

2016 Annual Report



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About Jacaranda Housing

Jacaranda Housing has been in existence as a sole entity for seven years. In late 2015, Jacaranda Housing was registered under the National Regulatory System for Community Housing (NRSCH) as a Tier 3, Community Housing Provider (CHP).

Jacaranda is deeply rooted in co-operative housing. In 2009, New Farm Housing Cooperative Ltd incorporated as Jacaranda Housing Ltd with the idea of amalgamating with three other community housing organisations, those being: Inner Western Suburbs Housing Collective, Bayside Housing Community, and West End Housing Co-op.

Once the somewhat lengthy process of amalgamation was finalised, Jacaranda Housing increased its housing portfolio from 32 to around 70 properties. During the last financial year Jacaranda Housing's portfolio stood at 79 properties which are located throughout the Brisbane region.

Jacaranda Housing's operational philosophy is based on the 7 International Principles of Cooperation as set by its constitution and the constitutions of its pre-amalgamated partners. Jacaranda openly encourages tenant membership and tenant participation at all levels of its operation including:

- Volunteering in the office,
- Membership of the organisation,
- Membership of a sub-committee, and
- Membership of the Board.

It is this sense of inclusive community and cooperative values that marks a point of difference for Jacaranda Housing within the social and community housing sector.

Embracing the long-term notion of becoming a fully independent, non-government funded, community housing provider, Jacaranda Housing commenced a programme to purchase properties with funds generated through the sale of some of its older stock. Currently Jacaranda owns 12 properties free of government funding. As the organisation's social housing base increases, Jacaranda Housing will eventually rent these independently owned properties at market rent to help fiscally subsidise its lower, social housing rents.

The vision for Jacaranda Housing into the future, is to have a mixture of social, affordable and market rental properties whose rental income will allow Jacaranda Housing to become an fully independent community housing provider.

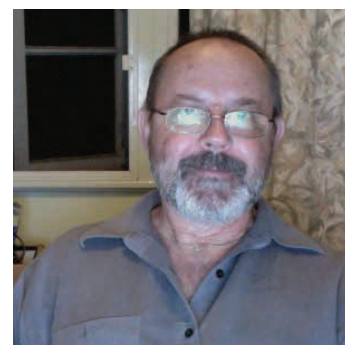
Jacaranda Housing Office - Greenslopes



Board of Directors

George Zukiwskyj - Chairperson

George Zukiwskyj joined New Farm Housing Cooperative (NFHC) as a member in 1988. He was housed by NFHC in 1991. George served on the NFHC Board for many years. During the 1990's he was one of NFHC's representatives at the QLD Community Housing Coalition and assorted state and national housing conferences. He was involved in numerous NFHC Co-ops undertakings, including membership and the development of NFHC's Policy and Procedures Manual. Committed to tenant involvement, transparent and accountable management, George was elected to the Jacaranda Housing Board at the 2014 AGM.



Graeme Bailey - Treasurer

Graeme commenced his career with KPMG, in business services, taxation and company administrations. He then moved to commerce with Rio Tinto where he undertook investigations into complex accounting and taxation transactions. He has worked with CPA firms in areas such as financial planning, research & development taxation, investigation reports into economic loss, fraud, complex data analytics and business case development. He also provides consulting services to the Australian Tax Justice Network.



Gordon Curtis - Secretary

Now formally retired, Gordon was elected to the Jacaranda Board as a Stakeholder Director at the 2015 AGM. Gordon is an AMCIDA (Associated Member, Institute of Community Directors Australia) and been actively involved in community housing for over 20 years. Gordon was a long standing member, tenant and Director of Inner Western Suburbs Housing Collective (IWHC), and has maintained his passionate advocacy for tenant rights throughout the cumbersome amalgamation process with Jacaranda Housing. Gordon is committed to the principles of social justice and is a former Board member of 4ZZZ FM (Creative Broadcasters Ltd), and has tertiary qualifications in Politics and Public Administration from UQ, and for a time served as Student Vice President of the UQ Student's Union.

Board of Directors

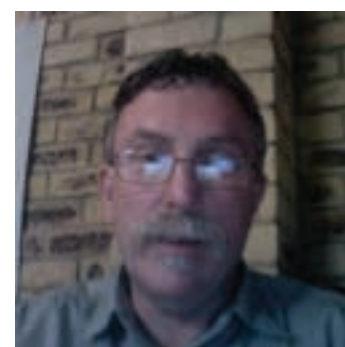
Michele Venables - Director

Elected to the Board at the 2015 AGM, Michele is committed to tenant rights advocacy. She has worked with Indigenous groups and in the NFP sector for over 10 years; primarily assisting offending and 'at risk' young people and their families navigate the legal and education systems in order to get their lives back on track. Her time working with these families reinforced the critical importance of people being able to access long term, stable and affordable housing and motivated Michele to nominate for a position on the Board of Jacaranda.



Graeme Tudor - Director

Elected to the Board of Directors at the 2014 AGM, Graeme has been a member of Jacaranda Housing since 2012. He has a strong commitment to social justice and the provision of secure and affordable social housing. Graeme has been actively involved with NGO's and NFP organisations for over 20 years. He has extensive experience in quality assurance (QA), staff and operational training and conflict resolution. Graeme openly advocates the benefits of transparent and accountable governance. Being an independent thinker, Graeme takes a holistic approach to policy development and implementation.



Debbie Stubbs - Director

Debbie Stubbs has been a member of the New Farm Housing Co-operative and Jacaranda Housing for 18 years and was appointed to the Board to fill a vacancy on 19 May 2016. Debbie has qualifications in Project Management, Business and also has a Graduate Certificate in Health Services. She is currently employed by TAFE Qld in a management role and has many years of experience within the non-profit sector. Debbie has been a welcomed addition to the Jacaranda Board, bringing experience, commitment and procedural structure skills to the Board.



Board of Directors

Shane Mullins - Director

Shane was appointed to the Board in early September 2016 to fill a vacancy created by the departure of another Board member. His involvement with community housing began 20 years ago as a non-tenanted member of the New Farm Housing Co-operative. Shane previously served as a Director on Jacaranda's Board (2011 to 2014). Apart from community housing, Shane has interests in other altruistic organisations that contribute to the community. Now retired, Shane has extensive experience in policing and security management acquired through service with the Australian Defence Force and in the private sector. He has advanced administrative and IT skills. Shane maintains an attitude of willingness to serve, to best ensure Jacaranda Housing fulfils its role within the community.



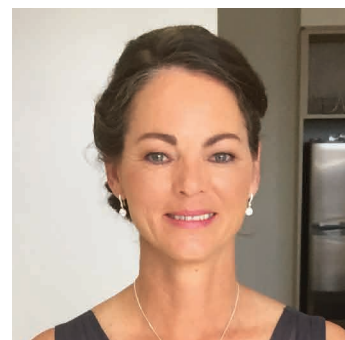
Jacaranda Housing Property - Mitchelton



Staff and Volunteers

Karen Gallpen - Property Manager

Karen joined Jacaranda as Housing/Property Manager in June 2016. She has a background in the private real estate and community housing sectors. Karen is understanding of tenant needs and works hard to achieve them. She is both passionate and compassionate in the application of the numerous legislative requirements regarding tenants, their rights and obligations within the community housing sector. Karen balances her busy schedule between family, work and sport. She is an active athlete, coach and sports administrator. Karen volunteers much of her "free" time to her second passion; playing, coaching and umpiring baseball. In 2016 Karen won the Audi Logan City Sports Award as Coach of the Year across all sports in the Logan area.



Lynette Piotrkowski - Finance Officer

Lynette joined Jacaranda in April 2016 as Finance Officer. Lynette hit the ground running and works closely with the Treasurer and Board to ensure that the day to day financial obligations of Jacaranda Housing are completed accurately and efficiently. Since commencing with Jacaranda, Lynette has developed a transparent monthly reporting format through the provision of timely and accurate financial information for the board to assist in their decision making. Lynette has formal qualifications in business and over 15 years' experience in finance and book-keeping. Lynette is looking forward to her future at Jacaranda Housing and the ongoing process of improvement through collaboration with other staff and with members of the Board.



Maliheh Mozafari - Finance Volunteer

Maliheh has been working collaboratively with Jacaranda Housing (JH) since 2014. She volunteers her time as an accountancy assistant and bookkeeper. Originally from Iran, Maliheh is studying for her Master of Commerce degree at UQ. During her time with Jacaranda she has developed a positive relationship with staff, tenants and members who visit the office. Through her work experience at Jacaranda, Maliheh has developed a strong understanding of the importance of well-designed accounting systems, the benefits of teamwork, and the importance of having opportunities for feedback to ensure the success, sustainability and efficiency of programmes.



Chair's Report

It has been a turbulent year for Jacaranda Housing, despite which, it has been both a privilege and an honour to work with such a committed and passionate Board. Perplexing as the task of maintaining some semblance of balance between co-operative principles and business focus has been, I am extremely proud of the manner in which the Board and staff rose to the challenge.

Coming off the high of finally gaining registration as a Tier 3 Provider under the NRSCH in late 2015, by the beginning of 2016 Jacaranda Housing plummeted to an unimaginable low; operating without staff and on the balance sheet, overspending on our budget by up to \$5,000.00 per week.

Acting in the best interest of the company, at the end of February 2016, the Board appointed an interim CEO for a period of 6 months. The Board worked tirelessly in an effort to turn things around and succeeded on many fronts:

- The end of year Financial Audit shows that Jacaranda Housing recorded a slight profit for the first time in many years.
- The sale of assets to cover financial losses was brought to an end.
- Quarterly open tenant and tenant-member meetings commenced.
- Staffing levels and remuneration packages were revised and subsequently attuned.
- Maintenance on all unoccupied properties was carried out.
- Vacant properties were brought to a tenable state.
- All Jacaranda Housing properties are now tenanted.
- Jacaranda settled the final contract for the purchase of our fourth property at Alexandra Hills.
- Settlement of 3 legal challenges, with no legal costs to, and in favour of, Jacaranda.

At this moment we are working overtime to engage the services of a General Manager for the organisation. The recruitment of a GM was outsourced to Beaumont Consulting, who, as I write this report are in the final stages of shortlisting applicants – hopefully by the time you read this report Jacaranda will have a suitable GM on board.

Present:

Properties owned outright by Jacaranda Housing do not fall under the umbrella of Social Housing. However, the majority of these properties are leased to tenants on social housing incomes, paying social housing rents. Jacaranda is currently in discussion with the DH&PW to purchase three of the Jacaranda owned properties at Alexandra Hills.

Should these negotiations be successful, rest assured that, nothing will change for the tenants currently housed – the basis of the negotiation is for Jacaranda Housing to retain management of the properties, under a long term management agreement, as part of our portfolio. Jacaranda would continue to manage and collect the rental income from these properties; a win-win arrangement. An additional benefit from the sale to the department: Jacaranda will be in a position to purchase additional properties that would be leased at market rent to help subsidise our social housing tenancies.

Jacaranda Housing is also working with Q Shelter to assist the organisation become fully compliant with the NRSCH regulation. This is by no means a small task and we are looking at engaging the services of a professional well versed in NRSCH compliance.

Continued on next page.

Chair's Report (continued)

From Past to Future:

I take this opportunity to thank our staff and former Board members who worked solidly over many years at Jacaranda Housing.

I'd like to remember former long term tenant and Board member of both Jacaranda and Bayside Housing, Jenny Lee, who passed away earlier this year after a lengthy illness.

I'd also like to thank our current staff, Karen Gallpen and Lynette Piotrkowski for their outstanding contribution to Jacaranda during some very difficult times.

I am looking forward to the next twelve months, during which time I believe Jacaranda Housing will:

- Cement its position as a fully compliant Tier 3 Provider under the NRSCH system.
- Establish viable partnerships with government and private housing developers with the view to increase the organisation's asset base over the next five years.
- Increase tenant participation through the Board's support of the JAG's (Jacaranda Advisory Group) initiatives to form several tenant committees.

The transition from a fully self-managed co-operative to a staff-managed company has been a long and arduous journey. Jacaranda Housing members have proved to be patient and irrepressible, and have proved to be extraordinarily resilient considering the many changes that confronted Jacaranda Housing as an emerging entity; uprooting the member run, co-operative model (from which Jacaranda Housing originally formed), in exchange for a staff run, Board governed company/business model.

It is now time for all parties; the Board, the staff, the members and the tenants, to work in unison to achieve that elusive workable balance between co-operative principles, tenant participation and a self-sustainability that will see Jacaranda Housing evolve into a vanguard of community housing into the future.

George Zukowskyj, Chair

Treasurer's Financial Summary

Summary Statement of Financial Performance		
	\$ 2015/16	\$ 2014/15

Cash at the end of the Financial Year	650,049	1,149,897
Total Assets	37,948,836	33,803,459
Total Liabilities	86,425	361,853
Total Equity	37,862,411	33,441,606

Summary Statement of Contingent Liabilities	2015/16	2014/15
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Total Contingent Liabilities

A contingent liability is a mortgage that is held over a property by the Department of Housing and Public Works. The mortgage is only realised when the property is disposed of.

22,373,606	20,540,929
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Jacaranda Housing does not receive any recurrent funding and operates through rents paid by tenants and any other grants received. Property related costs continue the biggest item of expenditure costing \$502,214 for the financial year ended 30 June 2016.

The focus throughout 2016 within management and staff has been on developing budgets and monitoring costs. Reporting from the finance team allows the Board to focus on strategic financial management issues and long term planning. See Appendix, page 11 for full financial statements.

Graeme Bailey, Treasurer

JAG Report - Board's Representative

It is really pleasing to be able to report that we can finally see the light at the end of what turned out to be a very long tunnel. Those wanting to return Jacaranda to its roots where tenant members and members were fully engaged, listened to and kept up to date about the running and health of Jacaranda have worked tirelessly to help get the organisation back on track. We expect by early next year to be in a position where the bulk of the reorganising will be completed and regular newsletters and communiques will be sent out with any and all information tenant members and members would like to know.

A critical part of re-engaging tenant members and members was rebuilding and restoring the Jacaranda Advisory Group (JAG). Restoring trust and motivation has been challenging for all involved, but as the Board member who attends JAG meetings, it has been very rewarding to see JAG members saying that they now feel their voice will be listened to. Members have also stated they feel very positive that achievable strategies and plans, once discussed and approved will be implemented with the assistance of management and the Board. It is heartening to see so much passion and vision, and we are confident that as positive change is more evident, people will be more willing to invest in helping Jacaranda move forward through the JAG.

On behalf of current JAG members and the Board, I would really like to encourage anyone who has some spare time and good ideas to join JAG, or even to just send in some proposals. The JAG is there to provide an avenue for all at Jacaranda to actively participate in whatever capacity they are able to, to help make Jacaranda an industry leader in community housing. There are dozens of ways people can assist Jacaranda and all suggestions and plans are welcomed for discussion. JAG also offers an avenue to air grievances and agitate for policy changes that will result in positive outcomes for Jacaranda – it is there for You, the tenant members and members to have your say.

Some of the innovative ideas JAG will be exploring include establishing:

- A Food Bank to help members supplement their weekly groceries needs – from organic produce to off the shelf supermarket items.
- A volunteer run programme to assist tenants with getting to and from appointments.
- A volunteer run Mower and Whipper-snipper programme for our aging tenants' yards.
- A volunteer run Working Bee programme to assist in monthly clean-ups for the elderly and those who struggle to keep up with the cleaning.
- A Fundraising Committee running sausage sizzles, raffles, car boot sales etc to raise funds for tenant activity days etc.
- The return of Volunteer Tenant Advocates (VTA) to assist tenant members who for a variety of reasons may require additional support.

If there is something you'd like to see happen with the Jacaranda community, please, either join or let the JAG know what your ideas are.

In closing and on behalf of all at Jacaranda, a huge Thank you, to the current JAGers who are doing their best to make a positive difference within the Jacaranda community.

Michele Venables, Director

JAG Report - Tenants' Representative

It has been a year of goodbyes, consolidation and rebirth at JAG this year. We were saddened to say farewell to Ross Wiseman, Heather Millhouse and Fiona Caniglia. Ross and Heather had provided a wealth of knowledge about the history of the company and the coops that it formed from. Fiona had offered her services free of charge as an independent mediator. We thank them for their service.

Onward and upward, we have recruited new tenants who wish to participate and advise the board on issues affecting tenants. Your JAG members currently are Velvet, Samardi, Olwen, Rodney, Bede, Shane and Deb with Michele attending as a rep of the board.

After requesting the terms of reference which the board quickly supplied we have set about becoming operational within those terms. So by these guidelines we meet monthly, keep minutes, and feedback or advise the Board in two ways. The first is through our minutes. Recently we have improved these by adding an area at the bottom where information for the Board or questions to the board can be clearly outlined. We feel this improvement, whilst simple, will ensure information, questions and requests for the Board will be easy to find and make communication to the board more effective. Secondly the JAG feeds back through the sitting Board member who goes back to the Board with any issues that JAG has identified. This member is able to elaborate and educate other Board members on issues emerging in the Jag. It is hoped that in 2017 we will continue to improve communications to the Board to make it easier for ideas to become policy and because JAG will be driving issues, those policies will have a far greater chance of being tenant focused.

In order to be continually advocating for tenants we need to hear from you. We will beginning before the end of the year reach out to tenants and provide several ways tenants can contact the JAG directly. We will outline several projects that JAG members have identified as potentially of interest to tenants. We ask that you as a tenant of Jacaranda Housing support these initiatives and if possible nominate for participation on the JAG. The more voices the more vibrant and energetic the discussions and the more inclusionary we can be.

The first project to be identified for priority in 2017 is the Voluntary Tenant Liaison Officers, previously this role was floated, tenants volunteered and were trained only for the project to be rejected by the previous CEO. We are delighted to have support for this project to be rejuvenated at the VTLO role. We have added the word 'Volunteer' to the role to stress that the role is voluntary and a non professional support role, i.e. the role supports tenants where possible but is not a Social Worker or Counsellor role and therefore cannot be expected to solve problems but rather be a friendly supportive person to accompany tenants they navigate the company. We hope to explore funding options for a project to develop this role and integrate it within the organisation. We are keen to hear from tenants who are interested in this role and who would be interested in attending training provided by Jacaranda Housing.

When all is said and done we have not achieved much except reinvigorating the JAG which for several months in the New Year did not have quorum, get to know each other, recruit other members and identify some projects for the coming year. We feel though that we are enjoying the JAG and it is a good way for anyone wanting to contribute to the organisation. Therefore we look forward to the coming year, getting our VTLOs from paper to operating effectively for tenants and much more. Please add your nomination for this year's JAG or contact us for more information.

Deb Fletcher, Tenant

Complaints Committee Report

Firstly, we wish to personally thank all those who contacted the Complaints Committee (CC). It was those tenant members and members, many of whom found explaining their stories distressing and upsetting, whose willingness to speak out acted as a catalyst for the committee to investigate the management of tenancies. In addition, thanks also to George who was instrumental in helping the CC provide a supportive, inclusive and thorough platform for tenant members and tenants to challenge the upholding of their legislated rights. Within a very short time frame, the CC was able to provide the Board with enough substantiated evidence to have all evictions, breaches and sales of properties suspended until further investigation. In addition, for all who wished to alter their rental agreements, leases were extended from being on a month to month basis to a 12 month term.

What subsequently unfolded reinforces the need for organisations like Jacaranda to ensure that the rights of all involved are clearly articulated, documented, openly available and transparently upheld. That the CC was able to resolve all complaints to the satisfaction of those who lodged them is very pleasing to be able to report. What is more pleasing is that once the new Board settled in and was able to instigate change, there have been no further complaints received by the CC.

We would like to take this opportunity to reiterate that those who spoke out and those who lodged a complaint have helped to make sure that the new Board was in a position to do its best to embed a culture of honesty, inclusiveness and other positive procedural and directional changes that we hope will serve to encourage tenant members and members to remain active in supporting Jacaranda. Everyone contributing what they can will help ensure Jacaranda operates as close to a Best Practice Model for the provision of long term affordable housing for its tenants as is possible.

If anyone has anything that they feel is unfair, unreasonable, or that they just wish to discuss with guaranteed confidentiality, please don't hesitate to contact the Chair of the Board or a Complaints Committee member. The members of the new committee will be known shortly after the Annual General Meeting.

Michele Venables, Director

Appendix - Full Financial Statements