



# SouthEast

## Housing Co-operative Ltd

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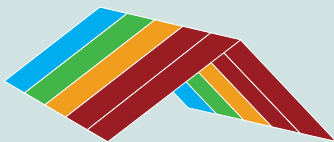
**PEOPLE TOGETHER ARE STRONGER**



# Annual Report 2014-2015

**Section 1**

# People together are stronger



**SouthEast**  
**Housing Co-operative**  
*Housing Futures*

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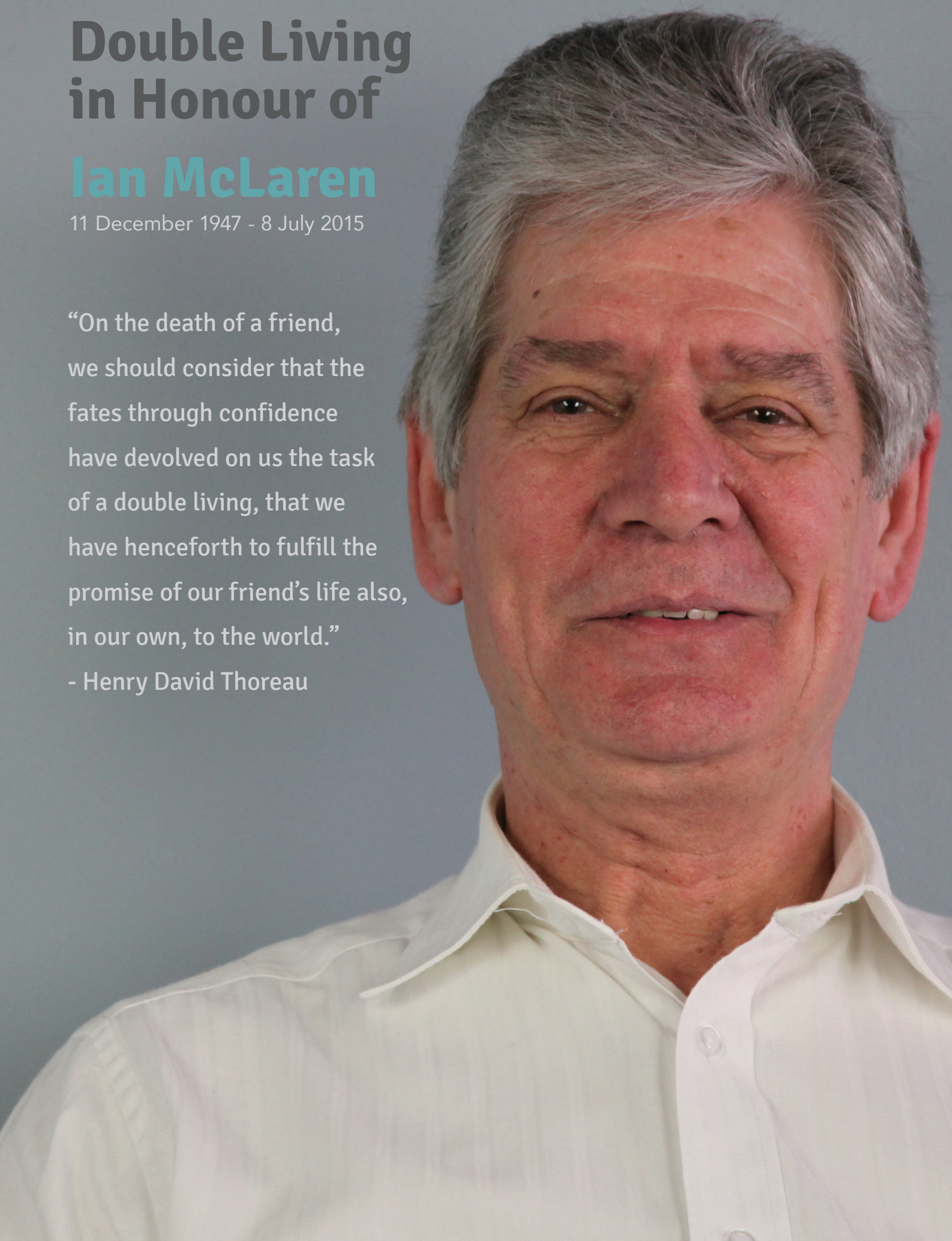
# Double Living in Honour of

**Ian McLaren**

11 December 1947 - 8 July 2015

“On the death of a friend,  
we should consider that the  
fates through confidence  
have devolved on us the task  
of a double living, that we  
have henceforth to fulfill the  
promise of our friend’s life also,  
in our own, to the world.”

- Henry David Thoreau







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# SouthEast Mission

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Our mission is to provide affordable, secure and financially and environmentally sustainable housing for people on low incomes primarily in the south and east of Melbourne who are committed to co-operative democracy and engagement

## Strategic goal

In carrying out our mission we will:

1. Provide affordable, secure, well maintained and sustainable housing
2. Operate a well-run, adaptive and financially secure organisation that meets the expectations of members, government and other stakeholders
3. Develop a well-informed, engaged and committed membership
4. Seek to ensure long-term viability and visibility of SouthEast to DHHS and other stakeholders and decision-makers as part of promoting and strengthening the co-operative housing model.
5. Pursue opportunities for growth in the range and level of affordable housing available primarily through SouthEast
6. Maximise utilisation of our properties

## Assumptions

- Member engagement and the cooperative structure are central to our operations because the co-operative model enhances and facilitates member ownership and control with member benefit created through member ownership and control.
- Managed growth through either new properties, or acquiring titles for DHHS managed properties, is necessary for ongoing growth in assets, and to increase the financial strength of SouthEast. This will assist to reinforce and improve security of tenure for all members. Growth must be supported by members and be prudent, risk managed and within organisational capacity.
- There is a need to ensure growth is consistent with service quality and continued improvements
- Any new properties built or acquired should be offered to members for voluntary downsizing.
- Environmentally sustainable housing is in the cooperatives and the members' interest.
- Accommodation must be adaptable to meet the changing needs of members.
- Stakeholders and partnerships should be compatible with the co-operative's values

## Considerations:

The likely developments of the co-operative in future financial years and the expected results of these developments are:

- Continued implementation of the General Lease with DHHS for the 150 properties managed by SouthEast for DHHS until at least 2016.
- A continued growth in rental income and a continuing capacity to generate a surplus subject to income support measures of the Australian Coalition Government and the Australian Parliament.
- A continued program of improving services for all members.
- A small growth in the property management portfolio subject to DHHS approval of a property management redevelopment.

Member engagement has three interdependent aspects - economic, political and social.

### Economic

Economic engagement is the relationship between the co-operative as a landlord and the member as a tenant with a respect for relationship.

### Political

Political engagement is member involvement in attending General Meetings, standing for the board, voting for the board and responding to surveys.



### Social

Social engagement is member involvement in social activities such as the Annual XMAS Party and area social activities.



# Looking backward 2014-2015

## Strategies

*In carrying out our mission and goals we have:*

- ☑ Provided affordable, secure, well maintained & sustainable housing
- ☑ Operated a well run, adaptive and financially secure organisation that meets the expectations of tenants, government and other stakeholders
- ☑ Facilitated a well informed, engaged and committed membership
- ☑ Promoted and strengthened the co-operative housing model.
- ☑ Pursued opportunities for growth in the range and level of affordable housing available through SouthEast

## Principal Activities

The primary activities of SouthEast during the year were the provision of housing and associated services to Members.

## Significant Changes

There have been two significant changes. Towards the end of 2014-2015 with the unexpected personal leave and subsequent passing away of the General Manager Ian McLaren. The board acted promptly to remedy this matter with an interim management in place within days. The other major change was that DHHS revised the General Lease and this has provided security of tenure for the co-operative, and members for five years until 2020. Otherwise, there have been no significant changes to the primary activities and the state of affairs of the co-operative during the year.

An active democracy is the essence of co-operation.

The results of the SouthEast's operations from its activities of providing maintenance and tenancy housing services to members did not change significantly from those of the previous year.





## Performance Highlights

### *The performance highlights during 2014-2015 included:*

- Tenancy and maintenance services have continued to be provided at a high level and remain our top priority.
- An active democracy is the essence of co-operation. A continuing strength of SouthEast is the attendance of members at general meetings—averaging 40%.
- SouthEast remains 100% compliant with Housing Registrar's performance indicators.
- The ongoing capacity and willingness of the board to consult with members on key issues with key decision areas for members identified with members adopting: amendments to the Member Manual, the adoption of New Rules, amendments to the Services Charter and a downsizing policy at the 17 November 2014 Annual General Meeting and the adoption of a Strategic Plan 2015-2017 and a heating and cooling policy at the General Meeting on 18 May 2015.
- Governance processes have been reviewed and strengthened and relationship with members is increasingly transparent and accountable. The co-operative's newsletter (Housing Futures), the web site ([sehc.org.au](http://sehc.org.au)) and Twitter are central to this commitment. Last year a Mid-Year Report was inaugurated to provide to members a new level of accountability and transparency to members. An improved second Mid-Year Report was presented to this year's May general meeting.
- During 2014-2015 the board continued the process of increased emphasis on improved services with growth remaining an objective, but recognized as only achievable incrementally over a period of time and without sacrificing service quality. Discussions have commenced with the City of Greater Dandenong Council on a possible affordable housing initiative.
- Financial management has continued to be rigorous and robust, with monthly and yearly comparisons of profit and loss, cash flows and balance sheets and key financial performance indicators presented to board meetings.



# Compliance Services

Compliance - complying with legal requirements, standards, codes, principles and policies. This policy, therefore, focuses on transparency, accountability and compliance to members of SouthEast.

The purpose of SouthEast's compliance program is to ensure it is possible to demonstrate commitment to and compliance with relevant legislation and standards of good governance and the Housing Registrar's performance standards. This policy provides principles and guidance for designing, developing, implementing, maintaining and improving an effective compliance program for the organisation.

The 12 compliance principles identified by standards australia in AS 3806 - 2006 compliance programs provide guidance for SouthEast's compliance program.

## Commitment

**Principle 1** - Commitment by the board and management to effective compliance that permeates the whole organisation.

**Principle 2** - The compliance policy is aligned to the organization's strategy and business objectives, and is endorsed by the board.

**Principle 3** - Appropriate resources are allocated to develop, implement, maintain and improve the compliance program.

**Principle 4** - The objectives and strategy of the compliance program are endorsed by board and management.

**Principle 5** - Compliance obligations are identified and assessed.

## Implementation

**Principle 6** - Responsibility for compliant outcomes is clearly articulated and assigned.

**Principle 7** - Competence and training needs are identified and addressed to enable employees to fulfill their compliance obligations.

**Principle 8** - Behaviours that create and support compliance are encouraged and behaviours that compromise compliance are not tolerated.

**Principle 9** - Controls are in place to manage the identified compliance obligations and achieve desired behaviours

## Monitoring and measuring

**Principle 10** - Performance of the compliance program is monitored, measured and reported.

**Principle 11** - The organisation is able to demonstrate its compliance program through both documentation and practice.

## Continual improvement

**Principle 12** - The compliance program is regularly reviewed and continually improved.

### Recent significant changes to compliance and development during 2014-2015

- The extra reporting required (annually and ad hoc) when the ACNC was introduced as a new regulator with a focus on charities.
- The transfer to new national performance standards by the state of Victoria adopting the national standards but not the national legal framework
- The significant allocation within the business plans for 2014 to 2015 and continuing in the current business plan of the organisation as it transitions to the new performance standards of Community Engagement and Complex Needs which cut across several of the national performance standards and the need to ensure the organisations policies procedures and practises are fully compliant with and aligned with these new standards.
- The adoption by the Housing Registrar (HR) of a new cross sector data validation platform and the manner in which data is made available publicly by the Housing Registrar
- The adoption by the HR of revised annual review reports to associations and providers
- The early adoption this year, simultaneously with a new reporting period, by the HR of a new data base (CHiMES) to replace REGIS and the need for providers to adapt within short time frames while reporting with extended reporting times.

While the co-operative has a comprehensive complaints policy, the practice needs considerable improvement.



# Tenancy Services

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Security of tenure for members is an absolute priority for the co-operative.

SouthEast manages 150 properties for the Director of housing and owns a further 10 properties.

*The properties are located in the following suburbs:*

- Bentleigh East
- Cheltenham
- Clarinda
- Clayton
- Cranbourne
- Croydon
- Frankston
- Mooroolbark
- Noble Park
- Oakleigh

The properties owned by SouthEast are 10 X 2 bedroom brick veneer properties.

*The properties managed for the Government are:*

- 23 x 2 bedroom brick veneer properties
- 3 x 2 bedroom weatherboard properties
- 82 x 3 bedroom brick veneer properties
- 16 x 3 bedroom weatherboard properties
- 18 x 4 bedroom brick veneer properties
- 7 x 4 bedroom weatherboard properties
- 1 x 5 bedroom brick veneer property

For the year ending 30 June 2015 a Vacant Possession Order (eviction notice) was issued by VCAT and one tenant evicted.



Rent charges are calculated in accordance with the Department of Human Services criteria for long term community housing and must be paid in advance.

Tenants are required to advise SouthEast of any income changes as they occur during the year and to supply supporting documentation.

SouthEast undertakes income and rent reviews every 12 months. The review requires all members to provide income information for all household members who are 18 years or over. At the completion of the review, the amount is calculated and members receive 60 days notice advising the date and amount that will be required to be paid. When requested, members must provide the information on income by the due date or it will be assumed that members no longer require rebated rent and will be charged cost rent.

It is disappointing to report that once again over **40%** of members did not supply the income information by the due date in 2014 - 2015.

Tenants must not have rent arrears at any stage of their tenancy. Tenants in arrears should contact the office, make an arrangement for repaying the arrears and keep to this arrangement.

*Tenant members have three basic responses to being in arrears:*

- (a) Contacting the office and making arrangements to repay arrears -and repaying arrears.
- (b) Contacting the office and making arrangements to repay arrears -and not repaying.
- (c) Avoiding contact with the office and/or making commitments time and again that are with difficulty or never met.

SouthEast endeavours to resolve rent arrears with individual tenants to avoid action through the Victorian Civil and Administration Tribunal (VCAT)

SouthEast seeks to identify at risk tenants early. At risk tenants are offered support to assist them meeting their rental responsibilities and avoid legal proceedings, which could lead to their eviction.

Tenants are encouraged to use Centrepay where appropriate.

The rights and responsibilities of tenants and landlords are set out in the Residential Tenancies Act 1997 (RTA 1997).

Legal action as prescribed by the RTA (1997) is initiated in circumstances where tenants with rental arrears fail to contact the SouthEast Office or fail to meet their agreement to repay the debt.

*Satisfaction Surveys*

2014-2015 survey of members reported **93.33%** were very satisfied or fairly satisfied with tenancy services.

In 2010-11 SouthEast achieved **79.3%** and in 2011-12 **89.4%** with similar agencies achieving **90%** in 2011-12. In 2012-13 **90.80%** (79) were either Very satisfied or Fairly Satisfied with Housing Services.

*The Australian Institute of Health and Welfare reports that tenant satisfaction with services provided by housing organisations was:*

- (a) indigenous - public housing **56%** and community housing **67%**.
- (b) non-indigenous - public housing **65%** and community housing **74%**. Satisfaction of **65%** for public housing was down from **73%** in 2010. Satisfaction of **74%** for community housing was down from **79%** in 2010



# Maintenance Services

Maintenance and asset works are performed meeting Residential Tenancies Act and DHHS requirements as a minimum.

In 2014-2015 **82.6%** of members were Very Satisfied or Fairly Satisfied with Maintenance Services. This is a slight fall from **84.88%** in 2012-2013 but still remains above the tenant satisfaction levels reported by the Australian Institute of Health and Welfare.

Inspection of properties resumed in late 2014 after a long delay. This followed the former Department of Human Services arranging for the inspection of all social housing by a contracted company HI-TECH and advising providers to suspend their regular inspections. Unfortunately, the HI-TECH inspection program took longer than expected and lasted between 2012 and 2014. The HI-TECH reports are a useful guide for our renewed inspection of properties.

In 2014-2015 a Smoke Alarm Maintenance Program was introduced. SmartHouse Fire solutions has been contracted to conduct an annual review of smoke alarms in all SouthEast managed properties. The service includes the testing and if required the replacement of smoke detectors which have an expired use by date. From May 2015 SmartHouse technicians have been contacting members to arrange inspection visits.

In 2014-2015 expenditure on maintenance was \$331,486.20 - \$1,486.20 over budget. In addition \$145,000 was allocated to reserve for major upgrades.

SouthEast achieved **69%** in 2010-11, **81.8%** in 2011-2012 and similar agencies **83.5%** in 2011-12. For 2012-13 on maintenance services 73 members (**84.88%**) were either Very Satisfied or Fairly Satisfied. The Australian Institute of Health and Welfare has just released the *National Social Housing Survey: Summary of National Results*. The level of satisfaction with maintenance was:

(a) day-to-day maintenance - public housing **71%** and community housing **76%**.

(b) emergency maintenance - public housing **77%** and community housing **79%**.

The survey was mailed to a random sample which included 55,101 public housing and 17,570 community housing households. The response rate was **16%** for public housing and **17%** for community housing.

2014-2015 survey of members reported 93.33% were very satisfied or fairly satisfied with tenancy services.

## MAJOR ITEMS MAINTENANCE EXPENDITURE 2014-2015

<i><b>Maintenance Type</b></i>	<i><b>Number of Jobs</b></i>
Bathroom upgrade (cyclica)	3
External Vinyl House reclad	1
Extensive Retaining Wall Replacement	1
Stove Replacement	7
HWS Replacement	8
Heater Replacement	10



# Member Development Services

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Co-operatives work for the sustainable development of the communities through objectives and policies accepted by their members.

One of the fundamental tenants of a cooperative is the benefits produced by the cooperative flow back to the members. Member development services are based on the 7th Cooperative Principle: Concern for Community - Cooperatives work for the sustainable development of their communities through objectives and policies accepted by their members. Capacity building is about developing the co-operative within the framework of the community engagement policy, new performance standards and continuous improvement.

These services seek to link members with the wider community such as local government support services – SHASP services and complex needs service providers.

Over the past five years SouthEast has provided a number of programmes that have benefited members such as energy audits and retrofits and two surveys, one that focused on seniors with disabilities and another that surveyed members interests such as community gardens and job skills training. Other surveys measure satisfaction with services and the ability of SouthEast to give full consideration to member's views and opinions.

Working groups at members meetings also allow members to contribute to the

development of fair and equitable policies. The communication working group allowed members to have input into the process of continuous improvement in communications between members and the board which saw improvements in the use of the newsletter, Housing Futures, and the SouthEast web site. More recently the board has expanded these services to include the annual Xmas Party, open office days, board observation opportunities for members, and area social events that encourage members to connect, social inclusion and build a renewed co-operative identity within a community engagement framework. Member education and training is another service that allows members to maintain and sustain their tenancies.

Members are encouraged through these services to grow as co-operative members to take responsibility for and to develop a sense of co-operative ownership, to share stories and hopes and to seek to provide avenues of leadership that may lead members to aspire to become directors and steer the co-operative in the best direction for the future.

Above all member development services provide members with the opportunity to strengthen their families and the individual members in a stable long term and co-operative housing environment.

	<i>Number of members attending</i>	<i>% of members attending</i>
<b>GENERAL MEETING 18 MAY 2015</b>	39	24.5%
<b>ANNUAL GENERAL MEETING 17 NOVEMBER<sup>4</sup> 2015</b>	50	31.4%

A critical commitment in membership development is the level of accountability and transparency to members:

<i>Instrument</i>	<i>Comment</i>
<b>HOUSING REGISTRAR ANNUAL REVIEW</b>	Published annually on the web site
<b>STRATEGIC PLAN</b>	Developed by board and approved by General Meeting of members
<b>MEMBER MANUAL</b>	Developed by board and approved by General Meeting of members including goals and key performance measures
<b>ANNUAL REPORT</b>	Extensive and comprehensive financial and co-operative key performance measures
<b>MID YEAR REPORT</b>	A Mid Year Report on the progress of the co-operative presented to a General Meeting of members





# Member Surveys

Surveys are important for they enable the co-operative to gauge the views of members on various issues. It is critical, however, that the co-operative use the survey results to guide its practice.

## *Was the information circulated before the meeting?*

Very Helpful 24 (66.66%) and Helpful 11 (30.55%)

## *Was the presentation at the meeting?*

Very Helpful 20 (55.55%) and Helpful 14 (38.88%)

## *Was the discussion at the meeting?*

Very Helpful 13 (36.11%) and Helpful 9 (25%)

## *Was the venue for the meeting?*

Very Good 28 (77.77%) and Good 6 (16.66%)

*Was the location for the meeting? Very Good*  
24 (66.66%) and Good 8 (22.22%)

## *What is your overall rating of the meeting?*

Very Good 23 (63.58%) and Good 11 (30.55%)

At the General Meeting On the 18 May 2015  
Communications Survey

There were 36 responses - 92.30% of  
members attending the meeting.

## *How would you rate overall the web site?*

9 (25%) Very Good, 5 (13.88%) Good,  
2 (5.55%) Adequate, 1 (2.77%) Poor,  
11 (30.55%) Don't know and 8 (22.22%) No  
Answer

## *If only count those 17 members that rated the site:*

9 (52.94%) Very Good and 5 (41%) Good

## *How would you rate the newsletter?*

11 (30.55%) Very Good, 16 (44.44%) Good,  
1 (2.77%) Adequate, 7 (19.44%) No Answer  
and 1 (2.77%) Don't Know

## *Have you visited the SouthEast web site?*

2 (5.55%) Yes Regularly, 18 (50%) Yes  
Sometimes, 15 (41.66%) No and 1 (2.77%) No  
Answer

## *Have you visited the SouthEast Twitter account?*

2 (5.55%) Yes Sometimes, 33 (91.66%) No,  
1 (2.77%) No Answer

## *How would you rate the Mid-Year Report?*

15 (41.66%) Very Good, 16 (44.44%) Good,  
1 (2.77%) Adequate, 4 (11.11%) No Answer

## *Would you like to receive information updates from SouthEast by email?*

14 (38.88%) Yes, 18 (50%) No, 3 (8.33%)  
Don't Know, 1 (2.77%) No Answer

## *Would you like to receive information updates from SouthEast by text messages?*

9 (25%) Yes, 24 (66.66%) No,  
2 (5.55%) Don't Know, 1 (2.77%) No Answer



*Would you support SouthEast establishing a Facebook page?*

18 (50%) Yes, 12 (33.33%) No, 5 (13.88%) Don't Know, 1 (2.77%) No Answer

*Do you have a web site?*

3 (8.33%) Yes, 33 (91.67%) No

*Do you have a Twitter account?*

3 (8.33%) Yes, 32 (88.90%) No and 1 (2.77%) No Answer

*Do you have a Facebook Page?*

13 (36.11%) Yes, 22 (61.11%) No and 1 (2.77%) No Answer

*At the General Meeting on 18 May 2015  
Community Survey*

There were 37 responses to the Community Survey - **94.87%** of those in attendance.

*How would you rate SouthEast as a co-operative?*

28 (77.77%) Very Good, 6 (16.21%) Good, 3 (8.10%) Satisfactory

*How would you rate democratic decision making within SouthEast?*

17 (45.94%) Very Good, 16 (43.24%) Good, 3 (8.10%) Satisfactory, 1 (2.70%) Poor

*How would you rate SouthEast as a community?*

15 (40.54%) Very Good, 13 (35.13%) Good, 6 (16.21%) Satisfactory, 1 (2.70%) Poor, 2 (5.40%) Don't Know

*How would you rate SouthEast in encouraging active membership?*

14 (37.83%) Very Good, 12 (32.43%) Good, 8 (21.62%) Adequate, 1 (2.70%) Poor, 1 (2.70%) Don't Know, 1 (2.70%) Non Answer

*Did you attend the 2013 XMAS Party at Healesville Sanctuary?*

15 (40.54%) Yes, 21 (56.75%) No, 1 (2.70%) No Answer

*Did you attend the 2014 XMAS Party at Healesville sanctuary?*

17 (45.94%) Yes, 19 (51.35%) No and 1 (2.70%) No Answer

*Did you attend the 2014 Annual General Meeting at the Dandenong Club?*

28 (75.67%) Yes, 9 (24.32%) No

*Would you attend SouthEast social events in different geographical areas in August 2015?*

16 (43.24%) Yes, 4 (10.81%) No, 15 (40.54%) Don't Know, 1 (2.70%) No Answer and 1 (2.70%) Possibly

*Would you be interested in attending an open board meeting in the future?*

11 (29.72%) Yes, 10 (27.02%) No, 12 (32.43%) Don't Know, 3 (8.18%) and 1 (2.70%) Maybe

*How many years have you been a member of SouthEast?*

15 years plus **29.729%**  
10 years plus **54.05%**  
5 years and under **16.21%**

*Gender*

30 (81.08%) Female, 3 (8.108%) Male and 4 (10.81%) Not Stated

Members at the AGM on the 17 November 2014 co-operated in a survey on the AGM - 41 (82%) of the 50 members in attendance responded to the survey.

*Was the information circulated before the meeting?*

Very Helpful 19 (**46.3%**), Helpful 17 (**41.5%**) and Adequate 5 (**12.2%**)

*Was the presentation at the meeting?*

Very Helpful 18 (**43.9%**), Helpful 19 (46.3%) and Adequate 4 (**9.8%**)

*Was the discussion at the meeting?*

Very Helpful 13 (**31.7%**), Helpful 21 (**51.3%**), Adequate 6 (**14.6%**) and No Answer 1 (2.4%)

*Was the venue for the meeting?*

Very Good 26 (**63.4%**), Good 14 (**34.2%**) and Adequate 1 (**2.4%**)

*Was the location for the meeting?*

Very Good 24 (**58.5%**), Good 15 (**36.6%**), Adequate 1 (**2.4%**) and Other 1 (**2.4%**)

*What is your overall rating of the meeting?*

Very Good 22 (**53.7%**), Good 14 (**34.1%**), Adequate 4 (9.8%) and No Answer 1 (2.4%)

At the Annual General Meeting on 17 November 2014 members co-operated in completing a survey on the AGM - 40 (**80%**) of the 50 members in attendance responded to the survey.

*Have you read the Annual Report before the AGM?*

Most 20 (**50%**), some 19 (**47.5%**) and None 1 (**12.5%**)

*What is your impression of the Annual Report?*

Very Positive 13 (**32.5%**), Positive 24 (**60%**), Average 2 (**5%**) and No Answer (**2.5%**)

*How would you rate the content of the Annual Report?*

Very Positive 11 (**27.5%**), positive 24 (**60%**), Average 4 (**10%**) and No Answer 1 (**2.5%**)

*How would you rate the design of the Annual Report?*

Very positive 18 (**45%**), Positive 18 (**45%**), Average 3 (**7.5%**) and No Answer 1 (**2.5%**)

*Do you retain copies of the Annual Report?*

Yes 31 (**77.5%**), No 8 (**20%**) and No Answer 1 (**2.5%**)

*Would you like a PDF copy of the Annual Report?*

Yes 6 (**15%**) and No 34 (**85%**)



## CHAIRPERSON ANDREA LEE

Firstly, we must acknowledge the sad passing of our General Manager Ian McLaren and what a large hole he has left behind. Ian has been such a well-liked and integral part of our co-operative team and has always gone to the limits of his ability. He really understood our philosophy and the ongoing needs for secure long term housing for low income people. Even though he had only worked in the community housing sector for the last decade, he had been involved with not for profit entities for many years. He led the co-operative through a tough time with safe and steadfast leadership and gained the respect of our industry.

We are proud SouthEast Housing Co-operative Ltd was the first registered association or provider to achieve a high level of accountability and transparency. We were also able to meet all the Housing Registrar's performance standards in Governance, Management of the Agency, Probity, Financial Viability, Risk Management, Tenancy Management and all important Management of Maintenance.

The members also passed the new Heating and Cooling Policy. In our climate providing good heating isn't a luxury but a necessity and spending the afternoon at the local shopping centre because the temperature is going to hit the high 30's isn't a solution. Using a roll out scheme all our homes will be insulated and heated, outdoor blinds on west facing windows and at least one area will be cool where possible to make our members lives a little easier.

The new revised General Lease was signed this year and will give increased security of tenure for all members. We held an opening Board meeting at our Dandenong office and we always welcome members who are interested in the Governance of SouthEast and would encourage members to participate.

All properties had their smoke alarms checked and updated to meet all regulations, which will increase the safety of all our members. The new emergency number was established to give members the assurance when something happens outside business hours and affects your security and safety, the necessary repairs can be organised.

A big welcome to our new members and we hope they enjoy being part of our co-op and have many years of safe, secure and happy living. I would like to thank the Board for all their hard work throughout the year and especially to the staff who lost a colleague and must be commended on their professionalism in continuing to keep SouthEast running smoothly and also efficiently during these emotional times.

It is our 15th anniversary and we had great nights to celebrate this achievement. They were relaxed and fun and gave our members a chance to meet others members over a cuppa. Our other social function will be the Christmas party at Healesville Sanctuary on Sunday 06 December 2015 and I hope I will have the chance to see you there.



## SECRETARY GREG NOLAN

Each successive year that I have been a board member, has been very busy and filled with important and pressing issues and agendas. You think ... “ Oh, next year should be relatively easy “, but there are always issues, policies and sometimes unexpected events or circumstances, that present great challenges, and where the co-operativeness, skills and resilience of people, are tested.

This has been such a year, and first and foremost, we need to honour the memory of Ian McLaren, whose sudden passing after a short illness, shocked and saddened all of us, because primarily, he was a ‘good friend to all’, and we will miss him greatly.

Ian had been involved for 30 years or more in the not-for-profit sector, and worked very hard to advance SouthEast’s cause, and to maintain links with other Community Housing groups, such as Community Housing Federation Victoria (CHFV), and Common Equity Housing Ltd (CEHL). He also kept good relations with the Housing Registrar, and the Department of Health and Human Services (DHHS), on our behalf.

Just a few months ago, a good example of Ian’s work, in conjunction with CHFV, was achieving better conditions and

outcomes on the updated General Lease, which was endorsed by members at our General Meeting 18 May 2015. Also, Ian played a big part in achieving eligibility for ‘Deductible Gift Recipient’ (DGR) status for SouthEast, and this is another example of financial benefit gained for our co-op and its Members.

The Board and the Governance & Policy Committee had, over some months, been considering and developing a more complete and workable ‘succession’ plan and process. This will involve many factors, including Job Description(s) for General Manager, Key Performance Indicators (KPI’s), delegation and other complex and important details.

On March 13th 2015, the Board held a Workshop to review the SouthEast Strategic Plan. This meeting was facilitated and presented well by Independent Director Steve Kropf, who has over 20 years experience in management and planning roles, in a range of service companies, e.g. transport & logistics, tourism and pharmaceuticals.

The resultant revised Strategic Plan 2015-17 was an improved, better worded and targeted one, which included reference to SouthEast’s adopted Downsizing and Disability Modifications policies from the previous year (2014). Also, there were references to Disability Modifications Reserve (Budget), and the creation of a Heating & Cooling Reserve for the allocation of air-conditioners, under the new

Heating & Cooling Policy adopted by members at meeting 18 May 2015. The 2015-17 Strategic Plan also referred to Co-op Rules being updated at the AGM 2014, to comply with the new Co-operatives National Law (CNL), and also flagged a review of Member Education & Training, including a review of induction processes for new members.

There have been, so far this year, Senate inquiries and committees into ‘Welfare Reform’, ‘Co-operatives and Mutuals’, ‘Affordable housing and Homelessness’, the ‘Rethink: Tax Discussion Paper’ and the ‘Federal Labor Housing Affordability’ Discussion Paper. SouthEast has always been prepared and ready to put in submissions to most of these political inquiries. Our Governance officer, David Griffiths, deserves credit for much of the preparation of papers that allows the Board members to read and discuss these issues, before submissions are decided on and sent.

Thanks are also due to Andrea Lee, who has had to preside over some difficult and unexpected times in her first year as Co-op Chair. We should acknowledge that all of the board members, and Joy and David, as Acting Managers, and all the staff, have responded extraordinarily well to the challenge of maintaining the efficient and professional operations of the Co-op, since Ian’s departure. We remain unified and resilient in this testing year 2015.





## A/MANAGERS: OPERATIONS JOY HAINES GOVERNANCE DAVID GRIFFITHS

All staff have been devastated by the passing away of the General Manager Ian McLaren. He was a kind, generous gentleman with a keen sense of humour.

This report is somewhat an interloping exercise as Ian was General Manager until the 15 June 2015 when he was forced to take extended leave. We worked closely with Ian, however, respectively as Tenancy Officer and Governance Officer and the comments that follow would be supported by Ian.

As A/Managers we have built on the work of Ian and in doing so we have benefitted from the skill and experience of all staff of the co-operative who have been determined to continue providing a quality service that Ian expected, which the board requires and the members deserve. The worth of our staff lies in their delivery of quality services - not their age, gender or ethnicity. We acknowledge that the priority of the board is serving members through a professional staff and ensuring the continuous improvement of service delivery.

There has not been a decline in service quality in maintenance, tenancy and compliance services before or subsequent to Ian's passing. Surveys remain in place to monitor service quality.

While management is separate from governance, it is the obligation of management to implement the policies of the board and these have recently focussed on continuous improvement in

services to members and strengthening community within the co-operative.

### Continuous Improvement

Continuous improvement can be just a slogan but both the board and management believe that moving beyond a slogan is critical and this requires improvements to existing services or the introduction of new services. A smoke alarm inspection service has been introduced, provision is being made for staff to provide an after hours emergency maintenance service and work has been undertaken on a heating and cooling policy.

### Strengthening Community

Strengthening the co-operative community within the co-operative is a shared commitment by the board and management. The annual XMAS Party has proved very successful and the third will again be held at Healesville in 2015.

There has not been a decline in service quality in maintenance, tenancy and compliance services before or subsequent to Ian's leave and passing. Systematic surveys remain in place to monitor service quality.

This year's Annual Report introduces for the first time specific reports on compliance, maintenance and tenancy services - interdependent services that underpin the operations of the co-operative. Inclusion in this year's report will further increase accountability and transparency - and relevance. It is expected they will continue in future Annual Reports.



# SouthEast Governance Framework

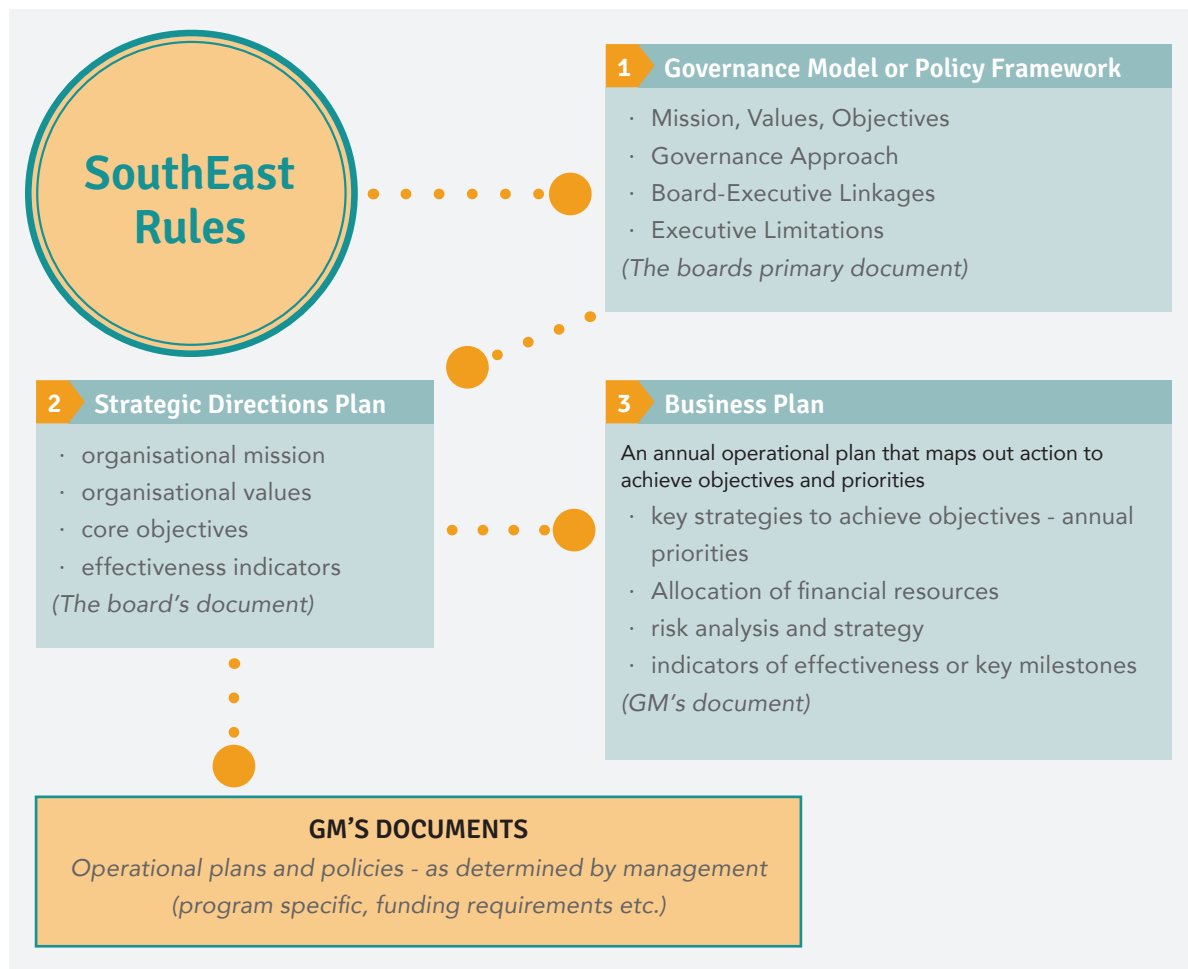
## Governance is:

- The processes by which the SouthEast strategic plan is chosen, monitored, and changed.
- The systems of interaction between the board, the General Manager and members
- The process within SouthEast for creating and implementing policy.
- The mechanisms by which members and the board define their interests and interact with each other.

## SouthEast Governance Framework

This incorporates four inter-connected elements:

1. Governance policy framework: evolving through implementation and review
2. Strategic directions plan: developed every 2 to 3 years and refreshed annually by the Board or as needed
3. Business plan: developed annually
4. Annual report: prepared annually



# Co-operative Community

A co-operative is a community as evidenced by these photos from the SouthEast Xmas Party.



# Board

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The majority of the board is elected by members and has an obligation to be accountable and transparent to members.

## Board Job Description

- (a) The board is the link between the members of SouthEast and the organisation. The board's authority is from and is accountable to the membership.
- (b) The role of the board is to govern SouthEast so that its mission is carried out effectively whilst acting ethically and prudently and operating within the law, the rules and agreements with Government.

## Accordingly the Board:

- (a) Creates the SouthEast mission, objectives and values
- (b) Sets strategic direction & values
- (c) Employs and manages the General Manager
- (d) Monitors the General Manager
- (e) Monitors and report on outcomes to members, government and other key stakeholders
- (f) Nurtures a healthy organisational culture for members and staff
- (g) Engages actively and meaningfully with the membership
- (h) Set clear parameters through delegations within which the General Manager can lead and manage the organisation
- (i) Ensure that the General Manager fulfils statutory and regulatory obligations
- (j) Develop policies relating to the governance of SouthEast and the role and conduct of the board
- (k) Connects with other relevant governance bodies including federal, state and local governments as well as the boards of non-government organisations where such connections further the mission of SouthEast

## In taking up its role the Board will:

- (a) Provides strategic leadership by articulating a clear mission and strategic direction for SouthEast rather than becoming preoccupied with administrative or operational detail
- (b) Operate on the basis of a clear distinction between the role of the board and the role of the General Manager
- (c) Commits itself to a collective decision making process and not allow individual, committees or sub-groups to make decisions on behalf of the whole board





# Board Committees

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The board as a whole is responsible for policy decisions and this cannot be delegated.

To increase efficiency and expertise in decision-making, committees established by the board undertake detailed work and/or consider certain issues and functions when there is insufficient time for the board as a whole, to properly deal with these matters. Committees recommend policy for approval by the whole board. They do not make policy for the board.

The Conveners of each Committee are responsible for reporting to the board on the committee's work.

The board has three committees:

*Audit Committee* - Oversees management and financial and statutory compliance.

*Business and Finance* - Oversees financial management and reporting and property development

*Governance and Policy* - Oversees governance policies and practices.

## Audit Committee

STEVE KROPF  
CONVENOR

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The Audit Committee shall:

1. Recommend appointment, dismissal and remuneration of internal and external auditors and oversee the audit process
2. Maintain an effective audit function
3. Have unlimited access to the auditor and to the General Manager and all employees
4. Engage outside expertise if needed for audit purposes e.g. legal and technical consultants
5. Approve policies for reporting, risk management and internal audit. Monitor policies through quarterly reporting by the General Manager
6. Where there is any difference of view between the auditor and management, the audit committee should ensure that the difference is reported, followed up and resolved to the Committee's satisfaction
7. Invite the auditor to attend Committee meetings as appropriate
8. Take steps to ensure that all recommendations arising from audits are considered and implemented if appropriate and



reasons given as to why recommendations have not been implemented

9. Receive and consider a status report for all recommendations provided by the auditors for which it is agreed action is required. These reports should include accountable officers and implementation dates.

The SouthEast Audit Committee was established to ensure probity in the processes of SouthEast and to review and manage risks, including financial risks.

Members of the Audit Committee are three independent directors, two with accounting degrees and audit experience, and an independent audit expert. The external auditor also attends two meetings, to discuss the financial audit and to report on the results of the audit. During the 2014-2015 financial year, the Committee, reviewed and amended the risk management plan, and received and approved the Audited Financial Statements for the previous year. At each meeting, possible risks relating to government policy, the economic environment, and financial matters are discussed and management's mitigation strategies are reviewed.

## ***Business and Finance Committee***

### **TRACEY HALL CONVENOR**



First Street was something that SouthEast wanted to get underway unfortunately nothing happened in this last financial year. Ian passing during the financial period did put a spanner in the works however the board and staff banded together and got on with the job. Ian was instrumental in having an alliance with Greater Dandenong Council - on housing growth. During the 2014-2015 time meetings were held and many conversations. This is an ongoing project.

With our 7 meetings we have constructed the budget, worked on matters of financial importance for the board and passed the expected budget for the 15th Anniversary and also the xmas party.

The former General Manager, Ian McLaren, provided an essential cool and calming influence on our deliberations. He is missed.



## Governance and Policy Committee

### SHIRLEY FARAM CONVENOR



The Governance and Policy Committee has an overall responsibility to report to the board on:

- The governance performance of SouthEast
- The development and implementation of the strategic and business plans
- Member needs and wishes and policies and practices that reflect and reinforce these.

The Governance and Policy Committee meets monthly to develop policies and procedures as well as other important recommendations to the board for decisions. Throughout the past financial year the committee has presented six submissions to the board including the Welfare rights submission, the forest review, both State and federal Housing Affordability submissions, and most importantly the greater Dandenong Housing strategy submission. This project was started by our late General Manager Ian McLaren and is being followed up by our Acting managers Joy Haines and David Griffiths. This submission if successful will result in additional properties. The Committee has also reviewed the Member manual. Two important policies were developed and adopted by the members, the downsizing policy and the heating and cooling policy. This policy was important as 75% of properties already have air conditioners. A program has been put in place to install these in all properties over three years.

The board held an open board meeting and while not well attended presented an opportunity for members to see the board at work. We put a lot of work into the Annual Report, the AGM, member meetings as well as organising the annual XMAS Party which was well attended and a great success. I thank the committee members and staff for their help in making the event a success.

This committee provides important information to the board to assist in good decision making. As with all committees, the GP Committee works in the best interest of the board, the co-operative and our members.

# The Directors

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The board has nine directors - seven member directors and two independent directors. Directors serve three year terms. Member directors are elected at the AGM and the two independent directors are appointed by the board.

## Director duties

Director duties, whether fiduciary, statutory or contractual, are imposed upon directors as individuals. Therefore each director is personally responsible for their decisions and actions as a director. As these duties stem from different sources of law, enforcing them has different consequences.

## Fiduciary duties

Fiduciary duties are owed to the co-operative. Therefore, if a director breaches a duty, the co-operative (or sometimes members on behalf of the co-operative) has the right to sue and enforce that duty by seeking compensation or injunctions against individual director(s).

## Statutory duties

Statutory duties are enforceable by the Registrar and penalties for breaching them can range from compensation orders, to fines and, in some cases, terms of imprisonment. Statutory duties apply usually to 'officers' of a co-operative which will include directors as well as persons engaged in the management of the co-operative and, in some cases, employees.

## Contractual duties

Contractual duties that arise under the rules are duties owed to the co-operative or its members. Directors breaching these duties may be subject to legal action from the co-operative or its members.



## SouthEast Directors - Board and Committee Members

Director	Qualifications and Experience	Role
<b>JAN DICKSON</b> 	<ul style="list-style-type: none"> <li>· Previous director and chairperson 1 year</li> <li>· Co-operative director four years</li> <li>· Co-operative member since 4/5/2001</li> <li>· Home Duties</li> <li>· Participated in a co-op Office Support Group and was a Policy Group participant also.</li> <li>· Committee member Clayton Junior Football Club ten years</li> </ul>	A Member Director and a member of the Governance and Policy and Business and Finance Committees
<b>DEBBIE DIOGUARDI</b> 	<ul style="list-style-type: none"> <li>· Previous member Ringwood/Croydon co-op for three years and participated in the policy committee</li> <li>· Previous banking experience for total of six years</li> <li>· Certificate in book keeping to trial balance</li> <li>· Co-operative member since December 2004</li> <li>· Level 2 first aid certificate</li> <li>· Managed a team for a planning company</li> <li>· Active member of SouthEast Housing for over ten years</li> <li>· Home Schooling Supervisor</li> </ul>	A Member Director and a member of the Business and Finance Committee
<b>SHIRLEY FARAM</b> 	<ul style="list-style-type: none"> <li>· Over 14 years on Board</li> <li>· Over 12 years as SouthEast Chairperson</li> <li>· Four years secretary of Frankston Council's Good Neighbour program</li> <li>· Four years volunteering with the Bayside Shared Accommodation Register</li> <li>· Four years as Board member and worker with the Bayside Youth Housing Project</li> </ul>	Member Director, Chairperson and member of the Governance and Policy and Business and Finance Committees.
<b>STEVEN GRANGE</b> 	<ul style="list-style-type: none"> <li>· Steven worked for, First Option Credit Union, a \$160M credit union with 10,000 members across Australia and his role was as a Business Development Manager</li> <li>· Steven has spent 35 years in co-operative experience working for industry based credit unions.</li> <li>· Other roles Steven has filled include: Director: Kyneton Community Co-operative from 1983 - 1987 - Director/Chairman: Reservoir Fawcner Credit Co-operative from 1990 - 1997</li> <li>· Industry Training: Director training via AICUD - Australian Institute Credit Union Directors</li> <li>· Tertiary Qualifications: Diploma in Marketing: Hawthorn Institute of Technology, 1990</li> </ul>	Independent Director and member of the Audit Committee
<b>TRACEY HALL</b> 	<ul style="list-style-type: none"> <li>· Over 12 years on Board</li> <li>· Cert 4 Small Business Management</li> <li>· Cert 4 Business (Governance)</li> <li>· Enrolled in Bachelor of Business Studies</li> <li>· Worked as Policy Director, Secretary, Finance Director and Chairperson</li> <li>· School committee: publicity officer</li> </ul>	Member Director and Convenor of the Business and Finance Committee.

Director	Qualifications and Experience	Role
<b>GAYLE KOUBWERE</b> 	<ul style="list-style-type: none"> <li>· A SouthEast Co-operative member from 2011, and board member since 2013. A former Oakleigh Rental Housing co-operative member from 1992-1996 also contributes on the Governance &amp; Policy Subcommittee and the Business &amp; Finance Subcommittee.</li> <li>· Worked in Administration and Accounts, also in Aged Care &amp; Home and Community Care. Has artworks displayed in community art projects and a book cover.</li> <li>· Volunteered at Heatherton Emergency Resources Community Outreach for 5 years. More recently volunteers at the RSPCA Clinic, Kennels &amp; Foster care.</li> </ul>	Member Director and Deputy Secretary of the board.
<b>STEVE KROPP</b> 	<ul style="list-style-type: none"> <li>· MBA, BBus BA, FCPA, over twenty years experience in senior commercial management roles including CFO, GM Finance and planning roles through a range of companies covering transport and logistics, tourism, government privatisations and pharmaceuticals. Currently owner and manager of two companies both in the service sector.</li> </ul>	Independent Director and Convenor of the Audit Committee
<b>ANDREA LEE</b> 	<ul style="list-style-type: none"> <li>· Co-operative member since 8/7/2001</li> <li>· Board member 2005/6 and since 2010</li> <li>· Bachelor of Business Accounting and Management</li> <li>· Accountant - seven years in Business Services</li> </ul>	Member Director, Deputy chairperson, secretary, and Convenor of the Governance and Policy Committee.
<b>GREG NOLAN</b> 	<ul style="list-style-type: none"> <li>· SouthEast co-operative member since 2004, and previously a Moorabbin Rental Housing Co-op (RHC) tenant-member since October, 1989.</li> <li>· Had two previous terms on Moorabbin RHC Steering Committee (Board) in late 1990's and early 2000's, including once as a Vice-Chair.</li> <li>· In the mid-90's, Greg was on a founding committee which had the task of setting up the constitutional foundations of the Joint Housing Collective (J.H.C.), which was the initial state-wide peak body for RHC's in Victoria.</li> <li>· Served for several years as Moorabbin delegate on the former J.H.C. The equivalent and expanded forum today is the Community Housing Federation Victoria (CHFV).</li> </ul>	Member Director and member of the Governance and Policy Committee

## Independent Audit Committee Advisor

<b>DARCY SMITH</b>	<ul style="list-style-type: none"> <li>· Strong financial background over many years.</li> </ul>	Audit Committee member
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No director has received or become entitled to receive during, or since the financial year, a benefit because of a contract made by SouthEast, controlled entity, or a related body corporate with a director, a firm of which a director is a member or an entity in which a director has a substantial financial interest.

All directors have unrestricted access to records and information of SouthEast. In order to fulfil their responsibilities the board collectively, and each director individually, has the right to seek independent professional advice whenever it is considered necessary.

Individual directors may seek independent professional advice on any matter connected with the discharge of their responsibilities to ensure they exercise their objective, unfettered and independent judgement. In addition, the board and each committee, at the expense of Southeast, may obtain relevant professional advice, as required, to assist in undertaking its role.

In carrying out its role, the board operates in a manner reflecting SouthEast's values and in accordance with approved governance

policies. The board has developed a Code of Conduct which applies to everyone at Southeast. This code was reviewed in 2013-14 and updated to ensure it reflects the highest level of behaviour and practices and provides a guideline for the standards of ethical behaviour and decision making expected to be displayed by all SouthEast directors and employees.

Each director must ensure that no action or decision is taken that places their interest in front of the interests of SouthEast. Directors commit to the collective decision making processes of the board. Individual directors are expected to debate issues openly and constructively and to be free to respectfully question or challenge the opinions of others.

The board has established a clear framework for the handling of actual or potential conflicts of interest with respect to the activities or decision-making responsibilities of SouthEast's directors. In order to ensure that such conflicts are properly identified, declared and managed, all SouthEast directors are required to disclose any conflict of interest (whether actual or potential).

The board operates in a manner reflecting SouthEast's values



## Management

The board has delegated authority to achieve SouthEast's strategic objectives to the management of the co-operative to the General Manager to early June 2015 and subsequently to the Acting Managers. Management is responsible for the day-to-day leadership and management of SouthEast's business activities and implementation of board approved strategies, policies, resolutions and directions.

The board of SouthEast is committed to ensuring that the financial reports present a true and fair view and are constructed in accordance with applicable accounting rules and policies. The board, through the responsibility of the Audit Committee, maintain a close focus to ensure the external auditor is independent and serves members interest by knowing the true financial position of SouthEast.

The board is responsible for approving SouthEast's Business and Risk Management Plans, developing the Strategic Plan for approval by the membership and monitoring and reviewing the performance of SouthEast in accordance with the business and risk plans.

Through the Audit Committee, the board is responsible for ensuring there are internal control systems. There are established policies for oversight and management of material risks. These are embedded as controls to manage SouthEast's material business risks. Further explanatory notes on the management of risk are included throughout the financial report.

Indemnification and Insurance: the Victorian government insures directors and Officers of SouthEast against any costs and expenses Incurred by them in defending any legal proceedings arising out of their conduct while acting in their capacity as an officer of SouthEast. The officers of SouthEast covered by the insurance contract include the directors, general manager, secretary and employees.





# Co-operative Democracy

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A co-operative is a democracy as evident from these pictures at SouthEast's General Meetings.



# Organisational Barriers

<b>Risk Identified</b>	<b>Consequences</b>	<b>Likelihood</b>	<b>How do we manage the risk?</b> <i>(not in order of importance)</i>	<b>Control evaluation</b>
Decrease in income through government changes to welfare payments such as reductions in Commonwealth Rent Assistance, pension and benefit payments which may be exacerbated by managing additional properties	Moderate	Possible	Develop budgeting learning opportunities for members. Continue to manage rent arrears proactively	Existing controls are adequate.
Decline in service quality in maintenance and tenancy services	Moderate	Unlikely	Ensure that there is ongoing quality monitoring of services supported by ongoing information to members about services. This is achieved through committed and quality staff.	Systematic surveys in place including internal and Registrar designed. Surveys results acted upon as required by staff and board.
Public Housing transfers	Major	Moderate	Ensure there is appropriate risk management analysis of any possible public housing transfers and ensure SouthEast maintains a close working relationship with all relevant parties.	Current business plan will conduct strategic continuous improvement, risk and swat analysis involving staff and the board.
Incompetent governance	Catastrophic	Unlikely	<p>Ensure directors are trained, experienced and competent</p> <p>Continue appointing independent directors with complementary skills in areas such as finance, law and property management</p> <p>Engage highly skilled independent advisors to provide complementary assistance and commentary with governance</p> <p>Board receives good and timely information</p> <p>Governance Committee exerts influence</p> <p>Use contractors independent advisors as required</p> <p>The Chair shows leadership</p> <p>Annual review of board efficiency and effectiveness</p>	Directors participated in a skills audit conducted by an independent provider from the UK Cooperative College which identified a number of recommendations for improvement and a workshop on 26 April 2013 developed an implementation plan for these improvements.



<b>Risk Identified</b>	<b>Consequences</b>	<b>Likelihood</b>	<b>How do we manage the risk?</b> <i>(not in order of importance)</i>	<b>Control evaluation</b>
Not meeting registration criteria after applying or subsequently losing registration	Catastrophic	Unlikely	<p>Allocate resources to ensure SouthEast meets performance standards and indicators criteria</p> <p>Ensure Board and Manager are aware of the criteria and implementing it</p> <p>Continue to employ a worker to monitor and report on compliance with registration requirements</p> <p>Staff and directors continue to receive training on compliance obligations</p> <p>Quarterly review to check standards are being met</p> <p>Produce a Compliance Report</p>	Implemented
Incompetent financial management	Major	Unlikely	<p>Employing skilled and efficient staff to administer finances</p> <p>Ensure finance and expenditure policies are good practice and adhered to</p> <p>Minimise arrears</p> <p>Use independent bookkeepers and accountants as required</p> <p>Have a good working and ethical relationship with the auditor</p> <p>Finance and Audit Committees fulfil their briefs</p> <p>The Board reviews the monthly Balance Sheets and Profit and Loss.</p> <p>Bi monthly review by Business and Finance Committee</p> <p>Finance Director having undergone training</p> <p>Board approves unusual or new major financial activities</p>	Implemented - directors have considerable financial experience Financial statements training is being provided.
Incompetently handling new property acquisitions	Major	Unlikely	<p>Have an effective project management risk strategy. CEHL expertise in project management minimizes risk to SouthEast in all activities relating to new stock</p> <p>Board properly informed of new stock processes</p> <p>Having a well-documented and cost efficient procedure for acquiring new stock</p> <p>Using skilled and impartial staff to arrange the purchase and tenanting of properties</p>	Implemented

<b>Risk Identified</b>	<b>Consequences</b>	<b>Likelihood</b>	<b>How do we manage the risk?</b> <i>(not in order of importance)</i>	<b>Control evaluation</b>
Board divisiveness	Major	Possible	Continuous Board training Grievance procedure is used if required  Governance Committee exerts influence  The Chair shows leadership in facilitating fraternal and constructive culture	Board training needs identified as part of the Cooperative College skills audit.
Handling Risk badly	Major	Possible	Regular reports to the Board on Risk  Major activities are considered using a risk matrix  Board and Manager aware of and using risk management procedures and using them  Development and maintenance of a risk register	Audit Committee has reviewed how risk is reported and considered by board
Board and staff turnover	Moderate	Possible	Organisation has a fraternal and constructive culture  Skills decentralised so that no individual is essential  Job procedures documented  Staff properly remunerated and provided with positive feedback and opportunities to apply and develop their experience and skills.	Implemented, CEHL is assisting with reviewing and updating position descriptions of all staff.

Towards the end of 2014-2015 the board did experience an unanticipated risk with the General Manager taking unexpected personal leave and, then, subsequently passing away at the beginning of 2015-2016. This risk consequence had been classified as moderate and the likelihood as possible. What was possible became a tragic reality but the moderate risk assessment was accurate.

The board managed the loss of the General Manager with professionalism, skill and promptness with the interim appointment of three Acting Managers:

Joy Haines - Operations

David Griffiths - Governance

David Paterson - Finance

The appointments ensured a smooth continuation of business as usual.

# Staff

The board recognises that the staff of SouthEast are the front-line for the co-operative and the experience of members with the staff crucially influences their perception of SouthEast and the extent that members value the co-operative is critically influenced by this experience. SouthEast is fortunate with the quality and commitment of all its staff and their ongoing loyalty to the co-operative and the co-operative values and

principles. Staff turnover is minimal and this is a credit to both the co-operative and the staff.

We aim to provide our staff with a supportive environment, with a strong focus on professional development to ensure that our staff have the opportunity to reach their full potential. We strongly promote equality and respect in our diverse workforce and align expectations to our values.

## At the end of 2014-2015, the staff of SouthEast were:



### JOY HAINES

*Acting Manager - Operations*, June 2015  
*Tenancy Officer*, October 2001  
Period with South East: 14 Years



### MICHELLE D'ROZARIO

*Administration Officer and Assistant Asset Coordinator*, April 2009  
Period with South East: 6 Years



### DAVID GRIFFITHS

*Acting Manager - Governance*, June 2015  
*Governance Officer*, 2012  
*Previously Governance Adviser*, 2006-2012  
Period with South East: 9 Years



### JIM KOKORAS

*Property Officer*, August 2004  
Period with South East: 11 Years



### DALE CARROLL

*Compliance and Development Officer*,  
December 2009  
Period with South East: 6 Years



### TRANG LE

*Bookkeeper*, June 2006  
Period with South East: 9 Years



*Ian McLaren remained General Manager during 2014-2015 until his subsequent passing away on the 8 July 2015. He was appointed General Manager in May 2010.*

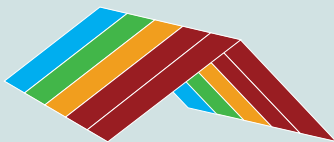


Staff meeting from L-R: Joy Haines, David Griffiths, Jim Kokoras, Michelle D'Rozario, Trang Le and Dale Carroll





# People together are stronger



**SouthEast**  
**Housing Co-operative**

*Housing Futures*

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