

# The North Coast Community Housing Company Ltd

ACN 002 685 761

## Lismore Branch Office

Cnr Molesworth & Zadoc Sts, Lismore

PO Box 145 ☉ LISMORE NSW ☉ 2480

Phone: (02) 66 21 8644 ☉ Fax: (02) 66 22 4261

e-mail:



**ncchc**

HOUSING  
OUR LOCAL  
COMMUNITIES

## INFORMATION FOR APPLICANTS

North Coast Community Housing Company is a Community based organisation funded by the Commonwealth and State Governments primarily under the funding programs of the Community Tenancy Scheme, Social Housing Subsidy Program and Community Housing Programs. We offer housing to low to middle income earners who are eligible for and waiting for public housing. Offers are made on the basis of need rather than the length of time you are on the waiting list. The amount of rent you pay once housed is between 20 - 25% of your income depending on which funding program you are housed under.

The Company is managed locally from the community and existing tenants. We encourage tenants to be involved in the Company in many ways - contribution to the Tenant Newsletter, by joining local housing committees, nominating for the Board of Directors, volunteering at the office or just coming in for a chat.

We have three branches in Tweed Shire, Lismore and The Clarence. We currently have close to 250 properties in 12 Local Government Areas.

Tweed office (02 66 728144) - Tweed Shire.

Lismore office (02 66 218644) - Lismore, Ballina, Byron, Casino, Kyogle,  
Richmond River.

Grafton office (02 66 426244) - Grafton, Maclean, Ulmarra, Nymboida, Copmanhurst.

Vacancies may not occur very often as we have close to 500 people on our waiting list and are often reliant on people moving out for there to be a vacancy. It is important that you keep in contact with us regularly, especially if your circumstances change.

## HOW TO APPLY

- \* You must complete and application form.
- \* To apply you must have applied for or be on the Department of Housing's waiting list
- \* Please attach any relevant support letters or contact numbers to support your application
- \* Please make sure you fill out the authorisation part on the application form. This is so we know whether it is OK for us to talk to other organisations or individuals about your situation. Only the organisations/individuals indicated on your application form will be contacted and if you do not wish us to consult, we respect your right to privacy.

**NB All information on your application form will be used only in assessing your housing needs.**



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Phone: (02) 66 21 8644 ☎ Fax: (02) 66 22 4261

e-mail:

Tweed office - 066 728144; Clarence office - 066 426244



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HOUSING  
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## APPLICATION FOR HOUSING

Date of Application: .....

Full Name: .....

Current Address: .....

Phone: ..... Sex: Male ☐ Female ☐

How long have you been at this address: .....

Do you have a reference from this address: Name: ..... Ph: .....

Contact person if necessary: ..... Ph: .....

Is your Background: Aboriginal ☐

Torres Strait Islander ☐

NESB (Non English Speaking Background) ☐

If NESB, what is your country of origin/first language: .....

Do you need an interpreter for: Spoken English ☐ Written English ☐

Are you on the Department of Housing's Waiting list: Yes ☐ No ☐

What is your T number: .....

What is your source of Income: Wage ☐ Pension ☐ Benefit ☐ Austudy ☐

What is your gross income per fortnight: .....

Do you have any other assets: .....

How much rent per fortnight do you pay: .....

Which area would you prefer to live in: (any towns within the local government areas outlined in the Inform for Applicants. Please list in order of preferences.) .....

Who are all the adults and children to be housed:

Name	relationship	date of birth	sex	income
	self			

Branch Office Locations ☎ Murwillumbah ☎ Lismore ☎ Grafton

NCCHC is registered as a Public Benevolent Society





### People to be housed cont'd

Name	relationship	date of birth	sex	income

How many bedrooms do you need: .....

We assess your application based on your current needs/situation. Do any of the following situations apply to you:

- |  |  |  |
|--|--|--|
| Homeless <input type="checkbox"/>          | In a refuge <input type="checkbox"/>       | Disabilities <input type="checkbox"/>          |
| Health problems <input type="checkbox"/>   | Domestic Violence <input type="checkbox"/> | Violence <input type="checkbox"/>              |
| Eviction <input type="checkbox"/>          | Discrimination <input type="checkbox"/>    | Overcrowding <input type="checkbox"/>          |
| Too expensive <input type="checkbox"/>     | Children's needs <input type="checkbox"/>  | Custody/access issues <input type="checkbox"/> |
| Substandard house <input type="checkbox"/> |  |  |

Would you like to tell us anything more about your situation:

.....

.....

.....

.....

.....

.....

Please attach any support letters or documents that may help your application.

Are there any organisations/individuals we could contact to assist with your application:

Names:..... Ph:.....

Name:..... Ph:.....

Name:..... Ph:.....

Can we contact these organisations/people to discuss your situation: yes ☐ no ☐

If yes, please fill out the following:

I ..... authorise North Coast Community Housing to exchange information with organisations/individuals mentioned on this application as may be necessary in relation to my application.

Signature:..... Date:.....

How did you find out about North Coast Community Housing Company?

.....



# The North Coast Community Housing Company Ltd

ACN 002 685 761

## BOARD OF DIRECTORS & SECRETARIAT

Cnr Molesworth & Zadoc Sts, Lismore

PO Box 145 ☉ LISMORE NSW ☉ 2480

Phone: (02) 66 21 8644 ☉ Fax: (02) 66 22 4261

## LISMORE BRANCH OFFICE

Cnr Molesworth & Zadoc Sts, Lismore

PO Box 145 ☉ LISMORE NSW ☉ 2480

Phone: (02) 66 21 8644 ☉ Fax: (02) 66 22 4261

## TWEED BRANCH OFFICE

Suite 5, "Carinya", Cnr King St & Commercial Rd, Murwillumbah

PO Box 1465 ☉ MURWILLUMBAH NSW ☉ 2480

Phone: (02) 66 72 8144 ☉ Fax: (02) 66 72 8133

## CLARENCE HOUSING

38 Villiers St ☉ GRAFTON NSW ☉ 2460

Phone: (02) 66 42 6244 ☉ Fax: (02) 66 43 2569



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OUR LOCAL  
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# 1997 *Annual Report*

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## **NCCHC Personnel - November 1997**

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### **The Board of Directors**

<b>Chair (Acting)</b>	Dianne Furniss	Community Member
<b>Secretary</b>	Deana Weselmann	Tenant Member
<b>Treasurer</b>	Dianne Furniss	Community Member
<b>Directors</b>	Craig Wilson	Tenant Member
	Janet Ruttley	Tenant Member
	Maria Gordon	Tenant Member
	Ian Maquire	Tenant Member
	Annie McCabe	Community Member
	Lois Roberts	Tenant Member

### **The Staff**

<b>Development Staff</b>	Lyndall Katz Steven Meyer	Development Manager (to May 1997) Development Manager (from May 1997)
<b>Tweed Branch</b>	Lynne Marlow	Branch Manager
<b>Lismore Branch</b>	Fran Hopkins Robyn Lewis Tracey Peckham	Branch Manager Administration Assistant
<b>Clarence Housing</b>	Lesley Greenhill	Branch Manager

### **1996/97 NCCHC Tenants' Newsletter Staff**

<b>Editorial Staff</b>	Sue Beresford Vanessa Flipse
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### **Special Thanks**

NCCHC and all staff wish to acknowledge the hard work, dedication and time given by all volunteers in all regions during 1996/97 and look forward to seeing you around the offices in 1997/98.



### Finance Committee

Convenor	Dianne Furniss	Treasurer
Directors	Craig Wilson	Chair
Staff	Steven Meyer	Development Manager
	Rotated	Branch Managers

### Tweed Housing Committee

Directors	Maria Gordon	Tenant Member
Members	Vanessa Flipse	Tenant Member
	Phillip Dunne	Tenant Member
	Greta Hunter	Community Member
	Tony Baulch	Tenant Member
	Ray Withers	Tenant Member
Staff	Lynne Marlow	Branch Manager

### Lismore Housing Committee

Directors	Janet Ruttlely	Tenant Member
	Deana Weselmann	Tenant Member
	Ian Maguire	Tenant Member
Members	Teressa Water	Community Member
	Sue Beresford	Tenant Member
	Gudran Roff	Tenant Member
Staff	Fran Hopkins	Branch Manager

### Clarence Housing Committee

Members	Lana Canterbury	Community Member
	Pat Walter	Community Member
	Val Latimer	Community Member
	Dorothy Burns	Community Member
	Shirley Fredericks	Tenant Member, President
	Sharyn Gardiner	Community Member
	Dianne Galloway	Tenant Member
	Nicole Debreceeny	Tenant Member
	Marian Churchill	Tenant Member
Staff	Lesley Greenhill	Branch Manager

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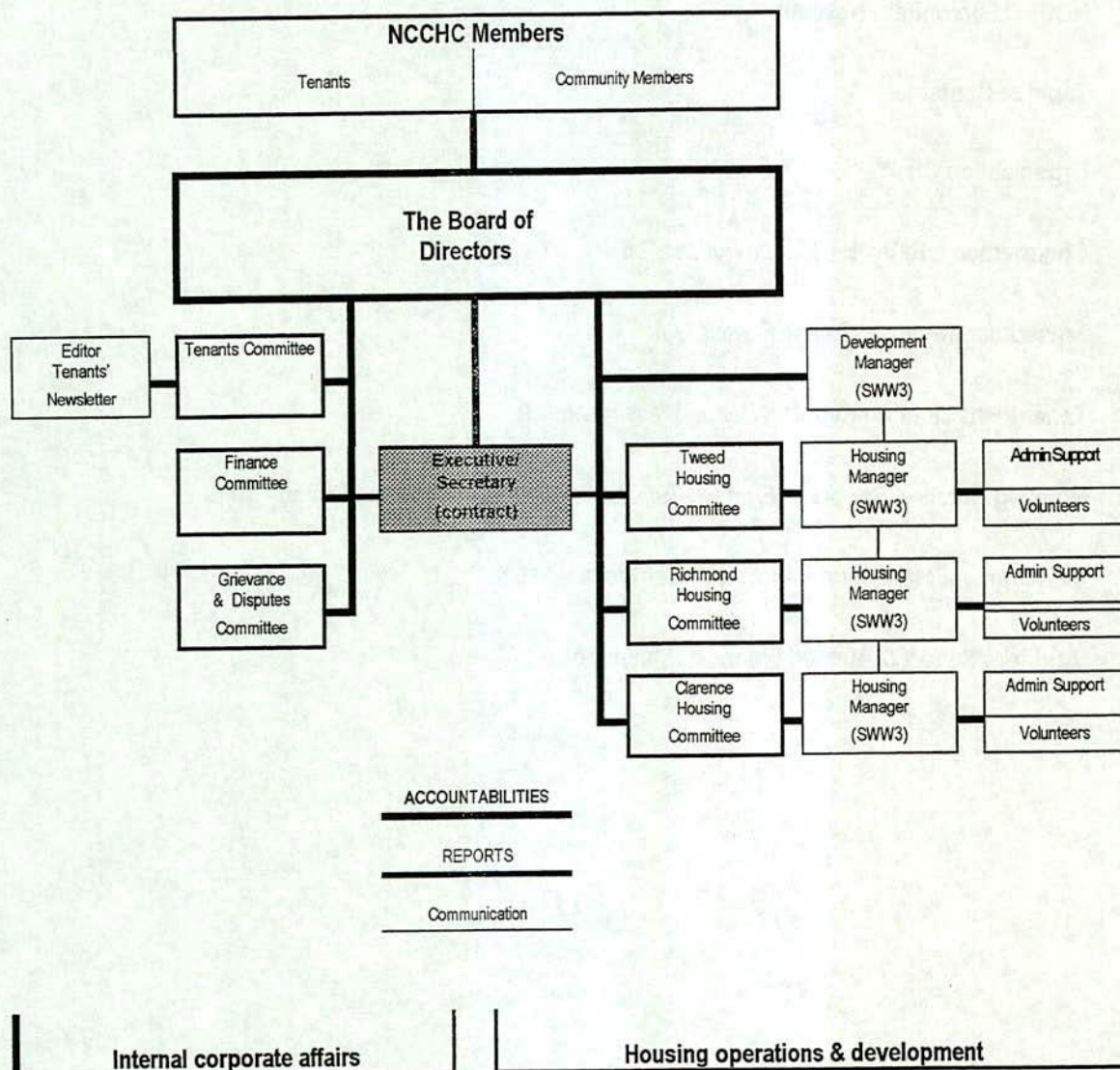
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## Organisation Chart

**ORGANISATION CHART**  
**THE NORTH COAST COMMUNITY HOUSING COMPANY Ltd**  
 following amalgamation with Clarence Housing Association Inc



Adapted from NCCHC Draft Business Plan 1996-99

Dark shaded blocks not yet recruited  
 (Exec/Secretary)



## **Chairperson's Report**

*by Di Furniss (Acting)*

1996/97 has been a year of further growth for The North Coast Community Housing Company Ltd and a year of challenges. In line with the Company Business Plan; the Board of Directors has supported growth in the Tweed Valley, Lismore region and the Clarence Valley.

Tweed Valley has increased 17 dwellings.

The Lismore Region has increased 41 dwellings.

The Clarence Valley has increased 18 dwellings.

### **General Housing Statistics**

**Comparison of Number of Dwellings End June 1996 & June 1997**

<b>Local Government Areas</b>	<b>June 1996 Dwellings (n)</b>	<b>NCCHC Dwellings (%) in each area</b>	<b>June 1997 Dwellings (n)</b>	<b>NCCHC Dwellings (%) in each area</b>
Tweed	35	18.2	52	19.4
Lismore	57	29.8	81	30.2
Ballina	31	16.1	39	14.6
Byron	17	8.9	19	7.1
Casino	13	6.8	18	6.7
Kyogle	1	0.5	2	0.7
Grafton	24	12.5	41	15.3
Maclean	10	5.2	13	4.9
Yamba	2	1.0	0	0
Richmond River	2	1.0	3	1.1
<b>TOTAL</b>	<b>192</b>	<b>100.0</b>	<b>268</b>	<b>100.0</b>

This growth has placed a strain on staff resources and been the source of some tension as the Board of Directors wrestled with being fair in providing resources to each of the areas. There are now Local Housing Advisory Committees established in each of the regions to support the local Housing Managers and to advocate for each area's specific interests and needs.

This year we have farewelled Lyndall Katz on one year leave and welcomed Steve Meyer as the Development Manager, responsible for overall monitoring of the Company's business.

The challenges for the Board in 1997/98 are:





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- ◆ Support the Local Housing Advisory Committees with their planning and to clarify their role within the Company and resource them to achieve their local aims as well as the overall goals of the Company;
- ◆ Map the real housing needs in each locality and advocate for relevant funding to all regions;
- ◆ Ensure quality of service to all tenants, not losing sight of the fact that we are committed to social justice;
- ◆ Ensure that realistic opportunities for tenant involvement in the Company and identify who is responsible within staff and Board of Directors to support tenant wider involvement;
- ◆ Make sure the Board of Directors is clear about its role and clear about delegation to staff and Local Housing Advisory Committees;
- ◆ Develop a realistic financial plan based on current commitments and future stock acquisition. This plan must address rent arrears and maintenance provisions;
- ◆ Update the Business Plan incorporating revised financial plan and map of where housing is needed and the stock that is to be transferred from the Office of Community Housing and Department of Housing;
- ◆ Strengthen links with community service providers, local government and politicians in the regions to ensure a united front in representing The North Coast Community Housing Company issues.

The outgoing Board of Directors has been committed to consolidation and to realistic expectations of staff with increased support to the staff. The biggest challenge is to honour this commitment at the same time as taking up the opportunity to provide more housing which matches the increasing need. We want to continue to expand to meet the need and "grow the business" to a self sustaining level but not at the cost of quality service to the tenants. The 1997/98 Business Plan revision will need to address this tension.

As clearly stated in the Business Plan there are values and principles which remain the aim of the Company:

**Outcome Performance Monitoring**

- Provide more community housing
- Provide a fair, accessible and equitable service
- Improve service effectiveness
- Improve customer satisfaction
- Improve financial viability

**Organisation & Human Resources**

- Achieve best possible management structure;
- Achieve best possible staffing structure;
- Ensure Tenant Participation is a core activity of the Company; and
- Complete amalgamation with CHA.



#### Housing Growth & Development

- Achieve housing growth to targets
- Achieve growth which is appropriate in meeting client needs
- Achieve cost effective, viable & efficient growth
- Develop safe properties

#### Housing Management

- Improve information technology and management information systems
- Improve access to the Company's services
- Monitor and report service performance and outcomes
- Adopt the FHA Code of Practice
- Improve support to those with special housing support needs
- Monitor and report on customer satisfaction

#### Financial management

- Ensure a well-managed and financially-viable housing operation



## **Treasurer's Report**

*Dianne Furniss*

1996/97 saw a significant increase in income and expenses handled by the organisation. Prudent management of funds and allocating resources to implement improvements to the internal systems to continue to better financial accountability have been priorities. Plans for continual improvements are set for 1997/98.

As in previous years, the issues of provisions for bad debts and cyclic maintenance have been scrutinised for decision making that is beneficial in the short and long term for NCCHC. An increase in the surplus from the total income from all programs have been allocated to statutory provisions and then to cyclic maintenance. Provision has also been made for tenant participation out of incomes rather than an allocated grant as in the previous year. Increased costs of a growing organisation have put pressure on the ability of the organisation to resource all its activities and resource reallocation will be a priority in 1997/98.

Significant changes over the previous year were in the Leasehold program which saw a deficit of over \$16,000. Surpluses in other programs were required to cover this deficit and strategies to overcome a similar situation in 1997/98 are on the agenda. Social Housing Subsidy Program which came on line in 1996/97 contributed significantly to the overall size of the turnover of NCCHC. Arrears and vacancy management are important areas to be addressed and proper resource allocation to these tasks are seen as a priority. Significant staff resources have been required in the development of the Nimbin Aged and Young Adult and North Street Aged projects which will only begin to contribute significantly to NCCHC operations in 1997/98. Growth in capital stock has had an impact on income -- many expenditure items will have their impact in early 1997/98 and therefore expense on capital properties will accelerate to lessen the surplus in the coming financial year.

Continued prudent financial management will be increasingly important and will require greater resource allocation following the growth in property numbers and increase in turnover. Implementation of new financial reporting systems undertaken at the end of this financial year will significantly aid NCCHC to remain responsive and accountable. Managing more programs, more houses and maintaining the level of service to all tenants in a changing economic climate is a challenge that NCCHC wishes to meet, and meet successfully. Maintaining a high skill level within the organisation including staff and Board will be extremely important in meeting that challenge.



## **Tenant Participation Report**

*Deana Weselmann*

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This year has been the best year for me. I've been able to meet and talk alot more to other tenants and have made some wonderful new friends.

Because of this the NCCHC Tenant Survey resulted in a much higher return rate this year and made us all aware of the versatile skills our wonderful tenants have from computing, secretarial, landscaping, house cleaning, general handiwork, mowing, child care and catering to name a few. Lots of tenants have already experienced paid work and voluntary work because of the spin off of the Survey and the needs of the Company.

The Tenant Newsletter has been sadly missed since its last issue in June 1997. The voice of our tenants was clearly expressed in the Survey on this matter, but have heart, the Newsletter Tenants Committee are going after a special Tenants Grant which will provide enough funds for a bigger better newsletter with a budget to train tenants in desktop publishing software programs, reporting skills, etc. If interested please join the committee. Sue Beresford (Tenant Newsletter Editor) was thrilled with this news and I personally can't wait to see and hear Sue's newsletter committee's new ideas. Good luck with that special project.

What would we do without our wonderful volunteers, fresh and vibrant coming into the office and assisting the staff in a high workload and often pressured environment. Ask any volunteer who gives up there time for our Housing Committee, and they'll tell you the benefits to them personally have been learning totally new skills, client liaison, computer, telephone skills, record keeping and much more, but most of all the confidence to try something new, working with a team, and to be able to brush up on old skills, ready to eventually go back into the work force confidently. This not only applies in the office but the wide range of duties NCCHC has to offer. A SPECIAL THANK YOU TO ALL VOLUNTEERS.

NCCHC runs on people working together on a common goal of providing secure, affordable and appropriate housing for our community. I personally think sometimes where would my family and I be today if it was not for NCCHC. This Company helped me turn my life around and I've heard tenants and volunteers say that so often.

Come and share the vision with us.  
See you in the office!



## **Housing Managers Reports**

*Fran Hopkins, Lesley Greenhill & Lynne Marlow*

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### **Lismore Branch - Fran Hopkins - Manager**

This year has been somewhat reflective of the previous years, however the staff and Board of Directors made a commitment to consolidate its practices within the company and to look closely at the financial and information technology systems. This process has allowed for a more efficient and equitable service to all tenants and members. The Lismore office has made a commitment to look at the best way of delivering a better service to its tenants whilst being offer more housing choice covering 6 Local Government Areas. Herein lies the challenge! Our housing numbers have increased from 121 to 162 (as at end June 1997).

### **Capital Acquisitions**

The Shirley Street complex in Byron Bay which consists of 8 x 2 bedroom units is due to complete by early February. This will enable us to house a variety of existing tenants and to address housing for special needs groups in the area.

### **Stock Transfers**

The process of transferring stock from the Department of Housing (DOH) to NCCHC has been slowed considerably over the past year. The target for the end of year June 1997 was 68 however we have currently 18 stock transfers with 7 additional DOH properties. The Stock Transfer Protocol has now been signed by the Director General and hopefully this will speed up the process and we can begin to negotiate on the completion of this project. I have been working the Housing Production Division on an Asset Plan for all the properties and we are hoping that we can begin to upgrade some of the properties to community housing standards with a small grant from the Office of Community Housing.

### **Housing Partnership Program**

This is a joint project with the DOH and with NCCHC. We have a small financial equity in this project. We were able to purchase 2 x 2 bedroom units in Goonellabah and have been able to offer permanent housing to one existing tenant and an applicant who moved from a supported housing program. Both are proving to be incredibly successful.



### Community Housing Programs

These new projects have been very exciting for NCCHC.

- **Nimbin Aged Housing Project** - is a joint project between NCCHC and Nimbin Health and Welfare Association to provide 10 x one bedroom units for semi-independent self care housing for the aged in Nimbin with a live in Housekeeper. The project is due to be ready for completion in mid December. The advisory committee has been working very hard in finalizing the selections for tenants and advertising for the housekeeper. This project has been very challenging to us and we have encountered some areas of difficulty around establishing the finances for furniture and fixtures for the common areas. We are currently seeking funding for this purpose through the Office of Community Housing and the Lismore City Council Community grants scheme.
- **Housing for Young Adults in Nimbin** - This project consists of 6 dwellings with 2 and 3 bedrooms. The project is fully tenanted and we have established a Residents Committee which meets once a month to discuss tenant and landlord issues. We are still negotiating on the landscaping for this project and we hope that this will be completed by the time we have our official opening in Mid January.
- **CHP Casino** - A joint project between Casino Council and NCCHC. This project is now fully tenanted with aged pensioners from the Dept. of Housing's priority waiting list. It has been very successful and all the tenants are very grateful for the chance to establish themselves close to the CBD and services. We are the sole managers of this project.

### New Leasehold Program

We are awaiting on the final approval from the Minister for Housing for 19 new leasehold properties, of which Lismore will get around 9 new properties. Under this program 4 houses are to be for Youth. I have been working with Ballina, Byron, Lismore and Casino youth projects to establish some protocols for housing and supporting youth. Lismore has also chosen to identify Non-English Speaking Background women as a high need under the this round of leasehold funding.

### Tenant Participation

One of the largest challenges of working for NCCHC is how to actively encourage Tenant Participation (TP) that is not tokenism. I am committed to explore TP in our organisation and would like to work alongside tenants in making TP work in our company. My most constant commitment to TP this year has been as Secretary on the Oaks Advisory Committee, this committee is based on DOH Estate in Casino and is involved in looking at the issues of living on such a large housing estate.



### Policies and Procedures

The draft copy is now in the process of being completed and is currently being assessed by all Housing Managers. We are hoping that the final manual will be completed by early next year. With the Policy and procedures in place we can finally adopt the NSW Housing Federation's Codes of Practice for Housing Associations.

### Lismore Housing Committee

Due to the expansion of the company all offices have had to set up Housing Committees. The committee consists of Tenants and Community Representatives. We are still in the early stages of setting up a framework to look at the roles and responsibilities. I look forward to working with this Committee over the next year.

### Staffing

The Lismore office would not function without the great work of Robyn Lewis (Administrator), Tracy Peckham (Administration Assistant) and Deane Weselmann (Assistant Housing Worker). I would also like to thank the following people for their help and support over the past year Ann Vernal (Tenant), Victoria Ferguson (Tenant), Janet Ruttley (Tenant), Vanessa Williams (Tenant), Ian Maguire (Tenant) and Rebecca Williams (TAFE Student) and all the other great people who have passed through the office.

Again this year we have been overwhelmed by the increased workload resulting from a period of growth. The ability of the staff and Board to work as a team has been the saving grace of North Coast Community Housing Company. Again a special thanks to Robyn for all her hard work and to Steve Meyer for all his support, knowledge and guidance.

My knowledge and skills are still expanding and the challenge of working for a growth Community Housing Association was rewarded last month with my success in being elected to sit on the State Council for Housing NSW. The council is responsible for the overseeing of the NSW Federation of Housing.



### **Clarence Housing - Lesley Greenhill - Manager**

This has been a year of great change and growth in our organisation. Clarence Housing was amalgamated with The North Coast Community Housing Company Ltd and is a branch of an organisation which extends from Maclean in the south to Tweed Heads in the north with three branch offices.

Clarence Housing has also grown in size by way of stock transfers from the Department of Housing and now manages 57 properties which is made up of 23 capital properties, 3 under the Social Housing Subsidy Program and 31 Leasehold properties.

The housing worker's position has been job-shared between 4 housing workers to give more expertise to workers and more individual time to tenants and applicants and to share the knowledge between workers.

Currently NCCHC is implementing standardised systems and a new accounting system to accommodate the larger organisation's financial reporting requirements and common to the three branches. There are still lots of bugs to be ironed out re standardisation of systems, these will just take time.

Thank you to Kerry and Derek from the auditors for their help in providing the audited statements for this financial year. Kerry has mentioned the inefficiency of the cash book in it's current format and is pleased that a new format is about to be implemented.

I wish to thank Shirley, Sharyn and Lana for their hard work and energy, and every person on the management committee of this organisation. Without their support over this time I would have gone crazy. Thanks also to Nicole who has volunteered much of her time over the past three months to helping all of the housing workers and learning the management of the organisation.

My thanks also go to Pat for her many hours of help looking after the finances of the organisation.

Thank you also goes to the housing workers and development manager and board of directors in Lismore. I am looking forward to the next year and hoping the organisation will go from strength to strength.



### **Tweed Branch - Lynne Marlow - Manager**

This past year has been one of growth and change for NCCHC in the Tweed area. Our property portfolio has expanded to a total of 57 properties which consists of 40 capital, 6 Social Housing Subsidy Program and 11 leasehold.

This has been a very busy year for the Housing Manager; my workload has increased along with the additional properties. However, office hours have also increased to allow the office to run four days a week and we have had the benefit of an extra worker on both a casual and volunteer basis. My thanks to Vanessa Flipse for her hard work throughout the year. Thanks also to Robyn Lewis for her continued patience with my endless questions and to all the other workers who have supported the Tweed office in it's fledgling year.

Priorities this year have been the establishment of a Local Advisory Committee which has met on a regular basis throughout the year, networking with community organisations in the region, and more recently a move to a better office with more space. NCCHC is currently implementing an improved accounting and financial reporting system across all branches. Once this is in place, I look forward to taking control of the Tweed budget and to more autonomy in this area in the forthcoming year.

With the huge growth in the Tweed population there is an increased demand for community housing; this is reflected in the growing waiting lists in this area. Our presence here offers people an increased choice in housing and more opportunity to improve their housing situation. I look forward to delivering a professional service which provides housing to match the needs of all tenants.



## **Development Manager's Report**

*Steve Meyer*

Having joined The North Coast Community Housing Company Ltd late in the 1996/97 financial year, I became involved immediately in some of the most complex and involved workings of NCCHC. The operating budget submission for 1997/98 was due, there were many changes happening within the organisation including an audit from the Office of Community Housing and the end of year financial audit was pending. There was a sense of over work amongst all the staff. I realised there was a huge challenge ahead for the year that I was taking over from Lyndall Katz, who took her well deserved long service leave after 10 years of service to the Company. I wish to thank Lyndall for her briefing and encouragement in taking on this position and all the Housing Managers, Administration staff and Board members for their support, knowledge and patience while I found my feet. Their on-going support and team spirit has made NCCHC a wonderful place to work in the short time I have been employed.

Priorities for the development role for the end of the 1996/97 financial year were set on the improvement of internal systems. Standardisation of reporting and recording systems across all branches of the amalgamated organisation was a high priority as well as to adopt a coordination role across all three branches for financial reporting, communication and development. Already in place were consultants analysing NCCHC's systems and equipment needs and vetting software packages for NCCHC. A plan of implementation is underway and I am confident that the new systems will be in place and operating by the end of the calendar year. With these systems operating smoothly and all staff trained appropriately, NCCHC will reap the benefits in greater efficiencies and accountability.

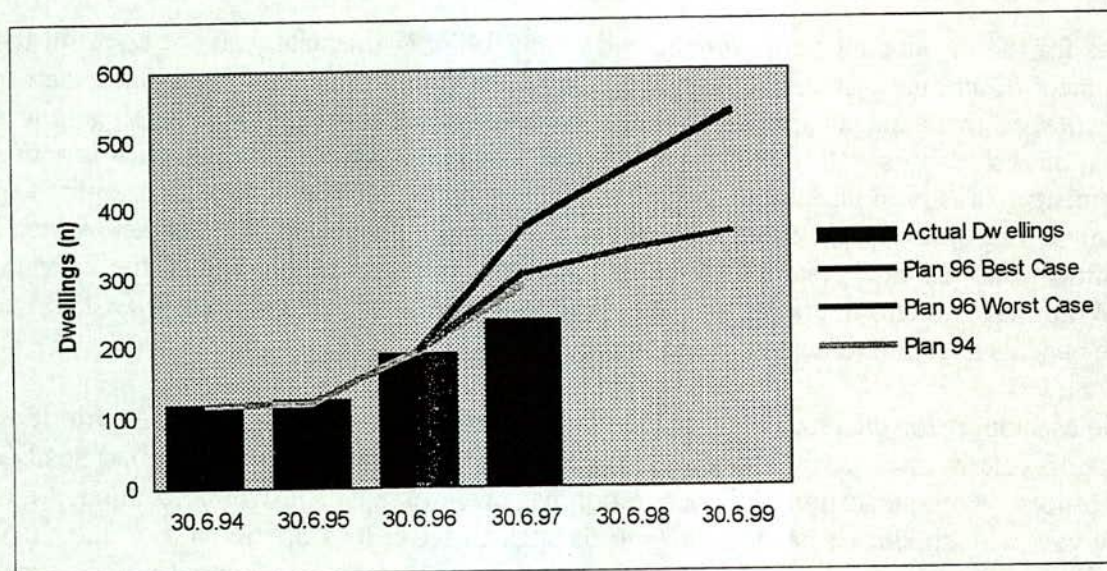
The role as support for the Housing Managers and Board of Directors were seen as priorities. The support role is essential for the functioning of an amalgamated organisation that spans 3 branch offices. Communication and cooperation has been fostered and will be continued into the new year with significant benefits flowing through to NCCHC's operation as a unit. The development role is also seen as a focal point for dealing with many issues on a Company level in relation to the main funding body, the Office of Community Housing (OCH). Fostering good working relationships with OCH, while being clear and forthright about NCCHC's needs, will continue to benefit Company operations as well as the housing sector as a whole. NCCHC's experience with amalgamation has been a valuable one for reevaluation of internal policy and procedures as well as a instructive for other organisations at varying stages of amalgamation across the State. The visibility of NCCHC within the State network of Housing Associations has been maintained and active participation in all areas of the sector is essential to keep the profile of NCCHC as a leader in housing provision. Attendance at regional and State forums will give NCCHC the outward looking perspective that brings greater vitality to the Company and interest in our region and the vision NCCHC has for its place in the region.



Development of an operating budget for 1997/98 was a difficult task for someone new to the organisation, but, with assistance from the Board, Housing and Administration, the submission was produced that stated the funding needs and expected performance of the organisation for 1997/98 within the parameters of the NCCHC Business Plan. Due to the slowness of meeting targets, specifically stock transfers of properties from the Department of Housing, set in the Business Plan, the operations of NCCHC have been impacted. As indicated by OCH, the targets have been reaffirmed and growth will continue, albeit at a slower rate than expected, to augment the Company's goal of housing more people in our communities.

Growth is essential to the goal of NCCHC to house more people and survive as a sustainable business. The chart following indicates the targets set in the Business Plan and compares them with the growth experienced to date.

**Chart 1: Actual housing growth 1994-97 against planned targets 1994-99**



The growth has been slower than expected. It is essential that NCCHC looks externally for income generation. NCCHC must manage the assets currently in it's control as effectively, efficiently and prudently as possible to keep NCCHC a vibrant and responsive organisation growing into the next decade and beyond. Skills have been brought into the organisation at Board and staff level to assist the Company to achieve this aim. The next year will be crucial to harmonise skills brought to NCCHC from a tenant and community pool to achieve a common goal – to house our local communities.



Once consolidation of operating systems has occurred and processes and procedures are running smoothly, the tasks of focussing on building the business of NCCHC is paramount. The business of NCCHC is to play a part in meeting the demand for social housing in our regions and to deliver our service to the best standard. To do this, the organisation needs to be operating effectively and efficiently and sustainable. I am committed to contributing in whatever way necessary to bring about and further NCCHC's goals and vision during my tenure as Development Manager.

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*of pop growth rate as % ?*  
*" homeless " " " " ?*