2017

Annual Report
Common Equity NSW

OUR MISSION

CENSW assists individuals and families to reduce poverty and to achieve a sustainable future through the provision of affordable rental housing and to be part of communities through Co-operative living.

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CHAIRPERSON'S REPORT

It is my pleasure to report to you after my first year as Chairperson of Common Equity.

This report presents the conclusion of a very active and positive year for Common Equity and our sector. We have been able to engage in a broader community debate about the importance of social and affordable housing options in NSW. Living in Co-operative housing is a very positive alternative for those wishing to live in securely tenured accommodation, and have the support and friendship of their neighbours. We will continue to advocate for the sector and to grasp the best of the many opportunities for the Co-operative housing sector to grow.

Common Equity has strengthened its internal staff team in 2017, as well as farewelling some key staff who have chosen to retire. We have invested in better technology to support the tenancy management, accounting and financial reporting systems for the sector. It will also ensure we continue to maintain the high quality of reporting required to meet National Registration.

The Focus over the next few years will be to support the long-term growth and success of both Common Equity, Co-operatives and the housing Co-operative members

National Registration is an important achievement for the sector, and we continue to achieve very positive feedback for our compliance reporting on behalf of all Co-operatives. We have also benefited from state wide bench marking which indicates how positive our tenants find the experience of living in Co-operatives. It also shows that our properties are well managed and maintained. Most importantly it highlights the value of the voluntary labour of Co-operative members in managing their properties, and creating social interaction and support for each tenant member.
We recognise that the support for community development and social activities requires time and energy from Co-operative members, and encourage Co-operatives to set aside time and funds to support the activities and events that enrich the Co-operative living experience.

Common Equity staff and the Board's year has been working on growing the sector by starting a range of new projects. These projects will achieve four new properties and over 56 new dwellings by the end of 2018. The focus over the next few years will be to support the long-term growth and success of both Common Equity, Co-operatives and the housing Co-operative members. In 2017 Regional Consultations have discussed what the opportunities and aspirations for growth are in the Co-operative sector, and we will tailor Common Equity resources to address the feedback and advice from the Sector.

Importantly this year Common Equity finalised the negotiation of the new Company Co-operative Agreements (CCAs) which establish a better platform for our relationships into the future. The new CCA addresses a range of operational issues and sets up stronger and more transparent relationships with Co-operatives. It also recognises that each Co-operatives is unique and therefore each individual Co-operative CCA rent formula can be adjusted to respond effectively to differences and changes over time.

Common Equity is committed to growing the Co-operative housing sector and has a strong pipeline of projects at various stages of design, construction, approval or under investigation. This year has also heralded a very exciting period of physical growth for the sector. Common Equity completed construction of a new group of 10 dwellings at Jannali, these tenants will be supported by a nearby Co-operative. As the report goes to print the new Guildford site should be well under construction and by early 2018 close to completion. We will be working with local Co-operatives to support and mentor the planned new Co-operative at Guildford.

We are also seeking approval for a new 6-unit boarding house as an extension to Dunroamin, which we also hope to have under construction in late 2017. We have also started the designs for a new Seniors Co-operative. This new Co-operative will be managed in conjunction with the Lac Viet and Van Lang Co-operatives in Cabramatta.

As Chairperson, I have noted how these new projects have been very positively embraced by the sector. I applaud the approach of existing Co-operatives to be involved in the design process for the new projects, but also volunteering to mentor and support any new Co-operatives that this physical growth will bring.

I would like to personally thank all Housing Co-operative tenants, members, directors and office bearers whose efforts make the Co-operative sector so successful. I also appreciate that almost every member in a Co-operative, for making contributions to this success. Whether it is maintenance, financial management, tenant selection, social activities and well-being are the result of your time, energy and commitment to your Co-operative and many of you contribute to the Board and your wider community as well.

I would like to thank the staff of Common Equity for their great support to all of you in the Co-operative sector, and to James Brown for a successful first year as the CEO. We are proud of the strong team of committed staff who work with Common Equity and provide an ever-improving level of service to the Co-operatives.

My thanks to my fellow Board members and Associate Directors for their time, energy and wisdom in guiding Common Equity as we meet the challenges and opportunities in improving the social and affordable housing that Co-operative living provides. The Board has quickly formed into an effective and committed group that has the best interests of Co-operatives at heart and seeks to strengthen the Co-operative Housing in the future.

I believe Common Equity has been committed through the challenges of the last few years, and together with the support of Housing Co-operatives is well placed to thrive in the future. Our focus is for the company and team to be well placed to turn new challenges into opportunities for sustainable growth and increased well-being for all living in Housing Co-operatives.

Carmen Osborne, Chair

Common Equity is committed to growing the Co-operative housing sector and has a strong pipeline of projects at various stages of design, construction, approval or under investigation

CEO REPORT

It is with great pleasure I present to you our 2017 Annual Report providing a snapshot of the progress we have made over the past year.

2016/2017 has been a highly productive year and represents a real turning point for the Co-operative housing sector. The best way to characterise the year is in terms of growth. Common Equity has established a new pathway to grow the sector across a variety of fronts and this progress is gathering momentum.

Common Equity has kick-started growth in the supply of housing in a number of ways. We have ramped up our efforts to pursue new opportunities and developed a significant pipeline of property projects.

During the year we successfully won two tenders from the State Government to construct 10 units in Jannali and 20 units in Guildford. We have also purchased properties in Croydon and Cabramatta with funds set aside to construct a further 6 units and 20 units respectively. All of the new properties will be run under the Co-operative housing model.

We finished the financial year strongly having lodged a further 10 tender bids for which we were waiting on final determinations. Success in even some of these will add to the strong growth pipeline already in place.

Growth was also achieved during the year in terms of building the relationships with Housing Co-operatives. Extensive consultation was held in relation to developing a new and improved Company Co-Operative Agreement (CCA) and this agreement lays the foundation for further prosperity in the time ahead. Robust, honest and respectful discussions during this time has served to strengthen the level of trust across the sector and there was clear acknowledgement that through our collective efforts, collaboration and pooling of resources we can accelerate our plans to grow the sector.

A significant level of Schedule 3 asset maintenance works were completed during the year and we continue to maintain our asset base to a high standard.

Tenant feedback sourced via independent surveys adds to the body of evidence showing that Co-operative living with support from Common Equity continues to be one of the leading forms of housing compared to other options. Extremely high levels of tenant satisfaction across a range of indicators is a positive reflection on the efforts of every Co-operative and also Common Equity itself.

Over the past year the organisation has also worked hard to develop the strategic and operational aspects of the business. This has included establishing a new strategic direction, refreshed operational plans, recruiting staff with high quality skills and investing in a new technology platform to further enhance efficiencies and service capabilities for the sector.

Common Equity has kick-started growth in the supply of housing in a number of ways. We have ramped up our efforts to pursue new opportunities and developed a significant pipeline of property projects.

A number of retirements from the Common Equity Board, including the election of several new Member Directors from our Co-Ops, has provided the opportunity for the leadership group to tap into a range of fresh perspectives and renewed energy. The new Board has established itself quickly into a productive and cohesive team and is already building on the great platform established by the previous Board.

I wish to extend a hearty thank you to all members of the Common Equity Board, past and present, for your skill and direction in getting the organisation to the place it is today. We are well prepared to explore the many opportunities that

lie ahead. I also congratulate the team of hard working staff who go about their daily activities in a professional manner but with a care and collaboration that typifies what we value about the sector. Finally, I extend my thanks and recognition to all of the members of our Housing Co-operatives whose passion and ongoing commitment continue to prove that we have the best model for housing going around. Through our collective co-operation it is only a matter of time before the rest of the State catches on!

James Brown – Chief Executive Officer

Photo on the right: Dr Andy Crane, CBH Group CEO & BCCM Chairman

OUR STORIES

EXTENDED FAMILY HOUSING CO-OPERATIVE LTD

Extended Family Co-op was incorporated to provide secure housing for single women and women with young children. In over 20 years it has enabled its members to Co-operate and support each other in the business of daily life.

Tara's story

"As a single parent with two small children and the practical and emotional support of my Co-op members, I completed a University degree from undergrad to masters level and continued on to become the Director of a prominent national arts organisation."

"It was through the simple, but powerful skills I learnt in running Co-op meetings and managing the business of Co-operative housing that I gained the confidence and capacity to start mastering my own life, stepping into roles of increasing responsibility and greater personal satisfaction."

Vicki's story

"I've been able to raise my grandson in a stable and secure environment and despite some difficult times the support I've received from the Co-op has made it a very special experience".

Meera's story

"Moving into the Co-op changed my son and my life for the better. The security, affordability of the housing and supportive environment within the Co-op, gave me the opportunity to raise my son, study and make a plan for transitioning from Centrelink payments to fulfilling work."

"Being part of the Co-op has helped me develop communication skills and confidence and I'm proud to be part of what I see as an important social movement with a role to play in addressing a crisis in housing."

Shiri's story

"As a single parent, with a two-year-old son, I became a tenant member in 1995 and have never had any regrets. The Co-op definitely proved to be a sustainable living solution for me and my son."

• *Photo from left to right: Carmen Buckley, Linda Pratt, Meera Anderson, Shiri Jaherrudin, Tara Morelos, Vicki LeFevre, Julia Gray*

Gail's story

"I was at rock bottom when the opportunity came to join the Co-op. Being a member tenant kick started me from this low point and I have never looked back."

• Photo from left to right: Carmen Buckley, Linda Pratt, Meera Anderson, Shiri Jaherrudin, Tara Morelos, Vicki LeFevre, Julia Gray

DUNROAMIN HOUSING CO-OPERATIVE

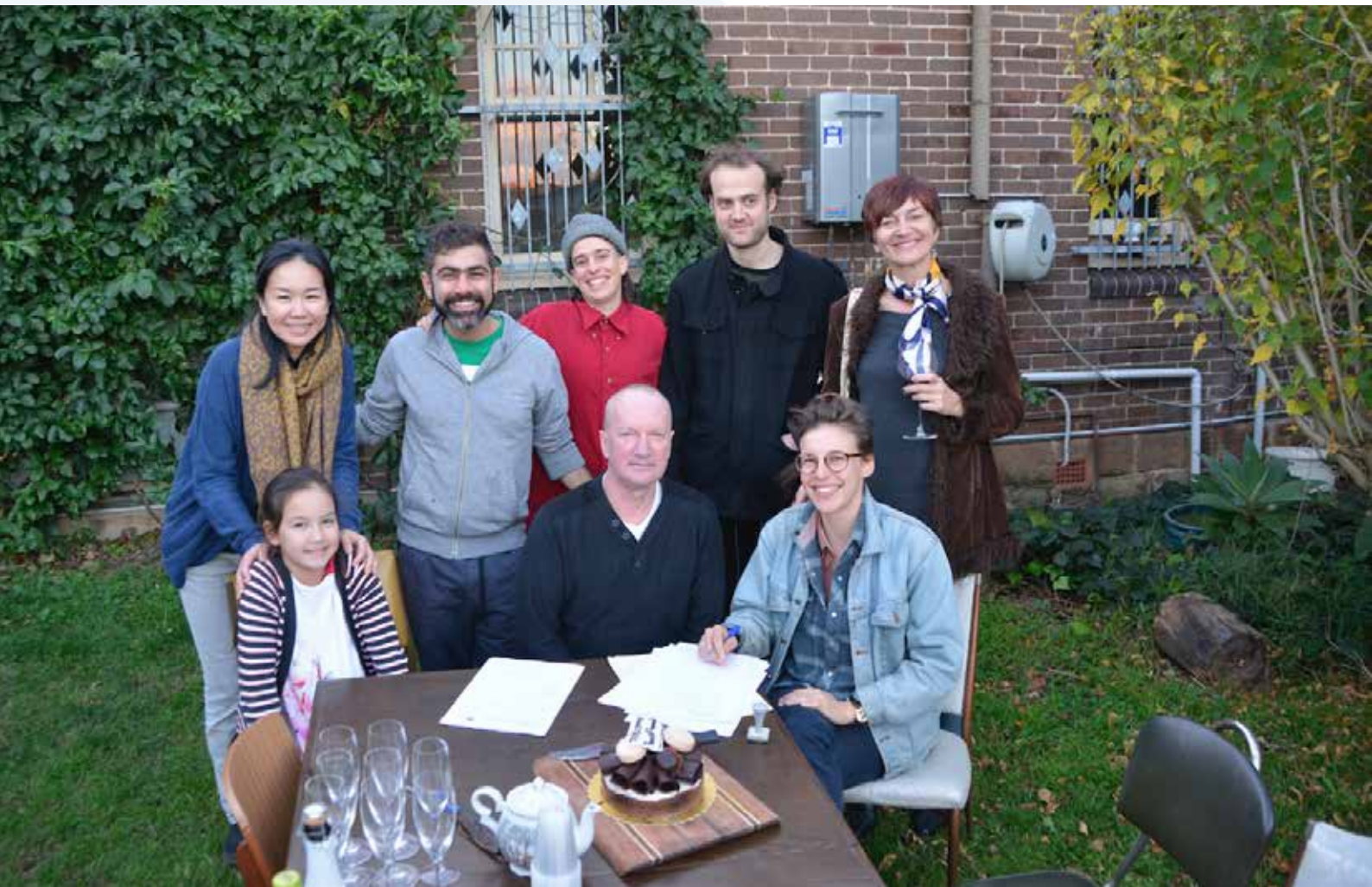
The previous 18 months has been an exciting time for Dunroamin Housing Co-operative. Dunroamin is a relatively small Co-op (with only seven members), yet over this period we have been expanding. Dunroamin has acquired a new property in Croydon. Alongside Common Equity we have planned the design of this property, with the idea of creating five self-contained units. This is a very exciting development for our Co-op and aligns with our goal of creating more accessible and secure housing for low-income earners living in Sydney. Part of this project will involve meeting and speaking with our new neighbours. These conversations will involve explaining what Co-operative Housing is and how the sector works. We are seeing this as an opportunity to engage with and create relationships in our new local community.

We have also had the privilege of gaining an additional member-director with many years of Co-operative experience and knowledge. One Sunday afternoon in the backyard over lunch and cake we formally included Paul Wilson-Brown to Dunroamin. We are very happy to be able to welcome Paul, his wife Junko and daughter Melodie to the Dunroamin family. We feel confident that Paul's skills and knowledge will be of much value during this upcoming period of expansion.

As a Co-op we are feeling enthusiastic about our recent developments and our future plans for expansion. It is our hope that over the next period of time we will work together so that we will soon be able to welcome more members into the Dunroamin Housing Co-operative.

Mirjana Kreiselmaier, Co-Op Development Manager

Photo below: Dunroamin members: Bassam Barake, Yul, Paul Wilson Brown, Junko (Paul's wife), Melodie (Paul's daughter), Daniel Zachary, Alex Moulis, Mirjana Kreiselmaier (CENSW)



PARTNERSHIPS - KEY TO GROWTH

In order to accelerate growth of Co-Op Housing the Board has identified strategic partnerships as a key strategy. During the year, excellent progress has been made in developing some key partnerships and this is generating tangible growth in the supply of housing for Co-operative living, and established a new pathway of opportunities.

During the year we have strengthened our partnership with the Business Council of Co-Operatives and Mutuals (BCCM). This includes collaboration on a number of initiatives such as submissions to Government Enquiries and supporting the establishment of the Federal Parliamentary Friends of Co-Operatives movement to grow the profile of Co-operative Housing. The BCCM partnership facilitates access to the political system and to senior government decision makers.

Common Equity also assisted in the establishment of a new organization called Supporting Independent Living Co-Operative (SILC), designed to develop the marketplace for disability services and housing with a focus on the benefits of the Co-operative model. Our ongoing partnership with SILC has generated new opportunities to buy and build housing specifically meeting the needs of people with a disability and this will be enabled via access to new funding streams from Government and elsewhere.

Common Equity has partnered with three prominent Community Housing Providers namely Blue CHP, Evolve Housing Ltd and Community Housing Ltd in the pursuit of access to new properties for Co-operative Housing available from a range of State Government tender opportunities. During the year, early success has been achieved with preferred tenderer status already being awarded in one of these tenders with further decisions pending on several others. Through these partnerships, Common Equity has been able to develop highly competitive tender bids that would not have been possible on our own.

Nightingale Housing is another important organisation with whom we have developed a partnership during the year. Nightingale promote a free-market housing model that delivers affordable housing ownership at below market rates. The unique offering of the Nightingale model is the consumer-led design process and promotion of shared spaces very much consistent with the principles of Co-operative living. Our partnership with Nightingale has resulted in new opportunities to lodge tender bids for property development sites accommodating a mixed tenure model. At the close of the year a number of decisions were pending with many more development opportunities in the pipeline.

James Brown, CEO

MELLISA'S STORY

Mellisa Kanisek has studied using the CENSW John Mant Scholarship and this is her story of what it has meant for her.

This is a truly inspirational story from a very special person who it has been amazing to watch grow over the years.

2015 – Certificate IV Community Service Works

This course was the beginning of a new lifestyle for me. I learnt so much and started to meet some amazing people in the community. TAFE is a very supporting environment, you make a lot of friends and the teachers are very experienced social workers so are naturally supportive people to begin with.

During this course, I did my student placement at The Benevolent Society for 6 months. Alternating between case management programs 'Partners in Recovery' and 'Community Options'. This involved me attending clients' homes and learning how to do complex assessments and case plans. I was also involved in the 'hoarding and squalor' program

2016 – Diploma Community Services Work

I went into this course with confidence, only thanks to the Certificate IV. I wasn't ready to leave the TAFE environment just yet. It felt like a second home for me in a way. The Diploma was certainly harder content but I took this as an opportunity to prepare myself for University the following year.

During this course I did my student placement at Enough is Enough Anti Violence Movement INC. While on placement here, I was offered a job. This was my first paid job since being a mother. People always ask me how I get the time but I tell them that I make time. It has been very positive for my youngest child to attend childcare on a regular basis. She was our youngest volunteer for Enough is Enough at the Police youth Expo, handing out wristbands and necklaces to her peers.

Ken Marlsew the CEO has been very supportive of me since the day I walked through the door. I am very grateful for all the opportunities that he has given me.

There are things that we cannot learn from books, only by practical work at Enough is Enough I have gained these skills. I am now the Community Development Officer, this is certainly a multi-tasking position. I have been involved in numerous events this year such as a Bunnings BBQ fund-raiser, Farmers Market stalls, Police Youth Expo, Healthy Minds & Well-being Expo, Cook Community Classic Carnival and the White Ribbon Walk. I have also co-ordinated the "R" program which runs in prisons. I liaise with Sutherland Shire Councils' 'Communities Department' on a regular basis and am on the Youth Network and Victims Services inter-agency. I am the co-facilitator of the 'promise keeper domestic violence awareness program' that runs in high schools. Young people are our future and need our love and support. It is so important to teach the younger generation what domestic violence actually is and giving them the tools to be able to deal with the issues.

2017 - Bachelor of Social Science

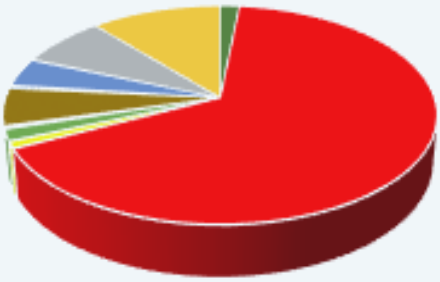
I am enrolled into University this year to do my Bachelor of Social Science (Social Welfare), thanks to my 2 years at TAFE. I was given a generous amount of time taken off the course. I will continue my positions at Enough is Enough, and continue my professional development wherever I can. I love learning and working in the community.

Thank you Common Equity, I really appreciate your support throughout my studies. An extra special thank you to Mirjana, you are an inspirational Community Development Officer!

NSW Police Force
LOCAL AREA COMMANDERS
CERTIFICATE OF APPRECIATION
Awarded to
Enough Is Enough
MICHAEL MARSDEN PEACE FOUND

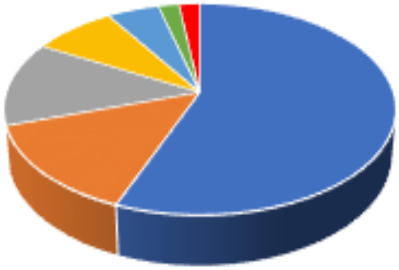
WHO WE HELP

No. of CALD HOUSEHOLDS



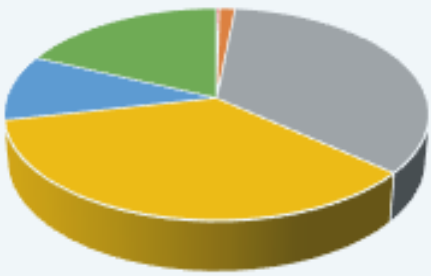
- ARABIC - 10
- ENGLISH - 297
- GREEK - 1
- HINDI - 5
- HUNGARIAN -1
- KAREN - 10
- KENYAN - 1
- MANDARIN -1
- MONGOLIAN - 1
- PHILLIPINO -33
- SAMOAN - 2
- SLOVENIAN -1
- SPANISH - 25
- TAGALOG -1
- TAMIL - 45
- VIETNAMESE - 68

TYPES OF HOUSEHOLDS



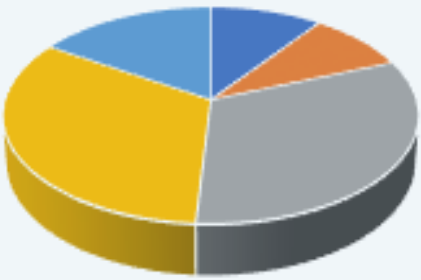
- SINGLE 56%
- COUPLE NO CHILD 14%
- SOLE PARENT 1+CHILD 13%
- COUPLE 1+CHILD 8%
- 2+ PEOPLE NO CHILD 5%
- 3+ PEOPLE 1+ CHILD 2%
- OTHER 2%

No. of TYPES OF PROPERTIES



- BEDSIT - 1
- DUPLEX - 6
- TOWNHOUSE - 148
- UNIT - 151
- VILLA - 43
- HOUSE/COTTAGE - 78

AGE DISTRIBUTION



- 0-15yrs 10%
- 16-25yrs 9%
- 26-54yrs 32%
- 55-74yrs 33%
- 75+ 16%

Pictured is Renee Falez, Jamie Preisz from the Alpha Co-operative along with the Field Officers Mirjana Kreiselmaier and Paul Simes participating in the ELEVATE Training Programme. ***Photo Credit - Paola Talbert***

** Photo- Speaker: Mr John Sidoti, MP, NSW Parliamentary Secretary - CENSW's, 2016 Annual General Meeting*

PERFORMANCE SNAPSHOT

TENANCY MANAGEMENT

5

COMPLAINTS

100%

COMPLAINTS RESOLVED IN 30 DAYS

92%

TENANT SATISFACTION (TSS)

99%

OCCUPANCY RATE

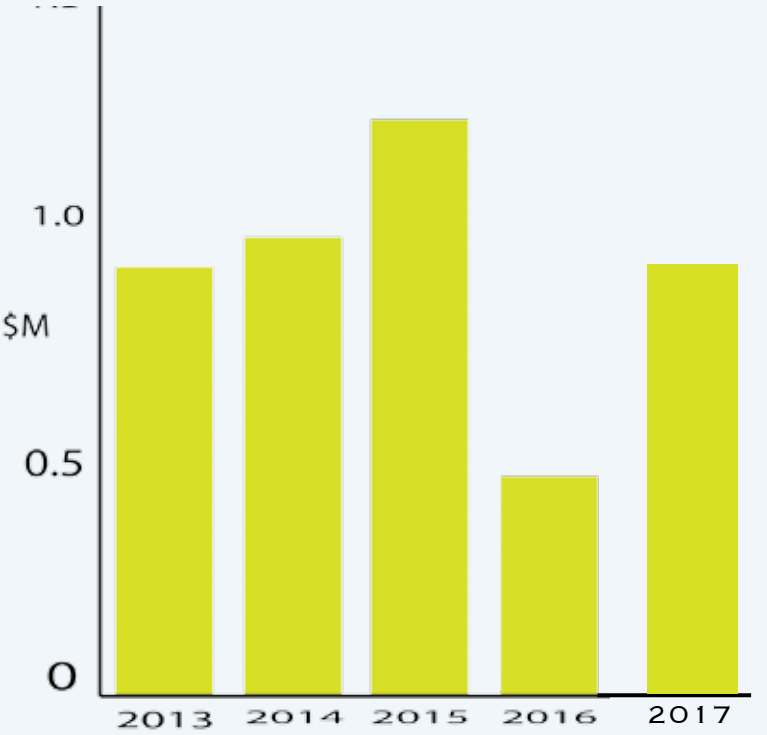
FINANCIAL MANAGEMENT

1.16%

RENT ARREARS

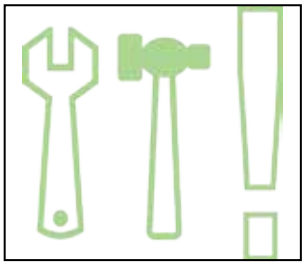
BENCHMARK
2.5%

OPERATING SURPLUS



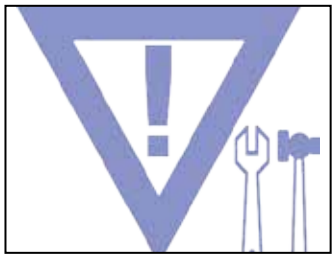
ASSET MANAGEMENT

REPAIRS & MAINTENANCE



44

NO. URGENT REPAIR REQUESTS



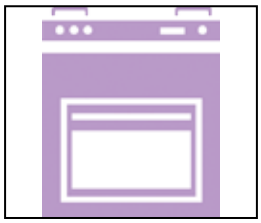
98%

URGENT REPAIR REQUESTS COMPLETED IN 24HR

431

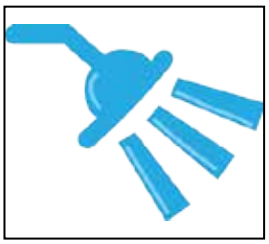
NO. NON-URGENT REPAIR REQUESTS

CAPITAL WORKS UPGRADE



29

KITCHEN UPGRADES



21

BATHROOM REFURBISHMENTS

ASSETS UNDER MANAGEMENT

LEASED $452m

OWNED $22m

$474 Million

COMMITTEE REPORTS

COMPLIANCE, AUDIT AND RISK COMMITTEE

The Compliance, Audit and Risk Committee oversees the compliance, risk and financial strategy, management and control within Common Equity NSW. The Committee met 6 times during the financial year. The focus of the committee has been the ongoing monitoring of Common Equity's financial performance, the audit plan, the consideration of capital projects – as part of the Company's major maintenance programme and the risk management strategies.

The audited surplus of the Company for the financial year was $930,412. This is almost double the surplus in 2016 ($475,393) due to a change in Accounting Estimate. In previous years, the Company was assessing the useful life of leasehold improvements to Co-operative properties too critically and in effect writing them off over one year. The independent revaluation conducted during the year, confirmed that there is ongoing value in these improvements and it is apparent that a longer useful life of five years is more appropriate. A total of $816,637 was spent on Schedule 3 maintenance works during the year. Due to the change in Accounting Estimate, the amount of $663,553 relating to leasehold improvements was capitalised resulting in a lower expenditure of $153,084 compared to 2016 ($629,276).

The Company acquired one property and paid a deposit on another property during the financial year resulting in less financial assets and a corresponding increase in property, plant and equipment levels at year end. A revaluation increment of $3,283,335 on freehold land and buildings also contributed to the increase in property, plant and equipment. The Company invested in upgrading the technology supporting its business operations which resulted in an increase in intangible assets. Total assets at 30 June 2017 is $22,118,770.

To date no borrowings have been necessary to fund property acquisitions. The Committee actively manages the cash position of the Company and its future cash requirements in respect of planned development projects. The Committee has also monitored and advised on the financial viability and performance of specific projects, reviewed the adequacy of internal policies for determining and managing key risk areas, and has oversight of project management and the development of key performance indicators.

Dennis Vaccher
Chair, Compliance, Audit & Risk Committee

GOVERNANCE COMMITTEE

The Governance Committee has had a big year and played an important role in the growth of Common Equity during 2016/17. The Committee met five times throughout the year to progress a range of key matters of business for Common Equity.

The Committee oversaw the recruitment of a several new members to the Board and played a role in ensuring a diversity of skills in the appointment of Technical and Associate Directors. The Committee also oversaw a successful AGM in November 2016 that included the election of three new Member Directors, engaging speakers, Co-Op involvement and also excellent attendance from the sector.

It is pleasing to observe the new Board collaborating well and developing very productive working relationships.

The Committee also supported the ongoing development of management systems to aid in the future success of Common Equity. This included further development of reports on Key Performance Indicators, monitoring the performance of the new CEO and implementing a new project management methodology necessary to manage the high number of projects being pursued.

The Committee directed the development of the new Company Co-Operative Agreement (CCA) that has established a new and stronger platform for co-operation between Common Equity and Co-Operatives and will serve to strengthen the sector.

The Committee also co-ordinated the development of a new Strategic Plan and the update of the Quality Plan.

I wish to thank all members of the Governance Committee (past and present) for their commitment and contribution throughout the year and look forward to another productive year ahead.

Melanie Carmeci
Chair, Governance Committee

DEVELOPMENT AND GROWTH COMMITTEE

D&G has had a very busy year meeting nine times. We have been successful in acquiring property, winning tenders, starting several constructions, actively consulting co-ops and progressing a number of key plans.

Plans were finalised to develop the property acquired at Croydon into 6 new purpose-built tenancies for Dunroamin Co-Op using a new generation boarding house design. The design includes two accessible units for those with mobility issues. Dunroamin's involvement in the design process will ensure the project meets the needs of future residents and the Co-Op.

Land was secured at Cabramatta honouring a previous financial commitment from both Lac Viet and Van Lang Co-Ops and the State Government will yield 20 or more seniors living units. Co-Op consultation has commenced and will ensure a highly functional development. The site is large enough to explore the possibility of additional units for affordable housing and this option will be considered by D&G in the year ahead.

D&G was extremely pleased to win two tenders from Land and Housing Corporation to construct new properties on government land. The Jannali project will have 10 new units ready for occupany in August 2017 and at Guildford 20 new units for Seniors ready for occupancy mid 2018.

At the close of the year, a further 10 tenders were pending covering a mix of long term management rights as well as for new housing construction. D&G is optimistic we will have success in a number of these to sustain ongoing growth in housing Co-Ops over the years ahead. A number of the tenders incorporated strategic partnerships with some leading organisations and will increase our chance of success with these tenders.

D&G continue to explore new opportunities with local Councils and not-for-profit land owners. We have also refreshed our Community Development Plan, Growth Plan and Marketing Plan to guide our efforts in the year ahead.

I would like to thank all the members of the Committee for the time and effort they have given to work together to assist with these very important activities. I especially appreciate the efforts of the Associate Directors giving their valuable time to guide our work, Amalina Wallace, Jane Oldham and Lisa Danker.

Carmen Osborne
Chair, Development and Growth Committee

YEAR OF PROGRESS

RESIDENT SATISFACTION, SUPPORTING RESIDENTS AND CO-OPERATIVES

The annual Tennant Satisfaction Survey was conducted in October 2016, this was co-ordinated by the Federation of Housing Associations. This survey allows CENSW to obtain feedback from residents and compare our performance against other housing providers and the annual NRSCH compliance thresholds.

The satisfaction levels achieved exceeded the compliance thresholds in all three NRSCH categories (set at 75%). The ratings were:

- ✓ 92% for overall satisfaction with housing services, 17% above compliance requirements
- ✓ 93% for satisfaction with property conditions, 18% above compliance requirements
- ✓ 89% for satisfaction with repairs and maintenance,14% above compliance requirements

On average CENSW's ratings were 16% above compliance requirements. The results represented an improvement of 4% against our 2015 results.

There are 7 key benchmarking measurements used to calculate the above category results. These are; Quality of Life, Neighbourhood, Tenant Engagement, Complaints and Appeals, Overall Services, Communication and Repairs and Maintenance. CENSW is measured against other housing provider averages for each category, in every category we exceeded the industry average.

MAINTENANCE AND ASSET MANAGEMENT

Over the 2016/17 financial year CENSW spent $772,00 on Schedule 3 works across Co-operative and Directly Managed properties. This expenditure related to multiple work types including; kitchen and bathroom upgrades, major roof repair and replacement, treatment of rising damp, water and sewer pipe replacement and major tree removal.

CENSW is required to inspect every property at least once every three years. Based on the inspections done over the last financial year and those planned for the next two years we are on track to achieve this target. All annual Termite and Fire Safety annual inspections were completed within the required time frame.

The 2016 Tenant Satisfaction Survey results for repairs and maintenance across the CENSW portfolio in 2016 was 89%. This is 14% above the NRSCH compliance threshold and represents an increase of 6% on the 2015 results. CENSW, when measured against other housing providers, exceeded the industry average for all key measurements under the repair and maintenance category.

In the next financial year CENSW will be focusing on improving on their excellent results to ensure that our delivery of services to all residents is best in class. We will also be working with all Co-operatives to support their work in the area of maintenance. We will continue to work on engaging contractors who perform to the highest standards and employ strategies to review and refine our processes on a regular basis.

SUPPORTING THE SECTOR AND ADVOCACY

The work started by the Sector Development Advisory Group (SDAG) in 2015 has progressed to the point where it's future development will be moved to Regional meetings. The work to identify engagement opportunities for the co-operative sector will continue through the broadened discussion and consultation that the Regional meetings will afford.

The recommendations paper produced by SDAG will be used as a basis for ongoing development. By discussion and review of existing and potential co-operative models and the ways co-operatives can work toward sector advancement, it is envisaged that a number of development projects will be identified. CENSW will work with members to bring these projects to fruition.

CENSW has been working closely with Co-operatives to take advantage of grants available through the NSW Government's Social Housing Community Improvement Fund (SHCIF) and other funding bodies. Funding is provided for projects that make physical improvements, including construction of new capital works, or refurbishment, upgrade and repairs of existing facilities and public spaces. Over the year Co-operatives, with the assistance of CENSW, have been very successful with a total of $209,997 awarded for 7 projects.

CENSW's Community Development Plans include a scholarship programme to financially support eligible members in the area of training and education, the aim is to develop paid employment pathways for them. Over the 2016/17 time frame a total of 12 people have been supported through the programme. CENSW is focusing on working with members to encourage them to apply to the programme.

In 2016/17 CENSW has made substantial contributions to the development of the sector. In addition to day to day assistance, the expansion of development into the Regional forums environment will allow even wider consultation, an expansion of assistance and the roll out of programmes to all Co-operatives.

PORTFOLIO GROWTH

CENSW has been devoting substantial time and energy into growing the Co-op housing sector over the 2016/17 financial year. The high number of active development projects and tender submissions is illustrative of our success in growing CENSW's contribution to the housing sector. To sustain our growth CENSW is committed to our current strategy and will be allocating resources accordingly.

We have active projects that will deliver 56 new dwellings to the market. They are:

- 10 dwellings in Jannali
- 20 dwellings in Guilford
- 20 dwellings for Vietnamese Seniors
- 6 dwellings for Dunroamin

Our growth strategy is based on a number of engagement models. These include; partnering with private individuals to develop new dwellings on existing sites, partnering with commercial developers to boost affordable housing, applications for development grants, applications for the management of existing housing and the expansion of the 'Co-op as a service model'.

In addition to these models there are two major opportunities which CENSW is focusing on. Firstly, the roll out of the National Disability Insurance Scheme (NDIS) development grants programme represents a great opportunity to increase our services in the disability sector. In addition to this there are ongoing opportunities from the NSW Government's Communities Plus programme; over 2017/18 they will commence the transfer of tenant management for 18,000 dwellings across NSW. CENSW will be pro-actively pursuing these major opportunities.

OUR CURRENT BOARD

CARMEN OSBORNE

TECHNICAL DIRECTOR SINCE: November 2013
COMMITTEE MEMBERSHIP: Chairperson since November 2016, Chair of Development & Growth since February 2014
SKILL INTEREST: Carmen Osborne is a Technical Director, with Masters of Planning, Bachelor of Town Planning and Post Graduate Diploma in Land Economy. Her 30 years expertise in property development and planning has been beneficial to achieving successful new growth opportunities.
Carmen has an active interest in using her technical skills to assist with effective management, good governance and sustainable growth and development of the co-operative housing sector.

BILLIE-JO BARBARA

TECHNICAL DIRECTOR SINCE: December 2016
COMMITTEE MEMBERSHIP: Member of Governance Committee
SKILL INTEREST: Billie-Jo's is currently Director, HR Services for a large NSW government cluster and an experienced not-for-profit board director. As the previous Chairperson and Company Secretary of a not-for-profit board, Billie-Jo brings expertise in corporate services, people, change, culture and organisational transformation.
Billie-Jo is a fellow of the Australian Institute of Management and a certified HR practitioner with the Australian Human Resources Institute.

DENNIS VACCHER

TECHNICAL DIRECTOR SINCE: April 2016
COMMITTEE MEMBERSHIP: Chair of Compliance Audit & Risk Committee
SKILL INTEREST: Dennis is a chartered accountant with 30 years experience in internal and external audit, financial management and corporate governance. Dennis has worked in both the public and private sectors and had significant exposure through audit to not-for-profit entities, ASX listed companies, Government Business Enterprises and Departments, large and complex private company groups, trusts and overseas owned companies. Dennis has worked in various industries including Property Construction and Chartered Accounting and is currently a consultant and advisor to small business.

JIMMY LOPEZ

MEMBER DIRECTOR SINCE: November 2014
COMMITTEE MEMBERSHIP: Member of the Compliance Audit & Risk Committee
SKILL INTEREST: Integral part of the formation of the Sedgwick Housing Co-op. Jimmy has a Doctor of Philosophy in Education, A master in Business Administration and a master of arts in teaching. Jimmy is certified and practicing accountant and member of CPA Australia.

MELANIE CARMECI

TECHNICAL DIRECTOR SINCE: September 2014
COMMITTEE MEMBERSHIP: Chair of the Governance Committee
SKILL INTEREST: Melanie Carmeci is a Technical Director with a Master of Law and Legal Practice (Dispute Resolution) and a Bachelor of Arts/Psychology.
Melanie is an in-house solicitor with a strong commercial and compliance background. She focuses on enhancing the success of the business by providing specialist legal and corporate governance advice. She specialises in a range of areas of law, including commercial law, consumer law, intellectual property and corporate law. She also has expertise in managing corporate governance and compliance obligations.

PETER PAGE

MEMBER DIRECTOR SINCE: November 2014
COMMITTEE MEMBERSHIP: Chair of Compliance, Audit & Risk Committee
SKILL INTEREST: Peter Page is a Member of Great Lakes Co-operative where he has been a Board Member for 5 years. Peter has a background in economics and education after graduating from the Universities of Queensland and New England. Peter also has an Education Masters from Loyola University in Chicago.
Peter brings his interest and experience of Co-operative living to the Board. Having lived overseas in Asia, Peter has rich experience in engaging with people on all levels and from all backgrounds. During his time in Asia, Peter had his first taste of living in a small community.

PHYLLIS SEQUEIRA

TECHNICAL DIRECTOR SINCE:
COMMITTEE MEMBERSHIP: Compliance, Audit and Risk Committee
SKILL INTEREST: Phyllis is a Technical Director with a Master of Business (Majoring in Employment Relations) from UTS. She has also completed the Foundations of Directorship Certificate from the AICD (Australian Institute of Company Directors).
After 40 years working in the Public, Private and Community Services sectors in Australia Phyllis has a broad range of skills and experience, in particular business management, governance and organizational development; as well as extensive experience as a senior executive in a number of organisations. For the last 5 years she has dedicated her efforts to contributing in various ways to the community by being part of not for profit Boards and other professional volunteering. She was President of the Food Distribution Network and Deputy President of the Stepping Out Housing Board during this time. Prior to this, she spent 13 years in the Banking and Finance industry and before that she worked in the NSW Public Service primarily in the Education and Training sector.

ROSE WEST

MEMBER DIRECTOR SINCE: End of 2016
COMMITTEE MEMBERSHIP: Member of Governance Committee
SKILL INTEREST: Rose has a Combined Bachelor of Arts (Human Geography) and Bachelor of Education (BA/Bed).
Rose has previously been a member of Planet X Housing Co-operative. Currently, she is the secretary of Bellinger River and Neighbourhood Co-operative Housing (BRANCH).
Rose grew up in a dynamic housing co-operative that was founded in inner city Brisbane in the 80's. From these early days Rose has developed a passion for finding constructive ways to address gentrification and the housing affordability crisis. She is excited to contribute to growing the co-operative sector into the future. Rose's work in the public education sector has also informed her advocacy for equitable opportunities for all students.

WAYNE STAMP

MEMBER DIRECTOR SINCE: End of 2016
COMMITTEE MEMBERSHIP: Member of the Development and Growth Committee
SKILL INTEREST: Wayne was elected to the CENSW Board at the 2016 AGM. I have 25 years of history and experience in the sector as a member of Planet X housing Co-operative
(i) a history of working co-operatively as a tenant and Board member, and (ii) a knowledge of, and participation in, the history and changing circumstances of the sector over that time.
This experience gives me the qualification of long-term engagement with, and experience in, the sector.
Over the years, I have had art exhibitions, taught art theory and media in the tertiary educational sector and have worked with community-based organizations, from teaching media to children and adults at Pine Street Creative Arts Centre (City of Sydney Council) to working at SWOP (Sex Workers Outreach Project) producing sexual health print resources. I have several degrees in the Humanities and a Diploma in Workplace Training and Assessment.
My current interests are **s**ocial enterprise and its intersection with co-operative and mutual practices as well as peer experience/qualification and mentoring, and how this might work in a co-operative housing situation.
With Planet X Board support, I have mentored the All Nations Housing Co-operative for over 5 years.

ASSOCIATE DIRECTORS

AMALINA WALLACE

ASSOCIATE DIRECTOR SINCE: November 2016
COMMITTEE MEMBERSHIP: Member of the Development and Growth Committee
SKILL INTEREST: Amalina Walace has worked with people of diverse backgrounds for over 30 years, including prisoners, refugees and Indigenous Australians.
As a housing worker at the Co-operative housing Resource Unit and ARCH, Amalina wrote the incorporation model for NSW Co-operatives, a submission to the Ombudsman which triggered the Mant Report, and helped develop over 30 co-operatives. Amalina was a union workplace delegate for many years and worked as a cartoonist and illustrator in the late 80's for a number of unions and community organisations, throughout Breakout Press. Amalina is an artist and a member of the NSW Fok Federation. Amalina has been the secretary of Newtown Neighbourhood Centre since 2008.

ANTHONY QUASH

ASSOCIATE DIRECTOR SINCE: 2014
COMMITTEE MEMBERSHIP: Member of the Compliance Audit & Risk Committee
SKILL INTEREST: Anthony is a solicitor with over 15 years experience in financial services, commercial and corporate law.
Anthony has worked for major law firms such as ASX listed companies, financial institutions and a regulatory body (APRA). He is currently a Senior Corporate Lawyer for QBE Australia.

JANE OLDHAM

ASSOCIATE DIRECTOR SINCE: 2015
COMMITTEE MEMBERSHIP: Member of Development & Growth Committee
SKILL INTEREST: Jane has a particular interest in capital building and maximising Co-operative participation.
Jane has been a Member of the Development & Growth Committee since November 2012. Jane has a particular interest in capacity building and maximising Co-operative participation. Jane has been a resident of Ningana Co-operative since 2006 and is a long term Director of the Co-operative. Ningana is the largest housing Co-operative in NSW.

LISA DANKER

ASSOCIATE DIRECTOR SINCE:
COMMITTEE MEMBERSHIP:
SKILL INTEREST: Lisa Danker is an Associate Director with a Master of Urban and Regional Planning and a Bachelor of Science (Architecture).
Lisa Danker is a development manager with a passion for place-making and has over 12 years experience in planning and property development in NSW. She strives to make lovable places while driving broader social outcomes, with the aim of co-creating sustainable and equitable cities.

MEMBERS ENDING THEIR TERM

ENDING TERMS

Members ending their term in November 2016

The following Board Members ended their term in November 2016:

- Salesh Nandan
- Nassim Arrage
- Amalina Wallace

Members ending their term in November 2017

The following Board Members are ending their term in November 2017:

- Melanie Carmeci - Technical Director
- Jaime Lopez - Member Director
- Peter Page - Member Director

FINANCE SUMMARY

Common Equity NSW Ltd
ABN: 39 861 993 468

Statement of Profit or Loss and Other Comprehensive Income
For the Year Ended 30 June 2017

	Note	2017 $	2016 $
Revenue	3(a)	**3,150,010**	3,057,046
Other income	3(b)	**380,944**	370,905
Employee benefits expense		**(1,171,852)**	(1,124,068)
Depreciation and amortisation expense		**(144,937)**	(97,662)
Property & tenant expenses	4	**(846,201)**	(1,271,425)
Administration expenses		**(437,552)**	(459,404)
Surplus before income tax		**930,412**	475,392
Income tax expense	1(e)	**-**	-
Surplus for the year		**930,412**	475,392
Other comprehensive income			
Gains on revaluation of properties	8(a)	**3,283,335**	-
Total other comprehensive income for the year		**3,283,335**	-
Total comprehensive income for the year		**4,213,747**	475,392

The accompanying notes form part of these financial statements.

Common Equity NSW Ltd
ABN: 39 861 993 468

Statement of Financial Position
30 June 2017

	Note	2017 $	2016 $
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	5	**5,772,163**	5,729,524
Trade and other receivables	6	**370,027**	371,829
Other financial assets	7	**580,544**	1,919,922
Other assets		**15,350**	1,238
TOTAL CURRENT ASSETS		**6,738,084**	8,022,513
NON-CURRENT ASSETS			
Property, plant and equipment	8	**15,249,614**	9,768,413
Intangible assets	9	**131,072**	3,635
TOTAL NON-CURRENT ASSETS		**15,380,686**	9,772,048
TOTAL ASSETS		**22,118,770**	17,794,561
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	10	**409,200**	302,337
TOTAL CURRENT LIABILITIES		**409,200**	302,337
NON-CURRENT LIABILITIES			
Borrowings	11	**6,080,900**	6,080,900
Employee benefits	12	**22,166**	18,567
TOTAL NON-CURRENT LIABILITIES		**6,103,066**	6,099,467
TOTAL LIABILITIES		**6,512,266**	6,401,804
NET ASSETS		**15,606,504**	11,392,757
EQUITY			
Retained earnings		**5,435,671**	4,505,261
Reserves		**10,170,833**	6,887,496
TOTAL EQUITY		**15,606,504**	11,392,757

The accompanying notes form part of these financial statements.

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