



**North Stradbroke Island
Aboriginal and Islanders
Housing Cooperative
Society Ltd**

**Annual Report
ANNUAL GENERAL MEETING**

2020/2021

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DIRECTORS REPORT

The Directors present their report on the operations of the Cooperative in conjunction with the Financial Statements of the Company for the financial period ended 30 June 2021.

DIRECTORS

The Directors in office during and since the end of the financial year are:

<p>Beryl Bancroft - Chairperson</p> <ul style="list-style-type: none"> • Quandamooka traditional owner • Retired – previously work experiences in aged care and community services. • Chairperson of the NSI Housing Coop for over ten years. 	<p>Karen O'Brien</p> <ul style="list-style-type: none"> • Quandamooka traditional owner • B. Business (HRM) • Presently HR Manager with Yulu-Burri-Ba Aboriginal Corporation for Community Health
<p>Ronald Close</p> <ul style="list-style-type: none"> • Quandamooka traditional owner • Retired – previously worked in Community Support and Community Development roles in the Woodenbong community 	<p>Keiron Costelloe</p> <ul style="list-style-type: none"> • Quandamooka traditional owner • Currently Community Liaison Officer for Yulu-Burri-Ba Aboriginal Corporation for Community Health
<p>Margot Wagner</p> <ul style="list-style-type: none"> • Significant corporate experience working in accounting, financial management and financial services • Experience working with Aboriginal community organisations • Registered BAS Agent (2016 – Taxation Board Australia) • Chartered Management Accountant (CIMA - UK and Australia 1999) 	<p>Di Sullivan</p> <ul style="list-style-type: none"> • Currently Director and Owner of Oban Consulting • Significant senior executive experience in aged, palliative and acute care especially in the health and aging in Aboriginal communities across regional, rural and remote locations in Victoria and Queensland.
<p>Cheryl Rodgers</p> <ul style="list-style-type: none"> • Quandamooka traditional owner • Experience in respite and aged care services 	
<p>Narelle Barnes – until 2 September 2020</p>	<p>Jeanette Burns – until 24 September 2020</p>
<p>Tia Kaden – until 10 December 2020</p>	<p>Dianne Barker – until 21 April 2021</p>

Board Directors have been in office through this financial year to the date of this report, unless otherwise stated.

MEMBERS GUARANTEE (254 members, as at 30 June 2021)

North Stradbroke Island Aboriginal and Islanders Housing Cooperative Society Limited is a company limited by guarantee. In the event of, and for the purpose of winding up the company, the amount capable of being called up for each member or person of the association who ceased to be a member in the year prior to winding up, is limited to the membership fee for members that are corporations, subject to the provisions of the Company's rules.

MEETINGS OF DIRECTORS

During the financial year of 2020/2021, 14 meetings of Directors were held (including the Strategic Planning workshop). Attendances by each Director through the year are as follows:

NAME	POSITION	MEETINGS ATTENDED	MEETINGS ELIGIBLE TO ATTEND
Beryl Bancroft	Chairperson	14	14
Karen O'Brien	Vice Chairperson	12	14
Margot Wagner	Treasurer	14	14
Ronnie Close	Director	11	14
Keiron Costelloe	Director	8	14
Cheryl Rodgers	Director	1	9
Diane Sullivan	Independent Director	7	8
Dianne Barker	Director	5	9
Tia Kaden	Secretary / Director	4	5
Jeanette Burns	Director	0	2
Narelle Barnes	Director	0	2

PRINCIPAL ACTIVITIES

The principal activities of the Company during the financial year are to

- support access to affordable, long-term quality housing for our Quandamooka peoples,
- operate the Myora Caravan Park, located on the grounds of the Myora Mission
- provide home and community care services to our clients from the Minjerriba Respite Centre
- support Residents at our residential aged care facility, Nareeba Moopi Moopi Pa.

FUTURE DEVELOPMENTS

- The completion of the Moopi Fireproofing and Refurbishment Project in late December 2021, will enable the Cooperative to return to normal business anticipating operating at full capacity (14 beds). The Cooperative will continue to seek opportunities post-Project to increase the capacity of the facility to the approved bed allocation of 24 beds.
- Redevelopment and refurbishment of the Barton Street units into two (2) independent houses, will enable the Cooperative to realise rental returns and increase our capacity by two (2) additional houses for families.
- Establishing a Myora Master Plan will provide clear guidance for long term management and achievement of strategic goals for the Myora Caravan Park

MATTERS SUBSEQUENT TO THE END OF THE FINANCIAL YEAR

Aged Care reforms introduced as part of the Aged Care Royal Commission as well as Departmental improvements, will be introduced around funding, service delivery and accreditation that may impact on business operations in the 2022/2023 financial year.

Covid-19 continues to impact on Services and Service delivery. It is anticipated in the future that the Cooperative (like other businesses) will continue to operate in a 'new normal' way

The directors are not aware of any other significant events since the end of the reporting period that require advice to Members.

AUDITORS INDEPENDENCE DECLARATION

A copy of the Auditors declaration in accordance with section 307c of the Corporations Act 2001, for the year ended 30 June 2021 has been received and is located in the financial report.

DIRECTORS DECLARATION

In accordance with a resolution of the Directors of North Stradbroke Island Aboriginal and Islanders Housing Cooperative Society Ltd (the registered entity or company), the Directors of the registered entity declare that, in the Directors opinion:

1. The financial statements and notes satisfy the requirements of the *Australian Charities and Not-for-Profit Commission Act 2012* and:
 - a. Comply with Australian Accounting Standards applicable to the registered entity; and
 - b. Give a true and fair view of the financial position of the registered entity as at 30 June 2021 and of the performance for the year ended on that date.
2. There are reasonable grounds to believe that the registered entity will be able to pay its debts as and when they become due and payable.

This declaration is signed in accordance with the subs. 60.15(2) of the *Australian Charities and Not-for-Profits Commission Regulations 2-13*.

ON behalf of the Board of Directors

Beryl Bancroft
Chairperson

Karen O'Brien
Deputy Chairperson

Date

Date

STRATEGIC DIRECTIONS

The Board of Directors reviewed the Strategic Plan 2015 to 2020 with the aim of evaluating the outcomes, assess the relevance and assess the and finalising the previous Strategic Plan.

A Strategic Directions workshop was held by Board of Directors on 15 April 2021, with the aim of establishing a revised Strategic Plan for the period 2021 to 2024. The Board of Directors circulated a questionnaire to stakeholders (current Board Directors, Management and staff members, Members, Clients, Residents and Tenants) to provide further evidence and to inform the future aspirations and goals of the organisation, and providing an opportunity to stakeholders to provide input and feedback. Additionally, members of the Quandamooka Forum (island based Aboriginal community organisations) were invited to provide feedback and input. Feedback was incorporated into the workshop.

The outcome from the planning workshop was the Strategic Plan 2021 to 2024 which sets the direction for the organisation, identifying short-term, medium term and long-term goals which include key performance indicators to be attained with the identified timeframes.



Strategic Plan

Goal 1	Goal 2	Goal 3	Goal 4
To provide Safe and appropriate Care for our Community	To Build on our future	To provide a Home for our people	To Partner with our people
Directions	Directions	Directions	Directions
<ul style="list-style-type: none"> • Further enhance our clinical governance • Improve safety and security on our premises • Improve Fireproofing on our premises <p>Establish admission pathway for Moopi</p>	<ul style="list-style-type: none"> • Achieve financial viability • Grow and strengthen our Governance • Consolidate our services • Maintain accreditation for our services • Improve our technology and communications 	<ul style="list-style-type: none"> • Develop a master plan for Myora • Develop housing options for our Elders • Develop emergency and specialised housing • Improve current housing stock • Refurbish Moopi 	<ul style="list-style-type: none"> • Extend our Respite services • Develop a workforce recruitment and development plan • Support and educate our workforce • Recognise our people • Support and promote feedback

The goals recognised and reflected the long history of NSI Housing Coop with a focus on enhancing and strengthening our current position in the community, whilst building our position for our future in the community.

SHORT TERM DIRECTIONS

The short term goals include

- consolidate our existing position
- establish systems to support our ongoing viability and vitality as an organisation
- responding to the needs of our Members
- responding to the care and support needs of clients (Residents, clients, service consumers, tenants/ site owners)
- develop our current workforce and establish support and growth opportunities for our future workforce
- progress continuous improvement strategies across our programs

- responding to and building change in response to changes in governmental policy that impact on Services to clients
- maximise opportunities for housing affordability and access to housing on the island
- Improve the management systems and processes of our programs

MEDIUM TERM DIRECTIONS

The medium term goals include

- Develop a Myora Master Plan that sets the parameters for future management of the Park
- Colocation of services to maximise opportunities for cost savings and efficiencies.
- Develop our governance framework to better support informed decision making and governance structures that support our strategic directions
- Engagement with partners and partnerships to support our strategic directions
- Responsive to the changing needs and demands on housing and accommodation services and access to specialised housing services

LONG TERM DIRECTIONS

The long-term goals:

- Improve our current housing stock and management of our property portfolio to ensure that quality housing and accommodation services can be provided
- Maximise collocation opportunities that centralise our focus on service and service delivery while managing resources effectively and efficiently
- Respond to changes in community and government, government and address barriers to access quality, affordable housing for our Quandamooka community;

STRATEGIES EMPLOYED TO ACHIEVE THESE GOALS

The strategies employed to achieve these goals is to:

- develop a long term strategy around housing condition rating and assessing the longevity and viability of our properties.

- Establishing actions and activities under a Myora Master Plan
- We provide training and training opportunities for our staff to ensure we have quality people employed to provide the best possible services
- We review policy and processes to ensure we are delivering within standards.
- Minjerriba Respite Centre provides services that enable people to stay in their homes longer as they become frail and aged.
- These strategies are supported by a Board of Directors who make decisions around the strategic direction of the organisation
- a well-managed financial system that is supported by a qualified Treasurer and new enlisted accountant to ensure all end of month activities are completed appropriately.

PERFORMANCE MEASURES

Our performance measures will be informed by best practice in each of the portfolios. Performance measures will be established in monthly key performance indicators that inform our practice and provides the evidence for decision making and management practice.

For Housing

- Occupancy rates, rental income (and rental arrears), water rates (and water arrears)
- Planned budgets and responses for repairs and maintenance
- Minimising emergency (or unexpected) repairs and maintenance
- Profiling our properties and assessing against an established condition rating scale to better inform decision making and management

For Moopi

- Occupancy rates and managing income streams through (ACFI and tariffs) as care needs change and based on personal Resident circumstances
- Maximise the benefits from the refurbished building and other improvement projects
- Managing the Moopi building
- Minimising expenses

For Respite

- Service Types access by clients based on needs assessment
- Care plans and care planning activities are up to date and inform Service types as well as funding models that support client needs as they change
- Conversion rates and evaluation of transition services of Respite clients to Moopi residents and establishing transition processes to effectively support this transition
- Minimising expenses

For Myora

- Occupancy rates, rental income (and rental arrears), and sizing of sites
- Profiling sites at Myora to better inform decision making and management
- Planned budgets and responses for repairs and maintenance
- Minimising emergency (or unexpected) repairs and maintenance