HNSW 2011 Housing NSW and Mental Health Agreement Final Consultation Draft*, (June 2011)
- *Response to the Supported Accommodation Innovation Fund (SAIF) Exposure Draft Guidelines FaHCSIA*, (June 2011)

### Good practice guides & resources

- *Good Practice Guide 1: Corporate Governance: Effective boards*. Deborah Georgiou & Adam West (new edition February 2011)
- *Governance Good Practice Guide 2: Effective Reporting and performance monitoring*. Deborah Georgiou & Adam West (new edition March 2011)
- *Human Resource Management Good Practice Guide* (new edition 2011)
- *People Management Planning Template: A resource for housing associations planning their future workforce needs*, (February 2011)
- *Community Housing Workforce Survey 2010: Summary Report, 2010*
- *Leading community housing organisations in a changing landscape: A resource for CEOs and EOs of housing associations*. Maja Frolich & Adam West (September 2010)
- *Sample Position Description: Chief Executive Officer – Community Housing Provider*, (September 2010)
- *Human Resource Management Policy Checklist*, (September 2010)

### Newsletters & bulletins

- *Housing Matters – newsletter*  
Volume 16, Issue 2. July 2010  
Volume 16, Issue 3. Nov 2010
- *Federation bulletins*  
June 2011 – 3  
May 2011 – 5  
April 2011 – 1  
March 2011 – 5  
Februray 2011 – 2  
December 2010 – 4  
October 2010 – 4  
September 2010 – 4  
August 2010 – 2  
July 2011 – 3

We produced four (4) fact-sheets for the NSW State elections

- *Training bulletins*  
June 2011 – 1  
May 2011 – 1  
April 2011 – 3  
March 2011 – 3  
January 2011 – 3  
December 2011 – 1  
August 2011 – 1  
July 2011 – 1
- *Directors & CEOs bulletins*  
March 2011 – 1  
September 2010 – 1  
August 2010 – 1  
July 2010 – 1



# Representation on Committees

During the year the Federation, its nominees or its staff members participated in the following committees or consultative forums

Australasian Housing Institute NSW Branch	<i>Laurel Draffen (to October 2010)</i>
Australian Council of Social Service – Housing & Regional Policy Adviser	<i>Adam Farrar</i>
C2I (which owns CSB banking services) board	<i>Eleri Morgan-Thomas (nominated by Federation)</i>
Community Housing Advisory Committee (CHAC)	<i>Nazha Saad (Federation nomination, Ministerial appointment)</i>
Community Housing Federation Australia board	<i>Adam Farrar</i>
Community Services & Health ITAB Assessors Meeting	<i>Rita McKenzie</i>
Community Trainers Assessors Group	<i>Ruth Djordjevic</i>
Consumer Trading and Tenancy Tribunal, Tenancy Division Consultative Committee	<i>Lyndall Katz</i>
Corrective Services NSW – Women’s Housing Roundtable	<i>Poppy Dowsett</i>
Homelessness Community Alliance	<i>Adam Farrar, Maja Frolich</i>
Housing Appeals Committee Community Housing Appeals Forum	<i>Adam Farrar</i>
Housing NSW – Living Communities Consultative Committee	<i>Rachel Louttit/ Poppy Dowsett</i>
Housing NSW – NGO Housing Partners Reference Group	<i>Lam Huynh</i>
Housing NSW Strategic Integrated Portfolio Planning Forum	<i>Adam West</i>
Housing Pathways liaison meetings	<i>Adam Farrar, Poppy Dowsett</i>
NSW Council of Social Service – Forum of Non-Government Agencies	<i>Adam Farrar, Maja Frolich</i>
NSW State Plan Key Stakeholders Forum	<i>Adam Farrar</i>
National Regulation Expert Consultative Forum	<i>Adam Farrar</i>
National Shelter Aboriginal Housing Round tables	<i>Adell Hyslop</i>
PARS Practice Group	<i>Adell Hyslop</i>
Registration Compliance Scheduling working group	<i>Adam Farrar, Adam West</i>
Registrar’s Advisory Forum	<i>Adam Farrar</i>
Shelter NSW – Board	<i>Lam Huynh</i>
Social Housing Advisory Group to the CS&H Industry Skills Council review of the Community Services Training Package	<i>Laurel Draffen</i>

Federation staff lunch



Training in Hobart



NSW FEDERATION OF HOUSING  
ASSOCIATIONS INCORPORATED

ABN: 86 488 945 663

# FINANCIAL REPORT

for the year ended  
30th June 2011

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HAYWARDS  
CHARTERED  
ACCOUNTANTS

Level 8, 19-31 Pitt Street  
Sydney NSW 2000 Australia  
Phone +61 2 9251 7577



# Directors' Report

Your Board members submit the financial report of the NSW Federation of Housing Associations Incorporated for the financial year ended 30 June 2011.

## Board Members

The names of Board members throughout the year and at the date of this report are:

Bobbie Townsend (President)

John Nicolades (Vice-President)

Bobby Murphy

Nick Sabel (Secretary)

Karen Andrew (Treasurer)

Greg Budworth

Toni Comber

Nicola Lemon resigned (10/12/2010)

John McKenna appointed (10/12/2010)

Nazha Saad

## Principal Activities

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

## Significant Changes

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

## Operating Result

The profit after providing for income tax amounted to \$60,262.

## Review of Operations

A review of the operations of the entity during the financial year and the results of those operations show total revenue increased by 9% to 1,854,954, expenses increased by 15% to 1,794,692, resulting in the decrease of profit.

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

Bobbie Townsend

Karen Andrew

Dated this 14th day of October 2011

# Income and Expenditure Statement

for the year ended 30 June 2011

	Note	2011 \$	2010 \$
<b>INCOME</b>			
Government funding and project income		1,158,752	980,596
Training fees		440,639	572,645
Membership fees		70,072	60,642
Services fees		20,073	49,703
Interest		23,401	18,607
Other revenue		142,017	19,294
		<b>1,854,954</b>	<b>1,701,487</b>
<b>EXPENDITURE</b>			
Conference expenses		42,171	27,051
Contractors		142,902	302,836
Depreciation		33,480	5,700
Doubtful debts		994	1,131
Employee benefits expense		1,230,738	916,450
Printing, postage and stationery		31,148	26,202
Property expense		86,007	74,794
Repairs and maintenance		15,232	40,248
Temporary staff		29,058	11,259
Travelling and accommodation		61,369	29,758
Other expenses		121,593	119,804
		<b>1,794,692</b>	<b>1,555,233</b>
Profit before income tax		60,262	146,254
Profit after income tax		60,262	146,254
RETAINED PROFITS AT THE BEGINNING OF THE FINANCIAL YEAR		284,916	138,662
RETAINED PROFITS AT THE END OF THE FINANCIAL YEAR		345,178	284,916

*The accompanying notes form part of these financial statements.*



# Assets and Liabilities Statement

as at 30 June 2011

	Note	2011 \$	2010 \$
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents		1,552,664	515,144
Trade and other receivables	2	65,213	264,942
Prepayments		15,982	8,637
<b>TOTAL CURRENT ASSETS</b>		<b>1,633,859</b>	<b>788,723</b>
<b>NON-CURRENT ASSETS</b>			
Other financial assets	4	20,000	20,000
Property, plant and equipment	3	135,434	139,122
<b>TOTAL NON-CURRENT ASSETS</b>		<b>155,434</b>	<b>159,122</b>
<b>TOTAL ASSETS</b>		<b>1,789,293</b>	<b>947,845</b>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Trade and other payables	5	1,283,754	523,241
Other provisions	6	113,628	84,758
<b>TOTAL CURRENT LIABILITIES</b>		<b>1,397,382</b>	<b>607,999</b>
<b>NON-CURRENT LIABILITIES</b>			
Provision	6	46,733	54,930
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>46,733</b>	<b>54,930</b>
<b>TOTAL LIABILITIES</b>		<b>1,444,115</b>	<b>662,929</b>
<b>NET ASSETS</b>		<b>345,178</b>	<b>284,916</b>
<b>MEMBERS' FUNDS</b>			
Retained profits		345,178	284,916
<b>TOTAL MEMBERS' FUNDS</b>		<b>345,178</b>	<b>284,916</b>

The accompanying notes form part of these financial statements.

# Notes to the Financial Statements

for the year ended 30 June 2011

## NOTE 1 - Summary of Significant

### Accounting Policies

This financial report is a special purpose financial report prepared in order to satisfy the financial reporting requirements of the Associations Incorporation Act NSW 2009. The Board of directors has determined that the association is not a reporting entity.

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

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

#### (a) Income Tax

The association is exempt from income tax.

#### (b) Property, Plant and Equipment (PPE)

Leasehold improvements and office equipment are carried at cost less, where applicable, any accumulated depreciation.

The depreciable amount of all PPE is depreciated over the useful lives of the assets to the association commencing from the time the asset is held ready for use.

Leasehold improvements are amortised over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

#### (c) Impairment of Assets

At the end of each reporting period, the entity reviews the carrying values of its tangible and intangible assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is recognised in the income and expenditure statement.

#### (d) Employee Benefits

Provision is made for the association's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits have been measured at the amounts expected to be paid when the liability is settled.

#### (e) Provisions

Provisions are recognised when the association has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured. Provisions are measured at the best estimate of the amounts required to settle the obligation at the end of the reporting period.

#### (f) Cash and Cash Equivalents

Cash and cash equivalents includes cash on hand, deposits held at call with banks, and other short-term highly liquid investments with original maturities of three months or less.



## Notes to the Financial Statements for the year ended 30 June 2011 (continued)

### **(g) Revenue and Other Income**

Revenue is measured at the fair value of the consideration received or receivable after taking into account any trade discounts and volume rebates allowed. For this purpose, deferred consideration is not discounted to present values when recognising revenue.

Interest revenue is recognised using the effective interest rate method, which for floating rate financial assets is the rate inherent in the instrument. Dividend revenue is recognised when the right to receive a dividend has been established.

Grant and donation income is recognised when the entity obtains control over the funds, which is generally at the time of receipt.

All revenue is stated net of the amount of goods and services tax (GST).

### **(h) Leases**

Leases of PPE, where substantially all the risks and benefits incidental to the ownership of the asset, but not the legal ownership, are transferred to the association, are classified as finance leases.

Finance leases are capitalised by recording an asset and a liability at the lower of the amounts equal to the fair value of the leased property or the present value of the minimum lease payments, including any guaranteed residual values. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for that period.

Leased assets are depreciated on a straight-line basis over the shorter of their estimated useful lives or the lease term. Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are charged as expenses in the periods in which they are incurred.

### **(i) Goods and Services Tax (GST)**

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office (ATO). Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with other receivables or payables in the statement of financial position.

### **(j) Investments**

Investments held are initially recognised at cost which includes transaction costs. They are subsequently measured at fair value which is equivalent to their market bid price at the end of the reporting period. Movements in fair value are recognised through an equity reserve.

Notes to the Financial Statements  
for the year ended 30 June 2011 (continued)

	2011 \$	2010 \$
<b>NOTE 2 · Trade and Other Receivables</b>		
Trade receivables	67,778	266,513
Provision for impairment of receivables	(2,565)	(1,571)
	65,213	264,942

**NOTE 3 · Property, Plant and Equipment**

Office equipment	179,954	150,162
Less accumulated depreciation	(44,520)	(11,040)
Total Property, Plant and Equipment	133,434	139,122

**NOTE 4 · Financial Assets**

Non-current		
Community 21 Ltd – at cost	20,000	20,000
	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 provides 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.

Based on an independent valuation dated 10 October 2008, the investment in Community 21 Ltd was valued at \$144,000. Given the volatile nature of the current financial climate and the fact that the independent valuation was carried out over approximately two years ago, the board of directors have elected to carry the investment at cost.

**NOTE 5 · Trade and other payables**

Trade payables	44,121	189,188
Other income in advance	1,103,152	272,606
Accrued expenses	33,125	32,717
GST payable	103,346	28,730
	1,283,754	523,241



Notes to the Financial Statements  
for the year ended 30 June 2011 (continued)

	2011 \$	2010 \$
<b>NOTE 6 · Provisions</b>		
<b>CURRENT LIABILITIES</b>		
Provision – Annual leave	83,628	54,758
Provision – Lease obligations	30,000	30,000
	<b>113,628</b>	<b>84,758</b>

**NON-CURRENT LIABILITIES**

Provision – Long service leave	46,733	54,930
	<b>46,733</b>	<b>54,930</b>

**NOTE 7 · Leasing Commitments**

(a) Operating Lease Commitments		
Being for rent of office		
Payable – minimum lease payments		
– not later than 12 months	89,306	85,699
– between 12 months and 5 years	74,422	157,115
	<b>163,728</b>	<b>242,814</b>

The property lease is a non-cancellable lease with a 3-year term, with rent payable monthly in advance.

**NOTE 8 · Contingent Liabilities**

The association has entered an unsecured commercial business bank guarantee facility for securing its office premises rental bond		
	14,553	14,553

**NOTE 9 · 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.

## Director's Declaration

The Board has 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 outlined in Note 1 to the financial statements.

In the opinion of the directors the financial report as set out on pages 30 to 35:

1. Presents a true and fair view of the financial position of NSW Federation of Housing Associations Incorporated as at 30 June 2011 and its performance for the year ended on that date.
2. At the date of this statement, there are reasonable grounds to believe that NSW Federation of Housing Associations Incorporated will be able to pay its debts as and when they fall due.

The statement is made in accordance with a resolution of the Board of Directors and is signed for and on behalf of the Board of Directors by:



President  
Bobbie Townsend



Treasurer  
Karen Andrew

Dated this 14th day of October 2011

# Independent Auditor's Report to the Members

of NSW Federation of Housing Associations Incorporated

## **Report on the Financial Report**

We have audited the accompanying financial report, being a special purpose financial report, of NSW Federation of Housing Associations Incorporated (the association), which comprises the Director's report, the assets and liabilities statement as at 30 June 2011, the income and expenditure statement for the year then ended, notes comprising a summary of significant accounting policies, other explanatory notes and the statement by members of the Board.

## **Directors' Responsibility for the Financial Report**

The directors of NSW Federation of Housing Associations Incorporation is responsible for the preparation of the financial report and has determined that the basis of preparation described in Note 1 is appropriate to meet the requirements of the Associations Incorporation Act NSW 2009 and are appropriate to meet the needs of the members. The directors' responsibility also includes such internal control as the directors determine necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

## **Auditor's Responsibility**

Our responsibility is to express an opinion on the financial report based on our audit. We have conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the association's preparation of the financial report that gives a true and fair view, in order to design audit procedures that are appropriate in the circumstance, but not for the purpose of expressing an opinion on the effectiveness of the association's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Board, as well as evaluating the overall presentation of the financial report.

The financial report has been prepared for distribution to members for the purpose of fulfilling the directors' financial reporting under the Associations Incorporation Act NSW 2009. We disclaim any assumption of responsibility for any reliance on this 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.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## **Independence**

In conducting our audit, we have complied with the independence requirements of Australian Professional Ethical Pronouncements.

## **Opinion**

In our opinion, the financial report presents fairly, in all material respects of the financial position of NSW Federation of Housing Associations Incorporated at 30 June 2011 and its financial performance for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements, and the Associations Incorporation Act NSW 2009.

Independent Auditor's Report to the Members  
of NSW Federation of Housing Associations Incorporated  
(continued)

***Basis of Accounting***

Without modifying our opinion, we draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared to assist NSW Federation of Housing Associations Incorporated to meet the requirements of the Associations Incorporation Act NSW 2009. As a result, the financial report may not be suitable for another purpose.

*Name of Firm:*

Haywards Chartered Accountants

*Auditor's signature:*



*Name of Partner:*

John Newton

*Address:*

8/19-31 Pitt Street,  
SYDNEY NSW 2000

Dated this 14th day of October 2011

# Detailed Financial Performance Statement

for the year ended 30 June 2011



nsw Federation of  
Housing Associations inc

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	2011 \$	2010 \$
<b>INCOME</b>		
Government Grant	729,500	695,084
Service Fees	20,073	49,703
Training Fees	440,639	572,645
Membership Fees	70,072	60,642
Conference income	79,192	4,034
Publications	844	3,090
Interest Received	23,401	20,607
Other Revenue	491,233	295,681
<b>Total Income</b>	<b>1,854,954</b>	<b>1,701,486</b>
<b>EXPENSES</b>		
Advertising	2,730	7,200
Audit and Accountancy Fees	5,400	5,400
Bank Charges	1,705	915
Conferences/Catering	42,171	27,050
Contractors	142,902	302,836
Couriers	944	377
Depreciation	33,480	5,700
Donations/ sponsorship	5,000	1,735
Doubtful debts	994	1,131
Equipment & Furniture Purchases	14,977	2,076
Group purchase costs	10,768	6,981
Information	7,930	13,032
Internet Fees	6,903	716
Insurance	16,515	14,427
Legal and Licence Fees	10,780	13,589
Movement in Provision for Leave Entitlement	20,673	10,597
Office Utilities & Expenses	10,518	9,178
Printing, Postage & Stationery	29,184	25,454
Rent – Office Premises	86,007	74,795
Repairs & Maintenance	12,434	66,012
Software	255	4,592
Staff Training	20,352	6,075
Superannuation	98,832	74,304
Telephone & Faxes	11,579	8,476
Temporary staff	29,058	11,259
Travel & Accommodation	61,369	29,758
Wages & Salaries	1,111,233	831,567
<b>Total Expenses</b>	<b>1,794,692</b>	<b>1,555,232</b>
<b>Operating Surplus</b>	<b>60,262</b>	<b>146,254</b>
<b>Accumulated Surplus at the beginning of the Financial Year</b>	<b>284,916</b>	<b>138,662</b>
<b>Accumulated Surplus at the end of the Financial Year</b>	<b>345,178</b>	<b>284,916</b>

The above Detailed Financial Performance Statement does NOT form part of the audited financial statements



Conference Awards evening

(top left) Carol Croce (CHFA) and John Nicolades, Executive Officer of Bridge Housing – winner Overall Excellence in Community Housing.



# Membership

## 2010/11 Membership

The Federation had a total of 109 members in 2010/11. These were comprised of 35 full members, 55 affiliate members and 19 associate members.

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### Full members

are community based housing organisations operating in NSW whose core activity is the direct provision of long-term social housing

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### Affiliate Members

are community based organisations that provide housing but not as their core activity or not in NSW

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### Associate Member

is an organisation or individual with an interest in community housing.

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### Full members

Some of these members merged or changed their name during the year

Affordable Community Housing Ltd.  
Argyle Community Housing Ltd  
Bathurst Women's Housing Program Inc  
BlueCHP Limited  
Bridge Housing Ltd  
City West Housing Pty Ltd  
Common Equity NSW Ltd.  
Community Housing Limited  
Compass Housing Services Co Ltd  
Ecclesia Housing  
Gunidah Gunyah Aboriginal Corporation  
Homes North Community Housing Co  
Homes Out West  
Housing Plus  
Hume Community Housing Association  
Inverell Community Housing Inc  
Link Housing Ltd  
Lithgow Community Housing Inc  
Metro Community Housing Co-op Ltd  
MA Housing  
Narrabri Community Tenancy Scheme  
North Coast Community Housing Co.  
On Track Community Programs Ltd  
Pacific Link Community Housing Association Ltd  
Parkes Forbes Community Housing Inc.  
Ryde-Hunters Hill Community Housing Co-op  
Sapphire Coast Tenancy Scheme  
Sisters Housing Enterprises  
South Eastern Aboriginal Regional Management Service  
Southern Cross Community Housing Ltd  
St George Community Housing Limited  
The Benevolent Society  
The Housing Trust Ltd  
Wentworth Community Housing  
Women's Housing Company

## Affiliate members

Aboriginal Housing Company  
 Achieve Australia  
 ACON (AIDS Council of NSW)  
 Anglicare North Coast  
 Armidale Womens Housing Group Inc.  
 Australian Nursing Home Foundation Ltd  
 B. Miles Women's Housing  
 B.R.A.N.C.H.  
 Baptist Community Services  
 Bobby Goldsmith Foundation  
 Bonnie Women's Refuge Ltd  
 Breakout Accommodation Services Ltd.  
 Byron Emergency Accommodation Project Inc.  
 CatholicCare Youth Services  
 Centacare – St. Agnes Parish  
 Coast Shelter  
 Community Restorative Centre  
 Crossroads Community Care Centre Inc  
 DAWN (Drug and Alcohol Women's Network)  
 Dubbo Women's Housing Programme  
 Eastern Suburbs Community Youth Assoc Ltd  
 Erskineville Youth Housing Inc.  
 Fusion Accommodation & Support Services  
 Garanga Housing Co-operative  
 Gonyah Womens Housing  
 Havelock Housing Association  
 Illawarra Youth Housing Ltd.  
 INNARI Housing Inc  
 Katakudu Women's Housing Inc  
 Liverpool Youth Accommodation Assistance  
 Liverpool Youth Refuge  
 Macarthur Ozanam Centre  
 NESH Women's Scheme Inc.  
 Newcastle Youth Accommodation Services  
 Northern Region Young Women's Accom  
 Nova Womens Accommodation & Support  
 Phoenix House Youth Services  
 Regional Housing Limited  
 Society of St Vincent De Paul NSW  
     Homeless Persons Services  
 South East Women & Children's Services Inc  
 Southern Youth & Family Services  
 St George Accommodation for Youth Ltd

St George Women's Housing Inc  
 Stepping Out Housing Program  
 The Burdekin Association Inc.  
 The Gender Centre  
 The Salvation Army  
 The Salvation Army – Carinya Cottage  
 Uniting Care Community Housing  
 Vinnies Services  
 Warilla Women's Refuge Inc  
 Wayback Committee Ltd.  
 Western Housing for Youth Ltd  
 Women Up North Housing Inc  
 Youth Connections North Coast Inc.

## Associate members

Abbeyfield Australia Ltd  
 Affordable Housing Solutions  
 Anglicare Canberra & Goulburn  
 BRC Recruitment PTY LTD  
 Community Housing Ltd  
 DAISI (Disability & Aged Information Service Inc)  
 Department of FHACSLA  
 ECHO  
 Hi-Tech Inspect Pty Ltd  
 Hunter–Central Coast Tenants Advisory Council Inc.  
 iAccess Consultants  
 James Cameron  
 Marian Centre  
 Martin Sharan  
 Paraquad NSW  
 Seidman & Associates Pty Ltd  
 Sergon Building Consultants  
 Stimson Consultant Services  
 Wollongong Women's Housing Inc



## Members' satisfaction with the Federation

For the fourth year, the Federation has surveyed its full members on its performance and members' satisfaction. This was also part of our reporting to our funding body. The following is a summary of the main results.

The survey shows

- Continued very high level of usage of Federation training, workshops and networks; but lower usage of consultancy services. However members were strongly supportive of the Federation expanding the range of consultancy services by brokering or partnering with external consultants with particular areas of commercial expertise.
- Satisfaction (the top 2 of 5 point scale) with the work of the Federation of between 84% and 100% in all areas except drawing on sector representation to identify issues and advocate (75%)
- The areas of highest satisfaction were networks, practice support, consultancies and seminars.
- There has been a significant increase in the level of satisfaction with the Federation's work to support the new needs of a developing and changing sector since the last survey.

<b>I. Sector capacity</b>	<b>%(1)</b>
<b>Training</b>	
Members whose staff attended training provided by the Federation this year	100
Participant satisfaction with training	90
Organisation received value for the cost of the training	100
The organisation can afford to have staff undertake the training they should	80
Had training delivered to your staff on-site or in your region	35
Had staff undertaken Federation training by e-learning this year	58
Effectiveness of on-site or e-learning delivery in providing better access to the training they should	88
<b>Practice support</b>	
% of members who hold Federation Good Practice Guides or fact sheets	96
Staff regularly or occasionally use these resources	91
Satisfied with these good practice resources	100
% of members whose staff use the Hotline for advice on housing management issues	89
Satisfied with Hotline advice	88
<b>Business resources</b>	
% of members who have used the online Resource Bank	80
Found the material on the Resource bank useful	94
% whose staff attended Federation forums to introduce members to suppliers of new business systems	83
Found the forums useful	100
<b>Organisational consultancy services</b>	
Percentage of members who used the Federation to deliver consultancy services this year	36
Satisfied with the service	100
Received value for money for the service	100
<b>Professional &amp; peer networks</b>	
% of organisations whose directors, staff or tenants have been involved in any of the professional & peer networks supported by the Federation	96
Perceive participants to be satisfied	96

(1) satisfaction or approval reported is the top 2 points of a 5 point scale from 'not at all approving' to 'very approving'

2. Representing & engaging with the sector	%(1)
Representing the sector's interest over the past year	86
Communicating effectively with the sector over the past year	92
% whose staff attended Federation seminars or workshops this year	92
Perceive participants to be satisfied	100
Helping to co-ordinate sector discussion, decision making and action over the past year	87
Maintaining close contact with all members and drawing on sector representatives to identify issues and to advocate with government	75

3. Sector development & growth	%(1)
Effectiveness in supporting the new needs of a developing and changing sector through brokerage, research or forums	91
Satisfied are you with the efforts the Federation is making in these areas	84
Importance of the Federation supporting sector development	100

(1) satisfaction or approval reported is the top 2 points of a 5 point scale from 'not at all approving' to 'very approving'

2010 Tenant Christmas Party



#### 4. Members' perception of the Federation

##### *Strong agreement*

- is a professional organisation
- has helped raise the standards of the sector
- is working for its members
- provides high quality services
- staff are very knowledgeable
- has been a key influence in community housing policy
- has made a positive difference to housing management in NSW
- is a leader
- provides us with services we need

##### *Agreement*

- is respected by government

##### *Neutral / equivocal*

- should provide different services
- should do more to help its members

##### *Disagreement*

- does not do enough to respond to bad performance in our sector
- is too close to the Community Housing Division
- gets involved where it shouldn't
- doesn't tell us what's really happening

##### *Strong disagreement*

- is too political
- expects too much of its members
- overloads us with information
- does not care about some of its members

Average results in order of agreement

Front cover  
Community Housing Conference Awards dinner

Inside front cover  
Women's Housing Company award winning Nation Building  
property

Inside back cover  
Tenancy law workshop with Broken Hill LALC  
left to right: Glen O'Donnell Jnr; Anthony O'Donnell; Glen O'Donnell;  
Jarred Menz; Christine Tester; Joanne O'Donnell; Kay Ransome  
(Chairperson CTTT); Craig Britt; Cobie Britt





↗ Wentworth Community Housing  
receiving the award for Excellence in Partnerships  
↘ ↓ Guests of the  
2010 Community Housing Conference



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