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The Hon Cherie Burton MP  
Minister for Housing and Minister Assisting  
the Minister for Health (Mental Health)  
Parliament House  
Macquarie Street  
SYDNEY NSW 2000

30 October 2006

Dear Ms Burton

We have pleasure in presenting the Annual Report of the Aboriginal Housing Office for the year ended 30 June 2006.

The report has been prepared for submission to Parliament in accordance with the provisions of the Annual Reports (*Statutory Bodies*) Act 1984, and is submitted in accordance with Section 9A of that Act.

The report details the achievements of the Aboriginal Housing Office and provides all required statutory and financial information.

Yours sincerely,



**Ann Weldon**  
Chairperson  
Aboriginal Housing Office Board



**Russell Taylor**  
Chief Executive Officer  
Aboriginal Housing Office

## Chairperson's Report



As the Chairperson of the Aboriginal Housing Office Board, 2005/06 has been markedly different to previous years due to a change in Board numbers and composition. Previously the Board comprised seven ATSIC and NSW Aboriginal Land Council nominees plus a number of community representatives, we now have a Board of seven under an independent Chairperson. The selection process for Board members has also changed, with all current Board members selected through a competitive process that has the clear support of the NSW Aboriginal community.

The new Board members quite naturally bring a different approach and fresh ideas to setting the strategic direction for the Aboriginal Housing Office (AHO). They maintain the commitment of their predecessors to the goal of Aboriginal self-determination achieved through our peoples' control of their housing.

I nevertheless feel sad about their departure from the Board. The older members of the previous Board grew up in very different circumstances to the next generation and, through their efforts in combating racism and oppression, quite rightly attained legendary status in the community. Their collective wisdom is greatly missed.

Although the current Board members have had a hard act to follow, we have the benefit of a well-established foundation. This has undoubtedly helped us through a challenging year in which we have had to deal with a fundamental shift in public housing policy that has many ramifications for tenants of AHO properties.

Along with the appointment of new Board members, this year also saw the appointment of new Regional Aboriginal Housing Committee (RAHC) members. The Committees have a crucial role in developing policy in the six AHO regions – which mirror to a degree our traditional cultural boundaries – through ongoing consultation at grass roots level.

I have attended all RAHC meetings as Aboriginal Housing Office Board Chairperson and can confidently speak about their strengths and contribution to the AHO as a whole. United in working towards greater sustainability in Aboriginal housing, the RAHCs reflect the diverse nature of the Aboriginal population of NSW. In consulting with the community, the Committees are able to find varying answers to regional housing issues – there being no one-size-fits-all solution that can be applied across the State. Often the RAHC solutions are innovative. I learn something every time I go to one of their meetings.

To help Aboriginal people meet their aspirations, we will continue to consult closely with our regions and do business in a way that is compatible with Aboriginal tradition. In this way we can develop viable plans to substantially lift our peoples' living conditions in the longer term.

In closing I thank the Minister, the Board members and each member of the Regional Aboriginal Housing Committees. I take this opportunity to acknowledge the dedicated voluntary members of the Aboriginal community-controlled housed sector for their excellent contribution towards improving housing for Aboriginal people in NSW.

I also thank the administration of the AHO, especially the CEO Russell Taylor, and the Executive and staff who have worked tirelessly to support the work of the Board and the agency.

I especially thank all our Aboriginal Elders who have led our struggle for many, many years and who continue to inspire us; their wisdom and vision set the direction for all our work.



**Ann Weldon**  
**Chairperson**  
**Aboriginal Housing Office Board**

*Minister for Housing, the Hon Cherie Burton at the Aboriginal Housing Board Meeting held in Lightning Ridge*



## Chief Executive Officer's Report



The past year has been one of solid effort for the Aboriginal Housing Office (AHO) in consolidating earlier gains, particularly at the regional level, where we have focused on engaging with and supporting community based housing providers. We have also devoted considerable energy to planning for the integration and implementation of the Government reforms directed towards achieving greater sustainability within the NSW Aboriginal housing sector.

These reforms include the NSW Government's *Reshaping Public Housing* framework now being progressively introduced, which aims to support those most in need.

The AHO Sector Reform Strategy aims to deliver a sustainable NSW Aboriginal housing sector in accordance with the *Aboriginal Housing Act 1998* and the AHO's own organisational vision. Driving this strategy is an advisory group comprising members of the Aboriginal Housing Office Board, senior AHO staff and representatives of the Department of Housing, Department of Aboriginal Affairs, the NSW Aboriginal Land Council and the Commonwealth Department of Families, Community Services and Indigenous Affairs (FaCSIA).

From a perspective of sector reform, we have completed an analysis of the operations and performance of previous AHO initiated regional housing service provider models during this year. Through this work, we have learned that a regional service delivery approach is a very effective platform from which to reform and improve the quality of management practices and the quality of housing stock in our communities. Experiences and lessons learned during this year have confirmed that the keys to longer term sustainability for community housing providers are effective organisational governance and management, effective relationship management of tenancies, regular communications and performance monitoring, proper systems and practices together with ongoing advisory support from the AHO. In this context the AHO Board has identified regional housing service initiatives as being a key component in our planning for and implementation of future sector reform.

At the regional level, we have continued to promote a more structured approach to managing Aboriginal community housing and developing the capacity of the sector. As part of sector capacity building, AHO regional staff have worked very effectively this year to deliver training courses and to support those housing provider employees who are undertaking relevant tertiary studies.



In addition to the Sector Reform Strategy and the specific program outcomes described later in this report, the AHO can claim various other achievements. 2005/06 highlights include:

- The completion of negotiations and joint Ministerial signing of the Indigenous Housing and Infrastructure Agreement 2005/08 (IHIA). This agreement between the NSW and Commonwealth Government sets the terms for, and agreed outcomes from, the pooled funding arrangements. These in turn guide the AHO's policy directions and program activities
- Considerable and timely policy and data analysis work was completed to support the deliberations of the Housing Ministers' Council. The Council, at the national level, collectively considered the resources and the policy reforms needed to develop a sustainable Indigenous housing sector, as part of a broader health social housing system
- Successful negotiation of additional funding from the Commonwealth Government under the *Healthy Indigenous Housing Initiative* program
- The development of a comprehensive set of Housing Management Standards for Aboriginal community based housing provider organisations linked to an external accreditation process. Along with AHO's established performance based funding regime, these standards will guide future sector reform and assist in establishing the AHO's relationship with all sector providers, after endorsement by the AHO Board
- The introduction of three more mandatory key performance measures as part of the regulatory system governing Aboriginal community housing providers. This will take the number of mandatory indicators which providers must meet to six, by 2008/09.

Moving our focus from regional to state level, the AHO has been working with the Department of Housing to implement the *Reshaping Public Housing* reforms. These reforms aim to provide a more sustainable and fairer social housing system.

During the year we have continued to further integrate the consultative and reporting mechanisms established under the Department of Aboriginal Affairs' *Two Ways Together* plan, in our own activities. In previous Annual Reports I have described the details of this NSW Government initiative aimed at achieving improved outcomes for the Aboriginal people of NSW.

However, the challenge is now to ensure that the AHO achieves similar effective integration and coordination within the *State Plan* recently announced by Premier Iemma. The *State Plan* will be finalised after further public consultation in 2006/07. The NSW Government's intention is that the *State Plan* will shape policy direction over the next decade and introduce a new era of accountability for all government agencies. I look forward to further involvement and will report on the AHO progress in future Annual Reports.

As mentioned earlier, the AHO is managing the Commonwealth Government's *Healthy Indigenous Housing Initiative* under the umbrella of our Sector Reform Strategy. The initiative, through which we will receive an additional \$9.6 million over four years, is part of our commitment, to the provision of safe, healthy and sustainable housing for Aboriginal people of NSW. To date, we have developed a project plan that has been signed off by the Department of Families, Community Services and Indigenous Affairs (FaCSIA) on behalf of the Commonwealth Government, and made progress towards all objectives included in the plan. These objectives include: further mapping of the NSW Aboriginal housing sector; auditing the condition of community-managed properties; developing service standards, monitoring and compliance tools; and analysing training needs and developing targeted training options.



This short introductory report gives some insight into the complex and constantly changing environment in which the AHO operates. In dealing with the extremely broad range of issues that come to my attention I am fortunate in being able to draw on the advice and strategic direction provided by the Aboriginal Housing Office Board and, in particular, the Chairperson, Ann Weldon. I have also relied on the support of the AHO staff, who have worked very hard and shown a high level of commitment to achieving sustained positive outcomes in the quality and availability of Aboriginal housing.

Finally I thank the Minister, the Hon Cherie Burton, who came to our offices to meet AHO staff immediately upon her appointment and who has since demonstrated ongoing keen interest in and support for the work of the AHO.

**Russell Taylor**  
**Chief Executive Officer**  
**Aboriginal Housing Office**

*Russell Taylor addressing the Aboriginal Housing Board meeting at Port Macquarie*



## Introduction

This Annual Report differs from previous reports as a result of the introduction of the *Public Sector Employment Legislation Amendment Act 2006* (PSELAA). The PSELAA amends the *Aboriginal Housing Act 1998* and the *Public Sector Employment and Management Act 2002*. AHO employees continue to be employed to assist the AHO to exercise its functions.

As a result of the PSELAA amendments:

- There are separate financial reports for the AHO and the AHO Group of Staff. The reports cover both entities and include a comparison with the 2004/05 year
- The reporting on various employee matters is now done by the AHO Group of Staff which provides personnel services for the AHO
- In this report, the AHO has replaced all employee related liabilities with a liability for payment for personnel services and disclosed its personnel service expenses, as the AHO Group of Staff now provides all employee services
- Correspondingly, this report recognises that employee related liabilities have been transferred to the AHO Group of Staff, describes the nature of its operations, and discloses its employee related expenses and personnel services revenue received from AHO
- The consolidated financial report equates to what would have been reported if the employees had not been allocated from the AHO to the AHO Group of Staff.



*Cherie Williams and five of her six sons in front of their new AHO home.*





## Overview of the Aboriginal Housing Office

### Charter

The Aboriginal Housing Office (AHO) is a statutory authority, which was established in 1998 by the *NSW Aboriginal Housing Act 1998*. The AHO is subject to the control and direction of the Minister. In setting our strategic policy and direction, the AHO is assisted by an all-Aboriginal Board that advises the Minister on Aboriginal housing issues in NSW. The Board's objectives, as described in the Act, are:

- to ensure that Aboriginal people and Torres Strait Islanders have access to affordable, quality housing
- to ensure that such housing is appropriate to the social and cultural requirements, living patterns and preferences of the Aboriginal people or Torres Strait Islanders for whom it is provided
- to enhance the role of Aboriginal people and Torres Strait Islanders in determining, developing and delivering policies and programs relating to Aboriginal housing
- to ensure that priority is given, in providing housing assistance for Aboriginal people and Torres Strait Islanders, to those individuals most in need
- to increase the range of housing choices for Aboriginal people and Torres Strait Islanders to reflect the diversity of individual and community needs
- to ensure that registered Aboriginal housing organisations are accountable, effective and skilled in the delivery of Aboriginal housing programs and services
- to ensure that the AHO's programs and services are administered efficiently and coordinated with other programs and services to assist Aboriginal people and Torres Strait Islanders
- to encourage the sustainable employment of Aboriginal people and Torres Strait Islanders in the delivery of Aboriginal housing assistance.

### Role and functions

Under the policy direction of the Board, the AHO plans, administers and expands the policies, programs and asset base for Aboriginal housing in NSW. This includes allocating resources, developing sector-wide policy, planning, and monitoring outcomes and performance.

The AHO manages and coordinates a substantial annual capital works program, and develops and implements a range of financial and resourcing strategies. In addition, the AHO has an important role in facilitating and improving employment and training opportunities for Aboriginal people within the Aboriginal housing sector.

In carrying out its functions, the AHO is guided by the principles of self-determination and self-management for Aboriginal people. The AHO therefore strives to maximise the involvement of Aboriginal housing providers and the Aboriginal community, including tenants and housing applicants, in the development of housing policy and standards, and the delivery of housing programs.

## **Senior Management**

### **Chief Executive Officer**

Russell Taylor (Grad Dip Public Sector Mgt, Grad Dip Arts, MBA)

### **Deputy Chief Executive Officer**

Allen Hedger

### **Director Housing Services**

Ross Hampton

### **Director Strategic Policy and Planning**

Karen Walsh (CQSW, Dip Applied Social Science, Master Social Policy)

### **Director Asset Management**

Les Evans (B Building, Masters in Mgt – Public Sector Mgt)

### **Director Executive and Client Services**

Michael van der Ley (BA, MA, Grad Cert Mgt)

### **Director Corporate Services**

Jeanette Despinidic

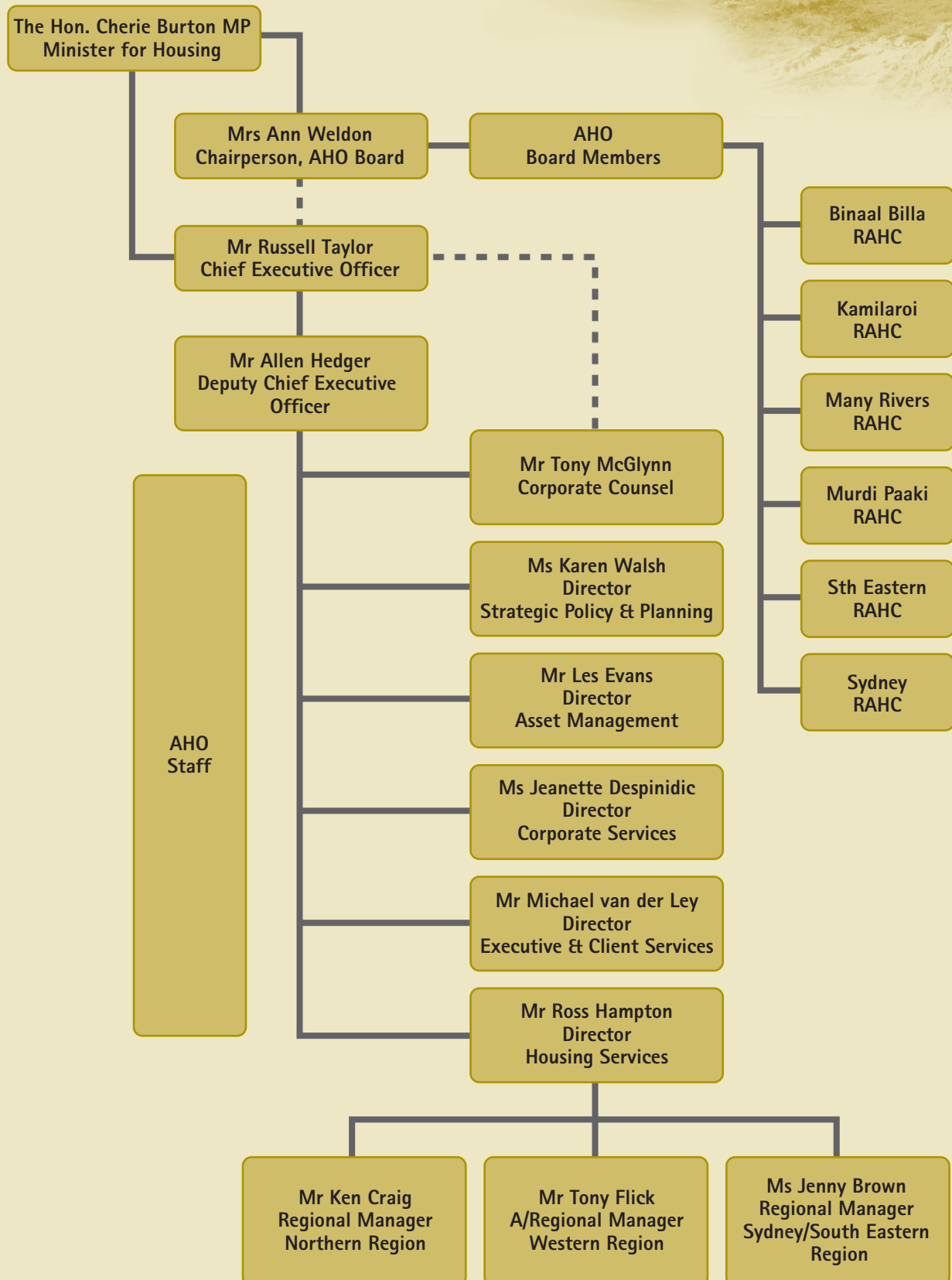
### **Corporate Counsel**

Tony McGlynn (Dip Law SAB)

*Community Banner*



# Organisation Chart





## ABORIGINAL HOUSING OFFICE REGIONS

The following is a brief summary of the AHO's six regions, incorporating population statistics from the 2001 census.

### Binaal Billa Region

At 264,925 square kilometres, this is the second largest NSW region. The region's Aboriginal population of 21,463 people live in 30 rural cities and towns. The average age in the region is 18 years, compared with 36 years in the general population.

### Kamilaroi Region

The region covers an area of 105,534 square kilometres in northwest NSW. A total of 12,825 Aboriginal people live here, mostly in major centres such as Tamworth, Armidale, Moree, Inverell, Gunnedah and Narrabri.

### Many Rivers Region

The Many Rivers region covers 64,000 square kilometres and has 36 Aboriginal urban, rural and discrete communities with a total Aboriginal population of 32,529. This represents 2.5 per cent of the total population of the region.

### Murdi Paaki Region

The Murdi Paaki region, the State's largest, covers 297,000 square kilometres in the far west of NSW. The Aboriginal population is 7,542 or 13 per cent of the total regional population.

### South Eastern Region

Covering 57,600 square kilometres, the region includes an area in NSW as well as two separate territories – the Australian Capital Territory (ACT) and the Jervis Bay Territory. The Aboriginal population, excluding that of the ACT, is 7,603.

### Sydney Region

The Sydney region covers approximately 11,000 square kilometres and has the highest number of Aboriginal people in Australia, 37,903 people. The latest available figures show that the average age of the Aboriginal population in the region was 21 years, compared with 34 years for the non-Aboriginal population.

## Contact details

### Head Office

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### Nowra

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31 Kinghorne Street  
NOWRA NSW 2541

Phone: 02 4421 5833

Fax: 02 4421 7322

### Sydney

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PARRAMATTA NSW 2150

Phone: 02 8836 9458

Fax: 02 8836 9465

### Tamworth

Level 2, Suite 12  
454-456 Peel Street  
TAMWORTH NSW 2340

Phone: 02 6766 6045

Fax: 02 6766 7683

### Wentworth

25 Darling Street  
WENTWORTH NSW 2648

Phone: 03 5027 3222

Fax: 03 5027 3142

## Office hours

Our operating hours are from 9am to 5pm Monday to Friday, excluding public holidays. Some of the smaller regional offices may be unattended while project officers are working in the community. However, staff are contactable by phone.

*AHO & NSWALC staff  
at combined NAIDOC  
Celebrations*







## The Aboriginal Housing Office Board

### Composition

Under the *NSW Aboriginal Housing Act 1998*, the Minister for Housing determines the composition of the NSW Aboriginal Housing Office Board (the Board) and may appoint between 6 and 14 members, all of whom must be Aboriginal. The AHO Chief Executive Officer is also a Board member but has no voting rights.

In 2005, following the abolition of ATSIC, the Minister made a decision to reduce the Board from 14 members to:

- an independent Chairperson
- 6 community representatives
- the AHO Chief Executive Officer (ex officio member).

**Table 1: Aboriginal Housing Board 2005/06 appointments**

Name	Appointed on	Until
Ann Weldon (Chairperson)	1 September 2005	31 December 2006
Des Jones	1 September 2005	31 December 2006
Geoff Scott	1 September 2005	31 December 2006
Tom Slookee	1 September 2005	31 December 2006
Stephen Blunden	1 September 2005	30 June 2008
Lana Callaghan	1 September 2005	30 June 2008
Robert Carroll	1 September 2005	30 June 2008
Russell Taylor (Chief Executive Officer)	13 October 2003	ongoing

### Role of the Board

In close consultation with NSW Aboriginal communities through the Regional Aboriginal Housing Committees (RAHCS) and in accordance with the Act, the Board advises the Minister regarding the policies and strategic direction of the AHO.

In undertaking this role, the Board also oversees the operations of the AHO to ensure that the Office complies with all statutory requirements and performs satisfactorily.

## Board meetings

In 2005/06 there were seven Board meetings that lasted in total 13 days. The table below shows the attendance of each Board member.

**Table 2: Attendance at Board meetings**

	Meetings eligible to attend	Days eligible to attend	Full meetings attended	Part meetings attended	Days attended
Ann Weldon	7	13	7	Nil	13
Des Jones	7	13	6	Nil	11
Geoff Scott	7	13	4	2	9
Lana Callaghan	7	13	6	Nil	9
Robert Carroll	7	13	7	Nil	13
Stephen Blunden	7	13	7	Nil	13
Tom Slookee	7	13	6	Nil	11
Russell Taylor	7	13	7	Nil	13

## Board Member Profiles



### Ann Weldon Chairperson

Ann Weldon grew up on the Erambie Reserve near Cowra, learning the history of her Wiradjuri nation at an early age and drawing inspiration for later activism from the many strong women in her family. Ann was a founding member of the Aboriginal Children's Service, which aimed to end the adoption and fostering of Aboriginal children by non-Aboriginal families. She has also held senior positions with organisations such as the Aboriginal Legal Service, Department of Aboriginal Affairs and NSW Aboriginal Land Council. Ann was appointed to the inaugural Aboriginal Housing Office Board in 1998 as an ATSIC nominee and has been Chairperson since 2000. Currently studying for a Masters of Business Management, Ann believes in 'leaving legacies and not building empires' for all NSW Aboriginal people.



### Stephen Blunden

A Dunghutti/Ngumba man born in Kempsey, Stephen has worked in Aboriginal affairs for over 31 years, chairing the ATSIC Many Rivers Regional Council and presiding for 16 years as Chief Executive Officer of the Durri Aboriginal Corporation Medical Service in Kempsey. He has also held positions with the Commonwealth Department of Aboriginal Affairs and the Aboriginal Development Commission. Current roles include membership of the NSW Aboriginal Health and Medical Research Council and National Aboriginal Community Controlled Health Organisation.



### **Lana Callaghan**

Lana has lived on the NSW South Coast for most of her life. After working as an Aboriginal education assistant, she successively held the positions of training coordinator, field officer and manager with

the South East Coast Branch of the NSW Aboriginal Land Council. Since leaving the Council she has been general manager of Cobowra Community Development Employment Program. Lana has been active in the Koori community for many years, gaining appointment to organisations such as the South Eastern Regional Aboriginal Housing Committee. This role plus her own life experience as a member of a very large family have given her insight into the problems faced by people living in social housing.



### **Robert Carroll**

Robert grew up on the Sandhills, an unofficial Aboriginal reserve near Narrandera, and is a proud member of the Wiradjuri nation. After moving to Griffith in 1974 for employment and sporting

opportunities, he became actively involved in Aboriginal affairs. Robert has served on the Binaal Billa ATSIC Regional Council, Wiradjuri Regional Aboriginal Land Council, and NSW Aboriginal Land Council and was recently reappointed to the National Indigenous Advisory Committee on conservation and biodiversity.



### **Des Jones**

Des Jones is a Moorawarri man from Brewarrina. He spent many years in the Northern Territory and now lives in Wentworth. His contribution to Aboriginal development programs spans 20 years and includes work in the health, housing and

employment sectors. This experience has enabled Des to understand the issues affecting Aboriginal people at local and regional levels.



### **Geoff Scott, NSWALC representative**

Geoff is currently Adjunct Professor at the University of Technology, Sydney and Deputy Chief Executive Officer of the NSW Aboriginal Land Council.

He has over 25 years experience in the public service working in Indigenous policy. He was formerly the Director-General of the Department of Aboriginal Affairs and the Deputy CEO of ATSIC. He was awarded a Public Service Medal in 1993. He is a Founding Editor of the *Journal of Indigenous Policy* and has worked as a consultant to various Indigenous organisations, including, Reconciliation Australia and the Australian Institute of Aboriginal and Torres Strait Islander Studies. He is currently the Chairperson of the Australian Indigenous Leadership Centre.



### **Tom Slockee**

The Reverend Tom Slockee has a long association with the AHO, having helped to draft the legislation under which it operates and having served as the first Chairperson of the Aboriginal

Housing Office Board. A former Deputy Mayor of the Eurobodalla Shire Council, Tom ministers to the Anglican community on the south coast and also leads a new community-managed organisation in the region, the South Eastern Aboriginal Regional Management Service (SEARMS). His professional experience includes management roles with organisations delivering health, employment and training, youth support and children's services. Tom is currently a member of the Greater Southern Area Health Council.



### **Russell Taylor, AHO Chief Executive Officer**

A Kamilaroi man, Russell was raised and educated in Sydney. He gained extensive management experience in a range of positions in the finance and banking sector as well

as in ATSIC and the former Aboriginal Development Commission. Russell has been Chief Executive Officer of the AHO since October 2003. Prior to this appointment, he headed the Australian Institute of Aboriginal and

Torres Strait Islander Studies. Russell is also a former Director of the Australian Indigenous Leadership Centre and a former member of the governing council of the University of Canberra.

### Board committees

The role and membership of the committees operating in 2005/06 is shown in the following table. Relevant AHO staff members also attended committee meetings.

**Table 3:  
Role and membership of Board Committees**

Name	Role	Members
<b>Audit Committee</b>	Oversee and guide the AHO on statutory compliance, risk management and organisational performance	Ann Weldon (Chairperson) Stephen Blunden Des Jones Russell Taylor (CEO) *
<b>Employment and Training Committee</b>	Develop policy and strategic options for improving employment and training opportunities in construction	Ann Weldon (Chairperson) Lana Callaghan Des Jones Russell Taylor (CEO)
<b>Finance Committee</b>	Oversee the AHO's financial management and associated decision-making	Ann Weldon (Chairperson) Stephen Blunden Des Jones Russell Taylor (CEO)
<b>Policy Review Committee</b>	Develop the strategic policy and planning cycle, and monitor performance including in the building and buying of homes	Ann Weldon (Chairperson) Stephen Blunden Geoff Scott Russell Taylor (CEO)
<b>Sector Reform Taskforce</b>	Deliver a sustainable Aboriginal housing sector in NSW in accordance with the objectives of the <i>NSW Aboriginal Housing Act 1998</i> and consistent with the AHO's vision	Ann Weldon (Chairperson) Tom Slockee Robert Carroll Geoff Scott
<b>Strategic Planning Committee</b>	Assist the AHO and the Sector Reform Taskforce to pursue a coordinated and consultative approach to implementing the Sector Reform Strategy	Ann Weldon (Chairperson) Robert Carroll Geoff Scott Tom Slockee Russell Taylor (CEO)

\* Representatives from the Auditor General's Office, Internal Audit Bureau and Central Corporate Services Unit also attend committee meetings when required.

## REGIONAL ABORIGINAL HOUSING COMMITTEES

### Role and responsibilities

The *NSW Aboriginal Housing Act 1998* requires the AHO to establish a Regional Housing Committee (RAHC) for each AHO region. Under the Act, the Board determines the membership, constitution and procedures of all committees.

The role of the RAHCs is to advise the AHO Board on the development of Aboriginal housing programs and policies and establish effective links with the Aboriginal housing sector, Local Aboriginal Land Councils, Indigenous Coordination Centres and other key regional stakeholders.

### Membership

Each committee includes

- a Chairperson (an AHO Board Member appointed by the Board)
- up to eight community representatives
- the Chairperson of the AHO Board as an ex-officio member.

RAHC members are appointed on merit by an independent selection panel and serve a three-year term. The membership term all RAHC members commenced on 1 October 2005 and will conclude on the 30 June 2008.

### Advisers

Advisers to the committees may include staff of the:

- NSW Department of Aboriginal Affairs
- NSW Department of Housing
- Indigenous Coordination Centres
- Local Aboriginal Land Councils
- other agencies as required.

Advisers participate in specific committee meetings on the invitation of the RAHC Chairperson.

*Aboriginal Housing Office Board Meeting at Lightning Ridge*







## Summary of 2005/06 Operations

### Aboriginal Housing Program

This integrated housing and housing-related program for Aboriginal people focuses on:

- addressing outstanding housing need
- improving and maintaining housing assets
- ensuring Aboriginal housing organisations are trained and resourced to effectively manage housing for their communities

There are four components of the Aboriginal Housing Program:

1. Housing Aboriginal Communities Program (HACP) under which we carried out acquisitions, design and construction, repair, maintenance and upgrading work, funding of infrastructure in rural and remote communities, and financing of community and organisational development
2. AHO Housing, formerly known as Housing for Aborigines (HFA), through which we upgraded, renovated and replaced housing and self-insured AHO properties
3. Sector Support and Resourcing, which aims to improve the management skills of community housing providers and also funds the Training and Sector Support Unit
4. Resourcing Community Organisations and Targeted Housing Management Grants under which the AHO funded development of regional housing provider initiatives.

### Funding sources

The AHO received funding for specific purposes from the NSW and Commonwealth Governments.

NSW Government funding of \$6.4 million under the Indigenous Housing and Infrastructure Agreement 2005/08 targeted housing need in the greater Sydney metropolitan area. In addition, the NSW Government provided \$15.4 million for new housing under the Aboriginal Communities Development Program to 22 priority communities in rural, regional and remote areas. The funding was in recognition of the environmental health conditions and housing need in these communities.

The Commonwealth Government, through the Department of Families, Communities, and Indigenous Affairs (FaCSIA), provided funding under the Aboriginal Rental Housing Program (ARHP). This program targeted Aboriginal housing in rural and remote areas and totalled \$18.2 million in 2005/06.

FaCSIA also provided specific funds for the regional component of the Community Housing and Infrastructure Program of \$13.3 million, the Healthy Indigenous Housing Initiative of \$2.4 million and National Aboriginal Health Strategy (NAHS) of \$2.7 million.

**Table 4:**  
**Aboriginal Housing Program**  
**2005/06 funding sources summary**

Source of funds		\$'000M	\$'000M
<b>1. NSW Government</b>			
CSHA State matching – base funding (metro)		6,366	
Other State funding			
	AHO Upgrading	3,705	
	GST compensation/other	696	
	ACDP funds (DAA)	15,451	
TOTAL			26,218
<b>2. Commonwealth Government – CSHA</b>			
	Tied – ARHP	18,235	
	AHO operating costs contribution	4,437	
	<b>CSHA subtotal</b>	<b>22,672</b>	
	Other		
	CHIP funds	13,312	
	HIHI Funds	2,400	
	NAHS Funds	2,740	
	<b>Other subtotal</b>	<b>18,452</b>	
TOTAL			41,124
<b>3. Other sources of funds</b>			
	Rental income (Nett)	2,923	
	Interest income	1,398	
	Proceeds from asset sales	3,057	
TOTAL			7,378
<b>GRAND TOTAL</b>			<b>74,720</b>

ACDP     Aboriginal Communities Development Program  
ARHP     Aboriginal Rental Housing Program  
CHIP     Community Housing and Infrastructure Program  
CSHA     Commonwealth/State Housing Agreement  
DAA     NSW Department of Aboriginal Affairs  
HIHI     Healthy indigenous Housing Initiative  
NAHS     National Aboriginal Health Strategy

## Performance Summary

The following table shows quantitative outputs for key performance areas. The AHO developed eight key performance areas for 2005/06, including four for which data has been captured.

**Table 5: Key Performance Areas**

Key Performance Area	Output 04/05	Output 05/06
<b>Improving access to housing services</b>		
Total houses completed (construction and acquisition)		
• rural, regional and remote	89	30
• major urban	17	15
<b>Total</b>	<b>106</b>	<b>45</b>
New Indigenous applicants for mainstream public housing	2,646	2,734
New public housing allocations to Indigenous tenants	934	1,027
Indigenous households in mainstream public housing (based on 2001 Census adjusted for undercounting)	8,700	8,700
Indigenous households in mainstream community housing (sourced from the Annual Survey of Community Housing Providers)	616	661
<b>Improving the standard of housing</b>		
AHO houses upgraded	217	182
Expenditure on AHO Upgrade Program	\$6.4 million	\$5.2 million
Number of Aboriginal community houses repaired under the Repairs and Maintenance Program	1,416	660
Repairs and Maintenance Community Assets Program Grants	\$18.3 million	\$10.4 million
<b>Reformed and sustainable Aboriginal housing sector</b>		
Registered Aboriginal housing organisations	279	268
Registered active Aboriginal housing organisations	Not reported	174
Aboriginal housing organisations meeting key performance indicators	68	64
Aboriginal housing organisations with Centrepay agreements	144	182
Organisations assisted through operational subsidies	5	4
Properties sold to AHO tenants	9	10
<b>Delivering on employment strategies</b>		
Housing units constructed/upgraded with Aboriginal tradespeople and trainees	123	54
Aboriginal building companies contracted	12	12
Aboriginal people receiving accredited training	62	26

Further information on Key Performance Areas is contained in the following section. For details on individual grants see tables 9 to 11 in this report.



## Report On Key Performance Areas

### 1. IMPROVING ACCESS TO HOUSING SERVICES BY ABORIGINAL PEOPLE

#### New housing

As shown in table 6 below, the AHO completed construction of 45 properties in 2005/06, 33 under the Aboriginal Housing Program and 12 under the Housing Aboriginal Communities Program (HACP). The table also shows the number of commitments and commencements under both programs, the majority of which were in the Binaal Billa, Sydney and South Eastern regions.

The AHO 2005/06 Aboriginal Housing Program was approved by the NSW Housing Minister and the Minister for Family and Community Services in January 2006. The expected capital works outcome for 2005/06 was a total of 55 units.

**Table 6: Aboriginal Housing Program dwelling contract commitments, commencements and completions**

Region	Planned commitments & commencements			Completions			
	AHO	HACP	TOTAL	AHO	HACP	CHIP	TOTAL
Binaal Billa	24	0	24	2	0	2	4
Kamilaroi	11	4	15	0	3	2	5
Many Rivers	7	3	10	8	3	2	13
Murdi Paaki	0	1	1	0	3	1	4
South Eastern	12	4	16	1	1	2	4
Sydney	16	3	19	9	2	4	15
<b>TOTAL</b>	<b>70</b>	<b>15</b>	<b>85</b>	<b>20</b>	<b>12</b>	<b>13</b>	<b>45</b>

#### Factors affecting home ownership

The AHO is one of a number of NSW and Commonwealth Government agencies on a research working group that is considering the factors affecting the level of home ownership by Aboriginal households in NSW. The specific research aims are to identify:

- the barriers to Aboriginal households in accessing home ownership
- any differences in these barriers based on geographical location and existing housing tenure
- ways in which barriers might be overcome
- strategies to facilitate communication and consultation with Aboriginal target groups on new home ownership initiatives.

In May 2006 the AHO convened an intergovernmental committee to explore further options and products, and to investigate increasing access to home ownership options and products. In addition to the AHO, other agencies included the NSW Aboriginal Land Council, Department of Aboriginal Affairs, Department of Housing, Commonwealth Department of Family and Community Services and Indigenous Affairs (FaCSIA), and Indigenous Business Australia.

### **Housing and Infrastructure review**

The Indigenous Housing and Infrastructure Agreement (2005/06 – 2007/08) between the NSW and Commonwealth Governments specified a review of the administration of Indigenous housing and related infrastructure in NSW. The review seeks ways to improve integration and coordination. The review is expected to be completed by November 2006.

Following endorsement by the relevant NSW and Commonwealth Ministers, any recommendations coming out of the review will be implemented over the final two years of the Agreement.

#### **Good news in Griffith**

Lives can literally change overnight. In the case of the Williams family, eight lives changed for the better when they moved into a brand new AHO property in Very St, Griffith.

Previously Steve, Cherie and their six sons aged 4 to 13 lived in Pioneer, a Griffith estate with high crime levels. After the AHO approved their transfer they relocated to a secure, four-bedroom home ideal for a large family.

According to Cherie the family dynamics have changed after the move. 'I've noticed a huge difference in the boys' behaviour. They fought a lot previously but the extra space here makes them more respectful of each other.'

Cherie is also enjoying the big kitchen and dining room. 'These are the real heart of the house and the place we now spend most time together as a family' she says.

'Thank you to the AHO and especially the local staff'

### **Joint Review of the Administration of Aboriginal Housing and Related Infrastructure**

In 2005, the NSW and Commonwealth Governments agreed on the need for a Joint Review of the Administration of Aboriginal Housing and Related Infrastructure. The revised completion date for the review is 30 September 2006.

In summary, the Review will:

1. Examine the administration and delivery of Aboriginal housing and related infrastructure in NSW, and in particular identify:
  - a. the scope of all existing Aboriginal housing and infrastructure programs in NSW, including:
    - National Aboriginal Health Strategy
    - Aboriginal Communities Development Program
    - Community Housing and Infrastructure Program
    - Aboriginal Rental Housing Program
    - Fixing Houses for Better Health Home Ownership Program administered through Indigenous Business Australia
    - Healthy Indigenous Housing Initiative
    - Programs administered by the Aboriginal Housing Office
  - b. any inefficiencies, service gaps or duplications in program delivery and design.
2. Review the administration and delivery of mainstream housing to Aboriginal people and identify inefficiencies, service gaps or duplications in program delivery and the relationship of these programs to the specifically funded Aboriginal programs.

Utilise the findings, analysis and data of previous and current related housing reviews as appropriate.



## 2. IMPROVING THE STANDARD OF HOUSING FOR ABORIGINAL PEOPLE

### Funding

AHO negotiated an additional \$9.6 million in funding from the Commonwealth Government under the *Healthy Indigenous Housing Initiative*. The funds of \$2.4 million per annum, starting in 2005/06, will be used to improve housing outcomes for Aboriginal people by reforming the Aboriginal housing sector.

### NSW Aboriginal Housing Standards

The AHO and NSW Aboriginal housing sector achieved a national first with the development of management standards specifically designed for the sector. The *NSW Aboriginal Housing Standards* were developed in partnership with the NSW Aboriginal housing sector. A trial of the Standards was completed late in 2005/06, with the Aboriginal Housing Board expected to approve the final standards and the accreditation system early in 2006/07.

The standards are consistent with other key policy initiatives and support the AHO's agenda of sector reform. Feedback from providers has been that these Standards are an invaluable, practical tool which will assist to improve performance.

In addition to the development of *NSW Aboriginal Housing Standards*, other key outcomes included the development of a service improvement cycle. This cycle aims to build the capacity of housing providers and to equip providers to gain accreditation. Accreditation provides assurance of effective management practices and high quality outcomes for both tenants and applicants.

### National policy contribution

Through our membership of the Standing Committee on Indigenous Housing (SCIH) and its sub-committees, the AHO played a key role in the development of national policy on Indigenous housing for the Housing Ministers' Advisory Committee (HMAC) and the Housing Ministers' Conference (HMC). The three main priorities progressed by the AHO through SCIH were:

- increasing the access of Indigenous households to mainstream public and community housing
- improving the long-term viability and



*Terese Simpson and her children in front of their new AHO home in Griffith*

sustainability of the Indigenous community housing sector

- building the case for a significant capital investment in new Indigenous housing.

As a result of this work program, Ministers requested SCIH to quantify the total new funding required for Indigenous housing nationally, the priority funding areas, and different options for the allocation and distribution of any new funding. These issues are currently under Ministerial consideration.

Over this period the AHO also participated in the mid-term review of Building a Better Future: Indigenous Housing to 2010 (BBF). BBF comprises a 10 year Ministerial policy strategy to improve housing outcomes for Indigenous Australians.

The AHO invested significant effort into improving Indigenous data development and collection to better inform the planning and delivery of Indigenous housing and related services. This has largely been through very active participation in the National Indigenous Housing Information Implementation Committee. A key outcome was the preparation of the report, *Indigenous Housing Needs 2005: a multi-measure needs model*; and an update of the Indigenous Housing Indicators 2003/04 data for 2004/05. The AHO also lobbied for the development and implementation of dwelling-level data collection for Indigenous community housing

to provide more accurate assessments of Indigenous housing need and their funding requirements.

### **Approaches to improved asset management**

The AHO continues to improve its delivery of the Repairs and Maintenance Community Assets Program. We are developing new and innovative processes that will facilitate better reporting as well as supporting community organisations in developing improved management practices.

### **Promotion and training in the revised standards of Housing Guidelines in NSW**

The *AHO Housing Guidelines* set the requirements for building and purchasing and for repairs and maintenance to AHO or Aboriginal community housing provider properties.

The AHO delivered training on the guidelines in the Sydney and South Eastern regions in 2005/06 and will provide training in the remaining regions in 2006/07.

Training was provided to Gandangarra LALC, Illawarra LALC, Onerwal LALC, Merrimans LALC, Bega LALC, Illawarra AC, Munjuwa Health Housing and Community AC, Ngunnawal Housing AC, Twofold AC, and South Eastern Aboriginal Regional Management Service.

Planning for the delivery of targeted information sessions for other stakeholders was completed and delivery will proceed in 2006/07.

### **AHO Upgrading Program**

The AHO Upgrade Program achieved significant milestones in 2005/06:

- completion of works to 182 dwellings
- 107 dwellings completed by Aboriginal builders
- completion of work on 3,693 dwellings (97 per cent) of the 3,817 properties requiring upgrading
- provision of over \$5 million for upgrading to dwellings.

Now nearing completion, the program has provided the opportunity for Aboriginal builders and contractors to enter the building industry and gain valuable experience that will assist their continuing employment within the industry.

## **3. REFORMED AND SUSTAINABLE ABORIGINAL HOUSING SECTOR**

### **Sector reform**

In NSW the Aboriginal population is increasing at a faster rate than the non-Aboriginal population and is expected to increase from 134,900 in 2002 to 153,454 by 2009. The statistics show that:

- approximately 43 per cent of the Aboriginal population live in urban areas
- 1,376 Aboriginal people were identified as homeless in NSW in 2001
- approximately 6 per cent of Aboriginal households live in overcrowded conditions
- approximately one third of NSW Aboriginal households live in public or community housing.

These demographic trends contribute to an increasing demand for housing and housing-related services. The capacity of the Aboriginal community housing sector in NSW to respond to current and emerging housing demand is severely constrained due to a combination of:

- limited Commonwealth Government funding for new housing
- increasing numbers of clients with complex housing needs
- a substantial repairs and maintenance backlog

The AHO is responding to this challenging environment by embarking on a major reform project within the Aboriginal community housing sector. The AHO Sector Reform Strategy is exploring opportunities to maximise limited funding through eliminating inefficiencies and cost duplication, re-directing resources to identified service gaps, and enhancing direct service delivery.

Successful reform of the Aboriginal community housing sector will facilitate improved community well-being through specific outcomes such as improvements in the quality and appropriateness of Aboriginal housing, reduced homelessness, improved health outcomes, enhanced educational opportunities, improved community harmony and the development of targeted training opportunities linked to employment.

We plan to do this through:

- reducing the number of Aboriginal community housing providers to enable greater efficiencies and economies of scale
- facilitating the growth of financially viable and self-sustaining organisations
- growing the number of skilled staff and improving governance and management practices
- delivering culturally appropriate services that are tailored to address the unique needs of tenants
- developing effective remedial strategies to support financially vulnerable organisations in order to protect and secure their housing assets.

An Advisory Group was formed in mid 2005 and comprises senior representatives from the AHO, Department of Aboriginal Affairs, Department of Housing, Office of Community Housing, NSW Aboriginal Land Council, and the Commonwealth Government Department of Families, Community Services and Indigenous Affairs (FaCSIA). Terms of reference and a comprehensive Sector Reform Strategy Project Plan for 2005 to 2009 were finalised in early 2006, and much progress has been made in Stage 1 of the project. This stage focuses on research, analysis, policy development, evaluation of previous AHO achievements, and community consultation.

Many of the projects being developed or implemented under the Sector Reform Strategy are funded through the Commonwealth Government's *Healthy Indigenous Housing Initiative*. Commencing in 2005/06, the AHO will receive \$2.4 million per annum for four years until 2008/09 for projects that improve the governance and management of NSW Aboriginal community housing. Under a comprehensive work plan developed with FaCSIA, we have commenced implementation of the following projects:

- developing regional profiles of the NSW Aboriginal community housing sector
- scoping the capacity of Aboriginal community housing providers
- researching the lessons to be learnt from the current Management Models pilot

- surveying the condition of approximately 4,200 community-managed properties
- reviewing the current system of dwelling level data collection and reporting for better social planning and resource allocation
- reviewing the current system of essential service infrastructure data collection and reporting (at dwelling level) for better social planning and resource allocation
- identifying and developing necessary support services for housing providers at risk of administration
- planning a training needs analysis of the sector.

#### **4. DELIVERING ON EMPLOYMENT STRATEGIES**

##### **Employment in the NSW public sector**

The AHO participated on the NSW Aboriginal Employment and Development Steering Committee. Three AHO senior staff provided extensive input to the Committee set up to address the issues identified by the Premier's Department in relation to declining Aboriginal representation and retention in the public sector.

The Committee developed the policy strategy, *Making It Our Business*. This offers Chief Executive Officers and managers ideas on implementing and/or enhancing agency strategies for Aboriginal employment, professional learning and career development. The strategy also lists available resources including organisations providing Aboriginal employment and training services, funding programs, and learning and development programs.

Not only will *Making It Our Business* increase Aboriginal employment and retention within the public sector, it will facilitate partnerships between agencies and Aboriginal organisations and communities to build an environment that affirms our cultural values.



*Diz employees and apprentices*

### Employment in housing and construction

Since its inception, the AHO has aimed to increase opportunities for Aboriginal people to access work opportunities in housing and construction.

AHO commitment to fostering Aboriginal employment is demonstrated by the engagement of Aboriginal builders and the use of mainstream building contractors with Aboriginal employees or builders who use Aboriginal contractors on a regular basis.

**Table 7:**  
**Involvement of Aboriginal builders and businesses with Aboriginal staff in program delivery**

Projects by Region that have involved Aboriginal employment				
Region	Dwelling construction In progress	Dwelling acquisition upgrading	RaMCAP	AHO Upgrading Program
Binaal Billa	0	15	32	24
Kamilaroi	0	0	0	26
Many Rivers	4	3	15	14
Murdi Paaki	6	1	135	23
South Eastern	2	0	76	2
Sydney	0	0	42	17
<b>2005/06 Totals</b>	<b>12</b>	<b>19</b>	<b>300</b>	<b>106</b>
<b>2004/05 Totals</b>	<b>13</b>	<b>4</b>	<b>180</b>	<b>106</b>

**Note:** In previous annual reports this table did not include properties completed under the Repairs and Maintenance Community Asset Program (RaMCAP). This has increased the reported number of properties where Aboriginal employment outcomes have been achieved.

### Apprenticeships

All construction contractors are required to make provision for the employment of youth and local unemployed persons. In the majority of cases where youth have been employed they have obtained apprenticeships or further employment with builders or associated tradespersons. In 2005/06 this resulted in the employment of 5 apprentices.

### Employment with the AHO

As shown in the Equal Employment Opportunity statistics in this Annual Report, Aboriginal people filled 69 per cent of contract, permanent and temporary positions within the AHO in 2005/06.

### Cadetship Program

The AHO provided a cadetship under the Premier's Department Aboriginal and Torres Strait Islander Cadetship Program. Under a partnership agreement, the chosen cadet was employed under a partnership agreement with DOH and worked in both the AHO Strategic Policy and Planning Unit and the DoH Housing Market Analysis and Research Unit to complete data analysis, mapping, and a profile of Aboriginal tenants.



### Case study: Educating community housing providers

Graduations are commemorative occasions and for eight Aboriginal students receiving their Certificate IV in Community Services (Social Housing) at Dubbo, their 2006 graduation was one of significant celebration.

The closeness of the group – and their academic success – were due in part to the work of AHO trainers Leetina Smith and Nathan Moran. Together they provided face-to-face tutoring and personal encouragement to the students who had been nominated to participate in the course by their housing provider employers. Leetina made sure that their learning experience was stimulating by organising excursions, such as a trip to the Consumer Trader and Tenancy Tribunal. The Tribunal chair addressed the students and later took their questions on tenancy issues.

For Leetina, the most enjoyable part of her job is seeing students grow as they complete the 12 course workshops that cover such subjects as maintaining tenancies, managing repairs and maintenance, and looking after tenants with special needs. One of those to blossom as the course progressed was Cheryl McEwan of the Woomera Aboriginal Corporation in Albury. A quiet student who was initially reluctant to take part in class discussion, Cheryl gained confidence in her ability to contribute and learn – so much so that she picked up the award for most improved student at graduation.

Cheryl is enthusiastic about the Certificate IV program, earlier known as the Housing Our Mob Everywhere (HOME) program, which was developed by the AHO's Kungala Sector Support Unit specifically for Aboriginal people working in tenancy and property management. 'It's a great course that I would recommend to anyone' she says. 'The support from Leetina and Nathan was excellent. I certainly wouldn't have got as far as I did without them.'

The Certificate IV Community Services (Social Housing) not only helps students in their work with community housing providers, it also opens the door to further study. Leetina is keen to see the recent graduates continue their studies and recommends the Certificate IV Community Services (Governance) as the next logical step. 'I'm really pushing them to go on' she says.

The students graduating at the Yarrandamarra Centre, TAFE Dubbo Campus were:

Petrina Brown	Barriekneal Housing Company Ltd
Rose Dunn	Deniliquin LALC
Sheila Johnson	Gilgandra LALC
Cheryl McEwan	Woomera Aboriginal Corporation
Keith Redman	Warren LALC
Lesly Ryan	Bogan Aboriginal Corporation
Seth Toomey	Dubbo LALC
Shirley Wilson	Allira Multi Purpose Centre

## 5. INTEGRATED POLICY DEVELOPMENT AND EVALUATION

### Standing Committee on Indigenous Housing

The AHO is a member of the National Standing Committee on Indigenous Housing, which the AHO Chief Executive Officer has chaired since late 2004. Through our membership in 2005/06 we contributed to:

- the development of a national paper on the need to improve the governance, management and viability of Aboriginal community housing providers and for increased investment in both new housing and repairs and maintenance

- the development and presentation of papers on sector reform and new investment to Ministers and Commonwealth Government and State/Territory Housing Chief Executive Officers
- the mid-term review of national strategy, *Building a Better Future: Indigenous Housing to 2010*
- the National Indigenous Housing Information Implementation Committee and National Skills Development Strategy Working Group.





Community Information Session at Grafton

### Healthy Indigenous Housing Initiative

In 2005 the Commonwealth Government offered NSW funding for four years under the Healthy Indigenous Housing Initiative. The Initiative aims to improve the performance of Aboriginal community housing providers. Improvement is to be achieved through building providers' management capabilities and expediting governance reform.

The AHO will use the funding of \$2.4 million per annum to deliver on specific Sector Reform Strategy outcomes consistent with initiative objectives. Projects in the AHO workplan for the Initiative are listed earlier in this report under the Key Result Area "Reformed and Sustainable Housing Sector".

### Reporting

In 2005/06 the AHO continued to provide data on Aboriginal housing to the Commonwealth Government and the Australian Institute of Health and Welfare under the National Reporting Framework. At the same time, we worked to improve data collection, principally through enhancing our online Sector Information System to incorporate additional national reporting data items.

The changes will also allow the AHO to plan with greater confidence and gain a better understanding of the health of the Aboriginal community housing sector.

### Mental health

The AHO participated on both the Strategic Partners Committee and the Joint Guarantee of Service (JGOS) Implementation Reference Group. JGOS helps coordinate service delivery to people in social housing who have ongoing mental health problems. Along with the AHO, the strategic partners include the Department of Housing (including the Office of

Community Housing), Department of Health, Aboriginal Health and Medical Research Council of NSW and Department of Community Services.

AHO contributed to the development of the JGOS operations manual and resource kit. These include sample operational guidelines that cover such topics as assessing housing need, tenancy management, communication and referrals, confidentiality, and developing and monitoring individual service plans. AHO involvement in local JGOS committees will support adaptation of the guidelines to suit individual requirements.

### Two Ways Together

In 2004 the NSW Government launched *Two Ways Together – the NSW Aboriginal Affairs Plan*. The plan sets the framework for coordinated action by NSW Government agencies to improve outcomes for Aboriginal people in a number of areas, including housing. It includes performance indicators.

The AHO reflects *Two Ways Together* in our business plan and the Aboriginal Housing Program. This includes processes for Aboriginal people to participate in AHO decision-making and service planning and delivery through the six Regional Aboriginal Housing Committees.

Through *Two Ways Together* the AHO also took a lead role in work on streamlining the delivery of government services for homeless people, and improving coordination of services for people with complex needs. We also developed an action plan to inform RAHCs, community housing providers and other stakeholders of our role in implementing *Two Ways Together*.

## 6. EFFECTIVE PROGRAM PLANNING AND REPORTING

### Regional planning review

Following extensive consultation, the AHO completed a major review of its Regional Planning Cycle. The recommendations of the review report included:

- from 2006, the separation of registration and expression of interest processes

- a shift in the timing of registration to capture current data, thereby allowing us to assess each housing provider's present rather than past position and fulfil our obligations under the National Reporting Framework
- the streamlining of processes to minimise duplication
- from 2006, collection of data on all key performance indicators at registration
- improved communication between AHO and a range of stakeholders.

The changes will ensure that the AHO's Regional Planning Cycle:

- remains relevant to current business needs, including planning and reporting requirements
- reflects commitments in the Indigenous Housing and Infrastructure Agreement
- strengthens the sustainability and viability of the sector.

### **Housing Aboriginal Communities Program Policy**

In the context of continuous organisational improvement (as a component of the review of the AHO regional planning cycle) the Housing Aboriginal Communities Program (HACP) policy was comprehensively reviewed during the year. The review methodology relied on extensive consultation with community housing providers, RAHCs and the Board. A number of information sessions were held to explain the rationale for the changes to the policy for funding housing and housing-related assistance under the program.

The new policy sets out the minimum requirements for management of rental property by community housing providers, and guides providers in developing their own policies and procedures. All providers must comply with the policy to be considered for HACP funding.

In a staged approach providers must meet six (previously three) mandatory key performance indicators by 2008/09. The mandatory performance indicators relate to insurance, rates, liquidity, development of policy,

procedures and systems, rent levels and rent collection. The introduction of new mandatory indicators will ensure that the AHO can confidently invest funds in rental housing for the long-term benefit of the Aboriginal community.

### **Sector engagement and capacity building**

A significant achievement was the development of an integrated framework for monitoring, compliance and risk management. This framework will allow AHO to support housing providers in effective asset management and use of public money.

#### **Case study: SEARMS: a new direction in community property management.**

SEARMS (South Eastern Aboriginal Regional Management Services) began life as one of a number of AHO pilot projects to improve the management of community-owned rental housing by providing property management services to Aboriginal community housing organisations. Two years down the track, SEARMS has not only ticked most of the boxes in the evaluation and gained permanent status, but has also expanded their portfolio of managed properties.

The SEARMS partners are six local Aboriginal land councils and one Aboriginal corporation located between Ulladulla and Bodalla on the NSW south coast. Each partner shares the vision that, by banding together, they can meet the many challenges now facing community housing providers.

SEARMS General Manager Christine Lee explains how the arrangement works in practice.

'On a day-to-day basis we deal with repairs and maintenance and rental arrears quickly and consistently. We've also established networks with many government and community organisations so tenants with high needs can access the right supports.'

'The end result is good tenant relationships and fewer lease terminations – in fact there's only been one in two years.' 'We can provide a faster

### Case study continued:

and better service for tenants than before. Where they may previously have had to wait for a council meeting to raise maintenance problems, tenants can ring us five days a week and, if they need to, call our special after-hours numbers for plumbing and electrical emergencies. Tenants with high needs also get much better support because we have good networks in place with the relevant government agencies".

"The partners gain as well" adds Christine. "The Land Council can now get on with their core business safe in the knowledge that their properties are being professionally managed. The proof is in improved rates for on-time rent payments since SEARMS' establishment and the collection to date, of over 10 per cent of rental arrears."

Other organisations have noted SEARMS' success. In their first year of operation the Wangonga Aboriginal Land Council asked them to take over the council's housing and tenancy management. From 1 July 2006, SEARMS will begin an agency agreement to manage housing for the Onerwal Local Aboriginal Land Council and the Ngunawal Aboriginal Housing Corporation, both based in Yass.

The future looks bright. And, now that it is a permanent fixture, SEARMS can explore new ideas for expanding both geographically and in terms of service provision.

The SEARMS partners are:

- Batemans Bay Local Aboriginal Land Council
- Bodalla Local Aboriginal Land Council
- Budawang Aboriginal Corporation
- Cobowra Local Aboriginal land Council
- Mogo Local Aboriginal land Council
- Ulladulla Local Aboriginal Land Council.

## 7. SUSTAINABLE ASSET MANAGEMENT SYSTEMS

### Sector reform

The AHO's Sector Reform Strategy, outlined earlier in this report, aims to improve the performance of Aboriginal community housing providers through capacity building and governance reform.

One of the Strategy objectives is to facilitate the development of effective asset management systems in the interest of improved sector sustainability. AHO will be commencing a series of projects in 2006/07 to meet this objective, including:

- a Condition Assessment Survey of approximately 4,600 community managed properties
- development of a system for collecting and reporting on dwelling level data
- establishment of support networks to build capacity in asset management.

Building on previous work, the AHO continued to improve policies, procedures and standards that promote effective asset management and housing stock maintenance. Work will entail:

- reviewing current policies, procedures and standards
- analysing their effectiveness
- identifying areas for improvement
- developing a plan to implement, monitor and evaluate revised policies, procedures and standards.

### Develop and implement a database of AHO properties

A comprehensive review of the AHO property database was completed and reconciled to the financial fixed asset register held by Central Corporate Services Unit and the tenancy management systems administered by the Department of Housing. This major interagency project involved the tracking of documentation in three agencies and resulted in an accurate listing of all AHO properties.

### **Communications support and reporting**

In June 2005 we reviewed the Regional Planning Cycle. The recommendations included the need to improve communications from the AHO to stakeholders and to streamline various processes including reporting.

Process streamlining will form part of the Information Management, Communication and Technology Plan that we will develop in 2006/07, during which we will also review our website to ensure that it meets client needs.

### **Engagement with Department of Housing**

The property and tenancy management of the AHO portfolio is carried by the Department of Housing under a regularly reviewed Service Agreement. Regular



*Kamilaroi RAHC Members receiving Certificates of Appreciation*

meetings with senior DoH staff support the ongoing development of rental collection systems for AHO dwellings and provide effective asset management.

### **Case study: Rent management**

Efficient rent management by Aboriginal housing providers is one of the essentials for long-term sector sustainability. Recognising this, the AHO will make it mandatory from 2008 for providers to demonstrate a minimum level of performance in setting rent levels and collecting rent before they can be considered eligible for funding.

Providers however are not alone as they work out how to get it right on rent. The AHO's regional offices are skilling up housing providers in the field and helping them to develop policy and procedures for all aspects of rent management, including appeals and complaints. This year Reuben Robinson of the Coffs Harbour office crisscrossed an area from Tweed Heads in the north to Wyong in the south and Tabulam and Singleton in the west to make presentations on rent setting. In total, he reached 22 housing providers throughout the Many Rivers Region.

Reuben uses a well-tested presentation, which includes a very useful rent calculator, to show how providers must take account of such costs as annual land and water rates, building insurance, and day-to-day and cyclical maintenance. He also ensures that

workshops are held in partnership with agencies like the NSW Department of Fair Trading and local Aboriginal tenancy advice services so that tenants and providers have the full picture on their rights and responsibilities under law.

One of the providers Reuben visited was the Bogal Local Aboriginal Land Council at Coraki. He did this at the request of council coordinator Cheryl Brooks, who was having trouble in gaining agreement on a \$20 a week rent rise.

'We had a good roll-up of the executive and members for the workshop' says Cheryl. 'Reuben was able to show that our existing rent wasn't covering our expenses. As the result, there's now wider understanding on why rents need to increase. I still want to have Reuben back for some follow-up workshops, however.'

Follow-up is a standard procedure, with Reuben monitoring feedback on each workshop to establish where further support is required. 'We've made a big effort both to publicise the workshops and promote the message that the AHO is happy to assist those providers who need more help with rent management' he says.



## 8. DELIVERING ON AHO BUSINESS ACROSS ALL AREAS

The AHO provides development and training opportunities for staff so that they can meet the differing professional demands of regional and head offices. We developed an appropriate human resources framework. Some of the key tasks completed in developing the framework were:

- a comprehensive skills analysis of all AHO staff to highlight skills gaps
- alignment of training and support needs with our performance development and planning framework
- the roll-out of internal training programs including the 'Getting Started' induction course
- a review of the AHO's Aboriginal employment strategy for the recruitment and retention of Aboriginal staff.

We also addressed the need to improve information dissemination internally and with key external stakeholders such as RAHCs and community housing providers, through the development of a comprehensive communication strategy.

Our commitment to implementation of human resources and communication initiatives will position the AHO well to meet current and future organisational needs.

### Training for the sector

During the year the AHO's Training and Sector Support Unit continued to oversee and support the Certificate IV Community Services (Social Housing) course that TAFE delivers under a joint agreement. It also coordinated training of Aboriginal presenters for the course in conjunction with Swinburne University.

Table 8 shows the number of people completing courses under the AHO's memorandum of understanding (MOU) with Swinburne University, which ran from August 2000 to April 2006.

In April 2006, 8 Students graduated in their Social Housing Certificate IV course.

**Table 8:**  
**Graduates August 2000 – April 2006 under the Swinburne MOU**

Course	Graduate numbers
Certificate IV Social Housing	30 (21 community representatives and 9 AHO staff)
Certificate IV Workplace Assessment and Training	16
Diploma in Training Assessment and Systems	3 AHO staff
<b>Total</b>	<b>49</b>

### Office services

There were a number of initiatives over the year to improve client services and increase the cost effectiveness and efficiency of our operations. Among them were:

- relocation of the AHO regional office in Tamworth
- development of a facilities plan to guide the running of all AHO offices
- implementation of a new records management system and training of all staff on their record-keeping responsibilities
- introduction of video conferencing to optimise use of available communication technology, reduce travel costs for meetings and the attendant staff disruption resulting from travel.

### Client satisfaction

The AHO participated in the first National Social Housing Survey of Tenants of State Owned and Managed Indigenous Housing (SOMIH), which was conducted in 2005.

The survey provides data for two core national indicators collected under the Commonwealth State Housing Agreement. These are amenity/location of housing stock and customer satisfaction.

The AHO supported the survey in NSW. We contacted a total of 352 potential SOMIH respondents (tenants) and conducted face-to-face surveys with 168 respondents.



The NSW SOMIH Survey showed that more than three out of five SOMIH tenants (63 per cent) are satisfied with the level of services provided, a figure consistent with the national results. NSW respondents also reported that living in SOMIH has helped them to:

- manage money/rent better (93 per cent)
- have improved family life (89 per cent)
- have better access to needed services (84 per cent)
- feel more part of the community (82 per cent)
- enjoy better health (80 per cent).

### **Complaint handling**

The HACP Policy outlines formal complaint handling and appeals mechanisms for the Aboriginal community housing sector. This includes appeals mechanisms.

Tenant consumer responses are generally managed by the Department of Housing under a service agreement between the AHO and the Department. The agreement gives AHO tenants and applicants for AHO housing access to the Department's formal complaints and appeals mechanisms, including the Client Feedback Line and the Housing Appeals Committee.

### **Industrial democracy and industrial relations**

The AHO continued to partake in active discussions during 2005/06 with the Joint Consultative Committee and disseminate information on a wide variety of matters.

AHO Officers and staff are encouraged to express their views on a range of matters that affect their employment.

It is pleasing to report that again no working time was lost during the reporting year due to industrial issues.

### **Stakeholder management**

In 2005/06, the AHO continued to work closely with the Department of Housing through a partnership charter and memorandum of understanding. These agreements outlined expectations on the quality of services to be provided to Aboriginal people and articulated the principles on which the interagency relationship functions.

Monthly reporting enabled the AHO to monitor performance and service provision in relation to AHO dwellings managed by DoH. Regular attendance by DoH senior staff at regional community forums organised by the Board created opportunities for Aboriginal tenants to speak directly with DoH management.

### **Aboriginal Housing Information Service**

The AHO established the Aboriginal Housing Information Service to meet the growing demand for information by Aboriginal tenants of the private and public housing systems. The service provides information on home purchasing, homelessness, emergency accommodation, and dealing with private landlords and real estate agents. It has a referral focus and advises Aboriginal people about their housing options and rights.

The service, which is based in AHO's Parramatta office, responded to over 1,500 queries in 2005/06.

### **Communication Strategy**

A corporate Communication Strategy and Communications Handbook was developed to support best practice in business communications. Specific communication strategies were developed relating to external and internal newsletters meeting processes, and storage of electronic documents.

We plan to put the strategy into effect in 2006/07.

### **NAIDOC Week**

The AHO recognises the importance of participation by both Aboriginal and non-Aboriginal staff in NAIDOC celebrations. The theme for NAIDOC in July 2005 was "Our Future Begins with Solidarity".

The AHO held a joint NAIDOC celebration with NSW Aboriginal Land Council staff. AHO staff members also attended individual celebrations to participate and promote the AHO.

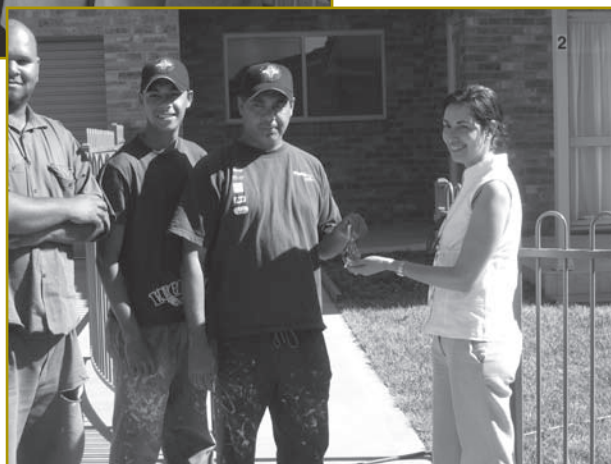
## Funding To Non-Government Organisations

### 1. Repairs and maintenance grants 2005/06

The 2005/06 Repairs and Maintenance Community Assets Program (RaMCAP) contributed significantly to improving the standards of Aboriginal community housing provider properties. As part of this program the AHO also encourages Aboriginal employment through the involvement of Aboriginal builders and businesses that support Aboriginal employees.



*Employees of the Armidale Builders Aboriginal Corporation (ABAC) providing construction services to the AHO.*



*Renee King of AHO receives keys from ABAC for completed Armidale aged care units in , started in early 2006.*

**Table 9: 2005/06 RaMCAP Grants**

Region/Organisation	\$ '000
<b>Binaal Billa</b>	
Coonabarabran LALC	836
Cummeragunja LALC	792
Deniliquin LALC	110
Dubbo Koorie Housing AC	110
Griffith LALC	88
Orange LALC	110
Riverina Foundation	220
Tumut/Brungle LALC	132
Wamba Wamba LALC	220
Woomera AC	165
<b>Sub total</b>	<b>2,783</b>

<b>Kamilaroi</b>	
Anaiwan LALC	220
Ashford LALC	242
Glen Innes LALC	330
Mara Mara Community Inc	330
Moombahlene LALC	220
Pilliga LALC	242
Tamworth LALC	440
Walhallow AC	440
Wee Waa LALC	242
<b>Sub total</b>	<b>2,706</b>

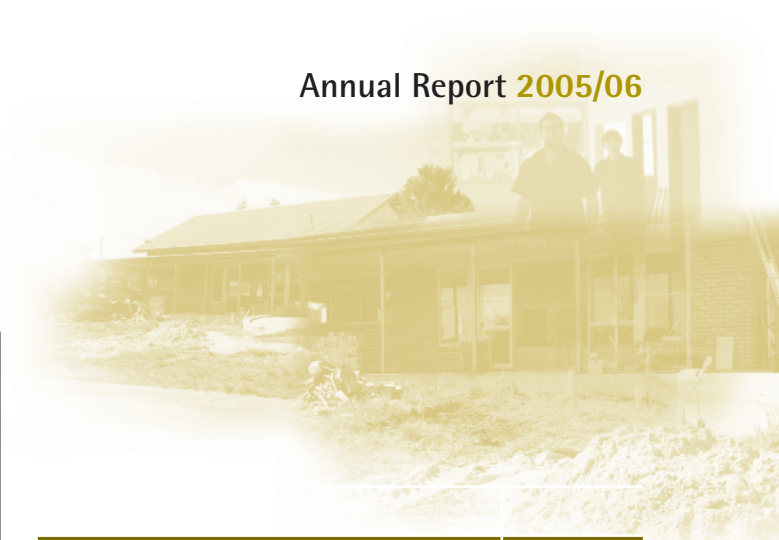
Region/Organisation	\$ '000
<b>Many Rivers</b>	
Bowraville LALC	594
Bundjalung Tribal Society	220
Purfleet/Taree LALC	550
Tweed Byron LALC	352
<b>Sub total</b>	<b>1,716</b>

<b>Murdi Paaki</b>	
Cobar LALC	110
<b>Sub total</b>	<b>110</b>

<b>South Eastern</b>	
Bega LALC	110
Gunangarah HAC	110
Jerrinja LALC	330
Munjuwa Health H&AC	55
Ngunnawal Housing AC	242
Twofold AC	242
<b>Sub total</b>	<b>1,089</b>

<b>Sydney</b>	
Deerubbin LALC	550
Gandangara LALC	220
Gerringong Housing AC	264
Illawarra LALC	616
Mac Silva Centre AC	110
Metropolitan LALC	110
Ngalawi Housing Co-op	110
<b>Sub total</b>	<b>1,980</b>

<b>Total RaMCAP</b>	<b>10,384</b>
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## 2. Housing acquisition, land acquisition and construction 2005/06

**Table 10:**  
Housing acquisition, land acquisition and construction 2005/06<sup>1</sup>

Organisation	\$ '000
<b>Binaal Billa</b>	
Woomera AC	2
<b>Total:</b>	<b>2</b>

<b>Kamilaroi</b>	
Cooramah Housing & Enterprise AC	254
Gunida Gunyah AC	178
Narrabri LALC	39
Quirindi AC	41
Waranuah LALC	43
<b>Total:</b>	<b>555</b>

<b>Many Rivers</b>	
Boolangle LALC	286
Bunyah LALC	20
Coffs Harbour LALC	2
Grafton Nerrie LALC	14
Wandiyali ATSI Incorporated	436
<b>Total:</b>	<b>758</b>

<b>Murdi Paaki</b>	
Barriekneal Housing AC	31
Collarenebri LALC	21
Goodooga LALC	139
Nyampa AC	316
<b>Total:</b>	<b>507</b>

1. Information provided from AHO Program Managers, Resitech. 2005/06 report.

Organisation	\$ '000
<b>South Eastern</b>	
Batemans Bay LALC	845
Boomerang Meeting Place Trust Incorporated	249
Ulladulla LALC	265
<b>Total:</b>	<b>1,359</b>

<b>Sydney</b>	
Deerubbin LALC	426
Illawarra AC	352
Metropolitan LALC	692
<b>Total:</b>	<b>1,470</b>

<b>State Total</b>	<b>4,649</b>
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## 3. Administrative grants 2005/06

**Table 11: 2005/06 Administrative Grants**

Organisation	\$'000
South Eastern Aboriginal Regional Management Services	863
Macleay Aboriginal Housing Association Cooperative Limited	567
Mid Lachlan Aboriginal Housing Management Co-operative Ltd	464
Murdi Paaki Regional Housing Corporation Ltd	1,170
<b>Total</b>	<b>3,064</b>



## Appendices

### **Committees**

The AHO was represented on the following key external committees:

#### **Russell Taylor**

- Aboriginal Community Development Program Steering Committee
- Aboriginal Land Rights Act Review Consultation Group
- Advisory Group on Aboriginal and Torres Strait Islander Statistics
- Australian Housing and Urban Research Institute– Member of Research Advisory Committee
- Chief Executive Officers Group on Aboriginal Affairs
- Joint Review of Aboriginal Housing and Infrastructure
- Standing Committee on Indigenous Housing
- Two Ways Together (formerly AAPCC, Aboriginal Affairs Plan Coordinating Committee)

#### **Ann Weldon**

- Consumer, Trader, Tenancy Tribunal – Tenancy Division Consultative Forum
- Country Energy Customer Council
- Supported Accommodation Advisory Council
- Port Jackson Housing Company – Establishment Advisory Group
- Redfern-Waterloo Pathways to Prevention Sustainability – Joint Local Management Committee & Commonwealth-State Plan Pathways Steering Committee

#### **Allen Hedger**

- Aboriginal Land Rights Act Review Consultation Group
- Joint Review of Aboriginal Housing & Related Infrastructure in NSW
- Program Integration Committee
- Redfern Waterloo Authority, Human Services Ministerial Advisory Committee
- Two Ways Together (formerly AAPCC, Aboriginal Affairs Plan Coordinating Committee)



### **Karen Walsh**

Commonwealth State Review of Aboriginal Housing Steering Group  
 Community Housing Advisory Committee- Sub committee  
 Department of Housing Reshaping Public Housing - Project leaders Group  
 Housing and Human Services Accord SOG - AHO member  
 Joint Guarantee of Service Strategic Partners Committee and Regional Committee  
 National Indigenous Housing Information Implementation Committee  
 Partnership Against Homelessness State-wide Steering Committee  
 Two Ways Together - Housing and Communities Cluster, Evaluation Group, Data Group, AAPCC

### **Ross Hampton**

ACDP Steering Committee  
 NSW Department of Aboriginal Affairs /AHO/  
 Department of Housing Supply Committee  
 Senior Officer's Working Group - AHO/ NSWALC

### **Michael van der Ley**

Department of Housing Reshaping Public Housing - Project leaders Group  
 Department of Housing Service Delivery Practice Group

## **Legal change**

The only legal change to the *Aboriginal Housing Act 1998* during 2005/06 were amendments arising from the *Public Sector Employment Legislation Amendment Act 2006*. Due to these amendments, staff of the AHO are now employed by the "AHO Group of Staff". See also comments in Introduction.

## **Code of Conduct**

The full AHO Code of Conduct was published in the 2001/02 Annual Report. A Code of Conduct for Aboriginal Housing Board members is set out in the Board's protocol and procedures. During 2005/06, a

Conflicts of Interest Policy and Procedures Framework was developed. The framework will apply to all AHO functionaries including Board members, Regional Aboriginal Housing Committee members, the AHO CEO, statutory officers, managers and staff. The framework will apply in addition to the codes of conduct.

## **Customer guarantee**

The AHO monitors customer needs through workshops and meetings, including regional housing summits and Board and Regional Aboriginal Housing Committee open forums, as well as through representation on significant external committees.

## **Freedom of Information**

The Aboriginal Housing Office received no Freedom of Information requests in 2005/06.

## **Privacy Management Plan**

The AHO did not receive any complaints under Part 53 of the *Privacy and Personal Information Act 1998*.

## **Publicity and promotion**

The following publications were available from the AHO in 2005/06 and published on the agency's website at [www.aho.nsw.gov.au](http://www.aho.nsw.gov.au):

- 2005/06 Business Plan
- Annual report 2004/05
- Strategic Plan
- Housing Guidelines
- Housing Policies.

## **Economic factors**

The operations of the AHO were largely unaffected by external economic factors. As the AHO is involved in the provision of social housing, rather than property development or speculation, the active property market had a minimal impact on service provision. There were no significant economic factors that affected the operation of the agency.

## Price determination

The AHO was not subject to a determination or recommendation of the Independent Pricing and Regulatory Tribunal.

## Credit card certification

In accordance with Treasurer's Direction 205.01, it is certified that credit card usage by officers of the AHO was in accordance with appropriate government policy, Premier's Memoranda and Treasurer's Directions.

## Land/property disposal

In 2005/06 the AHO disposed of 21 properties that were considered no longer suitable for its portfolio. All disposals, except one, were in accordance with AHO's policies for sale to tenants. The exception was a property in Bulli that was acquired by the RTA for road widening purposes. All monies received from sales have been used by AHO in the furtherance of its charter.

## Financial management

The financial management focus during the year was on continuous improvement of business processes, management and statutory reporting. The AHO met all statutory requirements as demonstrated in the audited Financial Statements.

## Information management and communication technology

To ensure alignment with the NSW Government's ICT Strategic Plan, we continued to develop the AHO's Information Management and Communication Technology Plan. Achievements included:

- approval of plans to establish an updated wide area network to ensure a more effective linking of regional offices with the central office server and faster and more reliable communication lines
- further development and testing of the online registration system for Aboriginal community housing providers

- enhancement of the online registration system to capture required data for the National Reporting Framework and to comply with the terms and conditions of funding under the Commonwealth State Housing Agreement
- approval of the project plan to develop an electronic inspection system which, in the future, will integrate with the online registration system
- planning for the re-design the AHO website, enhancement of the extranet, development of a corporate intranet, and creation of an electronic document management system
- commencement of work to develop a business intelligence and decision support system.

## Payment of accounts

The AHO uses the Central Corporate Services Unit (CCSU) accounts payment services. During the reporting period, all accounts were paid within the time stipulated by suppliers. There were no instances where penalty interest was paid in accordance with section 18 of the *Public Finance and Audit (General) Regulation 1995*. There were no significant events that affected payment performance during the reporting period.

In order to improve the target to 92 per cent for the 2006/07 year, the AHO will require CCSU to provide monthly reports to enable tracking of accounts paid on time.

**Table 12: Aged analysis at the end of each quarter**

Quarter	Current (i.e. within due date)	Less than 30 days overdue	Between 30 days and 60 days overdue	Between 60 days and 90 days overdue	More than 90 days overdue
	\$'000	\$'000	\$'000	\$'000	\$'000
September	140	0	0	0	0
December	20	0	0	0	0
March	207	0	0	0	0
June	1,199	0	0	0	0

**Table 13: Accounts paid on time within each quarter**

Quarter	Total account paid on time		\$ Total amount paid	
	Target %	Actual %	\$'000	\$'000
September	90	94	17,437	17,628
December	90	95	9,056	11,124
March	90	93	13,352	13,472
June	90	94	29,600	29,907

## Waste reduction and energy management

The AHO continued to reduce waste by ensuring that printer cartridges and paper are recycled. The AHO has, where possible, bought energy efficient equipment and turns power off when equipment is not in use.

## Equal Employment Opportunity

EEO achievements in 2005/06 were:

- the filling of 69 per cent of contract, permanent and temporary AHO positions by Aboriginal staff
- the filling of 58 per cent permanent and temporary AHO positions by women.

## Ethnic Affairs Priorities Statement

The AHO recognises the value of addressing the needs of a culturally diverse society. AHO planning and service delivery is specifically intended to meet the needs of Aboriginal people only. AHO is not required to prepare an EAPS Plan.

## NSW Government Action Plan For Women

The NSW Government's Action Plan for Women is based on the principles of equity, access, rights and participation and the plan focuses on women with the least access to social and economic resources. The AHO had an Action Plan in place during 2005/06 and was compliant with the initiative. There were many Aboriginal women representatives on Regional Aboriginal Housing Committees. An Aboriginal woman holds the position of Chairperson, Aboriginal Housing Office Board.

**Table 14: Staff distribution by remuneration level and employment basis**

	TOTAL STAFF	Men	Women	Aboriginal people & Torres Strait Islanders	People from racial, ethnic, ethno-religious minority groups	People whose language first spoken as a child was not English	People with a disability	People with a disability requiring work-related adjustment
<b>Level</b>	<b>Staff distribution by remuneration level</b>							
<\$32,606	3		3	1				
\$32,606-\$42,824	1		1					
\$42,825-\$47,876	5		5	3	1	1		
\$47,877-\$60,583	12	1	11	10	1	1		
\$60,584-\$78,344	30	16	14	23	4	4	1	1
\$78,345-\$97,932	15	8	7	11				
>\$97,932 (non-SES)	6	4	2	1	1	1		
>\$97,932 (SES)	2	2		2				
<b>TOTAL</b>	<b>74</b>	<b>31</b>	<b>43</b>	<b>51</b>	<b>7</b>	<b>7</b>	<b>1</b>	<b>1</b>
<b>Basis</b>	<b>Staff distribution by employment basis</b>							
Permanent full-time		25	35	41	6	6	1	1
Permanent part-time								
Temporary full-time		4	7	8	1	1		
Temporary part-time								
Contract SES		2		2				
Contract non-SES								
Casuals			1					
<b>TOTAL</b>	<b>74</b>	<b>31</b>	<b>43</b>	<b>51</b>	<b>7</b>	<b>7</b>	<b>1</b>	<b>1</b>
<b>Percentage</b>	<b>100%</b>	<b>42%</b>	<b>58%</b>	<b>69%</b>	<b>9%</b>	<b>9%</b>	<b>1%</b>	<b>1%</b>

**Table 15: Trends in representation of EEO groups (% of total staff)**

Trends in representation of EEO groups (% of total staff)						
EEO Group	NSW global % target	2002	2003	2004	2005	2006
Women	50	56	56	56	58	58
Aboriginal people and Torres Strait Islanders	2	76	76	75	76	69
People from racial, ethnic, ethno-religious minority groups	n/a	-	-	9	13	9
People whose first language was not English	20	9	9	9	13	9
People with a disability	12	2	2	3	1	1
People with a disability requiring work-related adjustment	7	-	-	2	1	1

During 2006/07 the AHO will develop targets for the above EEO groups.

### Controlled entities

As described in the introduction to this report, the AHO now has effective control over the AHO Group of Staff. Separate Annual Financial Statements have been prepared for both entities.

### Research and development

While the AHO did not conduct any specific research and development, we contributed to research on the provision of social housing services, particularly research relating to unmet Indigenous housing need and inner city homelessness.

### Performance Statement of the Chief Executive Officer

**Name:** Russell Taylor

**Position:** Chief Executive Officer, SES Level 4

**Period in position:** 1 July 2005 to 30 June 2006

**Results:** Following his appointment, the Chief Executive Officer signed a performance agreement with the Minister. The agreement allowed for yearly reviews of the Chief Executive Officer's performance. A new agreement is being developed.

The key results areas in the performance agreement include:

- leadership and management
- provision of advice
- sound resource management
- AHO rental portfolio management
- delivery of the Aboriginal Housing Program
- management of relationships with the Board, Minister, other agencies, the Aboriginal community housing sector and the Aboriginal community.

### Disability Strategic Plan

All AHO offices are located in buildings with good physical access for people with disabilities. Access issues are considered when venues are selected for consultation and training purposes.

The AHO has a Disability Strategic Plan prepared in consultation with the former Ageing and Disability Department.



## Occupational health and safety

In 2005/06, a number of members of the OH&S Committee stepped down after serving two-year terms. This practice is in line with the terms of reference for the committee and provides an opportunity for other staff members to participate in ensuring the health, safety and welfare of all AHO staff and visitors to AHO offices.

In conjunction with establishing the new OH&S committee, we reviewed our *Grievance Policy and*

*Procedures Manual* and Dignity and Respect in the Workplace policy.

## Overseas visits

Russell Taylor was a guest speaker at a seminar on 19 August 2005 in Wellington, New Zealand organised by the Stout Research Centre for New Zealand Studies, Victoria University of Wellington. He was invited by the Australian High Commission in NZ.

## Consultants

**Table 16: Consultancy projects costing over \$30,000**

Consultant name	Total cost	Purpose
RSM Bird Cameron – Chartered Accounts	\$158,813	Conduct audit and act as grant controller to Macleay Aboriginal Housing Association Cooperative Limited, and conduct audit of South Eastern Aboriginal Regional Management Services
Hoholt Financial Consulting	\$62,635	Conduct audit and act as grant controller to Mid-Lachlan Aboriginal Housing Management Co-operative Limited

**Table 17: Consultancy projects costing less than \$30,000**

Consultant name	Number of projects	Total cost	Purpose
Human resources	6	\$74,872	Communications strategy Organisational development Return to work policy
Management services	6	\$42,494	Review of the Management Models in several areas and provision of improvement advice. Review of management options for capital and maintenance programs
Legal services	2	\$19,860	Legal advice for various matters
Accounting services	1	\$13,500	Taxation advice in relation to GST

## Registered Organisations as at 30 June 2006

**An Active registered provider is defined as a provider that has returned their Annual Registration renewal and has met the minimum requirements for Registration.**

## Active Organisations as of 30 June 2006

Aboriginal Corporation Enterprise Services  
Aboriginal Dance Theatre Redfern  
Aboriginal Housing Company Ltd  
Amaroo Aboriginal Corporation  
Anaiwan Local Aboriginal Land Council  
Arakwal Aboriginal Corporation  
Armidale Local Aboriginal Land Council  
Ashford Local Aboriginal Land Council  
Awabakal Local Aboriginal Land Council  
Awabakal Newcastle Aboriginal Co-operative Ltd  
Bangee Ngurra Aboriginal Corporation  
Baradine Local Aboriginal Land Council  
Barkuma Neighbourhood Centre  
Barriekneal Housing Company Ltd  
Batemans Bay Local Aboriginal Land Council  
Bathurst Local Aboriginal Land Council  
Bega Local Aboriginal Land Council  
Bid-ee-gal Aboriginal Corporation for Housing  
Billong Housing Aboriginal Incorporated  
Birpai Local Aboriginal Land Council  
Birrigan Gargle Local Aboriginal Land Council  
Bodalla Aboriginal Housing Company Ltd  
Bodalla Local Aboriginal Land Council  
Bogal Local Aboriginal Land Council  
Bogan Aboriginal Corporation  
Bohda Ltd  
Boolangle Local Aboriginal Land Council  
Boomerang Meeting Place Incorporated  
Booroongen Djugun Aboriginal Corporation

Bowraville Local Aboriginal Land Council  
Brewarrina Local Aboriginal Land Council  
Broken Hill Local Aboriginal Land Council  
Browns Flat Aboriginal Corporation  
Budawang Aboriginal Corporation  
Bundjalung Tribal Society  
Bungree Aboriginal Association Inc  
Bunjum Aboriginal Co-operative Ltd  
Bunyah Local Aboriginal Land Council  
Burabi Aboriginal Corporation  
Buyinbin Aboriginal Corporation  
Cobar Local Aboriginal Land Council  
Cobowra Local Aboriginal Land Council  
Coffs Harbour Local Aboriginal Land Council  
Collarenebri Local Aboriginal Land Council  
Coonabarabran Local Aboriginal Land Council  
Coonamble Local Aboriginal Land Council  
Cooramah Housing & Enterprise Aboriginal Corporation  
Cummeragunja Local Aboriginal Land Council  
Dareton Local Aboriginal Land Council  
Darkinjung Housing Pty Ltd  
Darkinjung Local Aboriginal Land Council  
Deerubbin Local Aboriginal Land Council  
Deniliquin Local Aboriginal Land Council  
Dharawal Aboriginal Corporation Community Association  
Dorrigo Plateau Local Aboriginal Land Council  
Dubbo Koorie Housing Aboriginal Corporation  
Dubbo Local Aboriginal Land Council  
Forster Local Aboriginal Land Council  
Gandangara Local Aboriginal Land Council  
Ganja Housing Aboriginal Corporation  
Gerringong Housing Aboriginal Corporation  
Glen Innes Local Aboriginal Land Council  
Goodagan Aboriginal Corporation  
Grafton Ngerrie Local Aboriginal Land Council  
Griffith Local Aboriginal Land Council  
Gugin Gudduba Local Aboriginal Land Council

Gumbangerrii Aboriginal Corporation  
 Gumtree Housing Aboriginal Corporation  
 Gunangarah Housing Aboriginal Corporation  
 Gungyah Ngallingnee Aboriginal Corporation  
 Gunida Gunyah Aboriginal Corporation  
 Guri Wa Ngundagar Aboriginal Corporation  
 Guyra Local Aboriginal Land Council  
 Hay Local Aboriginal Land Council  
 Hunter Valley Aboriginal Corporation  
 Illawarra Aboriginal Corporation  
 Illawarra Local Aboriginal Land Council  
 Jali Local Aboriginal Land Council  
 Jerrinja Local Aboriginal Land Council  
 Jubullum Local Aboriginal Land Council  
 Kookaburra Aboriginal Corporation  
 Koombahtoo Local Aboriginal Land Council  
 Kurajong Aboriginal Housing Corporation  
 Kurrachee Co-operative Society Ltd  
 La Pouse Local Aboriginal Land Council  
 Leeton & District Local Aboriginal Land Council  
 Mac Silva Centre Aboriginal Corporation  
 Mall-Bunoogah Aboriginal Corporation  
 Mara-Mara Community Incorporated  
 Menindee Local Aboriginal Land Council  
 Merrimans Local Aboriginal Land Council  
 Metropolitan Local Aboriginal Land Council  
 Min Min Aboriginal Corporation  
 Mindaribba Local Aboriginal Land Council  
 Mogo Local Aboriginal Land Council  
 Moombahlene Local Aboriginal Land Council  
 Mrangalli Aboriginal Corporation  
 Mudgin-Gal Aboriginal Corporation  
 Muli Muli Local Aboriginal Land Council  
 Mulla Nulingah Aboriginal Corporation  
 Multi-Purpose Allira Gathering Association Inc  
 Munjuwa Health, Housing & Community Aboriginal Corporation  
 Murdi Paaki Regional Housing Corporation Ltd  
 Murrawari Aboriginal Corporation

Nambucca Heads Local Aboriginal Land Council  
 Narrabri Local Aboriginal Land Council  
 Narrandera Local Aboriginal Land Council  
 Narromine Local Aboriginal Land Council  
 New England Aboriginal Corporation  
 Ngaku Co-operative Ltd  
 Ngalawi Housing Co-operative Ltd  
 Ngemba Housing Co-op Ltd  
 Ngulingah Local Aboriginal Land Council  
 Ngunnawal Housing Aboriginal Corporation  
 Ngunnawal Local Aboriginal Land Council  
 Nowra Local Aboriginal Land Council  
 Nulla Nulla Boongutti Aboriginal Corporation  
 Nulla Nulla Local Aboriginal Land Council  
 Nunawanna Aboriginal Corporation  
 Nungaroo Local Aboriginal Land Council  
 Nungera Co-operative Society Ltd  
 Nyampa Aboriginal Housing Company  
 Nyngan Local Aboriginal Land Council  
 Onerwal Local Aboriginal Land Council  
 Orange Local Aboriginal Land Council  
 Pejar Local Aboriginal Land Council  
 Pilliga Local Aboriginal Land Council  
 Purfleet/Taree Local Aboriginal Land Council  
 Quirindi Aboriginal Corporation  
 Red Chief Local Aboriginal Land Council  
 Riverina Foundation for Aboriginal Affairs Corporation  
 Sandhills Advancement Corporation  
 SEARMS - South Eastern Aboriginal Regional Management Service  
 Shared Vision Aboriginal Corporation  
 St Clair Aboriginal Corporation  
 Tabulam Aboriginal Corporation  
 Tamworth Local Aboriginal Land Council  
 Tharawal Local Aboriginal Land Council  
 Thungutti Local Aboriginal Land Council  
 Tibooburra Aboriginal Corporation  
 Tibooburra Local Aboriginal Land Council  
 Toomelah Local Aboriginal Land Council

Traditional Thunghutti Elders Aboriginal Corporation  
Tumut / Brungle Local Aboriginal Land Council  
Tweed Aboriginal Co-operative Society Ltd  
Tweed Byron Local Aboriginal Land Council  
Twofold Aboriginal Corporation  
Ulladulla Local Aboriginal Land Council  
Unkya Local Aboriginal Land Council  
Uralla Aniwan Aboriginal Corporation  
Waagul Aboriginal Corporation  
Waddi Housing and Advancement Corporation Ltd  
Wagga Advancement Aboriginal Corporation  
Wagga Wagga Local Aboriginal Land Council  
Wahgunyah (Housing) Aboriginal Corporation  
Walgett Local Aboriginal Land Council  
Walhallow Aboriginal Corporation  
Walhallow Local Aboriginal Land Council  
Wamba Wamba Local Aboriginal Land Council  
Wanaaring Local Aboriginal Land Council  
Wanaruah Local Aboriginal Land Council  
Wandiyai ATSI Incorporated  
Warren Macquarie Local Aboriginal Land Council  
Wee Waa Local Aboriginal Land Council  
Weilmoringle Local Aboriginal Land Council  
Weimija Aboriginal Corporation  
Wilcannia Local Aboriginal Land Council  
Woomera Aboriginal Corporation  
Worimi Local Aboriginal Land Council  
Yaegl Local Aboriginal Land Council  
Yarrawarra Aboriginal Corporation  
Young Local Aboriginal Land Council  
Yulawarri Nurai Indigenous Inc

**An Inactive registered provider is defined as a provider that has NOT returned their Annual Registration renewal and therefore has not met the minimum requirements for Registration.**

### **Inactive Organisations as of 30 June 2006**

Aboriginal Corporation Enterprise Services  
Aboriginal Dance Theatre Redfern  
Albury and District Local Aboriginal Land Council  
Allawah Aboriginal Corporation  
Amaroo Local Aboriginal Land Council  
Anya-Gunya Housing Aboriginal Corporation  
Araluen Aboriginal Corporation  
Bahtabah Local Aboriginal Land Council  
Balranald Local Aboriginal Land Council  
Bankstown Aboriginal Resource Centre  
Barrun-bari Aboriginal Corporation  
Belongil Aboriginal Association Inc  
Bermagui-Gaunju Aboriginal Housing Co-operative  
Blacktown Aboriginal Corporation  
Bonalbo Aboriginal Corporation  
Bundjalung Elders Council Aboriginal Corporation  
Christian Aboriginal and Torres Strait Islanders Corporation  
Cobar Aboriginal Advancement Association  
Coomaditchie United Aboriginal Corporation  
Coomella Aboriginal Housing Company Ltd  
Cowra Local Aboriginal Land Council  
Cudjallagong Aboriginal Corporation  
Eastern Zone Aboriginal Housing & Community Corporation  
Eden Local Aboriginal Land Council  
Gidabel Aboriginal Corporation, The  
Gnawn Then  
Goodagah Limited  
Goodooga Local Aboriginal Land Council  
Grafton Aboriginal Housing Association Inc

Greater Lithgow Aboriginal and Torres Strait Islander Housing Corporation  
 Gular Aboriginal Corporation  
 Gumbangerri New England Aboriginal Elders Tribal Regional Council  
 Hillston Aboriginal Corporation  
 Jarguan Aboriginal Corporation  
 Joshua Aboriginal Corporation Dandaloo District  
 Kamarah Aboriginal Corporation  
 Kari Aboriginal Services Incorporated  
 Kempsey Local Aboriginal Land Council  
 Kurranulla Aboriginal Corporation  
 Lightning Ridge Local Aboriginal Land Council  
 Macleay Aboriginal Housing Association Cooperative Limited  
 Malabugilmah Aboriginal Corporation  
 Miimi Mothers' Aboriginal Corporation  
 Mingaletta Aboriginal and Torres Strait Islander Corporation  
 Mingaletta Development Co-operative Ltd  
 MLAHMC - Mid Lachlan Aboriginal Housing Management Co-operative Ltd  
 Moama Local Aboriginal Land Council  
 Mooka Traditional Owners Council Incorporation  
 Moree Local Aboriginal Land Council  
 Moych Aboriginal Corporation "Swamp"  
 Mudgee Aboriginal Community Co-operative  
 Mudjarng Aboriginal Corporation  
 Mungindi Local Aboriginal Land Council  
 Murrawarri Local Aboriginal Land Council  
 Murri - Gejarr Aboriginal Corporation  
 Murrin Bridge Local Aboriginal Land Council  
 Mutawintji Local Aboriginal Land Council  
 Nanima Progress Association Aboriginal Corporation  
 Narrama Multi Services Aboriginal Corporation  
 National Aboriginal & Islander Skills Development Association  
 Ngamba Local Aboriginal Corporation  
 Ngarabal Aboriginal Corporation  
 Nhirrie-Ghin Gum-An-Yi Aboriginal Corporation

Nungar Aboriginal Corporation  
 Parkes Multi Purpose Aboriginal Corporation  
 Peak Hill Local Aboriginal Land Council  
 Piccadilla Aboriginal Corporation  
 Quambone Local Aboriginal Land Council  
 Shade & Shelter Aboriginal Corporation for Housing  
 Shoalhaven Aboriginal Corporation of Elders & Friends  
 Snowy Mountain Elders Aboriginal Corporation  
 Sydney Region Crisis Housing Centre Aboriginal Corporation  
 Tenterfield Aboriginal Corporation  
 The Ridji Didj Aboriginal Corporation  
 Thungutti Burrell Bullia Aboriginal Corporation  
 Thungutti Property Management and Development Aboriginal Corporation  
 Tru Colors Aboriginal Corporation  
 Ullamulla Pejar Aboriginal Corporation  
 Ungooroo Aboriginal Corporation  
 Waagul Aboriginal Corporation  
 Wagal Aboriginal Corporation  
 Wagonga Local Aboriginal Land Council  
 Wahroonga Aboriginal Corporation  
 Waminda South Coast Womens Health and Welfare Aboriginal Corporation  
 Wbrr Incorporation Association  
 We Do Care Aboriginal Corporation  
 Weilwan Local Aboriginal Land Council  
 Wellington Aboriginal Co-operative Society Ltd  
 Wellington Local Aboriginal Land Council  
 Wiradjuri Wellington Aboriginal Town Common Corporation  
 Wyanga Aboriginal Community Aged Care Program  
 Yamboora Aboriginal Corporation  
 Ydire Indigenous Incorporated



## Acronyms

AA	Aboriginal Association
AC	Aboriginal Corporation
ACDP	Aboriginal Communities Development Program
ACHP	Aboriginal Community Housing Providers
AHC	Aboriginal Housing Corporation
AHO	Aboriginal Housing Office
ARHP	Aboriginal Rental Housing Program
BBF	Building a Better Future
CCSU	Central Corporate Services Unit
CDEP	Community Development Employment Program
CHIP	Community Housing and Infrastructure Program
CSHA	Commonwealth/State Housing Agreement
DAA	NSW Department of Aboriginal Affairs
DoH	NSW Department of Housing
FaCSIA	Commonwealth Department of Families, Community Services and Indigenous Affairs
FHBH	Fixing Housing for Better Health
HIHI	Healthy indigenous Housing Initiative
HC	Housing Corporation
LALC	Local Aboriginal Land Council
NAHS	National Aboriginal Health Strategy
NSWALC	NSW Aboriginal Land Council
RAHC	Regional Aboriginal Housing Committee
RALC	Regional Aboriginal Land Council
RaMCAP	Repairs and Maintenance Community Assets Program
SCIH	Standing Committee on Indigenous Housing
SEARMS	South Eastern Aboriginal Regional Management Service
SOMIH	State Owned and Managed Indigenous Housing

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