

# Annual Report

2012 - 2013





## **Vision**

To be the preferred not-for-profit community housing and support service provider in Central and Western NSW.

## **Mission**

To provide accommodation and support services which ensures quality delivery of care, excellence and diversity to our clients.

## **Values**

- Care** - To respect our stakeholders and provide quality client care and service through engagement and empowerment. We will be transparent, approachable and accountable.
- Excellence** - To provide skilled and professional staff and directors who are diligent, ethical and committed to the business objectives of the organisation.
- Diversity** - To be an organisation committed to diversity and equality by delivering ethical, non-discriminatory and culturally aware services.

## **Housing Plus Business Objectives:**

- Pursue expansion, growth and diversification opportunities.
- Actively promote and market the benefits of Housing Plus and community housing and participate in community initiatives and networks at all levels.
- Operate with a community focus and to be consultative, resulting in quality and sustainable improvements in the wellbeing of our clients and communities.
- Provide high quality, flexible and responsive services in an environment of continuous quality improvement.
- Remain viable, strong, ethical, competitive and accountable.
- Deliver the business in a rapidly changing environment with appropriate skills and support, respect and value the work of our employees and volunteers.
- Govern the organisation effectively and efficiently with an appropriately skilled Board through the application of best practice corporate governance.

## **Acknowledgement of Traditional Owners**

Housing Plus acknowledges that our properties and offices are located on land traditionally owned by the people of the Wiradjuri Nation.





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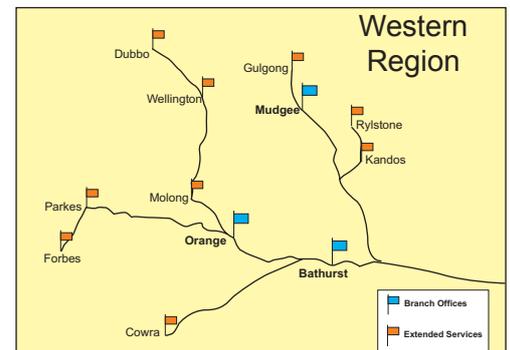


## Housing Plus Profile

Housing Plus operates as a social enterprise, where we combine dedication to a strong mission with an ability to harness professional expertise once reserved for private sector businesses. We provide high quality affordable rental housing and support services to people in need, and act as a key community partner in the regions and neighbourhoods where we operate. Our goal is to be the leading 'community anchor' in the Central West of NSW, through coordinating with service partners and giving them a local point of reference.

### Geographic Spread

Housing Plus operates over a wide geographical area taking in 8 Local Government Areas with an administration office in Orange, Branch offices in Orange, Bathurst and Mudgee and outreach services extended to Kandos, Rylstone, Gulgong, Molong, Wellington, Dubbo, Parkes, Forbes and Cowra. In this region we have strong links with local councils, welfare agencies, housing advocates and community members.



### Plus Services

Central to our mission is a commitment to diversity and equality to our clients, and to increase social inclusion and consider the wider needs and aspirations of our clients. Housing Plus provides a number of plus programs which are funded by other Government Departments outside of traditional community housing.

Our involvement with 'housing plus' services helps stabilise the lives of people in our region. It makes it more likely that people will be able to sustain their tenancies with us, and other landlords, and move their lives forward.

### Governance & Compliance

The business and operation of the Company is governed by a skill based Board of Directors who operate utilising a model of strategic governance. The Directors are professional local people who are diligent, ethical and committed to the objectives of the organisation. The Board links to the legal and moral ownership of the organisation, produce explicit governing policies and assure CEO performance by establishing clear expectations for performance and clear mechanisms for accountability.

### Commitment to Good Corporate Governance

Housing Plus is committed to the highest standards of corporate governance ensuring that :

- The organisation is accountable to its members and stakeholders, including service users, tenants, applicants, local communities, partner organisations and government
- Clients receive high quality, cost effective services
- Stakeholders can have confidence in Housing Plus and in the services it provides.

In addition, the Board aspires at all times to comply with the ASX Corporate Governance Principles and strives to achieve continuous improvement in corporate governance practices in order to meet these principles and be well placed to take up future opportunities.



End of year staff gathering 2012



Board and CEO Housing Alliance meeting 2013



Fiona Griffiths Reward and Recognition



**Jim Couper**  
**Chairperson**

**Director since:**  
10 March 2009  
**Skills Area/s:**  
Marketing, Planning,  
Advertising, Market Research  
**HP Sub-Committees:**  
Governance

**Qualifications:**

- Graduate Diploma in Marketing
- Production Engineering Certificate

Jim is the former Managing Director of CareCom - a Clemonger BBDO research company with experience as a marketing manager in healthcare and as a marketing academic at the University of Sydney. He is currently Principal of market research consultancy DIAD Pty Ltd. Jim has been a Director of NFP organisations in healthcare and education and is currently also a Board Member of The Catholic Development Fund for The Diocese of Bathurst.



**Lyall Sadler**  
**Treasurer**

**Director since:**  
21 October 2010  
**Skills Area/s:** Finance  
**HP Sub-Committees:** Audit,  
Risk & Development

**Qualification:**

- Diploma in Technology (Commerce)

Lyall is currently employed with Nestle Australia Ltd as the Financial Controller at the Nestle Purina Petcare factory located at Blayney. He has had 38 years experience in the commercial manufacturing sector with financial roles including industries such as: metal fabrication; plastic extruding; coal mining; medium density fibre board manufacture and a three year stint with overseeing other Nestle Purina operations in New Zealand, South Africa and China. He is also involved in charitable work with his local church.



**Kim Ferguson**  
**Vice Chairperson**

**Director since:**  
17 June 2010  
**Skills Area/s:**  
Strategic Planning,  
Community Organisation  
Management, Human Resources  
Management, Business  
Development, WHS  
**HP Sub-Committees:**  
Governance

**Qualifications:**

- Diploma of Occupational Health & Safety
- Diploma of Management
- Certificate IV Training & Assessment
- Certificate IV in Frontline Management
- Certificate IV in Business Sales

Kim currently focuses her professional efforts into developing the leadership, management and business development skills of local organisation's key people since joining the Leadership Management Australia (LMA) network in 2005.

With a background as an Industrial Relations Advisor and Employment Law related Trainer, motherhood saw Kim enter into active involvement with Not-For-Profit Organisations prior to returning to the formal workforce in a Community Development and Education role. Her commitment to community service continues in volunteering with NSW Rural Fire Service.



**Daryl Pike**

**Director since:**  
21 February 2013  
**Skills Area/s:**  
Law

Daryl is a solicitor having practiced in the Bathurst and Lithgow areas since 1976, specialising in litigation and more recently in areas of property, commercial, wills and probate. He has been a partner of two law firms and is currently a sole principal. Daryl has served on a number of Boards over the past 35 years.



**Carleen Cunningham**

**Director since:**  
17 September 2009  
**Skills Area/s:**  
Management, Law, Planning  
**HP Sub-Committees:**  
Audit, Risk & Development

**Qualifications:**

- Bachelor Social Science
- Certificate in Management
- LEADER Mediation

Carleen has been employed in the Public Sector for the past 22 years and is currently the Community Liaison Coordinator for NSW Fair Trading. She has many years of management experience and for the past seven years has planned, developed and delivered education programs throughout the west region of NSW.



**Jenny Hazelton**

**Director since:** 21 October 2010  
**Skills Area/s:** Community Development & Management, Social Housing Planning and Provision

**Qualifications:**

- Bachelor Social Studies (Social Work)
- Graduate Diploma VET
- Graduate Certificate Social and Community Practice
- Diploma Training & Assessment
- Certificate IV Training & Education

Prior to the establishment of Housing Plus Jenny held a position on the CTHA Board since November 2010. Jenny was attracted to the Board position because of her involvement over many years as Chairperson of a smaller NGO which provided accommodation and support services to young people who were homeless or at risk of becoming homeless. She has worked in the community of Orange firstly as a social worker in the local health service, as a teacher, followed by her current position of Head Teacher of Welfare at Orange campus of TAFE, TAFE Western.



**Brad Cam**

**Director since:**  
19 January 2012  
**Skills Area/s:**  
Construction and Project and Asset Management  
**HP Sub-Committees:**  
Audit, Risk & Development

**Qualifications:**

- Bachelor Building (construction & project management)
- AICD: Company Director's Course

Brad has always given his time helping organisations or sporting groups as a volunteer throughout his working life. Brad states that housing is one of our most basic needs and to be appointed to the board of Housing Plus is a privilege. Brad has an extensive construction and asset management background which will allow him to contribute a much needed expertise at Board level over the next few years, as Housing Plus enters a new phase of business through property development and addresses the ever demanding need for quality housing for the community.

**Board Meetings**

The Board met 11 times during the reporting period including one planning retreat. A Board discussion section is included in the beginning of the Meeting Agenda to ensure Directors have ample time to discuss issues of strategic importance, and a Consent Agenda is utilised to create time savings for more important discussions and decision making. Board Sub-Committees met in addition to Board Meetings, with the Audit, Risk and Development Sub-Committee meeting six times and the Governance Sub-Committee twice throughout the reporting period. Board Directors are not paid however a generous professional development and training budget is made available, meeting costs including accommodation, travel and conference costs are met as well as purchase cost of an iPad and ongoing data costs.

Board Director	Attended	Sub-Committee
Jim Couper	8/11	2/2 Governance
Lyall Sadler	10/11	6/6 ARDC
Kim Ferguson	8/11	2/2 Governance
Carleen Cunningham	10/11	3/4 ARDC
Jenny Hazelton	10/11	
Brad Cam	10/11	6/6 ARDC
Daryl Pike	4/5	



## Legal Status

Housing Plus is a not-for-profit social housing company limited by guarantee, subject to the Corporations Act 2001, which is regulated by the Australian Securities and Investment Commission, the Charities and Not for Profit Commission and the Australian Tax Office. The organisation is also a Public Benevolent Institution with Deductible Gift Recipient Status, under Subdivision 30-BA of the Income Tax Assessment Act 1997.

## Registration - April 2013 R1008110812



Housing Plus operates in a highly regulated environment including compulsory regulation under the Housing Act 2001 and Housing Regulation 2009. Housing Plus is a Class 1 Housing Provider which are typically

organisations managing a large portfolio of more than 400 properties and undertaking community housing development projects utilising private sector funds and investments. Organisations in this class are subject to the highest level of regulatory requirements.

In April 2013 following assessment, the Registrar determined that Housing Plus was fully compliant with the Housing Act and Regulatory Code, and that no remedial action was required. Two forms of positive practice we noted in the assessment, being the Mystery Shopper process and formation of the Housing Alliance.

Housing Plus will be assessed as a Tier 1 provider under the new National Regulatory System, which will commence early next year. This will position Housing Plus well for new growth and development opportunities.



## Accreditation 2013

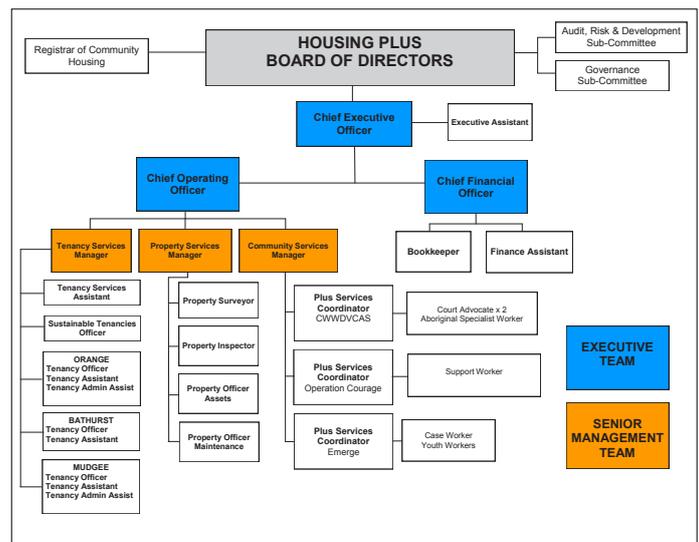
Following a comprehensive evaluation, the Global-Mark Community Housing Accreditation Council's Panel awarded Housing Plus a full (three years) accreditation to 2 April 2016 against the National Community Housing Standards 3rd edition (May 2010). Of the 30 applicable standards, Housing Plus were assessed as surpassing 10 standards, meeting 17 and partially meeting 3.

Accreditation is voluntary but is valuable in providing an avenue for looking at the organisation from the inside out from a quality improvement perspective.

## Staffing

Housing Plus employs thirty-six staff led by the CEO who has overall responsibility for leadership, implementation

of the strategic plan and operational management of the organisation and all its projects. The CEO is assisted by both an Executive Team which includes the Chief Operating Officer and the Chief Financial Officer and a Senior Management Team as illustrated in the structure.



## Funding

Income for Housing Plus is gained from three main sources: through the collection of rents from tenants or client contributions, the Community Housing Leasing Program and Crisis Accommodation Program, recurrent grants, and fee for service for management of properties for other agencies. Department of Family & Community Services provided funding to Housing Plus for operation of the Operation Courage Domestic Violence Project and Emerge Youth and Family Service both located in Orange.

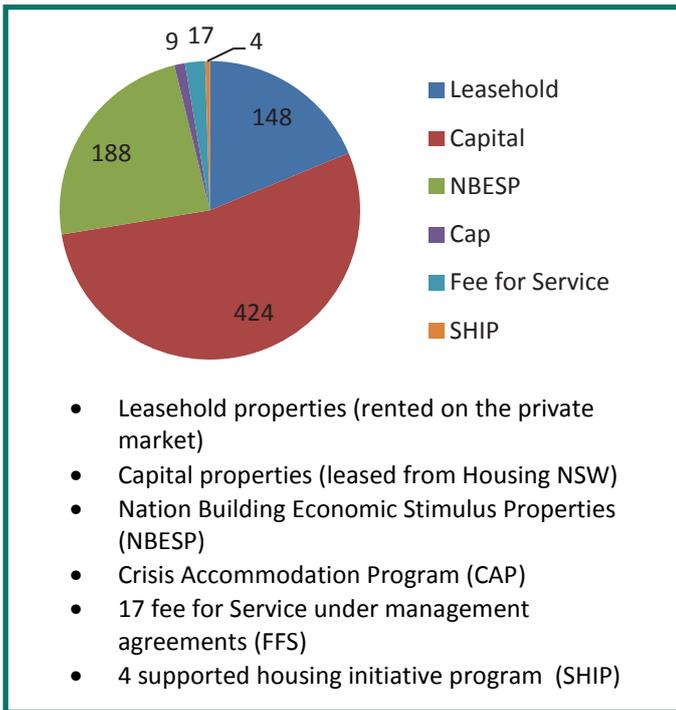
Legal Aid Housing Plus under the Grants and Community Partnerships programs for the Central West Women's Domestic Violence Court Advocacy Service.

Housing Plus has successfully diversified its business and the operations of the company to include a range of different funding providers that fund a variety of support projects, demonstrating our capacity to meet more than just the social housing need in the communities we serve.



### Property Portfolio

At the end of the reporting period Housing Plus was managing a total portfolio of 790 properties housing 1,631 people in the following programs:



*Housing Plus thanks Local MP Andrew Gee for his support throughout the year particularly with the push for finalisation of the Nation Building Economic Stimulus Properties (NBESP) and subsequent opening of Margaret Street NBESP site and opening the new Housing Plus Office in Orange.*



Andrew Gee MP for Orange - Opening Housing Plus Orange Office



## Board Chairperson Report 2013



When I review my Chairperson reports for the past two AGMs I can't help thinking of Housing Plus as being like someone waiting for a bus that more and more looks like it is not going to come. But just when they are about to give up and walk, three buses arrive at the same time. So in 2013 I am happy to report that our buses have arrived, we have got

on board and we are moving off in the right direction. While our CEO will give you more details of our bus timetable I will outline some of the important events of 2013.

Firstly we have now received title to 288 existing and new properties from the NSW Government. This was a critical event for Housing Plus as it now allows us to use the value of these properties to build affordable homes and to expand our services. We are in the process of commercially valuing these properties which should add something in excess of \$49.3 million dollars to our balance sheet.

Secondly, we are now well underway in construction of 53 affordable homes spread across Orange, Bathurst and Mudgee. Due for completion in mid 2014, these homes will increase the stock of affordable housing for key people in our communities...people like teachers and fire fighters... who are being squeezed out of local rental markets.

The third event I want to mention is the participation of Housing Plus in a novel form of collaboration in social housing. Over the past twelve months the CEO of Housing Plus has worked closely with the CEOs of Homes North Community Housing, Homes Out West and North Coast Community Housing to develop the Housing Alliance. The idea of the Housing Alliance is to reduce costs and to target new opportunities across a large part of regional NSW. While there is no intention to merge the four organisations, when viewed as a combined entity, the Housing Alliance manages almost 3,000 homes. This makes it collectively the fourth largest community housing provider in Australia.

Again in 2013, the Board has been active in ensuring the relevance of Housing Plus policies and in providing input into our strategic plan. As in past years, the Board

assessed its current skills and professional development requirements early in the year to ensure it has the necessary skills to govern the organisation into the future. As a result of this a number of directors have attended external training courses to upgrade their skills.

The two Board sub-committees have continued to work well this year in developing and formalising recommendations for the Board to discuss as a whole. The Governance sub-committee managed an internal and, the first, external evaluation of our CEO; and the Audit, Risk and Development sub-committee has overseen our development activities and helped shape our tracking and management of business risk. I thank the members of both sub-committees for their hard work over the year.

The Board continues to excel in its governance of the organisation. It is forward thinking and committed to ensuring that Housing Plus operates from a quality improvement perspective while remaining true to its mission and role of governance. The Board understands that it is not just another level of management and that its role is a key strategic one. The Board remains active in ensuring that Directors have or develop the necessary skills to take Housing Plus into the future.

Looking into the future of Housing Plus, I still see the same two opportunities noted in my past reports plus a new one:

- The most important is to take advantage of the capital available from the 288 titles we have gained. This will primarily go to creating additional affordable housing either as a developer in our own right or in partnership with appropriate partners and organisations. We have already developed relationships with financiers and developers and our first developments are well underway.



The Board Members



- A secondary opportunity is to expand our range of social services where we see a need not being met by others and for which we can gain funding. Currently our successful Operation Courage, Emerge Youth and Family Program and Central West Women's Domestic Violence Court Advocacy Program fall into this category.
- A new opportunity will be to leverage our membership of the Housing Alliance to reduce our costs and to create new services.

As we head into 2014, the strategic challenge facing Housing Plus continues to be the creation of a new identity for ourselves in very different community/affordable housing marketplace. This identity must take us away from being a "plain vanilla" housing and service provider

and give us a unique signature in what is becoming a more competitive housing market. As I said last year and the year before, this will not be achieved in one plan but will be a key strategic task for Housing Plus Board and Management for many years to come.

In closing my report for 2013, a number of acknowledgements are necessary, firstly to the current members of the Board of Housing Plus who give their time freely and who continue to contribute greatly to the evolution of our organisation....your professionalism sets the tone for the organisation. It has been an honour to be part of such a Board!

Having left the truly important people to last, I congratulate the staff of Housing Plus on another year of success and truly monumental achievement. On behalf of the Board, I thank you for your professionalism, your hard work and for the goodwill that makes a collaboration like Housing Plus possible.

Jim Couper  
Board Chairperson

*"Housing Plus has the appropriate governance, corporate structure, processes and personnel to support the organisation's strategic directions and goals for the next 3-5 years".  
(Global-Mark Evaluation Report on Housing Plus)*





## CEO Annual Report



Once again I am pleased to report another very successful year of achievements and important outcomes while staying true to the organisations mission and values, which are at the forefront of everything that we do at every level of the organisation.

An annual report is designed to provide an outline of the organisations activities over the past year so in looking back I am struck by how much has been achieved, credit to the fantastic and committed team of people who govern, manage and work for Housing Plus.

In reading this report you will note strong evidence of outstanding achievement, client satisfaction, excellence in service provision, successful collaboration and partnerships and robust commitment and focus on quality improvement and compliance. Focus is now on strengthening our place as a community anchor, demonstrating our ability and capacity and becoming a pillar to whom local governments can turn when faced with a problem or with an opportunity for example partnering in the use of surplus land for housing supply.

This year has been challenging as we like all providers were forced to operate in uncertain economic and political environments, and where yet another year passed while waiting for confirmation that the vesting of 288 properties awarded to Housing Plus in successful tenders back in 2010 would occur. Finally, 3 years later I am finally pleased to advise that confirmation has been provided, gazetting has occurred, contracts signed and delivery of Title Certificates imminent.

A key business function for Housing Plus is strategic and organisational planning and this year we again implemented our planning framework which included consultation and feedback from clients, stakeholders, staff and directors to update our Strategic Business Plan. The facilitator of our Board Planning Session Dr Tony Gilmour, provided us with an outsider view of Housing Plus, stating in his opinion as a National and International Housing Expert, Housing Plus has industry-leading clarity of vision, mission and values and is a high capacity organisation in need of growth “all dressed up with nowhere to go!”.

This was indeed true, as we stalled our property development business while waiting on the Government to fulfil its vesting obligations.

Housing Plus has since commenced significant development activities relating to construction of the SAIF project in Dubbo and 53 NRAS affordable housing properties, however this is only the tip of the iceberg of what Housing Plus is capable of undertaking. On this basis, both business and strategic objectives have been developed with a focus on growth, diversification of services, profile raising, creation of new funding streams, quality assurance and continuous improvement.

The Executive Team continued to refine the organisational structure and internal processes with the realignment of tasks and creation of new positions as is noted further in this report. Our Plus Services are fully integrated with Housing Plus in every sense of the word, through active staff participation, integrated policies and IT and through direct and regular linkages to Management.

A new specialist Community Services Manager position was created as part of the staffing restructure, that will focus on community development and client engagement. This will provide the resources required to enrich existing partner relations including those with Local Government, develop new partnerships, provide leadership by Housing Plus in community development activities and cement Housing Plus as a community anchor.

Housing Plus has also commenced work on activities that will assist with Placemaking strategies, so that we are not just providing housing but contributing to the creation of communities (which come in many forms). Working with other agencies and the people who live work and play in the area, we will identify what it is people need outside their housing alone to create real communities they want to be part of in their area. A housing needs analysis was completed to define the profile of our communities that assists Housing Plus to better understand the communities we work in and to inform priority of where resources should be directed.

Housing Plus must keep up with other leaders in the sector to ensure we have equal access to additional housing opportunities and funding for social and support services that are required to meet the demand of clients in need in our community.



I am proud to report that Housing Plus continues to be a financially sound, creative, skilled, innovative and client focussed organisation. Our foundations are strong, infrastructure sound and there is ample capacity ensuring we are very well positioned for further growth and diversification.

A capability statement was developed this year that allows us to promote who we are, what we do and our capacity for innovation and to partner effectively with all tiers of government, community and commercial organisations.

It is now time for thanks, firstly to our community partners for their commitment to working collaboratively with us to ensure everything possible is done to enable our clients to sustain their tenancies.

To our non-government and government partners, thank you for the confidence you have in us and for assisting us to build capacity in the communities we work in, our success is yours also.

Our greatest asset continues to be our staff without whom we would not enjoy success and our clients would not be provided with the outstanding services they receive. While a number of staff have been recognised for service and contributions to Housing Plus throughout the year, I would like to publicly thank staff one and all for contributions they make to Housing Plus and for the dedication they have to making a difference in so many ways in the lives of their clients.

To the Board Directors, thank you for the support you provide and confidence you have in my leadership and for your diligence and commitment in governing Housing Plus. I know that you join my team and I in looking forward to the planned and non doubt unplanned activities of the coming year that will enhance this exciting social enterprise, Housing Plus.

Karen Andrew  
Chief Executive Officer

*"I am so pleased that the Housing Alliance has received such high praise from industry. It really is a terrific initiative in the housing sector and deserves to be recognised. I am certain that it will be a model for others and that you will reap the rewards in the years to come through a stronger and more influential presence collectively, and individually in serving your communities".*

*(Roxane Shaw - Former NSW Registrar for Community Housing)*



CEO & Andrew Gee  
NBESP Handover



Susan Nadalini  
Reward & Recognition Aug 2012



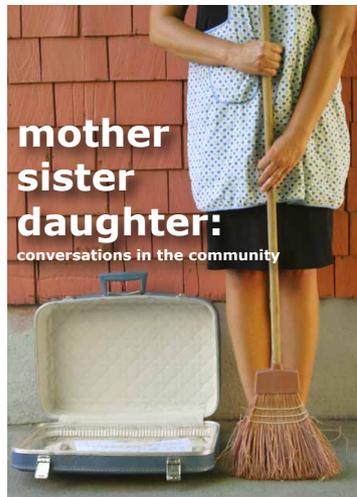
# *Housing Plus Highlights 2012/13*

- Class 1 Registration **achieved**
- Full 3yr **accreditation** under the Nation Community Housing Standards to August 2016
- Director Recruitment and Induction Strategy **developed** and implemented
- Housing Plus Website **constructed** and operational
- Complispace Fully Implemented and **Operational**
- Full **policy review** and integration into Complispace
- Capability Statement developed, printed and **communicated**
- Client and Staff **Satisfaction Surveys** Completed
- **Business Continuity Plan** developed and staff trained
- Remote off-site back-up system **operational** and new document scanning process in place
- Boardroom Online **activated** & e-Governance fully operational
- **24 hour Emergency** Maintenance Service in place and operational
- Area Housing Needs Analysis **consultancy completed** and report provided
- 50 week rent **payment plan** initiated for Clients
- **Construction** of SAIF Project in Dubbo underway
- Property Acquisition and **Disposal Policy** Developed
- **KPI traffic light system** in place and reviewed for all teams
- Team Action & Improvement Plans developed and **monitored** by each team
- All relevant **staff trained** in Complaints Handling and Cultural Awareness
- Staff Consultative Committee formed, **actively engaged** in consultation and policy review
- **Milestones and rewards** are published on CompliSpace and staff newsletter
- Service & CEO Recognition **Awards** presented
- **Client feedback** methods revised and new processes implemented
- Due Diligence for Banking and **Construction Partners** complete
- Transfer of **NBESP properties complete** (43 units)
- Maintenance **satisfaction surveys** developed for Centralised Maintenance System
- **Mobile technology** introduced for LTAP inspections
- All program literature has been reviewed and **updated**
- Completion of **Annual Staff Appraisals** and Monthly Supervisions



### **Innovative Project**

CWWDVCAS completed a major awareness project to highlight particular areas of domestic violence in the community. The Mother, Sister Daughter project sought to increase community and Service Provider interest, knowledge and support for domestic violence issues.



The project included a range of consultations, focus groups and interviews with Service Providers in the area. The information gathered in these discussions has informed three key community resources; a DVD showing three women portraying stories of domestic violence, a resource with domestic violence information and contacts and a report back to the Service Providers that documents the stories, expertise and input they provided.

### **Website**

The Housing Plus website has proven to be very popular with our clients and stakeholders. We have uploaded our factsheets and brochures as well as our client friendly policies. Clients can contact the organisation via the website by following the links and can also report a repair online.

### **Integrated IT**

Work has continued this year with our Housing Alliance partners to look at procuring and implementing an Integrated IT System. The system we seek will allow our staff to operate effectively across tenancy, property maintenance and finance using one platform. We have completed the business review which enabled a commonality approach in terms of functional objectives and the risk framework for all four organisations. We have also visited various community housing organisations who use differing products to ascertain effectiveness. We are now close to recommending a product for purchase to the CEO and Board of Directors.

## *Organisation Management*

### **Complispace**

Complispace continues to be a fundamental tool to assist with the organisations compliance obligations. All staff are assigned training modules relating to specific policy areas followed by tests to ensure staff fully understand the policy and remain compliant. Since the program went live almost 900 compliance tests have been issued to staff and Directors and completed. A sequence of compliance testing has been created and will be completed on an annual basis, this ensures all staff consistently remain compliant.

### **PreVue**

The Executive have implemented a fully electronic recruitment system called PreVue, it also allows us to carry out detailed position description analysis as well as position benchmarking. The recruitment system is linked into our website which enables applicants to be linked from our website to our recruitment site.

PreVue also allows recruiting managers to assign an online psychometric test, decline the application, request further information, invite to interview and notify applicants they have been unsuccessful.

### **Key Performance Indicators**

Well into our second year of reporting against a formal performance monitoring process, the key performance indicator suite, complete with traffic lights for ease of monitoring, has been very successful. It allows service teams to constantly monitor performance and report to management against key targets in addition to providing key information to benchmark our performance against other organisations.



### **Strategic Planning**

Team Action Improvement Plans (TAIPs) were initiated during 2011-2012 as a way of monitoring performance against the annual operational plan, this continued in the current operational year. All staff were involved in the planning phase, with each team determining what strategies their respective teams could implement with the aim to achieving particular strategic objectives.



## Staffing

As with any rapidly growing and developing organisation staffing reviews and restructures are critical to ensuring that the workforce remains appropriate and contains the skills required to achieve the vision and objectives of the organisation. Housing Plus undertook a review of staffing during the year which resulted in a small restructure including the realignment of tasks in some cases and the creation of two new positions. The first being the Sustainable Tenancies Officer, this position was created to provide complex case management to clients at risk of being made homeless, providing support designed to assist with the sustaining of tenancy and further providing much needed specialized assistance to the Tenancy Team. The second position created was a Property Inspector. This position is responsible for the Orange and Bathurst Property Portfolios and Workplace Health & Safety.



*"I enjoy the opportunity to work for a company that is dynamic and growing and is recognised as a leader within the community and sector." (Employee Engagement Survey)*

## Staff Engagement Survey

In September 2012, we conducted an extensive staff engagement survey designed containing 128 questions to determine staff satisfaction, identify our strengths and areas for improvement and development. We achieved a 100% response rate and statements were rated by staff from 1-5 strongly agree to strongly disagree with the statements presented. Staff were also encouraged to provide ideas for improvement and make comments about Housing Plus as an employer.

*"Housing Plus is a great organisation to work for, its vision and direction excite me and the staff make the workplace an enjoyable place to be." (Employee Engagement Survey)*

We are very proud to report an average of 89% agreeable response, with 100% achieved for some questions particularly relating to mission and values, role clarity, diversity, staff safety, risk management, staff facilities.

teamwork, organisation objectives and client satisfaction. Staff identifies, commitment to excellence, our staff and working towards continual improvement and making change as the top three areas of strength for Housing Plus. Areas for improvement centred around cross team communications and information and technology.

## Training

Housing Plus places significant emphasis on personal development for its entire staff team, validated by expenditure of around \$65k on training, including staff travel across the region to attend conferences, networking meetings and tailored training for specific services. One member of staff completed Certificate 4 in Frontline Management through the Leadership Management Australia program. Staff also attended Complaints Handling Training delivered by the NSW Ombudsman as well as many other locally sourced training courses.



## Personal Development Plans

Another new process implemented this year has been Personal Development Plans (PDP), these enable staff to take charge of their own learning. Learning becomes a proactive as well as reactive process, designed and prioritised to support immediate development needs as well as longer term ambitions. A PDP enables staff to identify key areas of learning and development activity that will enable them to either acquire new or develop existing skills and behavioural attributes for the following purposes:

- Enhance performance in their current role
- Address anticipated changes in their current role
- Address career aspirations towards a future role

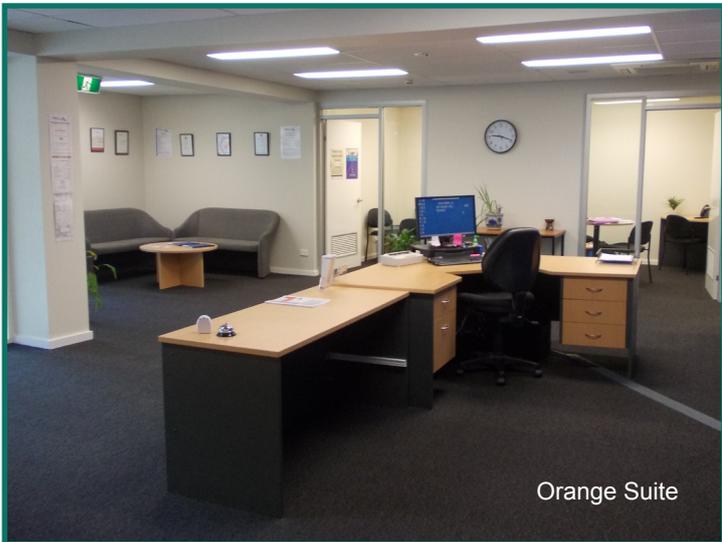
The personal development planning process is undertaken initially by the staff member followed by discussion and agreement with their manager. This process takes place annually and forms part of the Staff Development and Review (Appraisal) process.

***\$65k spent on staff training and development.***



## Orange Office Relocation

In June 2013, the Orange based Tenancy Services Team, Operation Courage and the Central West Women's Domestic Violence Court Advocacy Service moved from Suite five on the second floor, down to Suite one on the Ground floor. This move was deemed essential to ensure the front line, client facing services were easily accessible to clients and the community in general. This move ensures clients who have a disability, elderly clients and young parents with children can more easily access our services via a ramp to the building and spacious and comfortable waiting areas.



## Operational Management

### Plus Services

Housing Plus has three specialist programs; these are Operation Courage, Emerge Youth & Family Services and the Central West Woman's Domestic Violence Court Advocacy Services. These services are provided centrally from Orange, with the Central Western Women's Domestic Violence Court Advocacy Service (CWWDVCAS) also providing services in Cowra and Parkes/Forbes.

### Housing Plus - Emerge Youth & Family Service

Emerge Youth and Family Program has 21 years experience in supporting homeless youth and operates on a strengths based model of service delivery which develops client's independent living skills. The program offers assistance with linkages to other support services, including crisis accommodation, transitional housing, living skills, specialist health services, employment, drug & alcohol services, court support and juvenile justice.

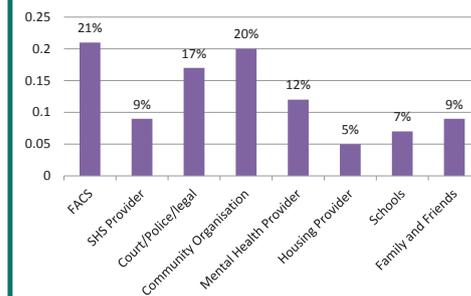
*"I feel safe at Emerge and we get to have fun there, the workers are cool and always help us. We get to talk about stuff and learn how to cook and how to live by ourselves."*  
( Emerge Client 2012)

### Program Utilisation and Statistical Information:

- 47 young people were accommodated at Emerge for a total of 1501 bed nights
- 5 young people were supported in the Transitional Youth Housing Project
- 75 clients were supported via outreach.

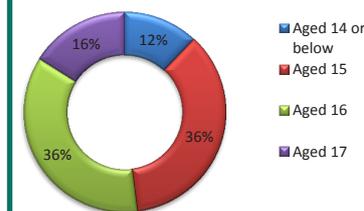
*"Housing Plus do a great job and I am very happy where I am."* ( Emerge Client 2012)

### Source of Referrals to the Program



The majority of referrals to Emerge came from Family and Community Services, followed by Community organisations and the legal fraternity

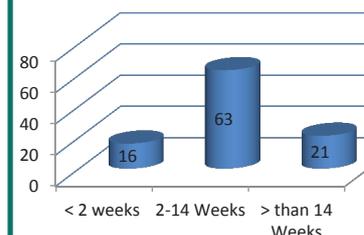
### Emerge - Age of Clients Assisted



72% of young persons provided with assistance were between the ages of 15-16.

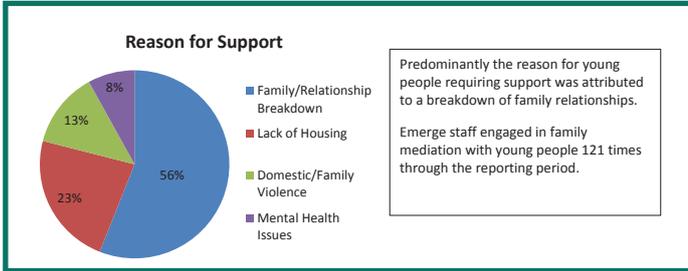
Unfortunately 12% were as young as 14yrs or less and a smaller percentage, 16% aged 17.

### Length of Stay

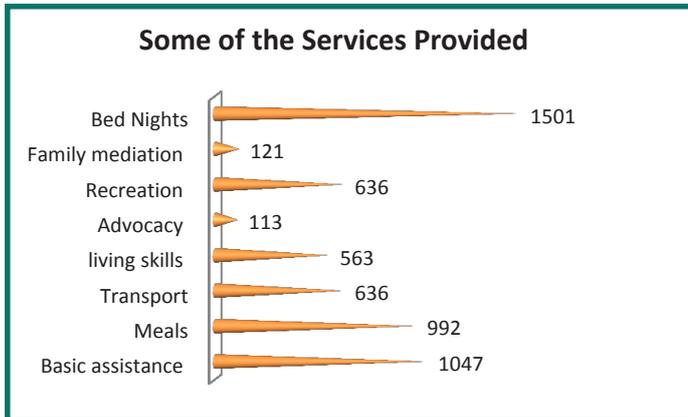


Of the young people who resided at Emerge, 63% stayed for a period of between 2 and 14 weeks and a smaller amount 21% for a period longer than 14 weeks.

A number of youth who can not go home, go on to live independently in the Transitional Youth Housing Program following completion of a living skills program that prepares them and



The Emerge staff provide an extensive range of programs and support services to the young people who access the service. The graph below demonstrates the number of instances that these particular services were provided during the year however, these are only a sample of services provided.



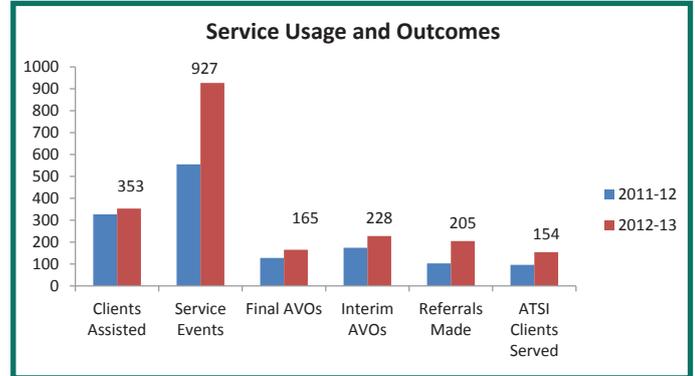
### Central West Women’s Domestic Violence Court Advocacy Service (CWWDVCAS)

CWWDVCAS aims to provide a holistic service providing women and children who have or are experiencing domestic violence, assistance to obtain effective legal protection from the NSW Courts through applications for Apprehended Domestic Violence Orders (ADVOs)

*“I think the service was great, they came to all the court cases with me, supported me the whole way through. They were my go between for Operation Courage, Housing and the Police. They helped me with things when I didn’t even know where to start.” (Orange Client)*

The graph demonstrates a 12.8% increase of clients assisted from last financial year, however of significant note is the total number of Aboriginal clients assisted which is an astounding 37.5% increase.

Housing Plus employs 4 staff in the service, 2 of whom identify as Aboriginal, providing assurance that the service



is equipped to provide a culturally sensitive support service, and can assist as many Aboriginal clients as possible. The Aboriginal Specialist Workers have been active in attending Aboriginal Interagency meetings, and generally building relationships with other Aboriginal services.

During the reporting period, new partnerships have been built with key stakeholders and staff have attended a range of training opportunities developing new skills that enhance services delivery to clients.

CWWDVCAS works extremely close with our local Police, particularly our Domestic Violence Liaison Officers (DVLOs) and court staff who rely on staff at court for our service provision and who regularly call the service to assist them with clients, issues and information. Of particular note, staff attended the Orange Police Domestic Violence two day training in May. This experience has cemented the relationship between the service and the Police. Extremely close working relationship have been established with the two DVLOs in our area and our staff and service is now well known by Police from a range of ranks and departments. Strong relationships are also in place with the Police Prosecutors.

*“I cannot thank the DVCAS team enough for their service and support. They are a great help to the Police, on AVO list day and at hearings. They are extremely passionate and hardworking and are a credit to their organisation”.* (David Rees, NSW Police)

This service has gone from strength to strength which is attributed to the staff team’s dedication to connect with as many women as possible in the communities they serve and by ensuring referral pathways are strong and our most marginalised are targeted.



### Operation Courage

Operation Courage is a community partnership project which is supported by the Orange Police. Operations Courage’s core business is meeting the needs, preferences and safety concerns of women (over 18), and their children who are experiencing or have experienced domestic and/or family violence in the Orange LGA and Cabonne Shire, NSW.

Operation Courage uses a strength-based approach to assisting women to leave domestic violence and reclaim their lives. A partnership and advocacy approach is taken with women to work through the complexities of life during and after domestic violence. The service also provided education in domestic violence, referral, safety planning, panic alarms and security monitoring.

Operation Courage had an exciting year of growth and change, whilst successfully delivering a wide range of services to the women they assist. With a focus on quality improvement, a number of changes were made to enhance service provision with outstanding success evidenced by a 161% increase in women and dependent children accessing the service.

In the reporting period the service received 361 referrals of which there was a significant increase in referrals for clients with highly complex and escalated issues. The age group of women who predominantly accessed the service were between 30 and 39 years.

Over the year many new relationships with community service providers, businesses and services, were developed and we strengthened partnerships with existing stakeholders. Clients benefited from these partnerships through increased client engagement with a greater capacity to meet their needs.



Staff have successfully worked to ensure the service was more accessible to women, particularly aboriginal and culturally linguistically diverse women.

Partnerships with Wambigi Aboriginal Services, and Migrant Support Services, were strengthened to meet the specific needs and preferences of these clients. A number of Aboriginal women accessed the Semi Supported Safe House

accommodation and with our support worked to reclaim their lives after domestic violence. The unique semi-supported Safe House accommodation service we provide continued to provide transitional housing support to women and dependent children leaving domestic violence. The families moved into fully furnished properties and were provided with hampers of personal and household items to help them get established.

A number of clients that were assisted had left domestic violence situations with just the clothes they were wearing at the time. Operation Courage provided them with crisis support of emergency overnight accommodation, brokerage for petrol, taxi and buses, food vouchers, nightwear and school clothes, and personal items.

There can be a number of barriers to women leaving violence, one barrier expressed by women is leaving pets behind. This year a partnership with Safe Beds for Pets was developed to assist women and children to place their pets in safe care whilst they secure permanent housing. This proved very successful with a number of families utilising the service.

### Tenancy Services

The Tenancy Services Team is based in each of the three largest operational areas; these being Bathurst, Mudgee and Orange. The Team employs 11 staff, managed by the Tenancy Services Manager, Mimi O’Reilly. This year has been a very busy year with the completion and handover of the remaining 43 of 188 units built under the National Economic Stimulus Package in addition to standard tenancy turnover.





Over the reporting period, 149 new tenancies commenced in addition to 43 internal tenants transfers either to replacement properties or properties that better meet the clients' changing needs. The rents paid by clients are reviewed on a regular basis as are changes in market rents. There has been a steady increase of single person households over the past three years, consistent with the demographics for this area.

The property portfolio increased by 4.9% to 788 tenanted properties at 30 June 2013. Of these properties, 159 are leased from private landlords reflecting the excellent working relationship maintained with both real estate agents and private owners.

Housing Plus works in partnership with a number of support agencies to assist clients to sustain their tenancies. These agencies include mental health teams, youth services, disability support services and crisis housing organisations. At 30 June 2013, support agreements were attached to 40 tenancies, which represent 5% of all tenancies however it should be noted that support provided internally by the Housing Plus tenancy teams is also extensive.

**Client Satisfaction**

Housing Plus engaged a TAFE Welfare Student during September 2012 to carry out the annual Client Satisfaction Survey, this ensured the survey was carried out independently of Housing Plus. Satisfaction survey forms were sent out to all housing clients and an incentive given for all clients who returned their survey via entry into a draw to win a week free rent. Once the surveys were returned and the responses collated, we were able to assess the level of satisfaction amongst our clients for the services we deliver as an organisation.

Housing Plus were disappointed that a response rate of only 18% was achieved however Housing Plus regularly collects client satisfaction feedback in many other different ways throughout the year. It is thought that perhaps we are seeking too much feedback, therefore more work will be done with client groups in the coming year to evaluate the way and frequency of seeking feedback.

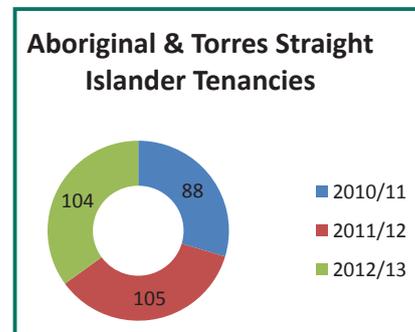
*"The staff members at Housing Plus are always very courteous and pleasant. Repairs are done promptly and the contractors are always polite and tidy."*  
 (Client Survey 2012/13)

The following graph contains a selection of satisfaction scores;

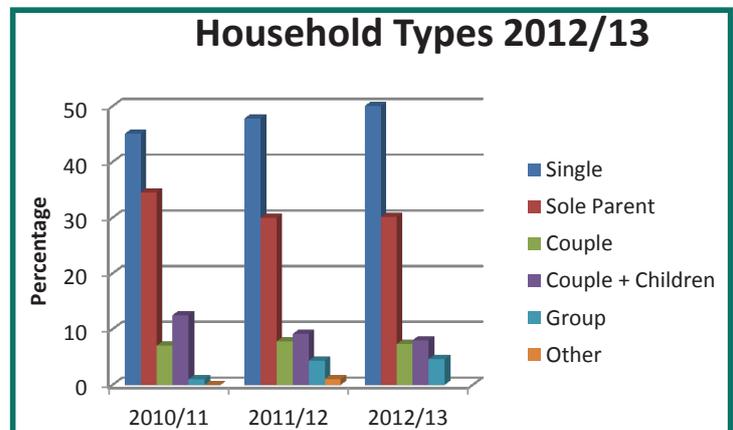


While some satisfaction percentages have dropped, they are still very high with a 90% overall satisfaction rating for services provided by Housing Plus. Results from the survey informed objectives for the 2013/13 business plan, focus is on increasing satisfaction.

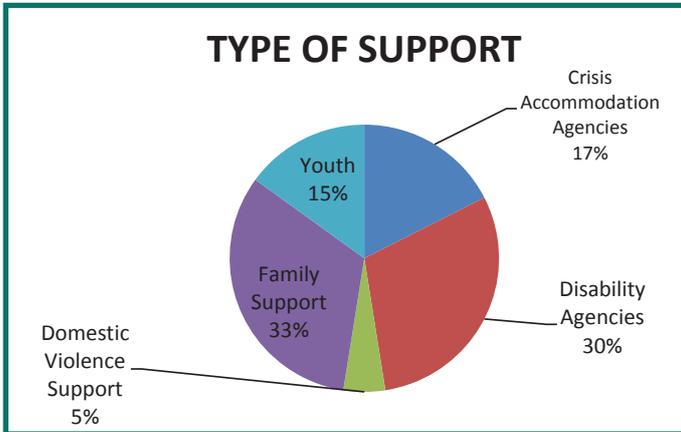
**Positively, 90% of respondents were satisfied with the services provided by Housing Plus**



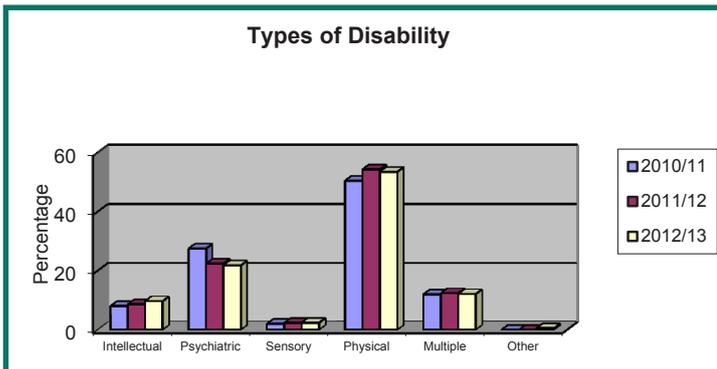
The significant increase in ATSI households we experienced in 2011/12 has not continued this year. The ATSI Households remain level at about 13.2% of all households



There has been a steady increase in the amount of tenancies held by single people over the last three years, this informs our needs analysis when we consider development activity.



Housing Plus works with a number of support agencies to assist clients to sustain their tenancies. The graph indicates the type of agencies providing this support.



This reporting period has seen a significant increase in clients with an intellectual disability; however the number of clients with physical disability remains high and informs our Asset Planning to ensure we meet the needs of all clients.

*"We are overcome with the support Housing Plus provided."  
(Client Survey 2012/13)*

### Property Services

The Property Services Team (PST) operate out of both Orange and Mudgee offices and provide a comprehensive range of maintenance services for the Housing Plus portfolio and properties managed on a fee for service or contract basis. The team is managed by the Property Services Manager, Iain Oliver and his capable team of 4 staff.

The PST has seen both staffing and procedural changes over the past twelve months, including the creation of a new position due to the expansion of business and

strategy to provide increased quality assurance. Significant areas that the PST have been involved in over the past 12 months are, but are not limited to are the following:

### Centralised Maintenance System- CMS

The PST manages all areas of property maintenance including cyclical repairs, planned repairs and responsive repairs. A total of 2,541 work orders were issued during the year with a total annualised value of \$1,760,946.

All work orders are distributed via the CMS based in Mudgee, additionally all invoices are initially processed from this location to ensure proper assessment of invoices and implementation of quality assurance processes prior to payment.

### Contractor Performance Evaluation Tool

A Contractor Performance Evaluation Tool was developed by the PST this year to enable strict monitoring of contractor performance and compliance. Specifically, acknowledgement and thanks must go to Gary McCammont for his expertise in developing this innovative tool. The tool is currently in use and is completed on a quarterly basis to allow relevant information to be gathered to measure the quality, value for money, overall performance etc of our contractors. Feedback is collected from Property and Tenancy Services to capture a broader range of information.





**A total of 2,541 maintenance work orders were issued during the year with a total annualised value of \$1,760,946, 80% client satisfaction**

### **Contractor Information Pack**

A new Contractor Information Pack has been developed to provide incumbent and prospective contractors with a brief introduction to Housing Plus as well as an opportunity for contractors to provide Housing Plus with important information about themselves. A key and new change to previous process was the adoption of a Schedule of Rates that will form the basis of all pricing that contractors will be required to follow. All incumbent contractors were advised in writing of this new process prior to disbursement of the documents and adverts for expressions of interest were placed in the local media in Orange, Bathurst and Mudgee to attract new contractors. Response to the adverts was encouraging with over 20 interested potential contractors receiving the Contractor Information Pack. The process of determining our new contractor base for the next 3 years has commenced and should be completed in November 2013.

**80% of respondents were satisfied with the maintenance services of Housing Plus, lower than our target of 90%**

### **Contractor Engagement Agreement**

Based on the new CIP all successful contractors are offered continued work with Housing Plus and enter into an official agreement to do so. The agreement outlines their specific responsibilities of service and also provides them with a code of conduct that they are required to adhere to in all facets of their work. Importantly, they are also required to provide a comprehensive safety management system which outlines how they are going to manage WH&S issues. This documentation includes any necessary risk assessments, safe work method statements, staff training etc and is an indication of their commitment in providing a safe working environment for all stakeholders. The purpose of this documentation is to minimise Housing Plus exposure to the risk that is associated with the all works that contractors undertake and ensure that contractors are aware of the responsibilities to WH&S and to ensure Housing Plus is compliant with our responsibilities in this area.

**\$16m investment in 53 new properties over 3 locations**

## *Development*

### **Nation Building Economic Stimulus Plan - NBESP**

In addition to previous NBESP properties handed over to Housing Plus in the 2011-2012 fiscal year, Housing Plus have also received NBESP properties located in Dalton Street and in Matthews Avenue in Orange. 79-81 Dalton Street has a total of 20 Units including 4 specific disabled units and was acquired on 7/12/12. The Matthews Avenue complex is built on both sides of the road and comprises of 12 units at 40-44 Matthews Avenue which were acquired on 7/11/12 and a further 11 units at 45-49 Matthews Avenue which were acquired on 19/11/12. The Matthews Avenue units are all general usage.

A large part of the work for the Property Service Team's for the period was to manage the interests of Housing Plus through the NBESP defects liability period. The team encountered hundreds of issues ranging from simple to complex problems that could have become expensive and very problematic for Housing Plus had they not been resolved during the defects period.





Matthews Ave

### Supported Accommodation Innovations Fund (SAIF)

Housing Plus is working in partnership with CareWest to build an Innovative styled group home in Dubbo. This project will provide five care places for young Aboriginal clients with severe and profound disabilities, along with an office and overnight accommodation for care staff and visitors. Funding of \$1,818,949 for this project is provided by the Department of Social Services and the asset will be owned by Housing Plus.



Jim Sarantzouklis and his team from Barnson's in Dubbo were appointed the Project Managers and have excelled with this project, producing a fantastic design which will benefit all clients who have an opportunity to live there.

The design incorporates the villas in a cluster arrangement to allow both separation and independence for the clients, whilst also allowing them to share outdoor areas and provide social interaction that reflects their cultural needs. Input from local Aboriginal people has ensured the design is appropriate and is accepted by the Aboriginal people in the community.

David Payne Construction were appointed as the Builders, Stephen Wonderly and his team have worked efficiently and the project will be completed at least 3 months before the expected delivery date.



### National Rental Affordability Scheme (NRAS)

Housing Plus are building 53 properties which will be used for Affordable Housing, providing access for the community to a new housing program. In October 2011 the organisation was awarded a reserve allocation of 53 NRAS 4 incentives. It proved difficult to progress these projects due to the uncertainty surrounding the Governments review of the whole title vesting program and the availability of suitable land. However, in March this year we were notified by the Minister for Finance that Housing Plus was successful and title vesting would commence giving us the assurances we required to proceed with this program. This provides investment in three regional communities and a \$16m development for the organisation. Management are working very closely with Kylie Cameron, who is the Project Manager from Rawson Homes.

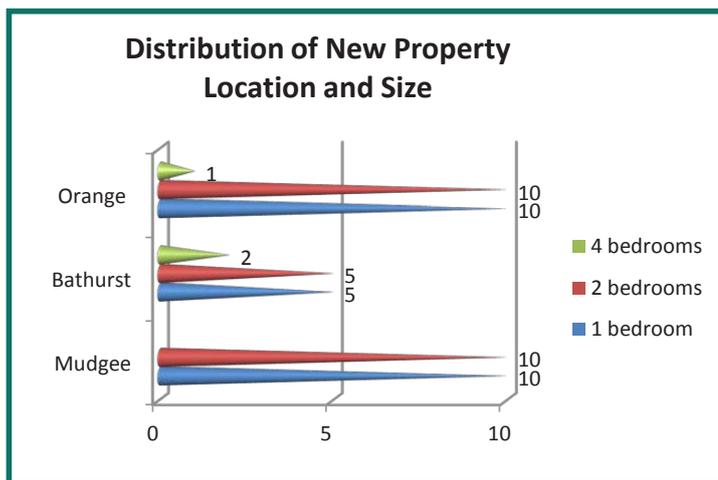


## Concept Plans

Works have progressed including;

- An outlay of over \$2.7m on land
- Mudgee – George Street
- Bathurst – 4 sites on Upfold Street
- Orange – Bletchington Street & Icely Road
- Commencement of Construction in Mudgee
- Pre DA lodgement meetings with Bathurst and Orange Councils
- Concept designs & reporting methodology agreed

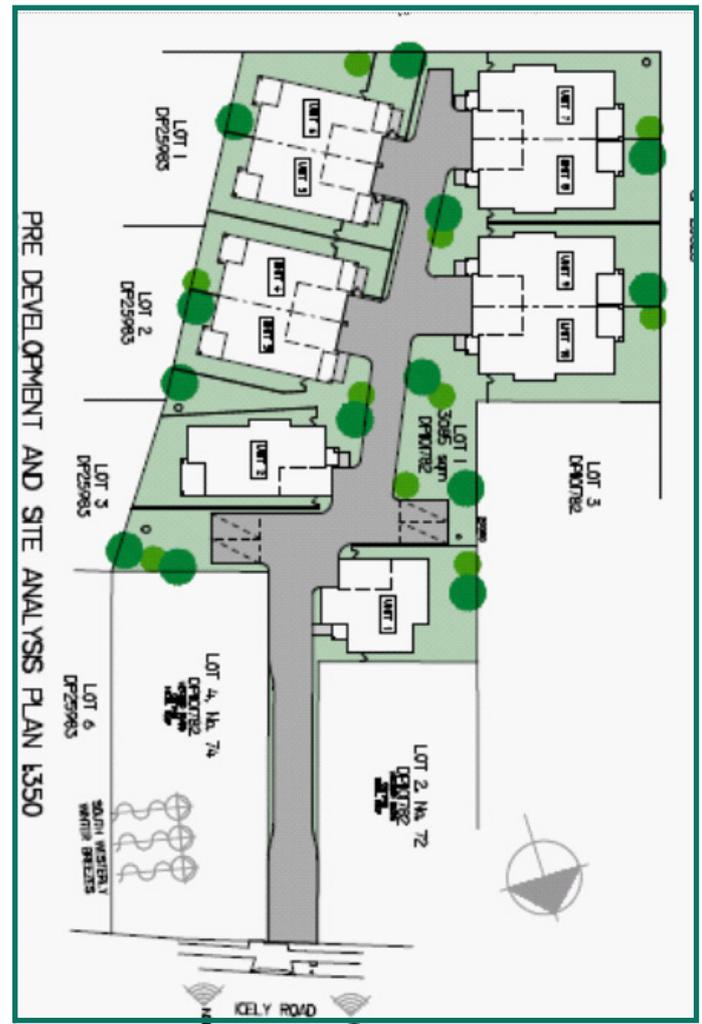
The following graph demonstrates the configuration for the 53 properties under development.



37 – 41 George Street, Mudgee (20 Properties)



72A Icely Road, Orange (10 Properties)



The four bedroom design (two will be built in Bathurst and one in Orange)



# Housing Alliance

## Alliance Partners

Homes North Community  
Housing Co Ltd  
17/93 Faulkner Street  
Armidale NSW 2350  
PO Box 1146 Armidale  
2350  
T: (02) 6772 5133  
F: (02) 6771 2362  
[www.homesnorth.org.au](http://www.homesnorth.org.au)



Homes Out West  
74 Wellington Street  
Deniliquin NSW 2710  
PO Box 922 Deniliquin NSW  
2710  
T: (03) 5881 4182  
F: (03) 5881 8361  
[www.homesoutwest.com.au](http://www.homesoutwest.com.au)



Housing Plus  
Suite 8, Level 2, 113 Byng  
Street ORANGE NSW 2800  
PO Box 968 ORANGE NSW  
2800  
T: 02 6360 3433  
F: 02 6361 1609  
[www.housingplus.com.au](http://www.housingplus.com.au)



North Coast Community  
Housing Company  
31 Carrington Street Lismore  
NSW  
PO Box 145 LISMORE NSW  
2480  
T: 02 6627 5310  
F: 02 6622 4261  
[www.ncchc.org.au](http://www.ncchc.org.au)



Operating Locally & Collaborating Regionally

[www.housingalliance.com.au](http://www.housingalliance.com.au)

The Housing Alliance is a non-entity networking partnership between Homes North, Homes Out West, Housing Plus and North Coast Community Housing based on mutual openness and supportive sharing of approaches.

From a vision brainstormed by the managing executives of the four regional providers in 2010, the Housing Alliance has been carefully constructed through the reporting period into a specific, defined networking organisation grounded in solid governance and aspiring to collaborative best practice.

The Alliance does not hold assets, have staff, or undertake development on behalf of the members. Rather, it is a robust, mutually-recognised form of knowledge sharing and efficiency in group procurement and advocacy.

The Housing Alliance is a mechanism that allows the four members to remain viable, independent and anchored within their local communities while reaping some of the benefits of scale of a larger operation.

Achievements in the reporting period have included:

- Shared Integrated Management System Project
- Development of the Housing Alliance Positioning Paper – The Way Forward 2013-14
- Signing of an MOU between members
- Development of the Housing Alliance Strategic Business Plan 2013-14
- Development of the Housing Alliance Charter
- Holding of the second annual Housing Alliance Forum in Sydney
- Active network groups across all organisational levels from Directors, CEO's, Middle Managers and specialist workers.

Values of trust, openness, excellence and equity underpin the development of the Housing Alliance to date.

Strategic Objectives that have been developed include:

- Evidence Based Research which enhances members ability to develop innovative solutions;
- Regional Representation to raise awareness of regional issues at a local, regional and national level;
- Best Practice Services to enrich practices across all levels of the organisations;
- Governance providing a clear and succinct framework based on the values of the Housing Alliance.



*Housing Alliance  
Chairperson's at the  
signing of the MOU.*



## Housing Plus Financial Report

### Financial Summary

The annual turnover for Housing Plus in 2013 was \$9.713 million (\$8.436 million in 2012). The growth in the property portfolio from the Nation Building Economic Stimulus Package properties continued with the last 43 properties handed over in November and December 2012. The 2013 Net Surplus from operations was \$2.196 million (\$1.247 million in 2012) which is a result of increased rents and funding received for the Supported Accommodation Initiation Fund (SAIF) project in Dubbo where expended funds have been capitalised and disclosed as additional funding.

Our Plus Services programs, namely Emerge Youth and Family Services, Operation Courage and Central West Women's Domestic Violence Court Advocacy Service continue to complement the core business of Housing Plus. Where prior years funding were approved and carried over, Housing Plus was able to allocate additional hours to these services resulting in greater provision of services in the Central West.

The financial support through donations from the businesses named below was greatly appreciated in assisting these programs. There were no significant changes to these programs in 2013 with recurrent funding enabling these valuable programs to continue to meet the needs of the clients and community.

Net Profit	2013	2012	2013
Cash at end of year	\$8.552m	\$6.759m	\$6.099m
Retained Profit	\$9.573m	7.377m	\$6.129m
Rent Arrears	1.54%	1.29%	1.07%
Market Rent Loss to Vacancy	0.46%	0.91%	1.04%
Ratio of Staff to Lettable Properties	1:39.2	1:37	1:40.7
FTE s	20.42	20.21	17.42

### Donations

As Housing Plus has Deductible Gift Recipient status, donations can be made to the organisation. We thank the following businesses for their donations:

- Streetsmart - Financial Donation to Emerge
- Orange High School - Financial Donation to Emerge
- OCTEC Inc - Financial Donation to Emerge
- Go Vita
- Dr Sandra Cabot Financial Donation to Operation Courage

### Information Technology

Business Network Solutions have a strong presence in the community housing sector and provide remote IT support to Housing Plus. In the past year we have upgraded the server computer, installed new printing devices capable of scanning, implemented a remote back up system, and ensured that all staff across all sites are fully integrated and have access to the server. This allows all staff to have accessed to their own emails, our website, the centralised policies and procedures on our Intranet (Complispace) and ability to access all necessary network drives.

### Finance Modelling and Property Transfer

A property development cashflow model has been updated as land is secured and construction costs budgets provided for each site. The next steps are securing the loan facility and receiving title of 288 properties. With title transfer of the Nation Building and Asset Ownership properties imminent, Housing Plus has engaged a local valuation company to provide Housing Plus with a detailed valuation report of these properties. Once title certificates have been received, the properties will be included on our balance sheet and monthly management reports.

### Equal Pay Case

The workplace tribunal, Fair Work Australia, ruled that workers in the community and disability sectors are to receive equal pay to public service workers doing similar jobs. The first increment took place on 1st December 2012 and these increments will continue over the next seven years.

### General

The formalisation of the Housing Alliance has created extensive knowledge sharing across various aspects of the organisation including finance. Annual benchmarking data is shared and allows the organisations to benchmark themselves against each other in a meaningful way given the similarity of the organisations, a practice which will continue annually.

In 2013, Housing Plus was successfully awarded the Crisis Outsourced Maintenance contract with Community and Private Market Housing (CAPMH) of several Crisis Accommodation properties which are managed through the centralised maintenance team. This includes a combination of planned and responsive repairs, receiving the same high level of quality assurance as other properties under our management.

**HOUSING PLUS**

**83 147 459 461**

**FINANCIAL REPORT  
FOR THE YEAR ENDED  
30 JUNE 2013**

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## **DIRECTORS' REPORT**

Your Board Members submit the financial report of Housing Plus for the financial year ended 30 June 2013.

### **Board Members**

The names of the Board Members throughout the year and at the date of this report are:

Carleen Cunningham	- Secretary
James Couper	- Chairperson
Kim Ferguson	- Director
Lyall Sadler	- Director
Jennifer Hazelton	- Director
Brad Cam	- Director
Daryl Pike ( <i>appointed 21/2/13</i> )	- Director

### **Principal Activities**

The principal activity of the company during the financial year was the conduct and management of a subsidised housing operation.

The company's short-term objectives are:

- Expand the number of properties under management through acquisitions and development in order to continue to create secure, affordable and sensitively managed housing opportunities for low and moderate income households.
- Allow strategic management of assets to better meet the future housing demand.
- To provide a secure asset base to leverage additional finance for investment in social and affordable housing.
- To encourage the support of all levels of government for the development and expansion of community based housing programs to increase the supply of affordable, secure and sensitively managed rental accommodation for low and moderate income households.
- To establish an organisation for the relief of poverty, disability, destitution, helplessness and distress regardless of race, creed, colour or gender.
- To raise public awareness and understanding of the social contexts within which people become homeless or poorly housed and to encourage the involvement of tenants in the company.

The company's long-term objectives are to:

- Continue to increase the supply of affordable housing for those in need through the strategic management of assets.
- Continue to provide a secure asset base to leverage additional finance for investment in social and affordable housing.
- Continue to encourage the support of all levels of government for the development and expansion of community based housing programs.

### **Information on Directors**

Carleen Cunningham	
Occupation	- Community Liaison Coordinator
Meetings Attended	- 9 of 11

**DIRECTORS' REPORT**

**Information on Directors (Cont.)**

James Couper

Occupation - Market Researcher  
Meetings Attended - 7 of 11  
Special Responsibilities - Chairperson/Governance Sub-Committee

Kim Ferguson

Occupation - Business Performance Manager/Facilitator  
Meetings Attended - 7 of 11  
Special Responsibilities - Governance Sub-Committee

Jennifer Hazelton

Occupation - Head Teacher – TAFE  
Meetings Attended - 9 of 11

Lyll Sadler

Occupation - Financial Controller – Nestle Purina  
Meetings Attended - 9 of 11  
Special Responsibilities - Audit and Risk Sub-Committee

Brad Cam

Occupation - Operations Manager – Mid Western Regional Council  
Meetings Attended - 9 of 11  
Special Responsibilities - Audit and Risk Sub-Committee

Daryl Pike

Occupation - Solicitor  
Meetings Attended - 3 of 5

**Members Guarantee**

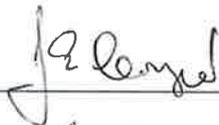
The company is incorporated under the *Corporations Act 2001* and is a company limited by guarantee. If the company is wound up, the constitution states that each member is required to contribute a maximum of \$2 each towards meeting any outstanding obligations of the entity. At 30 June 2013, the total amount that members of the company are liable to contribute if the company is wound up is \$2.

**Auditor's Independence Declaration**

A copy of the auditor's independence declaration as required under section 307C of the *Corporations Act 2001* is set out on page 3.

Signed in accordance with a resolution of the Board of Directors:

Director:

  
\_\_\_\_\_

Director:

  
\_\_\_\_\_

Dated this **17** day of **October** 2013

**AUDITOR'S INDEPENDENCE DECLARATION  
UNDER SECTION 307C OF THE CORPORATIONS ACT 2001  
TO THE DIRECTORS OF HOUSING PLUS**

We hereby declare, that to the best of our knowledge and belief, during the financial year ended 30 June 2013 there have been no:

- (i) contraventions of the auditor independence requirements as set out in the *Corporations Act 2001* in relation to the audit; and
- (ii) contraventions of any applicable code of professional conduct in relation to the audit.

**Name of Firm:** Pigot Miller Wilson  
Chartered Accountants

**Name of Partner:**



\_\_\_\_\_  
Daniel J. Miller

**Address:** 65 Hill St, Orange NSW 2800

**Dated this** *17* **day of** *October* **2013**

**HOUSING PLUS**  
83 147 459 461

**STATEMENT OF COMPREHENSIVE INCOME**  
**FOR THE YEAR ENDED 30 JUNE 2013**

	<b>2013</b>	<b>2012</b>
<b>CHLP FUNDED PROPERTIES</b>		
<b>REVENUE</b>		
Other Grants and Income	547,518	84,536
Grants Received	769,305	711,510
Rents Received	6,586,620	5,831,492
Tenant Reimbursements	385,527	324,365
	<u>8,288,970</u>	<u>6,951,903</u>
<b>EXPENSES</b>		
Tenant Reimbursement Bad Debts	124,586	68,583
Insurance	208,269	328,438
Other Rental Expenses	34,126	33,037
Rates	873,410	794,674
Rent Paid to Owners	1,926,180	1,716,319
Repairs and Maintenance	1,447,058	1,377,335
	<u>4,613,629</u>	<u>4,318,386</u>
<b>NET SURPLUS FROM CHLP FUNDED PROPERTIES</b>	<u>3,675,341</u>	<u>2,633,517</u>
<b>CAP, EMERGE AND OPERATION COURAGE FUNDED PROPERTIES</b>		
<b>REVENUE</b>		
Tenant Contribution	54,162	64,456
Grants Received	96,648	91,795
Emerge Funding	487,532	422,778
Operation Courage Funding	156,431	138,628
	<u>794,773</u>	<u>717,657</u>
<b>EXPENSES</b>		
Property Expenses	106,099	97,214
Emerge Running Costs	444,875	413,261
Operation Courage Running Costs	144,968	142,355
	<u>695,942</u>	<u>652,831</u>
<b>NET SURPLUS FROM CAP, EMERGE AND OPERATION COURAGE FUNDED PROPERTIES</b>	<u>98,831</u>	<u>64,826</u>

The accompanying notes form part of these financial statements.

**STATEMENT OF COMPREHENSIVE INCOME**  
**FOR THE YEAR ENDED 30 JUNE 2013**

	<b>2013</b>	<b>2012</b>
<b>OTHER PROPERTIES</b>		
<b>REVENUE</b>		
Tenant Contribution	148,554	132,474
Other Grants	47,437	33,559
	<u>195,991</u>	<u>166,033</u>
<b>EXPENSES</b>		
Property Expenses	157,604	152,190
	<u>157,604</u>	<u>152,190</u>
<b>NET SURPLUS FROM OTHER PROPERTY INCOME</b>	<u>38,387</u>	<u>13,843</u>
<b>OTHER INCOME</b>		
<b>REVENUE</b>		
Ongoing Fee for Service	85,103	132,747
Legal Aid Funding	206,639	172,501
Interest Received	226,342	227,699
Wellington Funding	-	76,404
Sundry Income	101,091	46,523
	<u>619,175</u>	<u>655,874</u>
<b>EXPENSES</b>		
Audit	23,195	23,465
Accountancy	-	397
Advertising	2,697	1,115
Bank Charges	3,751	5,953
Board of Management Expenses	18,000	15,204
Computer Expenses	11,919	16,183
Consultants Expenses	44,527	28,497
Conference/Travel Expense	31,829	30,568
Depreciation	64,465	40,031
Employee Recruitment Expense	13,916	21,562
General Office Expenses	8,622	9,731
Insurance	3,249	2,721
Legal Fees	987	2,280
Legal Aid Running Costs	207,111	172,720
Motor Vehicle Expenses	37,136	58,242
Postage	6,466	6,997
Printing and Stationery	13,367	14,435
Provision for Annual Leave	12,077	6,424
Provision for Long Service Leave	14,205	13,690
Doubtful Debts Provision	-	19,910
Rent of Office Premises	207,135	184,416

The accompanying notes form part of these financial statements.

**HOUSING PLUS**  
83 147 459 461

**STATEMENT OF COMPREHENSIVE INCOME**  
**FOR THE YEAR ENDED 30 JUNE 2013**

	<b>2013</b>	<b>2012</b>
Repairs, Maintenance & Office Equipment	22,144	24,311
Office Relocation	-	5,985
Staff Training	24,635	13,520
Subscriptions	22,936	27,990
Superannuation	111,632	99,102
Phone, Fax & Internet	44,167	40,581
Tenant Participation	4,170	3,981
Wages	1,273,427	1,139,016
Workers Compensation Insurance	7,737	6,517
Wellington Short Stay Running Costs	-	85,225
	<u>2,235,502</u>	<u>2,120,770</u>
<b>SURPLUS FROM OPERATIONS</b>	<b>2,196,232</b>	<b>1,247,290</b>
 <b>OTHER COMPREHENSIVE INCOME</b>		
Comprehensive income	-	-
<b>TOTAL COMPREHENSIVE INCOME FOR THE PERIOD ATTRIBUTABLE TO MEMBERS</b>	<b>2,196,232</b>	<b>1,247,290</b>

The accompanying notes form part of these financial statements.

**HOUSING PLUS**  
83 147 459 461

**STATEMENT OF FINANCIAL POSITION**  
**AS AT 30 JUNE 2013**

		<b>2013</b>	<b>2012</b>
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	<b>3</b>	8,552,465	6,758,950
Trade and other receivables	<b>4</b>	209,036	150,040
Other current assets	<b>5</b>	43,550	42,460
<b>TOTAL CURRENT ASSETS</b>		<u>8,805,051</u>	<u>6,951,450</u>
<b>NON-CURRENT ASSETS</b>			
Plant and equipment	<b>6</b>	1,929,162	1,259,109
<b>TOTAL NON-CURRENT ASSETS</b>		<u>1,929,162</u>	<u>1,259,109</u>
<b>TOTAL ASSETS</b>		<u>10,734,213</u>	<u>8,210,558</u>
<b>CURRENT LIABILITIES</b>			
Trade and other payables	<b>7</b>	1,140,794	822,499
<b>TOTAL CURRENT LIABILITIES</b>		<u>1,140,794</u>	<u>822,499</u>
<b>NON CURRENT LIABILITIES</b>			
Provision for Long Service Leave	<b>7</b>	20,248	11,120
<b>TOTAL LIABILITIES</b>		<u>1,161,042</u>	<u>833,619</u>
<b>NET ASSETS</b>		<u>9,573,171</u>	<u>7,376,939</u>
<b>EQUITY</b>			
Accumulated funds		9,573,171	7,376,939
<b>TOTAL EQUITY</b>		<u>9,573,171</u>	<u>7,376,939</u>

The accompanying notes form part of these financial statements.

DIRECTORS' REPORT

Information on Directors (Cont.)

James Couper

Occupation - Market Researcher  
Meetings Attended - 7 of 11  
Special Responsibilities - Chairperson/Governance Sub-Committee

Kim Ferguson

Occupation - Business Performance Manager/Facilitator  
Meetings Attended - 7 of 11  
Special Responsibilities - Governance Sub-Committee

Jennifer Hazelton

Occupation - Head Teacher – TAFE  
Meetings Attended - 9 of 11

Lyll Sadler

Occupation - Financial Controller – Nestle Purina  
Meetings Attended - 9 of 11  
Special Responsibilities - Audit and Risk Sub-Committee

Brad Cam

Occupation - Operations Manager – Mid Western Regional Council  
Meetings Attended - 9 of 11  
Special Responsibilities - Audit and Risk Sub-Committee

Daryl Pike

Occupation - Solicitor  
Meetings Attended - 3 of 5

**Members Guarantee**

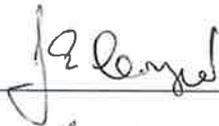
The company is incorporated under the *Corporations Act 2001* and is a company limited by guarantee. If the company is wound up, the constitution states that each member is required to contribute a maximum of \$2 each towards meeting any outstanding obligations of the entity. At 30 June 2013, the total amount that members of the company are liable to contribute if the company is wound up is \$2.

**Auditor's Independence Declaration**

A copy of the auditor's independence declaration as required under section 307C of the *Corporations Act 2001* is set out on page 3.

Signed in accordance with a resolution of the Board of Directors:

Director:

  
\_\_\_\_\_

Director:

  
\_\_\_\_\_

Dated this 17 day of October 2013

**HOUSING PLUS**  
83 147 459 461

**CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 30 JUNE 2013**

	<b>2013</b>	<b>2012</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Receipts from customers	7,329,469	6,681,855
Grants received	2,406,460	1,932,422
Interest received	226,342	227,699
Payments to suppliers, divisions and employees	<u>(7,438,240)</u>	<u>(7,201,164)</u>
<b>Net cash provided by operating activities</b>	<b>10</b> <u>2,524,031</u>	<u>1,640,812</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchase of property, plant and equipment	(766,428)	(981,294)
Sale of property, plant and equipment	<u>35,912</u>	<u>36</u>
<b>Net cash provided by investing activities</b>	<u>(730,516)</u>	<u>(981,258)</u>
Net increase (decrease) in cash held	1,793,515	659,554
Cash at beginning of year	<u>6,758,950</u>	<u>6,099,396</u>
<b>Cash at end of year</b>	<b>3</b> <u>8,552,465</u>	<u>6,758,950</u>

The accompanying notes form part of these financial statements.

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NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2013

The financial statements cover Housing Plus as an individual entity, incorporated and domiciled in Australia. Housing Plus is a company limited by guarantee.

**1. Statement of Significant Accounting Policies**

**Basis of Preparation**

The financial report is a general purpose financial report as required by the Community Housing Division, Housing NSW. The financial report has been prepared in accordance with Accounting Standards, Australian Accounting Interpretations, and other authoritative pronouncements of the Australian Standards Board and the requirements of the *Corporations Act 2001*. The company is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards.

Australian Accounting Standards set out accounting policies that the AASB have concluded would result in a financial report containing relevant and reliable information about transactions, events and conditions to which they apply. Compliance with Australian Accounting Standards ensures that the financial statements and notes also comply with International Financial Reporting Standards. Material accounting policies adopted in the preparation of this financial report are presented below. They have been consistently applied unless otherwise stated.

The financial report, except for the cash flow information, has been prepared on an accruals basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities. The amounts presented in the financial report have been rounded to the nearest dollar.

**Accounting Policies**

**a) Property, Plant & Equipment**

Each class of plant and equipment is carried at cost less, where applicable, any accumulated depreciation.

**Freehold Property**

Freehold land and buildings are shown at their fair value based on periodic, but at least triennial, valuations by external independent valuers, less subsequent depreciation for buildings.

In periods when the freehold land and buildings are not subject to an independent valuation, the directors conducts directors' valuations to ensure the carrying amount for the land and buildings is not materially different to the fair value.

Increases in the carrying amount arising on revaluation of land and buildings are recognised in other comprehensive income and accumulated in the revaluation reserve surplus in equity. Revaluation decreases that offset previous increases of the same class of assets shall be recognised in other comprehensive income under the heading of revaluation surplus. All other decreases are recognised in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2013

**Freehold Property (Cont.)**

Any accumulated depreciation at the date of the revaluation is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset.

Freehold land and buildings that have been contributed and no cost or for nominal cost are valued and recognised at the fair value of the asset at the date it is acquired.

**Plant and Equipment**

Plant and equipment are measured on cost basis and are therefore carried at cost less accumulated depreciation and any accumulated impairment losses.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate only when it is probable that future economic benefits associated with the item will flow to the company and the cost of the item can be measured reliably. All other repairs and maintenance are recognised as expense in profit or loss in the financial period in which they are incurred.

The carrying amount of plant and equipment is reviewed annually by the Board to ensure it is not in excess of the recoverable amount from these assets. The recoverable amount is assessed on the basis of the expected net cash flows that will be received from the asset's employment and subsequent disposal. The expected net cash flows have been discounted to their present values in determining recoverable amounts.

**Depreciation**

The depreciable amount of all fixed assets, but excluding freehold land, is depreciated on a straight-line basis over their useful lives to the economic entity commencing from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

The depreciation rates used for each class of depreciable assets are:

Class of Fixed Asset	Depreciation
Plant & Equipment	2.5 – 100%
Leasehold Improvements	2.5 – 100%

The assets' residual lives and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains or losses are included in the statement of comprehensive income in the period in which they arise. When revalued assets are sold; amounts included in the revaluation reserve relating to that asset are transferred to retained earnings.

**b) Leases**

Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are charged as expenses in the periods in which they are incurred.

Lease incentives under operating leases are recognised as a liability and amortised on a straight line basis over the life of the lease term.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2013**

**c) Financial Instruments**

**Initial recognition and measurement**

Financial assets and liabilities are recognised when the entity becomes a party to the contractual provisions to the instrument. For financial assets, this is equivalent to the date that the company commits itself to either purchase or sell the asset (i.e. trade date accounting is adopted).

Financial instruments are initially measured at fair value plus transaction costs except where the instrument is classified 'at fair value' through profit or loss in which case, transaction costs are recognised as expenses in profit or loss immediately.

**Classification and subsequent measurement**

Financial instruments are subsequently measured at fair valued, amortised cost using the effective interest method, or cost. Where available, quoted prices in an active market are used to determine fair value. On other circumstances, valuation techniques are adopted.

**Financial assets at fair value through profit and loss**

Financial assets are classified in this category when they are held for trading for the purpose of short-term profit taking, where they are derivatives not held for trading purposes, or when they are designated as such to avoid an accounting mismatch or to enable performance evaluation where a group of financial assets is managed by key management personnel on a fair value basis in accordance with a documented risk management or investment strategy. Such assets are subsequently measured at fair value with changes in carrying value being included in profit or loss.

**Loans and receivables**

Loans and receivables are non-derivative financial assets that have fixed or determinable payments that are not quoted in an active market and are subsequently measured at amortised cost.

Loans and receivables are included in current assets, except for those which are not expected to mature within 12 months after the end of the reporting period, which will be classified as non-current assets.

**Financial liabilities**

Non-derivative financial liabilities are subsequently recognised at amortised cost. Gains or losses are recognised in profit or loss through the amortisation process and when the financial liability is derecognised.

**Fair Value**

Fair value is determined based on current bid prices for all quoted investments. Valuation techniques are applied to determine the fair value for all unlisted securities, including recent arm's length transactions and reference to similar instruments.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2013

**c) Financial Instruments (Cont.)**

**Impairment**

At the end of each reporting period, the company assesses whether there is objective evidence that a financial asset has been impaired. A financial asset will be deemed to be impaired if there is objective evidence of impairment as a result of the occurrence of one or more events which has an impact on the estimate future cash flows of the financial asset(s). Impairment losses are recognised in the statement of comprehensive income.

**Derecognition**

Financial assets are derecognised where the contractual rights to receipt of cash flows expire or the asset is transferred to another party whereby the entity no longer has any significant continuing involvement in the risks and benefits associated with the asset. Financial liabilities are derecognised where the related obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability, which is extinguished or transferred to another party and the fair value of consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

**d) Impairment of Assets**

At the end of each reporting period, the company reviews the carrying values of its tangible and intangible assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value-in-use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the statement of comprehensive income.

Where it is not possible to estimate the recoverable amount of an individual asset, the company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

**e) Employee Provisions**

Provision is made for the company's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits that are expected to be settled within one year have been measured at the amounts expected to be paid when the liability is settled, plus related on-costs. Employee provisions payable later than one year have been measured at the present value of the estimated future cash outflows to be made for those benefits. In determining the liability, consideration is given to employee wage increases and the probability that the employee may not satisfy vesting requirements. Those cash outflows are discounted using market yields on national government bonds with terms to maturity that match the expected timing of cash flows attributable to employee provisions.

Contributions are made by the entity to an employee superannuation fund and are charged as expenses when incurred.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2013

**c) Financial Instruments (Cont.)**

**Impairment**

At the end of each reporting period, the company assesses whether there is objective evidence that a financial asset has been impaired. A financial asset will be deemed to be impaired if there is objective evidence of impairment as a result of the occurrence of one or more events which has an impact on the estimate future cash flows of the financial asset(s). Impairment losses are recognised in the statement of comprehensive income.

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Contributions are made by the entity to an employee superannuation fund and are charged as expenses when incurred.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2013**

**f) Provisions**

Provisions are recognised when the company has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured. Provisions recognised represent the best estimate of the amounts required to settle the obligation at the end of the reporting period.

**g) Cash and Cash Equivalents**

Cash and cash equivalents includes cash on hand, deposits held at-call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within short-term borrowings in current liabilities on the statement of financial position.

**h) Accounts Receivable and Other Debtors**

Accounts receivable and other debtors include amounts due from members as well as amounts receivable from customers for goods sold in the ordinary course of business. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets.

Accounts receivable are initially recognised at fair value and subsequently measure at amortised cost using the effective interest method less any provision for impairment. Refer to Note 1(e) for further discussion on the determination of impairment losses.

**i) Revenue and Other Income**

Interest revenue is recognised on a proportional basis taking into account the interest rates applicable to the financial assets.

Revenue from the rendering of a service is recognised upon the delivery of the service to the customers.

Grant revenue is recognised in the income statement when the entity obtains control of the grant and it is probable that the economic benefits gained from the grant will flow to the entity and the amount of the grant can be measured reliably. This is normally at the time of receipt. If conditions are attached to the grant which must be satisfied before it is eligible to receive the contribution, the recognition of the grant as revenue will be deferred until those conditions are satisfied.

When grant revenue is received whereby the entity incurs an obligation to deliver economic value directly back to the contributor, this is considered a reciprocal transaction and the grant revenue is recognised in the statement of financial position as a liability until the service has been delivered to the contributor, otherwise the grant is recognised as income on receipt.

Donations and bequests are recognised as revenue when received unless set aside for a specific purpose, whereby they are recognised as a liability until expended.

In the event that Housing Plus receives contributions of assets from the government and other parties for zero or a nominal value, these assets are recognised at fair value on the date of acquisition in the statement of financial position, with a corresponding amount of income in the statement of profit or loss in other comprehensive income.

All revenue is stated net of the amount of goods and services tax (GST).

This should be read in conjunction with the attached audit report

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NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2013

**i) Goods and Service Tax (GST)**

Revenue, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense.

Receivables and payables in the statement of financial position are shown inclusive of GST. The net amount of GST recoverable from, or payable to, the ATO is included with other receivables or payables in the statement of financial position.

Cash flows are presented in the cash flow statement on a net basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

**j) Comparative Figures**

When required by Accounting Standards, comparative figures have been adjusted to conform to changes in presentation for the current financial year.

When the company has retrospectively applied an accounting policy, made a retrospective restatement or reclassified items in its financial statements, an additional statement of financial position as at the beginning of the earliest comparative period will be disclosed.

**k) Trade and Other Payables**

Trade and other payables represent the liability outstanding at the end of the reporting period for goods and services received by the company during the reporting period which remains unpaid. The balance is recognised as a current liability with the amounts normally paid within 30 days of recognition of the liability.

**l) Income Tax**

No provision for income tax has been raised as the entity is exempt from income tax under Div 50 of the *Income Tax Assessment Act 1997*.

**m) Critical accounting estimates and judgements**

Management evaluate estimates and judgements incorporated into the financial report based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the group.

**HOUSING PLUS**  
83 147 459 461

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2013**

	<b>2013</b>	<b>2012</b>
<b>2 Auditors' Remuneration</b>		
Remuneration of the auditor for:		
- Auditing or reviewing the financial report	23,195	20,640
- Accounting services	-	2,000
	23,195	22,640
<b>3 Cash and Cash Equivalents</b>		
Cash at Bank	8,551,665	6,758,150
Cash on Hand	800	800
	8,552,465	6,758,950
Reconciliation of cash		
Cash at the end of the financial year as shown in the cash flow statement is reconciled to items in the balance sheet as above.		
<b>4 Receivables</b>		
Trade Debtors	26,657	9,685
Rental Debtors	116,767	87,403
Reimbursement Receivable	269,043	226,239
Less Provision for Doubtful Debts	(203,432)	(173,289)
	209,035	150,039
<b>5 Other Assets</b>		
Bonds Lodged	43,300	42,060
Security Deposits Held	250	400
	43,550	42,460

This should be read in conjunction with the attached audit report

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2013**

	<b>2013</b>	<b>2012</b>
<b>6 Plant and Equipment</b>		
Land at Cost	1,302,377	887,885
Capital Additions at Cost - Dubbo	207,318	-
Less Accumulated Depreciation	-	-
Total Plant and Equipment	207,318	-
Plant and Equipment at Cost	268,981	227,615
Less Accumulated Depreciation	(95,633)	(94,718)
Total Plant and Equipment	173,348	132,897
Plant and Equipment at Cost - Op Courage	9,210	9,210
Less Accumulated Depreciation	(6,755)	(4,913)
Total Plant and Equipment	2,455	4,297
Plant and Equipment at Cost - Legal Aid	1,540	1,540
Less Accumulated Depreciation	(839)	(664)
Total Plant and Equipment	701	876
Plant and Equipment at Cost - Emerge	85,005	84,643
Less Accumulated Depreciation	(34,816)	(55,481)
Total Plant and Equipment	50,189	29,163
Leasehold Improvements at Cost	257,153	253,354
Less Accumulated Depreciation	(64,379)	(49,363)
Total Leasehold Improvements	192,774	203,991
Total Plant and Equipment	1,929,162	1,259,109

	<b>Property, Plant and Equipment</b>	<b>Capital Additions</b>	<b>Total</b>
	\$	\$	\$
<b>Movements in Carrying Amounts</b>			
Movement in the carrying amount for each class of property, plant and equipment between the beginning and the end of the current financial year.			
Balance at the beginning of the year	1,055,118	203,991	1,259,109
Additions	555,400	211,117	766,517
Disposals	(28,122)	-	(28,122)
Depreciation expense	(53,326)	(15,016)	(68,342)
<b>Carrying amount at the end of the year</b>	<b>1,529,070</b>	<b>400,092</b>	<b>1,929,162</b>

This should be read in conjunction with the attached audit report

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2013**

	<b>2013</b>	<b>2012</b>
<b>7 Trade and Other Payables</b>		
<b>Current</b>		
Trade Creditors	185,826	38,122
Other Creditors	88,021	60,593
Accrued Expenses	94,240	78,058
Rent Received in Advance	178,846	157,038
Non Rent in Advance	64,552	57,210
Advance Funding	411,389	316,439
Short Term Employee Benefits	117,920	115,040
	<u>1,140,794</u>	<u>822,499</u>
<b>Non-Current</b>		
Provision for Long Service Leave	<u>20,248</u>	<u>11,120</u>

**8 Leasing Commitments**

**Operating Lease Commitments**

Non - cancellable operating leases contracted for but not capitalised in the financial statements.

- not later than twelve months	147,581	180,385
- between twelve months and five years	556,506	271,185
- greater than five years	-	-
	<u>704,087</u>	<u>451,570</u>

**9 Contingent Liabilities and Contingent Assets**

The company is liable for the repairs, maintenance and up-keep of all its capital properties. In April 2010, Housing Plus were successful in winning two tenders, being the Nation Building Tender (Package 14) and the Asset Ownership Tender to which Housing Plus have committed within the tenders a total cash equity contribution of \$1,000,000. The cash contribution has funded the acquisition of land in Mudgee NSW and associated consultancy fees.

Housing Plus is committed to borrowing against vested properties to assist with the construction of new dwellings in accordance with approved leverage targets and requirements of the National Rental Affordability Scheme (NRAS). Surplus income generated from assets awaiting vesting totalling \$1,227,384 has been set aside for development activities. Housing Plus will use future income generated from these properties to fund the loan facility and assist with the redevelopment and acquisition of additional properties.

This should be read in conjunction with the attached audit report

**HOUSING PLUS**  
83 147 459 461

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2013**

**9 Contingent Liabilities and Contingent Assets Cont.**

As at the date of the audit report, Housing Plus is in discussion regarding the title transfer of 100 asset ownership properties and 188 Nation Building Properties (NBESP) to Housing Plus' name. This decision was gazetted on 16 August 2013.

<b>10 Cash Flow Information</b>	<b>2013</b>	<b>2012</b>
<b>Reconciliation of net cash provided by operating activities to surplus from ordinary activities</b>		
Surplus from ordinary activities	2,196,232	1,247,290
<b>Non-cash flows in surplus (deficit) from ordinary activities:</b>		
Depreciation	53,326	58,993
Bad Debts	-	65,646
Net Loss on Disposal	7,789	1,072
<b>Changes in assets and liabilities, net of the effects of purchase and disposals of subsidiaries</b>		
(Increase) Decrease in Receivables	(59,648)	(97,021)
(Increase) Decrease in Other Assets	(1,090)	144,157
Increase (Decrease) in Trade & Other Payables	327,423	220,675
<b>Cash flows from operations</b>	<u>2,524,031</u>	<u>1,640,812</u>

**11 Members' Guarantee**

The entity is incorporated under the Corporations Act 2001 and is limited by guarantee. If the entity is wound up the constitution states that each member is required to contribute a maximum of \$2 towards meeting any outstanding obligations of the entity. At 30 June 2013 the number of members was 7.

This should be read in conjunction with the attached audit report

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2013

**12 Key Management Personnel Compensation**

Any person(s) having authority and responsibility for planning, directing and controlling the activities of the company, directly or indirectly, including any director (whether executive or otherwise) is considered key management personnel.

	2013	2012
Key management personnel compensation		
Short-term Benefits	438,378	513,332
Post-employment Benefits	194,377	71,094
Other Long-term Benefits	31,448	11,120
Total	<u>664,203</u>	<u>595,546</u>

**13 Financial Instruments**

**Financial Risk Management**

The financial instruments consist of deposits with banks and short term investments. We do not have any derivative instruments at 30 June 2013.

i. Treasury Risk Management

The Board review interest rate exposure and management strategies in the context of the most recent economic conditions and forecasts.

ii. Financial Risks

The main risk that we are exposed to is interest rate risk and liquidity risk.

*Interest rate risk*

The company is not exposed to any significant interest rate risk since cash balances are maintained at variable rates and borrowings of the company are not considered significant.

*Foreign currency risk*

The company is not exposed to and foreign currency risk.

*Liquidity risk*

The company manages liquidity risk by monitoring cash flows.

*Credit risk*

The company does not have a material risk to any single receivable or group of receivables.

*Price Risk*

The company is not exposed to any price risk.

This should be read in conjunction with the attached audit report

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2013

**14 Capital Management**

Management controls the capital of the entity to ensure that adequate cash flows are generated to fund its programs and that returns from investments are maximised within tolerable risk parameters. The Board ensures that the overall risk management strategy is in line with this objective.

Management operates under policies approved by the board of directors. Risk management policies are approved and reviewed by the board on a regular basis. These include credit risk policies and future cash flow requirements.

**15 Company Details**

The registered office of the company is:

Housing Plus  
113 Byng St  
ORANGE NSW 2800

The principal place of business is:

Housing Plus  
113 Byng St  
ORANGE NSW 2800





PIGOT MILLER WILSON

**Chartered Accountants**

Servicing our clients since 1947

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**HOUSING PLUS**  
**83 147 459 461**

**INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF HOUSING PLUS**

**Scope**

**The Financial Report and Boards' Responsibility**

We have audited the accompanying financial report of Housing Plus, which comprises the statement of financial position as at the 30 June 2013 and the income statement, statement of changes in equity and statement of cash flows for the year ended on that date, a summary of significant accounting policies and other explanatory notes and the directors' declaration.

**Directors' Responsibility for the Financial Report**

The directors of the company are responsible for the preparation of the financial report that gives a true and fair in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the *Corporations Act 2001* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

**Auditor's Responsibility**

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Board, as well as evaluating the overall presentation of the financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Independence**

In conducting our audit, we have complied with the independence requirements of the *Corporations Act 2001*. We confirm that the independence declaration required by the *Corporations Act 2011*, which has been given to the directors of Housing Plus, would be in the same terms if given to the directors as at the time of this auditor's report.



Business Services > Financial Planning > Taxation > Lending > Risk Insurance > Leasing > Audit

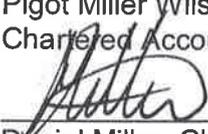
ABN 33 445 751 900  
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## Audit Opinion

In our opinion, the financial report of Housing Plus is in accordance with the *Corporations Act 2001* including:

- i. giving a true and fair view of the company's financial position as at 30 June 2013 and of its performance for the year ended on that date; and
- ii. complying with Australian Accounting Standards (including the Australian Accounting Interpretations) and the *Corporations Act 2001*.

**Name of Firm:** Pigot Miller Wilson  
Chartered Accountants

**Name of Partner:**   
Daniel Miller, Chartered Accountant

**Address:** 65 Hill St  
Orange NSW 2800

**Dated this** 17 **day of** October . 2013



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### **Clients**

We would like to thank our clients for their participation in activities and honest feedback in completion of the client surveys, which advises us where we need to improve our services and also what we do well, your feedback is critical, valuable and much appreciated. Thank you also for the appreciation you show our staff in supporting you, it is greatly appreciated.

### **Acknowledgement of Support**

Success in achieving successful client outcomes across all our programs is in part due to the commitment and support of our partner agencies of which there are many. We thank you for your partnership support that assists our clients to sustain their tenancy, sometimes change their lives and create new beginnings and for participation in our planning sessions and providing constructive feedback. Our thanks go to:

### **Management**

Mid Western Regional Council, CAPMH, Community Services, Legal Aid, Pigot Miller & Wilson, Jobs Australia

### **Information & Technology**

Chris Koorey Business Network Solutions, Greg Wiltshire Business Network Solutions, Phil Cassidy TMS

### **Tenancy Services**

ADHC Mudgee & Bathurst, Barnardos, Bathurst Emergency Accommodation, Bathurst Family Support, Bathurst Independent Living, Bathurst Women's & Children's Refuge, Benevolent Society, Carewest, Empower OT, Brighter Futures, Family & Community Services, HASI 2, Mental Health Teams, Mission Australia, Orange Youth Accommodation Service, Mission – HAP Resource & Recovery, Mudgee Disability Support Service, Orange Community Accommodation Service, Richmond PRA, SHIPS Orange, Veritas House Bathurst, Wellington Multi Service Centre

### **CWDVCAS**

NSW Police Canobolas & Lachlan Local Area Commands, Probation & Parole, Orange, Cowra, Parkes & Forbes Local Courts, The Migrant Support Service, Wambigi Indigenous Community Links, Interrelate, Cowra and Parkes Family Support, Cowra Community Health, Parkes Health Centre, Binaal Billa Family Violence Prevention Legal Service

### **Emerge**

StreetSmart, Orange Police, Canobolas High School, Orange High School, Centrelink, Community Services, Juvenile Justice, Police Youth Liaison Unit, PCYC, Mission Australia

### **Operation Courage**

Orange Police, Police Child Wellbeing Unit, Probation and Parole, Department of Community Services, Salvation Army, Bathurst Women's Refuge, Wambigi Aboriginal Service, Migrant Support Service, Benevolent Society, CPT Legal, RSPCA - Safe Beds for Pets, Go Vita

We would like to especially thank Dr Sandra Cabot for her generous donation this year to Operation Courage.

Housing Plus - Corporate Office  
Suite 8, Level 2  
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Orange NSW 2800  
Ph: 02 6360 3433

