

## DIRECTORS' REPORT



**Board of Directors (L–R):**

Melanie Rogers, William O'Neil, John Murphy, Andrew Cairns, Janet Boynton, Ken Belfrage  
David Brant, Sue Clarke, Tony Bridge, Linda Dewar

The directors submit the financial accounts of the company for the year ended 30 June 2016.

### DIRECTORS

The names of each person who has been a director during the year and to the date of this report are:

<b>Sue Clarke</b>	<b>Andrew Cairns</b>	<b>Janet Boynton</b>	<b>Ken Belfrage</b>
<b>John Murphy</b>	<b>David Brant</b>	<b>William O'Neil</b>	<b>Linda Dewar</b>
<b>Melanie Rogers</b>	<b>Tony Bridge</b>		

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

### PRINCIPAL ACTIVITIES & OBJECTIVES

The principal activities of the company in the course of the year were to provide assistance to those who are homeless or at risk of becoming homeless; providing direct relief to those in poverty. This support was provided in the form of:

- (i) Short-term housing through our Transitional Housing Program,
- (ii) Direct client support through a range of support programs including Homeless Case Management, Home Based Psychiatric Programs, Community Connections, Housing Support for the Aged, Intensive Case Management, Saverplus & Supported Residential Services Programs,
- (iii) Direct financial assistance through our Housing Establishment Fund, Emergency Relief grants and Flexible Care Funds,
- (iv) Provision of affordable housing to low and moderate-income families in Victoria.

No significant change in the nature of these activities occurred during the year.

## DIRECTORS' REPORT

### REVIEW OF OPERATIONS

A review of the operations of the company during the financial year and the results of those operations is as follows:

The operating surplus for the company for the year ended 30 June 2016 was \$6,315,469. This result has been determined after application of Australian Accounting Standard AASB 118 – Revenue.

### SIGNIFICANT CHANGES IN STATE OF AFFAIRS

There have been no significant changes in the state of affairs during the year.

### AFTER BALANCE DATE EVENTS

There are no matters or circumstances that have arisen since the end of the financial year that have significantly affected or may significantly affect the operations of the company or the state of affairs of the company in future years.

### ENVIRONMENTAL ISSUES

The entity's operations are not regulated by any significant environmental regulation under a law of the Commonwealth or of a state or territory.

### MEMBER'S GUARANTEE

The company is limited by guarantee. If the company is wound up, the Memorandum and Articles of Association states that each member is required to contribute a maximum of \$10 each towards meeting any outstanding obligations of the company. As at 30 June 2016 there were 10 full members to which the above provision applies. The total amount the members of the company are required to contribute is \$100.

### DIRECTOR'S PARTICULARS

(a) Qualifications, experience, and other information.

**Sue Clarke** Chairperson

**Qualifications:** Grad Dip. Business, Grad Dip. S.Science, GAICD, Executive Fellow ANZSOG, Graduate AMC CMC.

**Experience:** Director since November 2010, also currently a Director of Bendigo Health Care Group, Loddon Mallee Medicare Locals Ltd trading as Murray PHN, Ambulance Victoria, Member of AICD Bendigo Advisory Board, and Owner & Director of Nillumbik Australia P/L trading as The Light Switch. Over thirty five years experience in Community Sector Leadership and Management, fifteen years experience as a company director and governance.

**John Murphy** Director

**Qualifications:** Bachelor Of Arts, University of Melbourne, MAICD

**Experience:** Director since 2001, Army Officer, 40 years experience in public administration, community service delivery and the Defence Force.

**William O'Neil** Director

**Qualifications:** Bachelor of Arts (Urban & Regional Studies), Curtin University, Western Australia, MAICD

**Experience:** Director since 2012, Owner/Director O'Neil Pollock & Associates Pty Ltd for 19 years providing specialist services in the fields of strategic town planning and local and regional economic development facilitation. Director on the Board of Coliban Water Corporation.

## DIRECTORS' REPORT

**Tony Bridge** Director

**Qualifications:** B. Bus. (Econ), MBA (Monash), FAICD

**Experience:** Director, Bridge Advisory Group Pty Ltd. Director, Bridge Sinclair Brook Pty Ltd. Director of LMHS since 2007. Founding Partner – Burns Bridge Group (now Currie & Brown), strategic advisory and project management business since 1986. Involvement in strategic advisory in various sectors, but with specific interest in affordable housing, retirement/aged care, health, church/not for profits, and others. In 2013 founded Bridge Advisory Group, an entity that provides specialist advisory and transaction services for the aged care and seniors living sector in Australia, China and other parts of Asia.

**Melanie Rogers** Director

**Qualifications:** B.Sc Dip.Bus. Grad Cert. H.I. Grad Cert Prof. Acc., GAICD

**Experience:** Director since 2012, Formerly Governance Manager, Mount Alexander Shire Council, 25 years experience in public administration, human resources and governance. Ten years previous Board experience. Currently Director Bellarine Bayside Foreshore Committee of Management.

**Ken Belfrage** Director

**Qualifications:** Dip.Bus. Studies, FCA, GAICD

**Experience:** Director since 2010. Company director with current roles on a number of boards and committees. Chartered Accountant with 34 years experience in public practice.

**Andrew Cairns** Director

**Qualifications:** Bachelor of Engineering (Electrical), GAICD

**Experience:** Director since November 2010, 18 years experience in senior management roles, currently Chief Executive Officer of Community Sector Banking which is a joint venture between Bendigo and Adelaide Bank Limited and Community 21 Pty Ltd that specialises in providing financial solutions to the Not For Profit Sector.

**Linda Dewar** Director

**Qualifications:** Grad Dip. Arts CMC (Monash), MAICD.

**Experience:** Director since November 2010. Broad based senior executive with extensive business, financial and general management experience in the NFP, financial services sector and IT industry across both public and private sector. Fifteen years experience as a serving Board Member across a diversity of interests.

**David Brant** Director

**Qualifications:** Bachelor of Engineering (Mechanical), Post Graduate Diploma Business Administration, FAICD.

**Experience:** Director since September 2014, Chair Nillumbik Community Health Services. Business interests in renewable energy and manufacturing sectors. Extensive experience in non-executive and senior executive roles in the not-for-profit sector and private enterprise.

**Janet Boynton** Director

**Qualifications:** BTRP (Melb), Grad.Dip Aust. Institute Company Directors, FAICD, FPIA

**Experience:** Director since April 2015. Has an extensive background working in executive positions in State and Local Government. Is a former board member of Bendigo Health, CFA and La Trobe University Council.

## DIRECTORS' REPORT

### DIRECTOR MEMBERSHIP OF BOARD SUB-COMMITTEES

	Tony Bridge	Ken Belfrage	Linda Dewar	Sue Clarke	William O'Neil	Andrew Cairns	Melanie Rogers	John Murphy	Janet Boynton	David Brant
Remuneration & Assessment Committee			X	X		X				X
Risk Committee			X	X	X		X	X		
Corporate Strategy & Governance Committee	X	X		X	X	X			X	X
Finance & Audit Committee	X	X		X			X	X		

### DIRECTOR'S MEETINGS

During the financial year 14 meetings of directors were held. Attendances were:

Director's Name	Number attended	Number eligible to attend
Sue Clarke	14	14
Ken Belfrage	13	14
William O'Neil	13	14
Melanie Rogers	14	14
Andrew Cairns	11	14
John Murphy	10	14
Linda Dewar	11	14
Tony Bridge	8	14
Jan Boynton	13	14
David Brant	14	14

### CORPORATE GOVERNANCE

The Board facilitates the identification of significant areas of business risk, implements procedures to manage such risks and develops policies regarding the establishment and maintenance of appropriate ethical standards. The Board develops the overall strategic direction of the company and monitors the achievement of this, and the management of the company, using a policy governance framework. Their specific role is to ensure compliance in legal, statutory, and ethical matters; monitor the business environment; identify business risk areas; identify business opportunities and monitor systems established to ensure prompt and appropriate responses to customer complaints and enquiries.

Remuneration:

Total remuneration	\$0 to \$9,999	\$10,000 to \$19,999	\$20,000 to \$29,999
Number of directors	0	9	1

In the previous financial year remuneration was as follows:

Total remuneration	\$0 to \$9,999	\$10,000 to \$19,999
Number of directors	9	1

## DIRECTORS' REPORT

### AUDIT INDEPENDENCE DECLARATION

A copy of the Auditor's Independence Declaration as required under the Australian Charities and Not-For-Profits Commissions Act 2012 is set out [here](#)

([annualreport2016.havenhomesafe.org.au/financials/auditorsindependencedeclaration](http://annualreport2016.havenhomesafe.org.au/financials/auditorsindependencedeclaration)).

### BENEFITS UNDER CONTRACTS WITH DIRECTOR'S

Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other parties unless otherwise stated.

This declaration is signed in accordance with a resolution of the Board of Directors.



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Sue Clarke – Chairperson

Dated this day 6 October, 2016

## DIRECTORS' DECLARATION

The directors of the company declare that:

1. The financial statements and notes, as set out [here](http://annualreport2016.havenhomesafe.org.au/financials/financialstatementandnotes) are in accordance with the Australian Charities and Not-for-profits Commission Act 2012 and:
  - (a) comply with Accounting Standards being the Australian equivalent to International Financial Reporting Standards (A-IFRS) and the Corporations Regulations 2011; and
  - (b) give a true and fair view of the company's financial position as at 30 June 2016 and of its performance for the year ended on that date; and
2. In the director's opinion there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors.



Sue Clarke – Chairperson

Dated this day 6 October, 2016