

## Questions on Notice

**Ms BARNES:** I think the other component for me would be a lot more collaborative work with other housing departments. I have been looking into the strategy around housing older people and the one thing that popped out for me was an initiative in Queensland with Brisbane Housing Company where they were provided a large lot by Housing Queensland where they were able to build over 100 one-bedroom dwellings for over-55s people. What they did in conjunction with Housing Queensland was they worked out from where the lot was within that radius how many people were residing in Housing Queensland properties under-occupying those dwellings, and they approached those people initially to try and bring them into these brand new units. They were able to choose colours and fittings and those types of things—they made it very personal for them. But it then freed up the accommodation that Housing Queensland had that they could then offer to larger families. So those types of initiatives work, I believe, and it is a lot more work around collaborative work together with other agencies and other support partners that have got a lot to offer.

**The Hon. PETER PRIMROSE:** Could you, on notice, forward us some details?

**Refer to attached Bothwell Street Project information from Brisbane Housing Company.**

**The Hon. RICK COLLESS:** Just following on from the issue of tenure of the lease and title and so on, those 3,245 properties you mention in your submission that you have management of, how many of those does Compass actually own?

**Mr JOHNSON:** I am not sure of the exact number. I might have to take that on notice. I think it is something like 600.

**The Hon. RICK COLLESS:** So the rest of them have been vested in you by the housing authority?

**Mr JOHNSON:** We had 571 vested by the New South Wales Government, we have a number—approaching 100, I think—that we have built and purchased with money that we have won on tender and we manage about 2,800 on behalf of the Department of Housing. But if I could put that on notice and come back with the exact numbers for you?

Of the 3245 properties under Compass Housing Services management Compass Housing Services owns 784, a further 165 were purchased with Capital Funding assistance from the Centre for Affordable Housing under the Social Housing Growth Fund & the National Rental Affordability Scheme, while 567 were transferred as vested title from Housing NSW. 51 new properties were delivered through leveraging off the vested title properties and 1 property redeveloped as part of leveraging activities. The balance of the properties under management consist of 11 under a Fee For Service (FFS) arrangement with Community and Private Market Housing (CAPMH), 146 under a FFS arrangement with the Aboriginal Housing Office (AHO), 1885 were Housing NSW capital properties managed under a head lease arrangement and 419 were private leaseholds subsidized under the Housing NSW Community Housing Leashold Program.

**Refer to “About Us” brochure for further information**

**The Hon. RICK COLLESS:** What is the current tenure of lease that you have on those?

**Mr JOHNSON:** They are granted to us and the title is vested so they stay with us until the State wants them back, I believe.

**The Hon. RICK COLLESS:** It is more or less like an annual lease and hand back on demand sort of thing?

**Mr JOHNSON:** I do not think it is annual in the paperwork, which was extensive, but we will get that on notice too.

Compass Housing Services currently has these properties on a 3 year lease and these are due to expire this year – 2014.

**The Hon. RICK COLLESS:** How many properties are there in Wilcannia that you hold?

**Ms BARNES:** I honestly cannot tell you. I can get you that number.

**The Hon. RICK COLLESS:** A small number?

**Ms BARNES:** It is a very small number but I can get you those figures.

In Wilcannia Compass Housing has:

- 21 General Housing
- 1 Safe Housing administration building (no tenancy)
- 2 transitional units
- 2 exit houses.

**The Hon. RICK COLLESS:** Do you have any idea what the average age of the stock you are managing is?

**Mr JOHNSON:** No, we can get that for you, we can take it on notice.

The average age of our current stock held is **32.94** years (this figures excludes our leasehold properties that we lease from private owners or real estates and Fee for Service properties that we manage on behalf of an owner or developer)

**CHAIR:** Could you go through your submission on page 40 where you say, "better use of State expenditure", and walk us through the bonds and billions of dollars and how you see that working? I am sure Mr Pearce will be very interested in the break down.

**Mr JOHNSON:** It was more put together by the chief executive officer. I signed it.

**Ms BARNES:** We will blame him.

**The Hon. GREG PEARCE:** You have to be careful of that. Just do not sign a thank you note.

**Mr JOHNSON:** I do not drink. I read that when it was endorsed by the board. I do not have the financial information behind it. We would have to take that on notice.

Based on page 40 of the submission Compass Housing Services believes that the money allocated for the leasehold program could be better utilised. Currently we pay \$64.7mill to leasehold owners and/or real estate agents. Compass Housing believes that if we could transition from the leasehold program over a period of time to the bond loan scheme (possibly reducing the leaseholds by 10% per annum) by approaching investors or super funds to borrow \$ X for Compass Housing to purchase or build properties and return to the investor at 4.51% per annum on their investment. In the long run, Compass Housing would have ownership of these properties and therefore increase their yield in the market to enable them to house more people without that money currently being paid to leasehold owners. This is similar to the NBESP scheme where a yield of \$1.2billion allowed for 6000 new dwellings to be acquired and provided to Community Housing providers.



**Ms BARNES:** We are about to launch a social enterprise agreement where we are going to employ our own tenants to go around to some of our dwellings and do some minor things like changing washers on taps, light globes for elderly people that we do not want climbing on chairs and things like that. We are not going to be paying them in cash but providing them with Bunnings vouchers, vouchers for Coles and Woolworths as well as repaying them for any cost involved in fixing the properties.

**Ms JAN BARHAM:** When is that starting?

**Ms BARNES:** Probably within the next three months.

**Mr JOHNSON:** It is called Handy Manny, from the television show. The name did not come from the board.

**Ms JAN BARHAM:** I do not know the television show.

**Ms BARNES:** It is a little kid's television show where a Spanish little gentleman goes around and fixes stuff.

**Ms JAN BARHAM:** Do you have something that you have prepared?

**Ms BARNES:** There is certainly a paper we can provide.

**Ms JAN BARHAM:** I am interested in that model of engagement.

**Refer to attached – Handyperson Social Enterprise Project (Compass Housing Services)**

**JAN BARHAM:** Just quickly, do you do art projects like that as well?

**Ms BARNES:** We actually have our own art space in Newcastle. We actually host art exhibitions there for some of our tenants who express an interest in art. We send out invitations to the general community to come along and view that artwork, and even purchase pieces if they wish.

**Ms JAN BARHAM:** I would like to invite you to provide some more information about that on notice.

**Refer to attached – Compass Community Art Space – Fact Sheet**

# Bothwell Street Project

Mt Gravatt East



Is your home too big for you?

Is it expensive to maintain?

Would you like to move to a smaller property but worry about where to go?

We may be able to help!



*Artist impression of the Bothwell Street Project*



# Bothwell Street Project Mt Gravatt East

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An opportunity is available to existing Department of Housing & Public Works tenants to complete an Expression of Interest to identify your interest in the Bothwell St, Mt Gravatt East project or to find out more information.

This project will provide:

- 57 x 1 Bedroom purpose built accommodation for seniors
- Rent at the same amount as you are currently paying (25% of income + CRA)
- Freedom and independent living with community/leisure space
- Barbeque and landscaped grounds with communal facilities
- Two lifts providing access to apartments
- Undercover parking and building access
- Secure and safe living environment
- New and innovative design features

Community:

- Opportunities for new friendships, creating a new community
- Day community area to have friends and family to visit, nestled safely within the Bothwell St complex.
- Low maintenance requirements for residents
- Freedom and independence

BHC is a not-for-profit organisation, providing quality and affordable housing for Queenslanders.

Bothwell Street is an initiative partnering with the Queensland Government, Department of Housing and Public Works.








BHC Tenant Norma

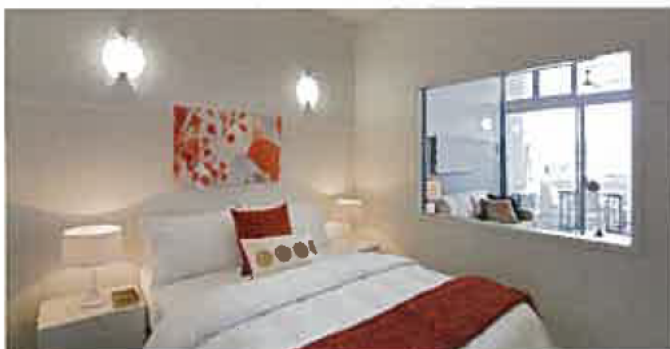


Artist impression of the Bothwell Street Project



Located close to:

-  Central Fair Shopping Centre, Mt Gravatt Plaza Shopping Centre and local shops
-  Mt Gravatt 7 Day Medical Centre and QE II Jubilee Hospital
-  Bus Stops
-  Mt Gravatt Library
-  Mt Gravatt East Aquatic Centre (not shown on map)
- Upper Mt Gravatt District Community Centre (not shown on map)



BHC Syrah Apartments for Seniors. \*Furniture for display only



BHC Syrah Apartments for Seniors. \*Furniture for display only



# Contact Us

BHC Creating Liveable Communities

Phone: 07 3307 3000 mention 'Bothwell Street'

Email: [bothwell@bhcl.com.au](mailto:bothwell@bhcl.com.au)

Website: [www.bhcl.com.au](http://www.bhcl.com.au)





Wednesday, 25 June 2014

Lvl 2, 35 Astor Terrace  
Spring Hill QLD 4000

<<first name>><<last name>>  
<<address one>>  
<<address two>>

Dear <<first name>>,

BHC is partnering with the Department of Housing and Public Works by constructing and managing a new development in Bothwell Street, Mt Gravatt. The development will be designed for easy living and purpose-built to meet the current and future needs of seniors.

### **BHC Creating Liveable Communities**

BHC is an independent, not-for-profit organisation that provides affordable rental accommodation. Since July 2002, we have developed close to 1,500 apartments in prime Brisbane locations. We pride ourselves on the quality and liveability of our developments. For more information, please visit our website [www.bhcl.com.au](http://www.bhcl.com.au).

### **Why Bothwell Focus Project might be of interest to you**

We aim to build a complex that is designed specifically for seniors, and provides easy, independent living. Your lifestyle will influence the way the project is designed.

To do this we would like to know what is important to you about your current home, what you would prefer in your new home, and what you value about the community you may live in. We would value your input by completing and returning the attached survey, as well as participating in focus groups, information sessions and site tours over the coming months.

### **No obligation, no pressure; just information and support**

We recognise that considering moving home can be difficult decision. We want to ensure that you have all the information you need to make a decision. If you elect to transfer to Bothwell Street, Mount Gravatt East, our housing management team will personally consult with you to assist you with a smooth transition. We are happy to include your trusted family members or support networks in providing information.



Please be assured that responding to our survey or attending our information sessions and tours will not mean that you have to move to Bothwell Street. These are just opportunities for you to get to know BHC and for us to understand what you would value in a new home.

**Rent and lease arrangements if you do move to the Bothwell Street development.**

A tenancy agreement with BHC for the Bothwell Street Project will be similar to your existing agreement with the Department of Housing and Public Works. BHC focuses on sustaining tenancies and providing long term housing. Your rent for living at the Bothwell Street project will be on a similar basis to that which you are paying now, that is, 25% of income plus Commonwealth Rent Assistance.

Please find enclosed a short survey. We would appreciate you taking a few moments to complete the survey and return it to us in the reply-paid envelope alternatively you can email it to [bothwell@bhcl.com.au](mailto:bothwell@bhcl.com.au) . If you would prefer to complete this survey by phone please call the Bothwell Team on (07) 3307 3000. We will then endeavour to keep you up to date with news and progress.

**Drop-in Information Session:**

**Friday, 9 May 2014**

**3.30pm-4.45pm**

**Garden City Library**

OR

**Monday, 12 May 2013**

**3.00pm- 4.15pm**

**Garden City Library**



Lvl 2, 35 Astor Terrace  
Spring Hill QLD 4000

BHC staff will be conducting two drop-in information sessions, the first on Friday, 9 May 2014 from 3.30pm and 4.45pm and the second Monday, 12 May 2014 from 3.00pm-4.45pm. Both will be held at the meeting room of Garden City Library, Garden City Shopping Centre, Cnr Logan & Kessels Rd, Upper Mt Gravatt Q 4122. We warmly invite you to join us for refreshments, meet some of our staff, see photos of our existing buildings and view plans for the Bothwell Street project. We would be happy to discuss any questions you may have. If you are unable to make this drop-in session, there will be a further opportunities in the future. However, please ensure you return the survey, email us or phone so we can keep you informed.

Please do not hesitate to contact us on (07) 3307 3000 if you have questions relating to the Bothwell Street project or BHC.

Yours sincerely

**BHC Creating Liveable Communities**

Operations Team





June 2014 Edition

# FAQs

## Bothwell Street, Mt Gravatt East

BHC is partnering with the Department of Housing and Public Works by constructing and managing a new development in Bothwell Street, Mt Gravatt East. The development will be designed for easy living and purpose-built to meet the current and future needs of seniors. The complex is aimed specifically at existing Department of Housing tenants to provide an option to move from three or four bedroom houses into purpose built, one bedroom apartments.

### **What will the Bothwell Street residences look like?**

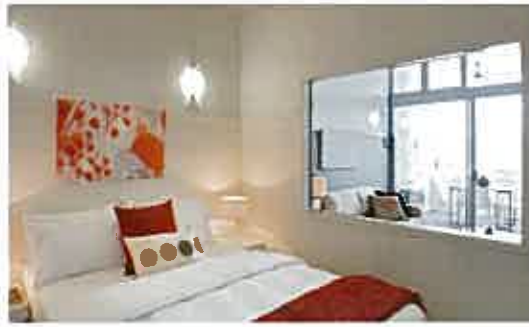
Bothwell Street residences will comprise of two multi-level buildings overseeing a central landscaped courtyard. All 57 one bedroom apartments are designed to face North East meaning they capture summer breezes as well as having minimal exposure to the western sun.

The complex will feature a large communal lawn and landscaped garden including a covered BBQ area for tenants to enjoy. A communal laundry and a community room is also available for tenants to socialise and entertain family and friends.

Both buildings will be serviced by a lift. There will be walkway between the two buildings which will enable strong connectivity between the tenants of the buildings, and may also be useful if one of the lifts requires maintenance. The lifts are designed large enough to fit wheelchairs and mobility scooters as well as two doors to make entering and exiting easier in most circumstances.

Four mobility scooter charging bays will be provided for tenants to use free of charge.





## FAQs

Bothwell Street,  
Mt Gravatt East



### What are the features of the Bothwell Street Apartments?

All 57 one bedroom apartments have been designed to include key living features that make them easier and safer to use for all occupants including people with disability, ageing Australians, and people with temporary injuries.

Each apartment will have one bedroom, one bathroom as well as an open plan kitchen and living room and a balcony. Most of the apartments will be internally 41 to 50 square metres. Each apartment will have a balcony varying in size from 8 to 14 square metres. The apartment, including doors and corridors, will provide enough space for a wheelchair and similar sized mobility scooter.

The bedroom will be large enough to fit a queen sized bed and include built-in wardrobes either in or adjacent to the bedroom. Ceiling fans will be provided throughout the apartment, including the bedroom. No air-conditioning will be provided.

The kitchen will include a 4 burner electric stove and oven. Each apartment will include space for laundry facilities and storage space for linen etc.

### What about building security and management?

BHC will have a management presence at the building, including office hours for a visiting Housing Manager and maintenance. The BHC Office at Spring Hill is open during normal business hours and after-hours contact details will be provided for emergencies.

BHC will be responsible for the maintenance of all common areas, including the gardens, community room, walkways and lifts. BHC, however, expect tenants to be respectful of the property and their neighbours when using communal facilities.

The buildings will be secured with swipe card access (to your floor) and individual keys for each apartment. Intercoms will be provided inside each apartment to enable identification of and access to visitors.





## FAQs

Bothwell Street,  
Mt Gravatt East



### **Will there be any tenant social groups or tenant committees at Bothwell Street?**

We hope so. This will be largely driven by the interest of the people living at Bothwell Street. However, BHC will be happy to facilitate any community driven activities. In the early stages, tenants may wish to agree on certain expectations of living at Bothwell; for example a code of conduct that tenants develop and agree. There will be opportunities for tenants to have input into how the complex is run, for instance, how the community room might be reserved.

We hope Bothwell Street will be a vibrant community where residents can find the balance of enjoying the privacy of their own home with developing friendships and connections with others.

### **What is the policy regarding pets?**

We understand pets are important to some residents, however, we also recognise the difficulty of pets living in complexes like Bothwell Street. We are interested in your views in relation to pets, so please let us know.

If BHC decides to allow pets, we do have a Pet Policy that provides for an application/approval process. Only one pet will be approved per apartment. Pets are required to be restricted to inside the owner's apartment and when in communal areas must be on a lead at all times. Furthermore, pets must be carried into the lifts. Dogs must weigh less than 10kg, have full council registration and must be desexed. BHC has very high expectations on owners to be responsible and mindful of noise from their pet (i.e. barking).

### **What is the difference between renting through the Department of Housing and BHC?**

For tenants at Bothwell Street, there will be very little difference. Both BHC and the Department of Housing abide by the rules set through the Residential Tenancies and Rooming Accommodation Act 2008.

Bothwell Street tenants will pay 25% of income plus the equivalent of Commonwealth Rent Assistance (CRA). Department of Housing tenants are not eligible to collect CRA, whereas tenants in community housing, such as BHC, are generally eligible to receive CRA. Bothwell Street tenants will be required to pay a bond which is the equivalent of four weeks rent and held by the Residential Tenancies Authority.

BHC is a not-for-profit community housing provider. We have been developing and managing affordable housing for around ten years now and currently manage approximately 1,500 apartments.





## FAQs

Bothwell Street,  
Mt Gravatt East



### **Will the Department of Housing be able to assist with relocation costs?**

In some instances, the Department of Housing and Public Works may assist with relocation costs for tenants vacating under-occupied property. For further information, please contact your local Housing Service Centre.

### **Will on-site parking be available? If so, how many will be available?**

The Bothwell Street complex includes 53 car spaces. We believe this will be sufficient car spaces for tenants who drive, as well as ensuring we have spaces set aside for visitors, contractors and allocated disabled car parks.

### **Will I be able to view and request a particular unit before I move in?**

It is possible to request a particular unit, however we are unable to guarantee that you will receive your preferred unit. We will, however, listen to all requests and try to accommodate these where possible.

We anticipate potential tenants will have the opportunity to view paper floor plans prior to completion of construction and we aim to allocate units on this basis.

As construction nears completion, we hope to work with the construction company to allow viewings of selected units so potential tenants can view sample units (similar to viewing a display unit). People allocated a unit will have the opportunity to view the actual unit at the time of the lease sign up.

**An important note:** Please be aware that it is not possible to visit the construction site without a scheduled visit that has been approved by the BHC Tenancy and Development Teams and when accompanied by a BHC staff member.

Until the building has been officially handed over to BHC, the construction company has extremely strict rules applying to site visits. Site visits that do not meet these rules will not be tolerated by the construction company or BHC. Of course, you are very welcome to drive past or walk past the site and view the progress.

# FAQs

Bothwell Street, Mt Gravatt East

## Will the Bothwell building be safe in the event of a fire? What safety measures will be in place?

We take a very proactive approach to fire safety. The Bothwell Street development will include fire safety features such as Smoke/Heat detectors linked to a central fire panel. Additionally, we are very conscious of building design requirements for building materials, emergency evacuation routes and assembly areas.

BHC conducts annual evacuation drills which are supervised by external Fire Safety specialist contractors. At the time you view the property and sign up for a tenancy with BHC, our Housing Managers explain the evacuation process, evacuation route and highlight the assembly area.

We also put in place Personal Emergency Evacuation Plans (PEEP) for Tenants who may have difficulty evacuating in the event of a fire or other emergency (eg those who are in wheelchairs, are hearing or sight impaired or are unable to climb stairs).

BHC staff participate in annual fire safety courses to make sure they are equipped to prepare for emergencies.

## Would like to learn more?

We understand that you may have some questions regarding the Bothwell Street property and being a BHC tenant. If you do have any queries that are not addressed on this sheet, please feel free to contact us.

BHC Creating Liveable Communities  
Phone: 07 3307 3000 mention 'Bothwell Street'  
Email: [bothwell@bhcl.com.au](mailto:bothwell@bhcl.com.au)  
Website: [www.bhcl.com.au](http://www.bhcl.com.au)

BHC Syrah Apartments for Seniors.  
\*Furniture for display only



# Business Proposal for Handyperson Social Enterprise



Proposal prepared by Debra Allan, Executive Manager, Community Sustainability & Social Enterprises

Created November 2013

**grow**  
A Compass Total Sustainability Initiative



### ***Document history***

Paper copies are valid only on the day they are printed. Contact the author if you are in any doubt about the accuracy of this document

### ***Document History***

<b>Revision Number</b>	<b>Revision Date</b>	<b>Summary of Changes</b>	<b>Author</b>
<b>One – first draft</b>	16 November 2013	Nil	Debra Allan
<b>Two – addendum added</b>	13 November 2013	As per addendum	Debra Allan

### ***Reference Documents***

The following documents provide information significant to this proposal:

<b>Document Name</b>	<b>Version</b>	<b>Author</b>
<b>Grow Program</b>	1	Greg Budworth
<b>SROI Impact Mapping</b>	1	Deb Allan & Julie Barnett
<b>Volunteer Induction Program (inc WHS)</b>	1	Debbie Bradfield
<b>Contractor Induction Training</b>	1	Michelle Janout

### ***Distribution List***

The document is to be distributed to:

<b>Name</b>	<b>Position</b>	<b>Company</b>	<b>Action</b>
<b>All Executives</b>	Executive Team	CHS	Review & Recommendation for approval by CEO for implementation & launch of Stage 1 Pilot program & support for Stages 2 &3

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## DEFINITIONS

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Below is a list of definitions to be used to assist in reading this document:

Executive	The Executive Management team of Compass Housing Services Co Ltd
HPSE	Handy Person Social Enterprise
HPSELT	Handy Person Social Enterprise Leadership Team
NBESP	Nation Building Economic Stimulus Package
NRAS	National Rent Affordability Scheme
CHS	Compass Housing Services Co Ltd
Greentree	CHS' integrated IT system
Sharepoint	CHS' intranet currently under construction and to be launched early 2014
RM	Responsive Maintenance
GROW	CHS' sustainability program
SEW	Social Enterprise Workgroup
RTO	Registered Training Organisation
CAPMHD	Community and Private Market Housing Directorate

### **Acknowledgements:**

I would like to acknowledge the input of the HPSELT into the development of this business proposal. A big thank you to Paul Douglas, CFO for assisting with the financial analysis, creating such with very little historical empirical data to rely on. To Marc Manion of Fair Repairs – proof it can be done!

To the tenant volunteers that have put their hand up to be a part of Stage 1 of this social enterprise. And to all those who are enthusiastic about making HPSE come to life and be part of a new era for CHS in its social enterprise pursuits.

Thank you to all.



## EXECUTIVE SUMMARY

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CHS is at the forefront of leading initiatives for change in the community housing sector and adapting to the changing expectations of government and the private sector.

CHS is well placed in the market and sufficiently resourced to innovate and lead the way in establishing and operating social enterprise within the community housing sector. CHS' strategic plan supports the development of social enterprise opportunities, innovations and efficiencies.

CHS is able to grow sustainable businesses which are complimentary to its core business of providing affordable housing. CHS can use its positioning, both financial and geographical to actively recruit long term unemployed and those who otherwise would be excluded from the workforce. The goal is to establish and build businesses that engage with the tenants and the wider community, provide value for money and create positive social change.

Insurance, lack of employability of tenants, lack of resources, competition to secure contracts are all challenges to be considered by all new businesses; these should not however be seen as barriers to entry. These are just contingencies that need to be considered in the development phase.

The Handy Person Social Enterprise is to be developed in 3 stages. This allows for the rolling out of various levels of the social enterprise – from volunteers, to employment creation, social procurement and micro-businesses – at appropriate stages. It also allows flexibility in the development of the social enterprise which can re-align if required to suit new public policy or market demands.

It is expected that the HPSE will result in:

- Financial benefits for the tenants
- Financial benefits for the organization – costs savings & income generation
- diversity of income generation and the means to create new areas of business and capacity building for tenants.
- Tenant satisfaction
- Social, health and wellbeing benefits for the tenants
- Social inclusion & capacity building
- Greater social procurement opportunities
- Positive social impact

## HANDY PERSON SOCIAL ENTERPRISE

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This proposal recommends the commencement of a Handy Person Social Enterprise and the following information provides an outline of the structure, resources and responsibility requirements.

The HPSE has been developed as a 3 stage project. It is not necessary for each stage to be fully operational before the next commences however, without Stage 2 being underway, Stage 3 will prove difficult. The commencement of stages will be dependent on the availability of resources, both financial and human resources. Stage 1 however will be the Pilot which will be the testing ground for some of the assumptions made within this proposal.

### STAGE 1 – PILOT

**CONCEPT:** Volunteers undertaking restricted simple RM at reduced costs to tenants. Volunteers incentivised.

**AIM:** Engagement + skill + social inclusion + cost neutral/savings to organisation + cost saving to tenants on RM.

**EXPECTED RESULTS:** Limited desire by participants to move into fulltime paid employment; continuation of volunteer role and broadening of scope of RM over time; mentoring of others seeking training opportunities. No expected revenue generation.

### STAGE 2 – PARRALLEL SOCIAL BUSINESS

**CONCEPT:** Lawn care & Cleaning. Compete within the market. Service internally and externally. Staff = tenants and other eligible unemployed.

**AIM:** Internally - service provider to undertake Compass' work in lieu of current contractors. RM costs savings. Externally - Opportunity for revenue stream via social procurement tenders and fee for service contracts.

**EXPECTED RESULTS:** Paid staff; teams servicing CHS' operational areas; training with skill development for future employment; significant RM cost savings; Revenue generation expected (via social procurement tendering contracts and fee for service).

### STAGE 3 – FRANCHISE AND/OR MICRO BUSINESSES

**CONCEPT:** Develop Franchise Model – owned by each of the CHS branches with further franchise opportunity available for individual tenants. Franchise fee payable = admin support & promotional material

**AIM:** Offer multi-entry points for tenants; model up so franchise can work in remote areas and be adapted. Break down barriers to entry for individuals. Supported business development.

**EXPECTED RESULTS:** Services all areas of CHS' operations (current & future); opportunity for income stream for CHS branches; income generation for motivated individuals with business orientation.

This proposal focuses on Stage 1 Pilot however commentary generally also applies to Stages 2 & 3. Before proceeding to Stages 2 & 3, it is recommended this proposal is revisited and adjusted to take account of any change in the presumptions at the time this proposal was drafted. Updated financial modelling will be necessary for Stages 2 & 3.

STAGE 1  
Volunteer  
Centric

STAGE 2  
Supervised  
teams

STAGE 3  
Self  
Directed



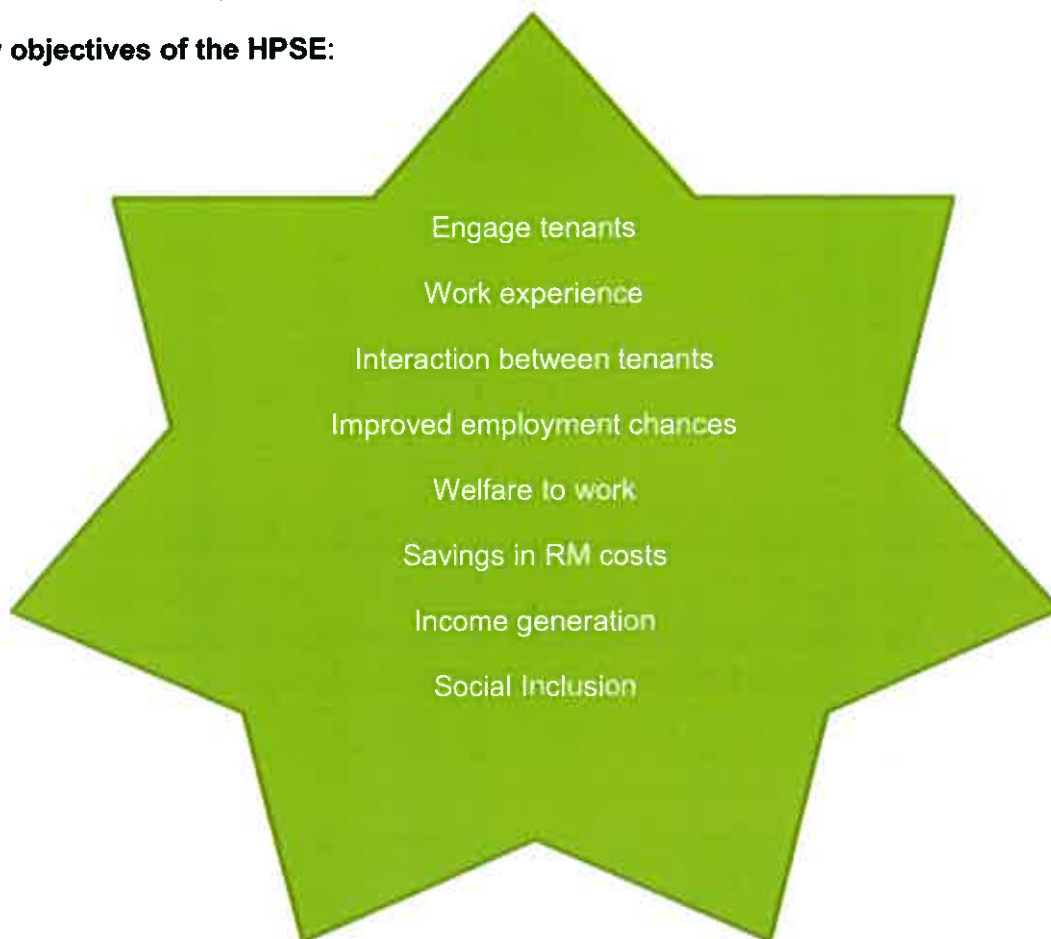
## KEY OBJECTIVES

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In most other areas of its operations, CHS is promoting the amalgamation of services to allow for efficiencies in employee resources and streamlining and providing quality control measures ie Customer Contact Centre.

It is acknowledged that the HPSE is counter to this concept ie it proposes smaller, localised, teams and individuals providing a service (with varying levels of skill & quality). However, the use of a social enterprise model fits with CHS' mantra of being more than a housing service that solely concentrates on the bottom line. This social enterprise model will allow the delivery of a quality and affordable service whilst promoting skill development, social inclusion and capacity building within our social housing community sector.

### Key objectives of the HPSE:



Under this proposal, CHS is promoting the dissection of an existing amalgamated tendered RM service and the roll out of a consumer choice model. The promotion of consumer choice models, delivery of services by social enterprises developed intra-organisationally and capacity building are normative practices in the housing sector in the UK however, to date there has been limited uptake within the sector in Australia.<sup>1</sup> Social enterprises tend to operate outside the community housing sector via contract for services.<sup>2</sup> Community housing organisations generally engage with contractors via contract for service delivery ie catering, contract for services for lawn maintenance.

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<sup>1</sup> St George Housing in their Bonnyrigg Operation has introduced "Green Wings" as a consortium partner

<sup>2</sup> Examples of contracted social enterprises are JobQuest and Fair Repairs

The HPSE is a practical solution for the delivery of RM to our properties (it is expected a substantial number of properties will be serviced by this business by Stage 3). In Stage 1 it is envisaged that this service will be limited in the type of work able to be conducted and will be only available for work that is “tenant recoverable costs”. The amount of work able to be undertaken in Stage 1 is dependent on the number of volunteer participants and the areas in which they service.

Stage 2 allows for the extension of the scope of works for handy person services and will cover RM that is both tenant recoverable costs and CHS costs. It is intended that Stage 2 predominantly provides services in the lawn care and cleaning areas. It is envisaged that Stage 2 will mirror those social enterprises currently operating in the market, offering lawn care & cleaning services. This business service will be internally contracted to undertake all of CHS' work and be available for engagement by individuals wanting lawn care services and larger commercial contracts.

Stage 3 will see the growth of operations using a franchise model. This can operate alongside Stage 2. The franchise model allows for the growth of localised businesses, to operate and deliver service to CHS tenants and the wider community and can be scaled to a size suitable to the area ie in Wilcannia, there is probably only sufficient work to sustain one franchisee.

As the HPSE develops and evolves over the 3 Stages, it is anticipated that CHS will also see an improvement in the community's awareness of the value of social enterprise and in being involved in CHS' general business operations ie the provision of social and affordable housing. The HPSE will also have a range of training and development activities which will endeavour to build skills, knowledge and capabilities of tenants (and other community members) who are themselves developing new in-demand industry and workplace skills that they may not already possess. Developing human talent and social inclusion in addition to the expected financial savings will create a sustainable business model.

HPSE encompasses a variety of intertwined activities which together work synergistically. These include:

a) **Responsive Maintenance:** this is all maintenance to properties which is not Planned Maintenance<sup>3</sup>. Responsive Maintenance includes maintenance which is both fair wear and tear and the responsibility of CHS plus maintenance required due to tenant damage; the cost of which is “tenant recoverable cost”.

b) **Training and employment:** ‘capability building’ tenants aged from 18 to 70+, males and females including persons who are ‘work for the dole’, persons who are completing community service orders and volunteers. It is envisaged in Stage 1, we will cap the number of volunteers to 10 -12. EOIs to date indicate the tenants interested are wishing to participate on a “give back” basis, rather than seeking skills for employment.

However, Stage 2 allows for the development of further skills. These will be paid positions. To assist with salary costs, CHS has a variety of programmes it can incorporate into the business plan: ‘work for the dole’ sponsored programmes (as distinct from ‘host’ programmes) would generate about \$800 for each person who is sponsored by HPSE.

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<sup>3</sup> See CHS' Asset Policy

Ideally there could be on average 10 persons per team who would be on a sponsored programme , each generating a proposed benefit of \$8,000 per annum.

**c) Promotion & competition** – this includes promotion of the Compass brand; promotion of the individual’s feeling of well-being and sense of purpose/contribution; promotion of the contribution of social housing tenants to the workforce and their local community. In Stage 2, social procurement opportunities commence. Stage 2 allows CHS to step into competition with other social enterprise and “for profits”.

**The focus of the HPSE Stage 1 would be the following:**

- To assist** tenants to re-engage in their community and with their skill base in a supported environment.
- To render** help and assistance to those tenants unable to perform simple tasks around their property.
- To seek out** and identify social needs in the community; create new business opportunities and community development programs.
- To encourage** an increased involvement of people and organisations in the area; aiming to provide solutions to problems affecting the community and to attempt to work in conjunction with our community and other businesses.



## WHERE DOES HPSE FIT WITHIN COMPASS' ORGANISATIONAL PRINCIPLES BASED APPROACH

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CHS' Strategic Plan and Community Development Policy & Procedure support the development of social enterprise. CHS recognises that as a sector leader and innovator, it has the capacity to support and develop social enterprises within its operations to benefit both tenants and the wider community.

Internally, social enterprise development fits with the conceptual paper "People, Place & Performance (PPP)" written and presented by our CEO, Greg Budworth in July 2012 and adopted by the CHS Board in the same month.

CHS' strategic direction underpins the organisation's vision through the principles of 'People', 'Place', 'Performance'

### **'PEOPLE'**

1. People and their improved lives are central to the business of Compass;
2. People need to fulfill higher order needs apart from basic to pursue happiness;
3. People include those present and those to come;
4. This pursuit benefits the person, company and community.

### **'PLACE'**

1. People tend to desire and need to be connected to their place (home, neighbourhood and community);
2. Dwelling and neighbourhood design and provision of facilities can underpin a positive sense of place and positive community connectedness;
3. Social inclusion has personal, community and economic benefits & is improved by more positive connection to place.

### **'PERFORMANCE'**

1. A housing asset should be managed so that it is of acceptable standard;
2. That the life of the dwelling can be extended by diligent property management;
3. The rental return on a property should be maximised by diligent tenancy management practices; and
4. Housing assets should be strategically optimised to meet housing demand and with sound economic management.



## THE HANDYPERSON SOCIAL ENTERPRISE LEADERSHIP TEAM

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It is recommended that a Social Enterprise Workgroup (SEW) be established as a multi-departmental, semi-autonomous workgroup to report on recommendations for all social enterprises. Its focus for the next quarter will be on Stage 1 of the HPSE. Leading the discussions will be the Handy Person Social Enterprise Leadership Team.

HPSELT comprises a small group of representatives:

Name	Position
Debra Allan (Chair)	Executive Manager Community Development & Social Enterprises
Michelle Janout	Executive Manager Strategic Assets & Development
Melissa Driver	EA to Debra Allan
Lynda Walsh	EA to Michelle Janout

The HPSELT has called for expressions of interest from other staff members to join the workgroup. This group operates from within the SEW which is tasked to review current organisational functions, structure and supports and proposing recommendations and changes that support the development and delivery of social enterprises.

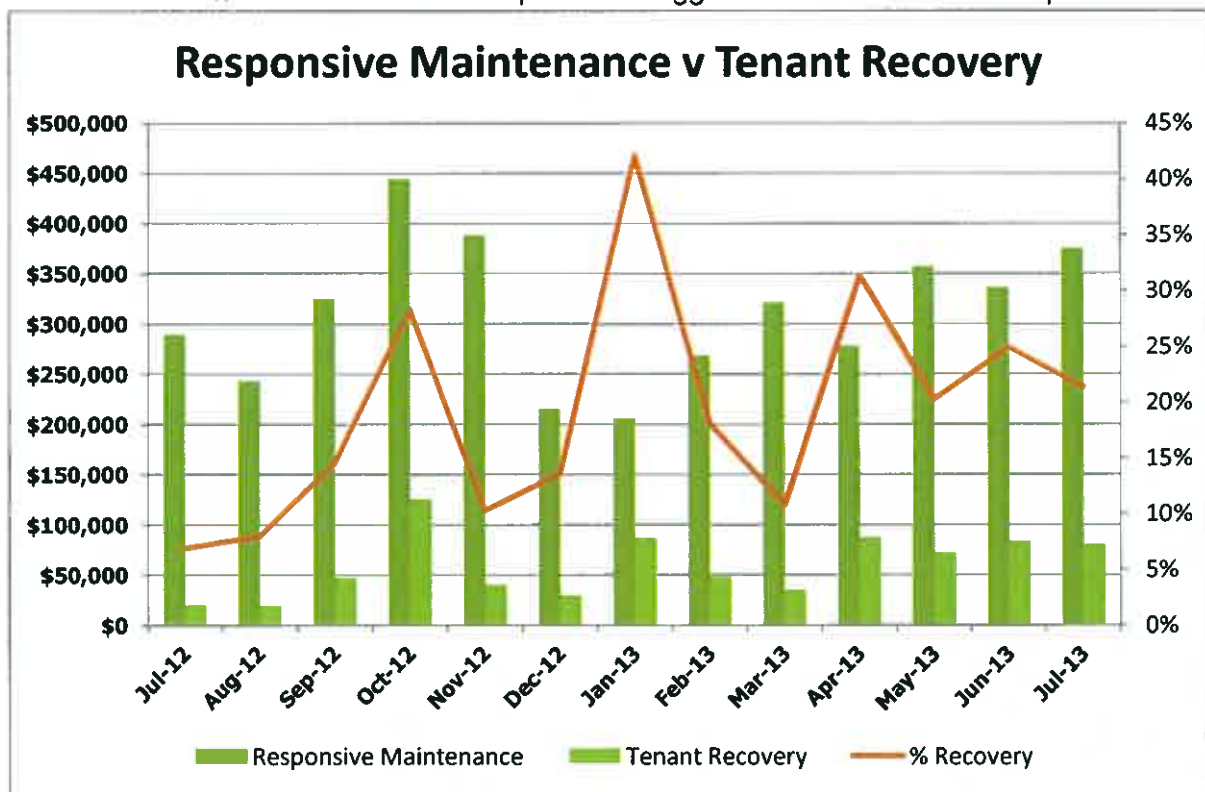
Draft Terms of Reference (*refer Appendix 1*) provide the scope for the SEW. For the HPSE, the HPSELT and the Project Manager will be responsible for overall supervision and facilitation of workgroup activities, assigning project team responsibilities and reporting to the SEW on behalf of the group's activities. The team operates collaboratively with each team member responsible for taking the lead role in research and development of a number on initiatives identified by the group that support the principles of 'People', 'Place', 'Performance' and the concepts of social enterprise.

## ANALYSIS OF RESPONSIVE MAINTENANCE NEEDS and IMPACT BY INTRODUCTION OF HPSE

Responsive Maintenance is defined in CHS' Asset Management Policy.

Table 1 below charts the \$ spend on RM for FY 2012/13 and overlays the tenant recovery position. The \$ spend is substantial. RM is well over budget of \$700 per property per annum. Not all RM is tenant recoverable. Table 1 includes the \$ spend on lawn care & cleaning which is a CHS cost (Table 2 carves out the \$ spend for lawn care & cleaning only for the last four months).

CHS' current empirical data is not sufficiently categorised to allow the drilling down to see what % of RM is for those simple handy person such as changing light bulbs however anecdotal evidence from the Assets Department suggests it is a substantial component.



As CHS continues to operate in a rapidly changing environment it needs to continually reshape and review the service delivery model across all aspects of the business to ensure it remains capable of delivering superior customer services and having clarity on how it deploys resources, reduce operating costs and strengthen ability to adapt to change.

Stock transfer programs have seen CHS take on management of housing estates with challenging estate renewal issues and a broader mix of higher needs clients. Additionally, CHS has been successful under NBESP and NRAS and this has meant an increasing number of affordable housing tenants. At the same time CHS tenants' expectations of the standard and quality of housing and support services provided are increasing.

While financial sustainability is of utmost concern, CHS recognises its focus must also include an external focus: what can CHS do to shape its operations to maximise social impact and be seen to be "value for money".

Stage 1 of HPSE will have little impact on the RM spend overall. This is because the amount of work which will be doable by the tenant volunteers will be insignificant in comparison to the volume of RM undertaken by contractors. However it has the potential to grow independently of Stages 2 & 3.

Stage 2 will have significant impact on the RM for CHS. Table 2 charts the \$ spend on Lawn Care & Cleaning for July to October 2013. This work is contracted out. Essentially CHS has paid out \$245,000.00 so far this year. If CHS was undertaking this work, that money would be returned (less costs of running the social enterprise) to CHS.



Table 2

If CHS is able to successfully establish a parallel business which can undertake all of the outsourced work (if not all, a substantial part) then, there will be significant cost savings to CHS. Additionally, there is an opportunity to create a revenue stream. CHS will be able to contract for lawn care & cleaning to other organisations under a fee-for-service arrangement and become a competitor in social procurement tenders.

Stage 3 will enhance the growth opportunities and geographical spread of CHS' HPSE/Lawn Care & Cleaning service. A franchise model will allow businesses to be created, and similar to Jims Mowing Service, the franchise will be available for purchase for a franchise fee and will be given exclusivity rights to an area. CHS may give up some of its operational area established under Stage 2 to assist capacity building of the franchisees.

## **IMPACT OF HPSE ON THE ORGANISATION & STAKEHOLDERS**

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### **THE ORGANISATION**

CHS has experienced significant & rapid growth over the past few years and there are many new opportunities opening up for CHS to continue this trend into the future including:

- the renewal of stock transfer programs from CAPMHD;
- new tender opportunities under NRAS 5;
- strategic partnership opportunities to expand our operations into other Australian states and become a truly national organisation;
- new tender opportunities for partnering with support services under programs such as National Disability Insurance Scheme (NDIS) and Partners in Recovery (PIR)
- strategic partnership opportunities to expand our operations internationally

These opportunities require CHS to be prepared to deliver housing services, including maintenance and repairs, in new ways to meet the service expectations of a wide variety of stakeholders while protecting the financial viability of the organisation. Establishing a social enterprise model for the delivery of responsive maintenance (and the potential scaling up in the future) should calculate to longer term financial benefit being realised. With greater cost savings from economies of scale CHS will be able to achieve greater efficiencies from its employees, minimise the stress on tenants and staff that can occur with rapid growth and a better distribution of work functions. The establishment of a HPSE and the incorporation of social enterprise modelling intra-organisation will give CHS greater capacity and better positioning to deliver high levels of customer service to existing and potential tenants. This also presents an opportunity to create new revenue stream(s) alongside positive social outcomes.

### **OTHER STAKEHOLDERS**

There are a number of stakeholders that may be impacted by CHS' HPSE. For some stakeholders, this will be a positive impact and for others it may be negative. Stakeholders impacted include tenants, CHS staff, training organisations, other businesses, maintenance



contractors, local community, government. Each Stage of HPSE will have differing impacts on stakeholders and a stakeholder analysis should be updated for each stage.

For Stage 1, I have limited my stakeholder analysis to Tenants and Contractors.

## **TENANTS**

The impact on tenants is two-fold:

- (a) The tenants that receive the RM service via the HPSE; and
- (b) The tenants that deliver the service.

At all stages of the HPSE, tenants will be given an opportunity to participate in education and training, participate in employment, paid or voluntary work. Participation includes the use of local services and participating in local, cultural, civic and recreational activities. (A stronger, fairer Australia Report<sup>4</sup>).

Communities with significant levels of unemployment are often characterised by higher than average levels of poverty, homelessness, crime and family breakdowns, as well as increased rates of morbidity and mortality.

By offering volunteer, employment and small business opportunities, the HPSE will provide tangible social and economic benefits and do so very efficiently when compared with alternative solutions. The goodwill generated by offering training and employment opportunities in turn drives a greater community endeavour to become engaged with the social enterprise and its services.

### **Capabilities, responsibilities, opportunities and resources**

Being socially included means that people have the capabilities, opportunities, responsibilities and resources to participate fully in Australian life.

To be socially included, people must be given the opportunity to:

- Secure a job
- Access services
- Connect with family, friends, work, personal interests and local community
- Deal with personal crisis
- Have their voice heard

(Principles for Social Inclusion – everyone’s job - Australian Government)

CHS has the opportunity to utilise a locational approach in the effort to participate in designing programs that are stimulating, respectful and engage. Programs that will help people who are most in need and assist our communities to be sustainable.

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<sup>4</sup> <http://apo.org.au/research/stronger-fairer-australia>

## **Esteem and well being**

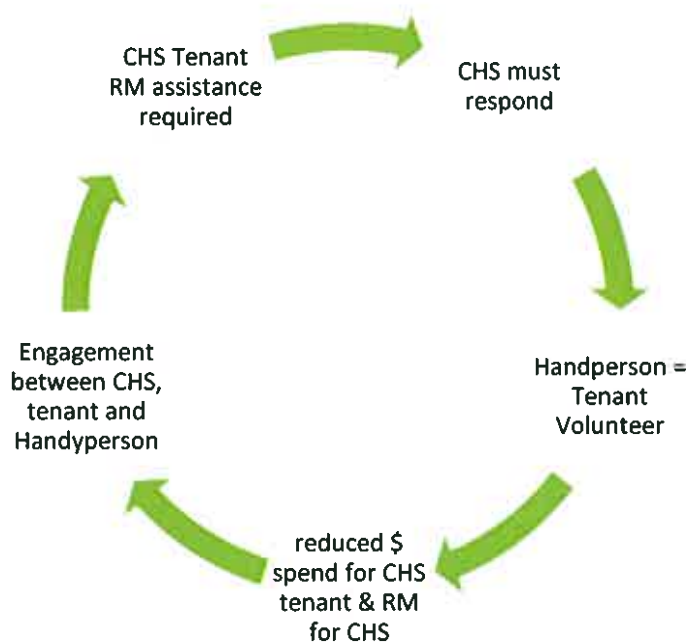
CHS continues to develop and improve in the area of “tenant participation” so that meaningful contribution is able to be made by tenants in the fairness and equity of organisational policy and practice, employee and contractor engagement in GROW.

Esteem and well-being benefits should be realised by both those tenants that provide the service and those that receive the service. The increase in tenant-to-tenant support will have significant impact in strengthening the housing complex or the local community. Stage 1 in particular offers the opportunity for building relationships which are not only about RM but about getting to know each other and engage in healthy relationships.

## **Economic Participation**

CHS will also focus on increasing the participation rate among its tenants in pursuing economic freedom by encouraging and providing services that assist people directly or indirectly in education, employment and business development.

CHS will be acknowledged as offering economic opportunities to its tenants. This economic stimulus generated from within the organisation for the benefit of CHS tenants is an additional commercial and social benefit by-product of the social enterprise model.



## **CONTRACTORS**

CHS' RM is currently outsourced. CHS issued a tender for the contractors for RM for all properties. A variety of organisations were successful under the tender process, including several not for profits and social enterprises. CHS' contract includes a provision similar to NSW Housing requiring contractors to support tenants in employment (where possible). To

date, CHS has experienced little success in the rate of securing employment for our tenants under this arrangement.<sup>5</sup>

Stage 1 of HPSE is expected to have little impact on the CHS contractors. This is due to the limited volume of work which will be physically possible by 10 – 12 volunteers and the limited scope of those works and the limited geographical areas (ie Pilot will only operate in Newcastle & Central Coast at commencement).

Stage 2 of HPSE is anticipated to have significant impact on the CHS contractors, as will Stage 3. This is because, the work that would normally be awarded to the CHS contractors will be done by CHS work teams and CHS will be competing against those contractors in the market place. This impact will need to be managed correctly so as not to disturb any current or future collaboration opportunities.

## PERFORMANCE MEASURES & SOCIAL IMPACT OF HPSE

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While financial sustainability is key to the ongoing viability of the HPSE and further expansion, CHS recognises other measures of success when assessing outcomes for new projects. As CHS is a social enterprise, its organisational success is dependent on the delivery of positive social impact in addition to financial performance.

In addition to financial performance, the “success” of the HPSE will be measured via two methods:

**One: social return on investment methodology; and**

**Two: key performance indicators as they relate to customers of HPSE.**

### SROI

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CHS has 2 partly accredited SROI Practitioners. The social impact of Stage 1 will be measured using SROI modelling. It is intended to use 2 tools to establish baselines and record impacts of change and the cause of that change:

- (a) Social Return on Investment – the Impact Map (template example at *Appendix 3*)
- (b) The Outcome Stars – currently used by London Housing Foundation<sup>6</sup> – this records changes along a “ladder of change”. The Outcomes Star measures change over time.

Stages 2 & 3 will also be measured using similar tools however the stakeholder mapping and inputs will be different from Stage 1. Case studies of individuals will be recorded to provide further qualitative evidence of change and social impact.

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<sup>5</sup> Refer to *Appendix 2* for case study by JobQuest.

<sup>6</sup> <http://www.lhf.org.uk/>

CHS uses KPIs as a method of assessing staff performance and has found this to provide a qualitative assessment of success or otherwise of performance. For the HPSE, the proposed KPIs centre around the customer experience, how the organisation manages the workflow for responsive maintenance using the HPSE and the standard of work achieved by the volunteer Handy Persons.

*NB: KPIs have been drafted to mirror Customer Call Centre KPIs in an effort to create synergy once the Customer Call Centre is operational.*

### KPIs re: the customer experience:

#### 1. Customer satisfaction and service delivery –

- a. Attainment of customer satisfaction levels for choice in service delivery options:
  - i. **KPI:** Being able to offer the customer an alternative on the first call received or with appropriate and timely follow up action > 90%  
**Calculation:** collected from annual tenant survey data based on the number responses that are satisfied/somewhat satisfied compared to total responses in relation to the HPSE service.
- b. Attainment of customer satisfaction levels for quality of customer service and customer experience:
  - i. **KPI:** Being able to meet the expectations of the customer in relation to providing a professional, courteous and helpful service > 90%  
**Calculation:** collected from annual tenant survey data based on number responses that are satisfied/somewhat satisfied compared to total responses in relation to the HPSE service.
- c. Attainment of customer service levels for timeliness of responses (to be measured once Customer Contact Centre operational):
  - i. **KPI:** providing a timely service by answering 80% of calls with 20 seconds  
**Calculation:** % of calls answered within 20 seconds compared to total number of calls answered  
**KPI:** the number of unanswered calls is < 5%  
**Calculation:** % of calls abandoned prior to answering compared to total number of calls
  - ii. **KPI:** complaints received about quality / timeliness of customer service < 10%  
**Calculation:** no complaints customer contact centre < 10% of total complaints for the organisation



2. KPIs re: Managing workflows and administrative functions:

- i. **KPI:** 80% of service requests for Responsive Maintenance closed within set timeframes

**Calculation:** no of service requests raised by the customer contact centre are closed according to priority time categories compared to total no service requests

- ii. **KPI:** 100% of information is updated in Greentree within 48 hours of receipt

**Calculation:** no of service requests received internally to update Greentree data closed within 48 hours.

3. KPIs re: Quality Assurance

- i. **KPI:** the work quality is equal to or better than the standard provided by an external contractor service

**Calculation:** 100% of QAs meet standard (conducted by CHS technical officers)

## PROPOSED STRUCTURE

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### Legal Structures:

Stage 1 – it is intended to operate the Pilot as a program under the banner of CHS, without creating a separate entity. For the purposes of marketing and promoting brand, the program name will be registered with the Department of Fair Trading. For the purposes of reporting, the program is part of CHS' normal audited accounts.

Stage 2 – it is recommended that legal advice be obtained as to the appropriate structure for the parallel lawn care/cleaning service. It is anticipated that a separate legal entity and business name will be registered. This will quarantine risk and allow the business to operate separately from CHS' core business.

Stage 3 – the franchise model will require expert assistance for set up and terms to be created for the purchase of franchises by the branches and/or individuals. This modelling should be considered at the setup of Stage 2. Rights to IP will need to be considered.

### Location & Human Resources:

It is proposed that the HPSE will be co-ordinated from a central point, CHS Head Office at Hamilton. However, it is intended that there will be localised handyperson team(s) that will be supported via the Branches and the Asset Department Technical Officers.

The financial modelling for Stage 1 allows for the employment of a part-time Project Manager. This role will be important in the co-ordination of the tenant volunteers, tool box talks, updating WHS training, administration, liaising with Assets Department and Operations to smooth out any issues and to promote the services of the HPSE. The Project Manager will play an important role in the setup of Stages 2 & 3 and ongoing.



## OPERATIONAL CONSIDERATIONS TO IMPLEMENT HPSE

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### Current practice:

Currently RM, whether tenant cost or otherwise, is undertaken by contractors who have been engaged via a tender arrangement. These contractors deliver maintenance services under the Schedule of Rates<sup>7</sup>. Each type of service has a \$ amount. A Service Request is raised through Greentree to generate the maintenance service required. This is then invoiced to the tenant (if deemed a tenant charge).

Depending on the nature of the RM, the works are undertaken either 4 hours, 24 hours or 21 days.

### New practice:

The existing work practice will change as follows:

*[In Stage 1 this service is only available for RM that is tenant cost recoverable and within the approved scope of works]<sup>8</sup>*

- (a) Where there is a Handy Person available in the area, the tenant will be offered a choice: to use the standard service arrangement, or the handyperson social enterprise. This choice will only be available for non-urgent RM.
- (b) The Service Request will be emailed or faxed to the Handy Person.
- (c) Once the works are completed, the Handy Person will email or fax back confirmation of the completed works and the cost.
- (d) Works will be QA by Asset Technical Officers and feedback from tenant.
- (e) There will be no change, apart from the appointment of a Project Manager, to existing staff structure or numbers.

### Steps to implement the new practices:

<b>Recruitment of Project Manager</b>	Internal EOI. If not successful, external advertisement
<b>Recruitment of Handy Persons (10-12)</b>	This has been commenced: advertising in newsletter; staff identification; self-selection at tenant forums & events. To date 8 have completed EOIs and a further 4 have been identified by staff to follow up

<sup>7</sup> SORs are the recommended rates. However, there are huge variables in the actual rates charged depending on the location and availability of contractors

<sup>8</sup> Tasks will be limited to simple general repairs where no power tools are required. A non-exhaustive list is provided at *Appendix 4*.

<b>Position Description</b>	A generic position description will be drafted to ensure the handyperson volunteer is aware of responsibilities, accountabilities and parameters.
<b>Induction and Training</b>	As volunteers, the Handy Persons are considered employees and staff induction required; Further induction required re: CHS standards for works etc/white card. Privacy & Confidentiality and "red alerts".
<b>Procedure and Training for admin</b>	Incorporating changes required to ensure the admin of the project; processing of SRs and invoicing is recorded within Greentree
<b>Reimbursement and incentive</b>	Log books for KMs and claim forms for incidentals, explanation of reward/incentive scheme
<b>Location and storage of stock</b>	Small lockable shed provided in situ to store small amount of stock ie light bulbs
<b>PPE &amp; tool box</b>	Each HandyPerson will be issued with all PP& E and a tool box (returnable to CHS)
<b>QA of work and customer feedback</b>	QA of work will be carried out by CHS Technical Officers and also via customer feedback
<b>Nomination for Award – Handyperson of the Year</b>	In an effort to promote the HPSE and recognise the contribution of the volunteers, an annual award will be created and tenants and staff will be asked to nominate volunteers for the award



## FINANCIAL ANALYSIS

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Based on the current number of properties under management, CHS' aim is to achieve as a minimum, a cost neutral impact on annual costs. In Stage 1, it is expected there will be no real increase or decrease in costs for CHS. However, if the HPSE model is rolled out in full, this is predicted to result in an overall reduction in RM costs for CHS (and an increase % in the RM recoverable from tenants) and a reduction in RM costs for tenants.

Additionally, Stages 2 & 3 allows CHS to continue reducing RM costs but also create a new revenue stream.

### ***Establishment Costs and Annual Projected Budget – Stage 1***

Refer to *Appendix 5* for full Financial Analysis of Stage 1.

As Stage 1 is not income generating, the projected deficit position at the end of one year of operation is -\$94,439.00. This figure includes fixed costs and variables and includes staff costs of 1 part-time Project Manager and 10 "volunteers" who are reimbursed mileage and rewarded with vouchers.



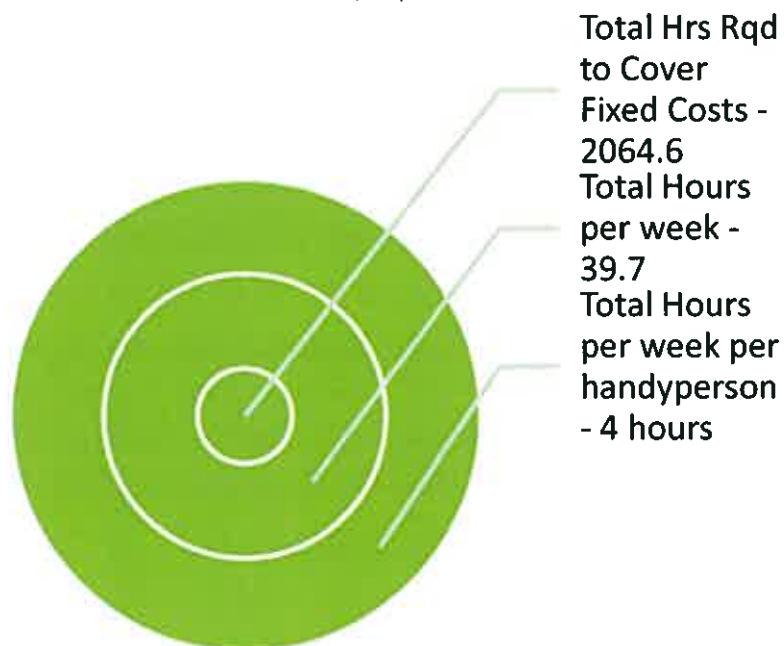
Except for the Technical Officers in Assets Department, staff costs are not cost coded to other departments and therefore there is a cost neutral outcome for the staff and branch overhead costs on implementation of the Pilot program. Internal costs for administration will be absorbed.

## Recovery of Fixed Costs and Break-Even Year 1

As Stage 1 is not income generating, it is necessary for the costs savings through the implementation of the project to cover fixed costs to be financially viable.

### How do we achieve break-even on fixed costs?

It is intended that the Handy Person will be charged out to the tenant at a rate of \$30 per hour. This rate is a 38% saving for tenants in comparison to using a CHS contractor (standard general repairs fee is \$49.10 per hour). We calculate 2064 handy person hours x \$30 per hour recovers the fixed costs of \$61,939.



The variable costs are costs which will fluctuate and will need to be covered either by:

- (a) Additional chargeable hours of work by the volunteers;
- (b) Supplementary funds via grants, sponsorships or donations.

The presumption is that each Handy Person completes 4 hours per week. Initial feedback from the volunteers and estimating the average time most tasks take to complete is 1 hour, our presumption is achievable. If more hours are completed, this will assist to cover variable costs.

### *Rewards and Incentives*

As a means of reward and incentivisation, whilst honouring the ideology of volunteering, the Handy Person will accrue rewards points for work completed on the following basis:

1 hour of work = 10 points = \$10.00 value

This will be tallied up and at the end of a 6 month period, the Handy Person will receive a gift voucher equating to the \$ value of the hours completed.<sup>9</sup>

### *Seed Funding, ongoing funding and sponsorship assumptions*

Assumptions:

- (a) The amount of \$65,000 surplus from Board approved Compass Connect grants be redirected to this program (to go towards set up & ongoing costs) as seed funding
- (b) Sponsorship and joint branding opportunities be offered to current known businesses and contractors ie advertising on UTE; Bunnings to supply reduced cost energy saving light bulbs
- (c) Grants & funding – CHS use its charitable status (DGR & PBI) to source appropriate grants and funding to allow the development and growth of the Stage 1 and to source additional forms of funding for the startup of Stages 2 & 3<sup>10</sup>

### *Cost of Inventory and loss of inventory*

No line item has been included in the budget for inventory. It is expected that inventory cost will be minimal ie light bulbs, graffiti removal paint, nails. Inventory cost is fully recoverable from the tenant in addition to the hourly rate.

If there is loss of inventory due to damage or theft, this will be treated appropriately in the P&L at the end of the financial year.

### **Five year forecast**

A financial forecast for next five years will be conducted at the Review Date. It is however anticipated that ongoing forecast budgets for Stage 1 are expected to be similar, subject to CPI increases.

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<sup>9</sup> Feedback from interested volunteers indicate this type of reward system is appreciated and will not affect assessable income which in turn will not affect rent.

<sup>10</sup> By way of example: Westpac Bank's Social Enterprise and Innovation Grants Program

## RISK MANAGEMENT PLAN

The following risk management plan identifies key risks relevant to CHS operating a HPSE and strategies for mitigating such risks. The risks identified relate to commonly accepted risks associated with new businesses. Further risks specific to site may be identified once each Stage is functional and our Human Resources Manager and/or Assets Technical Officers conduct a risk assessment analysis in particular areas:

<b>Strengths</b>	<b>Response</b>	<b>Comment / Priority</b>
Organisational commitment to purpose	Maintain	A
Better accommodates the mission & aims of the GROW program	Maintain	A
Good community base/support	Engage & Build	A
Ability to increase Compass tenant volunteers	Engage & Build	A
Ability to become financially self-sustaining	Create & Maintain	A
Sector leadership in innovation & business development	Maintain	A

<b>Weaknesses</b>	<b>Response</b>	<b>Comment / Priority</b>
Inconsistency in tenant capacity	Induction & Training	A
Inconsistency in tenant commitment as a volunteer	Selection Procedures	A
Lack of structured career development	Structure	B
Lack of documented processes	Document	B
Poor time management	Training	A
Staff shortages	Identify alternate sources	B
Lack of time to investigate opportunities	Training	A
Lack of uptake of service as an alternative	Marketing	A
Insufficient forward planning	Schedule	A
Lack of co-ordinated marketing / promotion	Write marketing plan	B
Higher overhead costs than anticipated	Report & adjust	A
Higher demand for services than can be met	Review & identify new service areas and demands	A
Low demand for franchise opportunity	Engage & build	B

<b>Opportunities</b>	<b>Response</b>	<b>Comment / Priority</b>
Diversification in goods and services	Brainstorm possibilities	B
Federal Government views on training	Liaise	B
Corrective Services programs	Liaise	A
Identification of new products and services	Brainstorm possibilities	B
Identification of market niches	Brainstorm possibilities	A
Increased networking for promotion	List and liaise	A
Discover Area Council Bulk Collection Days	Liaise	B
Liaison with RTOs re: training	Continue	A
Development of on-line presence	Investigate & Report	A
Men's Shed & other local partnerships	Liaise	A
Duplicate success of centre in other geographical areas	Report & liaise	B
Develop a specialist team in social enterprise and handy person skills	Reward and further build	A



<b>Threats</b>	<b>Response</b>	<b>Comment / Priority</b>
Loss of market share in handyperson business	Seek new opportunities to grow/expand services	B
Fluctuating income stream in some areas	Stabilise	B
Lack of a succession plan for key personnel	Create	A
Inadequate Insurances / Cover for Liabilities	Check all	A
Pilfering by volunteers	Induction training	B
Not meet regulatory requirements	List / report requirements	A
QA of work does not meet standards	Investigate & Report	A
Lack of tenant participation or engagement	Liaise	A
Local community opposition or other similar for profit business; or contractor objection	Build community relationships/networking	A

## MILESTONES

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The following table represents a proposed process for the introduction of the HPSE and recommended key milestones for the Stages of the proposal:

Milestone Description	Expected Due Date
Project Proposal Submission	November 2013
Project Proposal Approval	December 2013
Identification and EOIs from interested tenant volunteers – Stage 1	November 2013
All position descriptions created; Policy & Procedures developed and approved	January 2014
Recruitment of Project Manager	January 2014
Policy and workflow processes written and approved	January 2014
Launch HPSE Pilot – Go Live!	February 2014
Stage 2 & Stage 3 proposals drafted with dates for recommended commencement	March 2014
Post launch review of Stage 1 completed (Review Date)	30 June 2014

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## RECOMMENDATIONS

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It is recommended that this proposal be approved and the specific recommendations set out below be adopted in full.

A review of the objects, purpose, administration, financial performance, personnel, marketing and strategic objectives of Stage 1 is to be completed by 30 June 2014.

An interim SROI report is to be delivered at 30 June 2014 to ensure a baseline has been established to assess the social impact benefits of the Pilot project.

### **Recommendations 1 : Project Manager and Administration**

It is recommended a Project Manager be appointed under a 1 year contract.

The Project Manager will require assistance and support from the organisation with this managerial role. Inadequate attention to the managerial role will result in omissions to necessary detail involving tenant volunteers, service delivery, Policy & procedure. This will ultimately compromise the organisation and will cost time, money, reputation and lost opportunities. Assistance and support to the Project Manager will be an investment in driving the HPSE and Stages 1 & 2 forward.

The HPSELT meetings are to be conducted monthly until the launch of the Pilot and there is to be a good flow of financial and operational information available to the Executive. HPSELT work may be expedited by the use of a central website (Sharepoint) for access to information prior to and in between meetings.

### **Recommendation 2: Services provided by the Handy Person**

- The HPSE will essentially rely on CHS seed funding and tenant transactions to pay its way. If either of these revenue sources is compromised, the HPSE will only be able to draw on potential funding reserves to continue. This draw on reserves will not be able to be sustained if the revenue generating activities expected in Stages 2 & 3 do not provide expected income.
- The services range must be re-evaluated and extended as soon as there are resources and time to do so.
- A website that allows remote viewing and “purchase” of what the HPSE may have on offer now and in the future should be made available to extend the marketing for the enterprise.
- Potential new business from within the HPSE or in addition to it need to be explored and if feasible launched (refer to Stage 2 & Stage 3).
- An increase in Training and Development Activities within the first year, particularly in a time of ‘Skills Shortages’ needs also to be considered by the Project Manager as a further alternative revenue source.

### **Recommendations 3: Marketing & Promotion**

Initially, there will be a “soft” approach to marketing in an effort to stimulate interest in the HPSE and launch as an alternative service. CHS must not over promise and under deliver ie demand might exceed resources. However it is recommended that in order to generate

adequate revenue, consideration needs to be given to how the products, services and image of the HPSE are to be presented. This will require a strategic marketing plan to be developed with the assistance of the Project Manager, Executive Manager Community Sustainability & Social Enterprises & Compass' Marketing Manager. Additional professional logos and signage for the HPSE and vehicles may be included as part of the image in marketing plan. Initial marketing would be via local organisational interagencies, newsletters and the Compass website. The costs involved in marketing would be via consultation with the above mentioned stakeholders.

#### **Recommendations 4: Development of Training and Micro-Business development**

Compass is not an RTO. It would be advisable to explore a partnership with an RTO to deliver certified training to those volunteers and excluded from the workforce that are interested or who wish to gain the skills to move into Stage 2 & 3. Some motivated individuals may also be interested in commencing a micro-business and CHS can explore government funded NEIS programs and other ideas discussed in SVA Employment Dialogue.<sup>11</sup>

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<sup>11</sup> <http://socialventures.com.au/>



**APPENDIX TABLE:**

<b>Appendix 1</b>	<b>Terms of Reference Social Enterprise Workgroup (SEW)</b>
<b>Appendix 2</b>	Case study: JobQuest
<b>Appendix 3</b>	Template – SRol Impact Map
<b>Appendix 4</b>	Non-exhaustive list of RM – Stage 1
<b>Appendix 5</b>	Financial Analysis – Stage 1

### ***Appendix 1: Terms of Reference Social Enterprise Workgroup (SEW)***

The SEW is a CHS sub-committee designed to be a semi-autonomous workgroup that makes recommendations to the Executive, via the CEO, as to:

- a) The framework and project management of implementing the broader concepts of social enterprise as to the whole of company operations and management, with the current ideas being:
  - a. The launch of a Handy Person Social Enterprise;
  - b. The development of the Handy Person Social Enterprise to include parallel business operating in the market and franchise of business;
  - c. The development of a variety of skills from within current staff capabilities and newly acquired skill set;
  - d. Explore what other social enterprise are viable and create social impact;
  - e. Using technology and IT to support social enterprise development particularly in more remote areas;
  - f. Development and implementation of Social Procurement Policy for CHS;
  - g. Other elements as determined;
  - h. The Chairperson shall be the responsible officer for developing a project plan and monitoring its progress to the committee (and to the CEO) and to implementing the Committee's recommendations as approved by the Executive.
  
- b) The sub-committee will meet and determine its own chairperson and membership of the committee, however:
  - a. All departments should if possible be represented by a person or persons;
  - b. Nominations are voluntary;
  - c. Each member of staff will include their perceptions and opinion as to the effectiveness of the sub-committee and the social enterprise development generally to their Executive Manager or subordinate to the relevant executive manager, as the case may be, but otherwise should maintain confidentiality of the committee business until such time as information is deemed appropriate for dissemination
  - d. Each representative member or other member of the sub-committee should perform and function in the committee to the satisfaction of the Chairperson – who may recommend a change to membership as they deem appropriate
  - e. Any Executive Manager may from time to time attend and place any relevant item on the Agenda as they deem necessary.
  - f. The EOI for committee membership to responsible EM's shall be a function of the committee
  
- c) The committee will commence to report to the CEO in February and shall report by the 18th of each month on progress.

## **Appendix 2: Case Study: JobQuest**

### **JOBQUEST - Compass quarterly report –December 2012**

#### **Number of Compass Tenant Enquiries:**

We have to date 51 enquiries from Compass Tenants, 5 have been from the Central Coast, and 2 from Muswellbrook. 10 of these enquiries have been for training.

All Compass tenants making enquiries have been informed that at this stage there may be some casual work available and all have been invited to submit an expression of interest along with their resumes and attend Job Quest information sessions.

#### **Number of Compass Tenants Employed:**

- 2 Compass tenants employed as Permanent part-time working 6 days (45.6 hrs.) a fortnight. Jeff Bland and Anthony Exposito.
- 1 Compass tenant Collin Black is employed as Permanent part-time working 4 days (30.4 hrs.) a fortnight.
- 3 Compass tenants are employed as casuals, Blake Griffiths, John Walker and Adam O'Neil.

Employees carry out Lawns, Grounds and Cleaning functions to client specifications.

#### **Number of Compass tenants undertaking traineeships:**

Jeff, Anthony, Collin, and Adam have all received training in SWMS (Safe Work Methods), completed the OHS White card, money management and participated in small motor maintenance training.

Anthony, Jeff and Collin have received First Aid Training.

Blake and John have received a Statement of Attainment for Asset Maintenance including First Aid.

Collin has recently completed Certificate II Asset Maintenance with Job Quest.

#### **Referrals to support agencies:**

All Job Quest employees are informed of referral services available for financial literacy programs, accommodation services, drug and alcohol services and assistance to communicate with Centrelink about their work circumstances. Examples of specific types of support provided are:

- Assistance with handling court issues. Employment with Job Quest a key factor in the sentencing process.
- Assistance with accessing health services and flexible rostering to enable one staff member to access services while maintaining regular attendance at work.
- Assistance with securing emergency accommodation.

Outcomes i.e. tenants gaining employment in the open market:

JobQuest encourages and assists staff to pursue employment in other avenues, however workers have to build up their capacity by becoming empowered with skills and knowledge before this happens as failure and rejection will only grow self-doubt and lack of self-confidence.

Methods & strategies used for engaging Compass tenants:

JobQuest has used Compass newsletters and word of mouth to engage Compass tenants. JSA's have also referred Compass Tenants.

JobQuest attended Compass Tenant forum in Newcastle and as a result has engaged tenants in Volunteering in a Community Garden and received expression of interest from 5 tenants for a training course which commenced in August 2012.

4 Compass tenants Jade, David, Kathleen and Lauren completed the training and received a Statement of Attainment for Asset Maintenance including First Aid.

Lauren started work with JobQuest then moved into full-time employment.

Currently we have a number of expressions of interests we are working through for an information session in the New Year.



### Appendix 3: Impact Map Template

**Organisation:** Compass Housing Services Co Ltd

**Objectives:** The KBT Hub has been developed to achieve to significant aims:

1. To provide community activity centre within KBT neighbourhood accessible by Compass Tenants, DOH Tenants and other members of the community
2. To encourage community participation and involvement at a local level

**Scope: Activity:** Activity centre located centrally within the Killarney Vale, B and Tumbi Umbi community

**Partnership**

1. Provision of activity centre for all community within local area
2. Compass Housing Service would be responsible for employment of Coordinator to run the centre
3. Human Services Housing NSW provide house suitable for use as an activity centre
4. Partners provide link to support services and programmes which enable sustainable tenancies
5. Volunteers to coordinate and run activities at the Centre

**Contract / Funding**

Housing NSW provide grant funds for employment of Centre Coordinator, Compass Housing undertakes management of the Centre including employment of Coordinator to manage the day to day operational needs, provision of accounting services and reporting to Housing NSW

Stage 1

Stakeholders

Intended/unintended changes

Who do we have an effect on? Who has an effect on us?

Stage 2

Inputs

Description

What do they invest?

Value

How do we

Outputs  
Description

Summary of activity in Numbers

Value

How would you describe the change?

Stage 1		Stage 2		Outputs	Value
Stakeholders	Intended/unintended changes	Inputs	Description	Description	Value
Compass Housing Tenants, Pacificlink Tenants and other Community members	Increased social connectivity between residents and the community	Willingness to accept responsibility for the care of their residence and their neighbourhood	Reduced maintenance costs/vandalism \$400 per dwelling x 104		
	Increase in personal wellbeing and sense of belonging	Reduction in health costs through improved			
	Increase in learning	Participation in activities	Time based on average wage wages from ABS 6302.0 Avg Wage Earnings Private Sector August 2011 \$1297.40 \$34.14 x No hours attend activities		
Support Partners	Strategic change in undertaking a collaborative approach to encouraging community involvement	Provision of staff for activities	SCHADS Community Service Worker Grade 3 Yr. 1 \$??? x no hours provided	Estimates coordinate and run activities	cost to run
	Management strategic plans	review	\$100 ph. x 5 hrs x 12 mths	Board/Senior Management meetings	

Stage 1		Stage 2	
Stakeholders	Intended/unintended changes	Inputs Description	Outputs Description
		Value	Value
<b>Compass Services</b>	<b>Housing</b> Management of activity centre	Site Manager wages	Day to Day Management of Centre based on Operational Budget
		SCHADS Service Worker Grade 5 Yr. 2 \$28.59 x 25 hrs pw = \$37,167 plus oncost – Super \$3345, ALL \$428, training \$1500 & WC \$743	
		<b>Operational budget</b>	
<b>Housing NSW</b>	Provision of suitable dwelling for activity centre	Dwelling	Cost of dwelling plus loss of rental income for 1 Year
		\$250,000 plus \$200 pw rent x 52 = \$260,400	

Appendix 4:

***Non –exhaustive List of Responsive Maintenance – Stage 1***

Minor carpentry – door handles, picture hooks

Graffiti Removal

Removalists – rubbish and furniture

Window Cleaning

Change Light Bulbs

Gardening

Carpet Cleaning

Clean gutters (one storey only)

Patch & paint



**Appendix 5:**  
**COMPASS HOUSING**  
**SERVICES CO LIMITED**  
**Handyman Project**

**Financial Analysis**

	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	TOTAL
<b>Income</b>													
Tenant Water Usage	0	0	0	0	0	0	0	0	0	0	0	0	0
Tenant Costs Recovered	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL OPERATING INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Tenancy &amp; Property Management Expenses</b>													
Fee for Service Repairs	0	0	0	0	0	0	0	0	0	0	0	0	0
Resp Maint - Landlord	0	0	0	0	0	0	0	0	0	0	0	0	0
Maintenance Labour Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Maintenance Sal Sac Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Maintenance Super Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Resp Maint - Tenant	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Plan Maint - External	0	0	0	0	0	0	0	0	0	0	0	0	0
Plan Maint - Internal (ex Kit)	0	0	0	0	0	0	0	0	0	0	0	0	0















Costs

Total  
Hours  
Per  
week  
-39.7

Total  
Hours  
Per  
week  
per  
worker  
-4.0

### ADDENDUM IN RESPONSE TO COMMENTS FROM EXECUTIVE MANAGERS:

Item for Comment	Raised by & method	Reference page in proposal	Response	Additional reference documents	Other comments
Generally	Background for proposal and initial questions raised at EM Meeting on 27/11/13	The documents in its entirety	DA verbally responded to questions & comments - as minuted	Minutes of EM Meeting 27/11/13, specifically pages 25-27	
Opportunity Savings – Stage 1	GB at Executive Managers Meeting	Pgs 24-26 & appendix 5	Stage 1 Opportunity Savings can be estimated at \$104,000 for Year 1.	See Annexure A	We do not have sufficient historical data to calculate the savings on specific RM items so I have calculated based on a comparison between TO cost to Compass of \$60 v Volunteer cost to Compass of \$10
Safe Work Methods/Contractor Inductions	DB at Executive Managers Meeting	Pgs 22-23	As part of the induction process and ongoing training for the volunteers, a training & assessment tool, checklist and hazard identification for each task will be drafted & utilised	Current contractor induction tools to be adapted to be used re: handy persons induction.	This task will fall to the Project Manager who will liaise with Assets Department & WHS Committee to ensure all safe work methods and inductions are in order.
Set up costs Stage 1 \$95 k high. Cant see how a project manager is necessary for a	MJ via email dated 10/12/13	Pgs 21 -23	DA responded verbally to this at the EM Meeting. As discussed, the Project Manager is necessary because		It is intended that the Project Manager will have skills similar to a TO with managerial and volunteer management skills. The PM will be required to

small project like this

of the skill set needed and to avoid over burden on assets staff re: QA & management of the volunteers.

manage Stage 1 and be integral to the set up of Stage 2/3 (anticipated to occur within the first year).

Necessity of PM = WHS, QA, risk assessment/mitigation; ensure no extra burden on staff (see discussion below)

The scope of works able to be undertaken by volunteers is minimal therefore minimal savings to CHS & tenants alike

Pg 14  
This statement was made in the proposal.

Stage 1 is acknowledged to give minimal savings however those costs savings through the implementation of the project cover fixed costs.

The scope of works has been determined with input from MJ. The list is non-exhaustive and depending on skill level of volunteers, the type of RM could develop.

QA or works is further addition to staff workloads

Pg 22  
To ensure quality is akin to Compass standards it will be necessary for TOs to assess the volunteer work however this will be minimal.

It is intended that the Project Manager would have the skills to QA. Initial input will be required from TOs and a random audit would be recommended.

How the works would be QA'd were discussed with



<p>Admin of SRs in GT will be a further addition to staff workloads</p>	<p>AS above</p> <p>Pg 22</p> <p>It is intended that the SR will be raised as per current practice ie tenant rings housing manager and HM raises SR. The additional admin may result from the SR having to be emailed or faxed to the Handy person. Given it is intended each HP does 4 hours week, it would not be a huge amount of additional admin. Once the works are completed, the details will have to be entered into GT and invoiced however this is currently what occurs with other contractors</p>	<p>MJ prior to the proposal being drafted.</p> <p>GT may be able to shortcut some of the admin time. Further, if we move to a call centre model, there will be efficiencies gained in this admin task.</p>
<p>Somewhat antiquated method of SR despatch ie fax/phone line</p>	<p>As above</p> <p>Pg 22</p> <p>Yes it is however it meets the demand of the audience which we are engaging with.</p>	<p>Method discussed and priced with MJ prior to drafting proposal. Input provided by some tenants. Our tenant surveys and Jeanne's data evidences that our tenants</p>



Who will ensure  
WHS  
compliance/adhe  
rence/inductions

Risk potential of  
workplace  
incidents/acciden  
ts – what are  
mitigation  
strategies

As above

Pg 23

Under the WHS  
legislation,  
volunteers are  
employees. As per  
Compass current  
practice, volunteers  
will be fully inducted  
& briefed at  
commencement.

Volunteer policy & procedure  
re: induction & training;  
WHS Committee

The Project Manager will  
be responsible and report  
to the WHS Committee.

As above

Pg 5, 22,23,  
27

Risk Management  
Plan incorporated  
into the Proposal at  
pg 27

Stage 1 will pilot in  
Newcastle & Central  
Coast. This limited area  
will assist re: identifying  
and reducing risks

(particularly older tenants)  
do not have internet or  
email. The fax/phone is  
also able to be monitored  
and capped re: costs &  
returned to be reused by  
other volunteers if we  
have a drop out rate

## ANNEXURE A

The below table is a schedule of maintenance work (year commencing 1/7/13) undertaken by Compass Technical Officers at a charge out rate of \$60.00 per hour. These works are akin to the scope of works which will be undertaken by the handy person.

This \$60 per hour is charged to the respective tenant or the Compass department ie where a TO is engaged to undertake the works then they would be "paid" at a rate of \$60 per hour. In contrast, the handy person is "paid" at the rate of \$10 per hour. This equates to an opportunity saving cost of \$50 per hour for Compass.

For year 1 of Stage One, an estimated opportunity saving is \$104,000.00 calculated as follows:

Difference in costs to Compass of TO v Handy person = \$50 per hour x 10 persons x 4 hours per week x 52 weeks = \$104,000.00

JobCode	APTax Code	JCActivityCode	workCentreCode	APAcountNo	APDocumntDate	APPostin gDate	APAm ount	APstanda rdText	Prope rty Sourc e	APPostin gDa teMonth
ALBERT46- U2SPEERSPOI	N-T	PYTIME	MAINTE	10.1031. 53100	25/08/13	31/08/13	270	S/R# 61361 - Vacant Scope Ready	Owne d- Levera ging	Aug 2013
ALLENDALE43BR OKENHIL	N-T	TMEFEE	MAINTE	02.9003. 11201	22/09/13	30/09/13	60	S/R# 64051 - Back steps rotted	Fee for Service	Sep 2013

BEAUMONT44-S1HAMILTO	N-T	PYTIME	MAINTE	01.0000.53100	21/07/13	31/07/13	30	away S/R# 59063 - We would like a whiteboard hung on the wall next to Lucy Andrews desk.	N/A	Jul 2013
BEAUMONT44-S1HAMILTO	N-T	PYTIME	MAINTE	01.0000.53100	31/08/13	31/08/13	30	S/R# 61839 - Pls remove table and replace globes as required in Art Space.	N/A	Aug 2013
BEAUMONT44-S1HAMILTO	N-T	PYTIME	MAINTE	01.0000.53100	15/09/13	30/09/13	60	S/R# 61424 - We need a new indoor letterbox at head office downstairs - to be purchased and installed.	N/A	Sep 2013
BEAUMONT44-	N-T	PYTIME	MAINTE	01.0000.	22/09/13	30/09/13	60	S/R#	N/A	Sep 2013



BISHOPSGATE9-U6WICKH	N-T	PYTIME	MAINTE	10.1001.53100	31/07/13	31/07/13	120	S/R# 59179 - Purchase: Tumble Dryer	Capital	Jul 2013
BRONHILL371BR OKENHIL	N-T	TMEFEE	MAINTE	02.9003.11201	31/08/13	31/08/13	30	S/R# 62547 - Tenant claims that the a/c pads on top of the roof have come off the a/c. Tenant said this happened a while ago when som	Fee for Service	Aug 2013
BULL52-56-CMAYFIELD	N-T	PYTIME	MAINTE	09.0000.53100	30/11/13	30/11/13	90	S/R# 69572 - Installation of Deadlock	N/A	Nov 2013
BULL52-56-U7MAYFIELD	N-T	PYTIME	MAINTE	09.1034.53100	24/11/13	30/11/13	30	S/R# 70354 - Repair to window	Capital	Nov 2013
BULL52-56-	N-T	PYTIME	MAINTE	09.1033.	30/11/13	30/11/13	60	S/R#	Capital	Nov 2013



U23MAYFIEL					53100					69476 - General Maintenance		
BUTLER1-3- U9WINDALE	N-T	PYTIME	MAINTE	11.1025. 53100	07/07/13	31/07/13	90	S/R# 57557 - Repairs - Bedroom ceiling leak - started last night - tenant put bucket underneath - collected 1cm of water overnight.	Owne d- Vested	Jul 2013		
CAPPER24-28- CTELARAH	N-T	PYTIME	MAINTE		30/11/13	30/11/13	60	S/R# 68689 - Repairs common area lighting in stairwell to units 13 and 14 not working. also the trip strip is missing from the top st	N/A	Nov 2013		

CEDRELLA6- U2WARABROO	N-T	PYTIME	MAINTE	11.1006. 53100	07/07/13	31/07/13	240	S/R# 54701 - Place a small concrete lip to stop water run off into garage	Capital	Jul 2013
CHRISTO92WAR ATAH	N-T	PYTIME	MAINTE	11.1004. 53100	17/11/13	30/11/13	120	S/R# 69230 - Repairs - during the heavy rain last night the bottom story of her house has flooded and was about ankle deep with water	Capital	Nov 2013
CORONA1A- U9MAYFIELD	N-T	PYTIME	MAINTE	11.1025. 53100	04/08/13	31/08/13	90	S/R# 59333 - Repairs - back deck is unsupport ed on edge of deck near the	Owne d- Vested	Aug 2013

CREEDON99BRO KENHILL	N-T	PYTIME	MAINTE	13.1004. 53100	10/11/13	30/11/13	60	S/R# 69017 - Leaking tap	Capital	Nov 2013	clothesline , there is about 30- 40cm over hang which is unsup
CREEDON99BRO KENHILL	N-T	PYTIME	MAINTE	13.1004. 53100	10/11/13	30/11/13	90	S/R# 46714 - 46714. Planned Maintenan ce. 3 Yearly Tech Prop Inspect	Capital	Nov 2013	
CREEDON103BR OKENHILL	N-T	PYTIME	MAINTE	13.1004. 53100	17/11/13	30/11/13	60	S/R# 69289 - Loose kitchen spout. Leaks at the bottom when used.	Capital	Nov 2013	
CREEDON103BR OKENHILL	N-T	PYTIME	MAINTE	13.1004. 53100	17/11/13	30/11/13	90	S/R# 46706 - 46706. Planned Maintenan ce. 3	Capital	Nov 2013	

CREEDON103BR OKENHILL	N-T	PYTIME	MAINTE	13.1004. 53100	17/11/13	30/11/13	90	Yearly Tech Prop Inspect S/R# 69289 - Loose kitchen spout. Leaks at the bottom when used.	Capital	Nov 2013
CREEDON105BR OKENHILL	N-T	PYTIME	MAINTE	13.1004. 53100	10/11/13	30/11/13	90	S/R# 46701 - 46701. Planned Maintenan ce. 3 Yearly Tech Prop Inspect	Capital	Nov 2013
CREEDON121BR OKENHILL	N-T	PYTIME	MAINTE	13.1004. 53100	11/08/13	31/08/13	60	S/R# 60860 - Leaking taps	Capital	Aug 2013
CREEDON125BR OKENHILL	N-T	TMEFEE	MAINTE	02.9003. 11201	18/08/13	31/08/13	90	S/R# 61352 - Plumbing issues	Fee for Service	Aug 2013
CREEDON131BR OKENHILL	N-T	TMEFEE	MAINTE	02.9003. 11201	17/11/13	30/11/13	60	S/R# 69337 - Front solid door deadlock does not	Fee for Service	Nov 2013

CREEDON133BR OKENHILL	N-T	PYTIME	MAINTE	13.1004. 53100	28/07/13	31/07/13	90	S/R# 46760 - 46760. Planned Maintenan ce. 3 Yearly Tech Prop Inspect	Capital	Jul 2013	lock. Door closes but deadlock will not catch properly to be locked.
CREEDON133BR OKENHILL	N-T	PYTIME	MAINTE	13.1004. 53100	29/09/13	30/09/13	60	S/R# 64571 - Gas cook top won't light	Capital	Sep 2013	
CREEDON135BR OKENHILL	N-T	PYTIME	MAINTE	13.1004. 53100	31/07/13	31/07/13	60	S/R# 59948 - Stove fire	Capital	Jul 2013	
CREEDON135BR OKENHILL	N-T	PYTIME	MAINTE	13.1004. 53100	31/07/13	31/07/13	90	S/R# 46710 - 46710. Planned Maintenan ce. 3 Yearly Tech Prop Inspect	Capital	Jul 2013	
CREEDON150- H1BROKENH	N-T	TMEFEE	MAINTE	02.9003. 11201	15/09/13	30/09/13	60	S/R# 63690 -	Fee for	Sep 2013	





EVELEEN19-U3-B1CARDI	N-T	PYTIME	MAINTE	11.1003.53100	24/11/13	30/11/13	180	broken and running water constantly	S/R# 65041 - O/T Modification request - EVELEEN 19-U3B1CAR DIFF	Capital	Nov 2013
EXCELSIOR48-U5CAREYB	N-T	PYTIME	MAINTE	12.1025.53100	28/07/13	31/07/13	60		S/R# 57673 - Leaking ceiling	Owned-Vested	Jul 2013
FIGTREE4HAMILTON	N-T	PYTIME	MAINTE	10.1001.53100	11/08/13	31/08/13	90		S/R# 60772 - Hand rail in shower recess has broken, causing tenant to fall. She has then grabbed onto the towel rack in bathroom which	Capital	Aug 2013
FINN337BROKEN	N-T	TMEFEE	MAINTE	02.9003.	29/09/13	30/09/13	60		S/R#	Fee	Sep 2013



GOSSAN362BRO KENHILL	N-T	PYTIME	MAINTE	13.1004. 53100	20/10/13	31/10/13	60	S/R# 64576 - Lop large tree in front yard	Capital	Oct 2013
GREENHILLS18- 24-U5WO	N-T	PYTIME	MAINTE		30/11/13	30/11/13	30	S/R# 69011 - repairs	Owned- Vested	Nov 2013
GYP SUM61- U6BROKENHIL	N-T	PYTIME	MAINTE	13.1004. 53100	14/07/13	31/07/13	90	S/R# 58463 - Shower head snapped off	Capital	Jul 2013
GYP SUM61- U6BROKENHIL	N-T	PYTIME	MAINTE	13.1004. 53100	31/08/13	31/08/13	60	S/R# 62459 - General maintenance issues	Capital	Aug 2013
GYP SUM61- U6BROKENHIL	N-T	PYTIME	MAINTE	13.1004. 53100	17/11/13	30/11/13	60	S/R# 69249 - Kitchen spout leaking constantly	Capital	Nov 2013
HEWISON1-3- CTIGHESI	N-T	PYTIME	MAINTE	10.1001. 53100	14/07/13	31/07/13	60	S/R# 53152 - damage to back boundary fence as	N/A	Jul 2013

HEWISON1-3- U14TIGHES	N-T	PYTIME	MAINTE	10.1001. 53100	31/07/13	31/07/13	90	S/R# 59951 - Water is leaking from the downstairs smoke alarm - tenant noticed the water around 10:30pm last night and said there was	Capital	Jul 2013
KARIBOO19- CMOUNTHUTT	N-T	PYTIME	MAINTE	11.1016. 53100	31/07/13	31/07/13	60	S/R# 59855 - Energy Australia attended yesterday and informed the tenant in unit 6 that the doors to the meters are broken - they will	N/A	Jul 2013
KARIBOO19-	N-T	PYTIME	MAINTE	11.1016.	17/11/13	30/11/13	60	S/R#	Capital	Nov 2013





MCGOWEN639- U1BROKENH	N-T	PYTIME	MAINTE	13.1004. 53100	21/07/13	31/07/13	60	ce. Electrical Inspection S/R# 58841 - Low shower pressure	Capital	Jul 2013
MCGOWEN639- U2BROKENH	N-T	PYTIME	MAINTE	13.1004. 53100	31/08/13	31/08/13	30	S/R# 62534 - Please undertake assets inspection for tenant transfer	Capital	Aug 2013
MCGOWEN639- U5BROKENH	N-T	PYTIME	MAINTE	13.1004. 53100	31/08/13	31/08/13	60	S/R# 62282 - Leak in the kitchen sink pipe	Capital	Aug 2013
MCGOWEN639- U6BROKENH	N-T	PYTIME	MAINTE	13.1004. 53100	18/08/13	31/08/13	60	S/R# 61153 - Kitchen Taps	Capital	Aug 2013
MCGOWEN639- U14BROKEN	N-T	PYTIME	MAINTE	13.1004. 53100	17/11/13	30/11/13	60	S/R# 68771 - Low water pressure	Capital	Nov 2013
MCGOWEN639- U15BROKEN	N-T	PYTIME	MAINTE	13.1004. 53100	27/10/13	31/10/13	60	S/R# 67962 - Hot water system has small leak	Capital	Oct 2013

MCGOWEN672B ROKENHILL	N-T	PYTIME	MAINTE	13.1004. 53100	08/09/13	30/09/13	90	S/R# 46739 - 46739. Planned Maintenan ce. 3 Yearly Tech Prop Inspect	Capital	Sep 2013
MCGOWEN674B ROKENHILL	N-T	PYTIME	MAINTE	13.1004. 53100	31/10/13	31/10/13	60	S/R# 68134 - Tap is hard to turn on and off	Capital	Oct 2013
MCGOWEN674B ROKENHILL	N-T	PYTIME	MAINTE	13.1004. 53100	10/11/13	30/11/13	60	S/R# 68134 - Tap is hard to turn on and off	Capital	Nov 2013
MORGAN71BROK ENHILL	N-T	PYTIME	MAINTE	13.1004. 53100	15/09/13	30/09/13	60	S/R# 46736 - 46736. Planned Maintenan ce. 3 Yearly Tech Prop Inspect	Capital	Sep 2013
MORGAN71BROK ENHILL	N-T	PYTIME	MAINTE	13.1004. 53100	15/09/13	30/09/13	60	S/R# 63768 - Stove has caught on fire	Capital	Sep 2013

MORGAN79BROK ENHILL	N-T	PYTIME	MAINTE	13.1004. 53100	31/10/13	31/10/13	30	S/R# 68133 - Tech inspection	Capital	Oct 2013
MORGAN83-87- CBROKENH	N-T	PYTIME	MAINTE	13.1004. 53100	29/09/13	30/09/13	90	S/R# 64380 - Rear fence to complex is coming loose in the wind	N/A	Sep 2013
MORGAN83-87- U2BROKEN	N-T	PYTIME	MAINTE	13.1004. 53100	25/08/13	31/08/13	60	S/R# 61848 - Washing Machine	Capital	Aug 2013
MYALL2- U10WARATAH	N-T	PYTIME	MAINTE	11.1014. 53100	13/10/13	31/10/13	60	S/R# 64747 - When the tenant has a shower the water flood the whole bathroom and drains to the front of the vanity. Tenant has a walk	Owne d-CAH	Oct 2013
MYALL8-12- CWINDALE	N-T	PYTIME	MAINTE	11.1016. 53100	30/11/13	30/11/13	120	S/R# 70492 - Lock has been	N/A	Nov 2013

MYALL8-12- U6WINDALE	N-T	PYTIME	MAINTE	11.1016. 53100	21/07/13	31/07/13	120	removed from electrical box - Myall8-12- CWindale	Capital	Jul 2013
NEWCASTLE20- CHAMILTO	N-T	PYTIME	MAINTE	11.1003. 53100	07/07/13	31/07/13	60	S/R# 56249 - Myall St Windale - Applicatio nd for modificatio ns	N/A	Jul 2013
NEWTON71BROK ENHILL	N-T	TMEFEE	MAINTE	02.9003. 11201	24/11/13	30/11/13	60	S/R# 69927 - Front tap handle has come off	Fee for Service	Nov 2013
O'NEILL623- CBROKENHI	N-T	PYTIME	MAINTE	13.1004. 53100	14/07/13	31/07/13	120	S/R# 58327 - Remove and replace washing machine	N/A	Jul 2013
O'NEILL623- CBROKENHI	N-T	PYTIME	MAINTE	13.1004. 53100	21/07/13	31/07/13	60	S/R# 58445 -	N/A	Jul 2013



O'NEILL623- CBROKENHI	N-T	PYTIME	MAINTE	13.1004. 53100	11/08/13	31/08/13	60	S/R# 59850 - Digital Tv not working	N/A	Aug 2013
O'NEILL623- CBROKENHI	N-T	PYTIME	MAINTE	13.1004. 53100	31/08/13	31/08/13	60	S/R# 62661 - Sticked shoved in hot water system	N/A	Aug 2013
O'NEILL623- U1BROKENH	N-T	PYTIME	MAINTE	13.1004. 53100	31/08/13	31/08/13	60	S/R# 62238 - Meter at rear of property leaking	Capital	Aug 2013
O'NEILL623- U4BROKENH	N-T	PYTIME	MAINTE	13.1004. 53100	21/07/13	31/07/13	60	S/R# 58811 - Tenant claims the HWS is not producing much hot water at all.	Capital	Jul 2013
O'NEILL623- U4BROKENH	N-T	PYTIME	MAINTE	13.1004. 53100	31/08/13	31/08/13	30	S/R# 62237 - Low shower	Capital	Aug 2013

O'NEILL623- U5BROKENH	N-T	PYTIME	MAINTE	13.1004. 53100	29/09/13	30/09/13	60	S/R# 64429 - Leaking HWS	Capital	Sep 2013
O'NEILL623- U9BROKENH	N-T	PYTIME	MAINTE	13.1004. 53100	17/11/13	30/11/13	60	S/R# 69288 - Hot water service is leaking	Capital	Nov 2013
O'NEILL627BROK ENHILL	N-T	PYTIME	MAINTE	13.1004. 53100	18/08/13	31/08/13	60	S/R# 61135 - Hot water tap has fallen off	Capital	Aug 2013
SOUTH43A- CBROKENHILL	N-T	PYTIME	MAINTE	13.1004. 53100	13/10/13	31/10/13	90	S/R# 65539 - Re-attach scanner light	N/A	Oct 2013
SPEERS72A- U1SPEERSPO	N-T	PYTIME	MAINTE	10.1031. 53100	13/10/13	31/10/13	120	S/R# 64996 - Rear yard	Owne d- Levera ging	Oct 2013
STATION59- U1WICKHAM	N-T	PYTIME	MAINTE	10.1001. 53100	21/07/13	31/07/13	60	S/R# 59208 - investigati on of lighting to upstairs area of townhouse	Capital	Jul 2013
STJAMES127- CNEWLAMBT	N-T	PYTIME	MAINTE	11.1003. 53100	25/08/13	31/08/13	60	S/R# 61669 - 127 St	N/A	Aug 2013

SULPHIDE32BRO KENHILL	N-T	PYTIME	MAINTE	13.0000. 53100	06/10/13	31/10/13	120	James Rd New Lambton	N/A	Oct 2013
WATT65A-67- U209NEWCA	N-T	PYTIME	MAINTE	10.1018. 53100	18/08/13	31/08/13	30	S/R# 65160 - Test and tag	Owne d-CAH	Aug 2013
WATT65A-67- U209NEWCA	N-T	PYTIME	MAINTE	10.1018. 53100	25/08/13	31/08/13	120	S/R# 61599 - Vacant Scope Ready	Owne d-CAH	Aug 2013
WENTWORTH40 A-U1WALLS	N-T	PYTIME	MAINTE	11.1013. 53100	28/07/13	31/07/13	90	S/R# 58413 - 1/40A Wentworth Street, Wallsend - Mould inside the property	Owne d-CAH	Jul 2013
WENTWORTH40 A-U1WALLS	N-T	PYTIME	MAINTE	11.1013. 53100	31/07/13	31/07/13	60	S/R# 58413 - 1/40A Wentworth Street, Wallsend - Mould inside the property	Owne d-CAH	Jul 2013

WILLIAMS520BR OKENHIL	N-T	TMEFEE	MAINTE	02.9003. 11201	20/10/13	31/10/13	60	S/R# 67640 - Discovered a Kink in a main pipe of the front yard	Fee for Service	Oct 2013
WILLIAMS719BR OKENHIL	N-T	TMEFEE	MAINTE	02.9003. 11201	31/08/13	31/08/13	60	S/R# 62224 - Please undertake technical inspection.	Fee for Service	Aug 2013
WINDSOR6-16- CEDGEWOR	N-T	PYTIME	MAINTE	12.1024. 53100	27/10/13	31/10/13	30	S/R# 67919 - Repairs - been advised by tenant s in complex the abloy lock for the power box is missing. kids over the weekend kept tu	N/A	Oct 2013
WINDSOR6-16- CEDGEWOR	N-T	PYTIME	MAINTE		30/11/13	30/11/13	90	S/R# 69053 - Repairs - intercom is not working for units 2	N/A	Nov 2013

WINDSOR6-16- U11EDGEW	N-T	PYTIME	MAINTE	12.1024. 53100	31/07/13	31/07/13	60	S/R# 59859 - Repairs - door handle to yard wont open. Door handle appears to be broken inside as it will push down to open but nothin	Owne d- Vested	Jul 2013	
WOORE22WILCA NNIA	N-T	TMEFEE	MAINTE	02.9003. 11201	11/08/13	31/08/13	360	S/R# 60766 - carport fire	Fee for Service	Aug 2013	
WOORE22WILCA NNIA	N-T	TMEFEE	MAINTE	02.9003. 11201	31/08/13	31/08/13	240	S/R# 62491 - Inspect property damage	Fee for Service	Aug 2013	
YORK41-43-	N-T	PYTIME	MAINTE	12.1016.	31/08/13	31/08/13	90	S/R#	N/A	Aug 2013	



CTERALBA					53100							60214 - Parking sign		
YORK41-43- U2TERALBA	N-T	PYTIME	MAINTE	12.1016. 53100	11/08/13	31/08/13	60	S/R# 60880 - core door	Capital	Aug 2013				
YOUNG20-22- U9BROADME	N-T	PYTIME	MAINTE	11.1004. 53100	07/07/13	31/07/13	180	S/R# 56285 - Repairs - back yard garden light fitting broken please replace, 1 power point in kitchen and 1 in lounge room broken als	Capital	Jul 2013				

## Compass Community Art Space – Fact Sheet

### 1. What is the venue used for?

Art exhibitions. We are able to accommodate small installations.

Both first time and professional artists are encouraged to exhibit in the space. We accept amateur and professional artists.

### 2. What are some of the features and facilities of the space?

- The space faces onto busy Beaumont St
- Great exposure
- Is safe & secure
- Has hanging wire and custom lighting

### 3. What is unique about this venue?

Incorporated into an office space and is an extension of our organisation's aspiration to engage our social housing tenants with the local and wider community through an art medium. It is also a great way to profile our organisation within the community.

### 4. What are some examples of past or current exhibitions/performances/events held in this space?

Feb 2011 Wandiyali – amazing work of Wandiyali children & staff.



Mar/Apr 2011 Joanna Darby (mind)map – vibrant, abstract works which capture wandering lines, the flow of water and the course of thoughts and ideas.



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**Compass Housing Services Co.Ltd**  
ABN 84 002 862 213  
www.compasshousing.com



2010 WINNER  
**HUNTER**  
SUSTAINABILITY AWARDS



Jul 2011 Shahni Bidwell Random – primarily focuses on abstract acrylics on canvas with the interplay of intense colour and rich texture combined with explorations around illusions of depth.



Jul 2011 An Acquired Perspective - An exhibition of photographic works\* showcasing the talents of People with Acquired Brain Injuries.

\*These photographic works were available for sale. Unfortunately photos of these works are not available.

#### **5. What has been a highlight event at your venue?**

The Art Space was opened with an exhibition by well – known local, John Pittman. It is always a great highlight to see the interaction between the artists and the visitor.

#### **6. How can new local arts and cultural groups get involved with your venue?**

Contact Debra Allan, Chief Operations Officer/Executive Manager Community Sustainability 02 4920 2600 or Melissa Driver, Executive Assistant Community Sustainability 02 4920 2617.

#### **7. Do you offer any particular services to artists/performers/community groups that utilise your space?**

We advertise the exhibition on our website ([www.compasshousing.org](http://www.compasshousing.org)) and in our tenant newsletters which is great free exposure for artists. We are able to host smallish open night events.

#### **8. How would you like to see this venue develop in the future?**

We would like to encourage emerging artists and our tenant artists to use the space; we will also use this space to exhibit works done by our tenants in collaboration with other agencies ie Richmond Fellowship and Headstart.

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# FAQ (Frequently Asked Questions)

## 1. Where is Compass Community Art Space (CCAS)?

CCAS is located at 44 Beaumont St, Hamilton NSW 2303 which is street level.

### Location



## 2. How do I enter CCAS?

We welcome enquiries from interested people walking in from the street (when enquiries sign is displayed), online users and general enquirers.

## 3. What are the CCAS opening hours and office hours?

Opening hours are varied and depend on the needs of the individual artist/exhibitionist. These details are established once the Exhibition date is booked in.

Office hours for Compass Housing Services Co Ltd, the office space at the rear of the CCAS are from 9:00am to 4:30pm, Monday to Friday. The CCAS will not available to open on weekends.

## 4. Do I need to make an appointment to view CCAS?

Generally no, we accept enquires most of the time however there may be occasions when the relevant person to assist with a CCAS enquiry is not available. Should this be the case, a message can be left with our reception (1/44 Beaumont St, Hamilton NSW 2303 ph: 02 4920 2600) where a follow up call will be made to establish a mutually agreeable time for viewing the CCAS.

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## 5. Who will be curating & hanging my artwork?

### Installation and Removal of Works

- a. The Exhibitor will be responsible for the cost, of the packing, insurance, installation and transport of the Works to the Art Space.
- b. The Exhibitor will hang the Works in a responsible professional manner and will comply with any direction from Compass, including direction in relation to hanging material. The Exhibitor will provide a scope of Works prior to installation of the Works.
- c. The Exhibitor will remove the Works from the Art Space within 24 hours after the expiry of the Exhibition will make good all surfaces and vacuum and sweep at the expiry of the Exhibition period.

## 6. When and how long can I exhibit for?

Dates and timeframes are subject to CCAS being available around other exhibitions and/or functions in association with Compass Housing Services Co Ltd. These details will be discussed and mutually agreed once the Exhibition is booked in.

## 7. Food and drink in CCAS?

To preserve the art work being exhibited, food and drink is not to be consumed in CCAS.

## 8. Where can I park near CCAS?

Beaumont St, Hamilton is a very busy street with timed parking. Surrounding streets have a combination of timed and unlimited parking. Please ensure you are aware of the conditions when parking your vehicle.

For dropping off and picking up of art works there is a 'loading zone' available close by, out the front of the convenience store however this is not always available.

## 9. How much does it cost to use the CCAS?

This depends on the time for the exhibition and whether or not the artist is a professional or from a community, not for profit group.

Generally the costs are:

- |      |                                                         |                  |
|------|---------------------------------------------------------|------------------|
| i.   | Up to 1 week (max 5 hours per day)                      | \$100.00         |
|      | 2-3 weeks (max 5 hours per day)                         | \$250.00         |
| ii.  | Sitting fee (if artist or representative not available) | \$20.00 per hour |
| iii. | Commission on sales                                     | 10%              |

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### 10. Why is this fee payable?

Compass Housing Services Co Ltd is a not for profit organisation which uses its Community Development activities to support its social enterprise activities which benefit our tenants and the community.

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