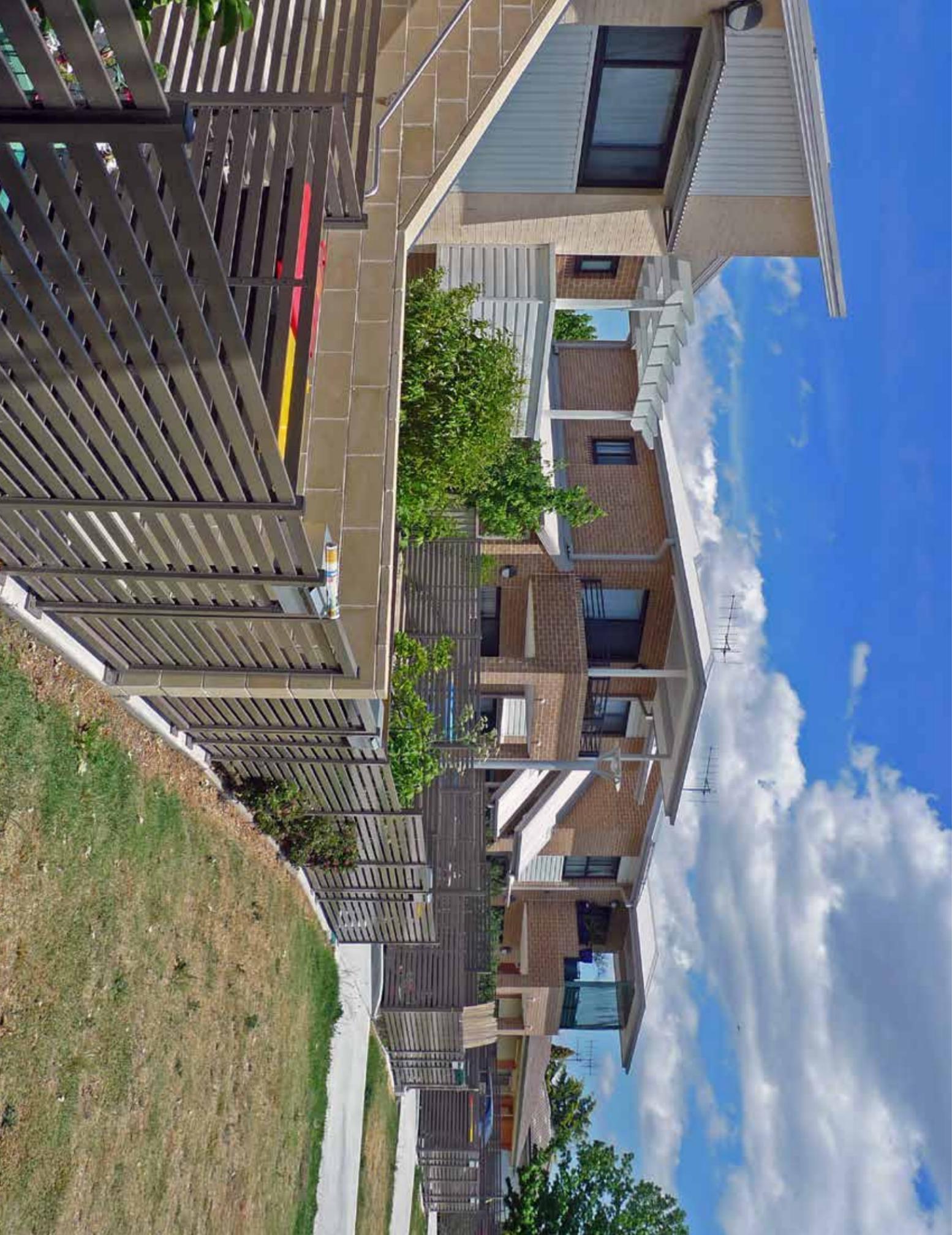




# ANNUAL REPORT **2013 - 2014**



OUR VISION:  
**SAFE  
HEALTHY &  
CONNECTED  
COMMUNITIES**



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# OUR VISION

Our Vision is for Safe, Healthy and Connected Communities

# OUR MISSION

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

# OUR 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, nondiscriminatory and culturally aware services.

# OUR OBJECTIVES

1. Pursue Expansion, Growth and Diversification Opportunities
2. Promote and Market Housing Plus' Services to the Community
3. Operate with a Community Focus
4. Provide High Quality, Flexible and Responsive Service
5. Remain Viable, Strong, Ethical, Competitive and Accountable
6. Raise, Value and Support a Skilled Workforce
7. Govern the Organisation Effectively with a Skilled Board

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



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

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

# OUR COMPANY

**H**ousing Plus is the leading community housing organisation operating west of metropolitan Sydney, beyond the Great Dividing Range. We provide high quality affordable rental housing and support services to people in need, and act as a key community anchor in the regions and neighbourhoods where we operate. We are a Not-For-Profit Company Limited by Guarantee, Accredited under the National Community Housing Standards and Registered as a Tier 1 organisation under the National Regulatory System

Our strong values drive everything we do. We respect our clients and partners and promote excellence through being transparent, approachable and accountable. Our staff and directors are professional people who are diligent, ethical and committed to the objectives of the organisation. Central to our mission is a commitment to diversity and equality through delivering ethical, nondiscriminatory and culturally aware services.

In addition to our housing services, Housing Plus operates a number of auspiced services including; Central West Women's Domestic Violence Court Advocacy Service, Operation Courage Domestic Violence Service, and Emerge Youth and Family Service.

## GEOGRAPHICAL AREA

Housing Plus operates over a wide geographical area taking in 8 local government areas with a corporate office in Orange, branch offices in Orange, Bathurst and Mudgee and Outreach services extended to Kandos, Rylestone, Gulgong, Molong, Wellington, Dubbo, Parkes, Forbes and Cowra. In this region we have strong links to local councils, welfare agencies, housing advocates and community members.

## GOVERNANCE AND COMPLIANCE

The business and operation of Housing Plus is governed by our highly skilled Board of Directors who operate utilising a model of strategic governance. Our Directors are professional local people who are diligent, ethical and committed to the objectives of Housing Plus. Our board links to the legal and moral ownership of Housing Plus, produces explicit governing policies and assures the CEO's 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;

- Housing Plus is accountable to our members and stakeholders
- Clients receive high quality, cost-effective services
- Stakeholders can have confidence in Housing Plus and the services we provide

# DIRECTORS



**JIM COUPER**  
**CHAIRPERSON**

**Director Since:** 10 March 2009

**Skill Areas:** Marketing, Planning, Advertising & Market Research

Jim is the former Managing Director of CareCom - a Clemenger BBDO research company with experience as a marketing manager in healthcare and as a marketing academic at the University of Sydney and at Charles Sturt University. Jim is Principal of market research consultancy DIAD Pty Ltd. Jim has been a Director of NFP organisations in healthcare, education and finance, and is currently Chairman of the Diocesan Finance Council for the Catholic Diocese of Bathurst.



**KIM FERGUSON**  
**VICE**  
**CHAIRPERSON**

**Director Since:** 17 June 2010

**Skill Areas:** Organisational Performance, Productivity, Compliance, Quality Management Systems, Safe Assurance, Governance, Business Development and Human Resources Management

Kim has a genuine desire to assist organisations be sustainable through improved governance systems, processes and compliance; combined with developing people's ability to meet changing demands in leadership and productivity, these have been drivers in Kim's continuous professional development. 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. In addition to Housing Plus, Kim's commitment to community service continues in volunteering with NSW Rural Fire Service.



**LYALL SADLER**  
**TREASURER**

**Director Since:** 21 October 2010

**Skill Areas:** Finance

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. Lyall is also involved in charitable work with his local church.



**CARLEEN CUNNINGHAM**  
**SECRETARY**

**Director Since:** 17 September 2009

**Skill Areas:** Management, Law and Planning

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

**Skill Areas:** Community Development & Management, Social

Housing Planning & Provision and Aboriginal Health & 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 - TAFE Western.



**BRAD CAM**

**Director Since:** 19 January 2012

**Skill Areas:** Construction and Project and Asset Management

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.



**DARYL PIKE**

**Director Since:** 21 February 2013

**Skill Areas:** 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.



**DONALD GRANT**

**Director Since:** 4 March 2014

**Skill Areas:** Government and Strategic Planning & Land Administration.

Donald was the Surveyor General of New South Wales for fourteen years before embarking in 2000 on a twelve year international consulting career. This involved the analysis, planning and implementation of land development for a number of aid agencies in more than twenty countries in Europe, Asia and Africa. He has served on a number of boards and steering committees in New South Wales and overseas.

BOARD		
Board Director	Eligible	Attended
Jim Couper	9	7
Lyall Sadler	9	7
Kim Ferguson	9	6
Carleen Cunningham	9	7
Jenny Hazelton	9	6
Brad Cam	9	8
Daryl Pike	9	5
Don Grant	4	3

AUDIT RISK AND DEVELOPMENT SUBCOMMITTEE		
Board Director	Eligible	Attended
Lyall Sadler	4	4
Carleen Cunningham	4	4
Brad Cam	4	1

GOVERNANCE SUBCOMMITTEE		
Board Director	Eligible	Attended
Jim Couper	2	2
Kim Ferguson	2	2
Jenny Hazelton	2	2



I CONGRATULATE THE CEO AND STAFF OF HOUSING PLUS ON ANOTHER YEAR OF SUCCESS AND CONTINUOUS ACHIEVEMENT – JIM COUPER

▲ Housing Plus Directors met with Westpac CEO Gail Kelly

## CHAIRPERSON'S STATEMENT

2014 has been a good year for Housing Plus. We are a larger, stronger organisation with a dedicated staff and Board. We have done much in 2014 and plan to do much more over the next year and into the future. Our CEO, Karen Andrew and her team will report on what we have achieved in detail so I would like to set the scene and mention some of the important outcomes of our strategic planning.

Firstly, as I am speaking on behalf of the Board of Housing Plus I should say something about the Board. We have seen a remarkable consistency in Board membership over the past few years and I continue to be made aware that all of our Board Members are highly dedicated people who don't take their responsibilities lightly. The majority of our Board Members are full time employees of other organisations but still make the time to attend meetings and to contribute meaningfully to the strategic direction of Housing Plus. The impact that this Board has made can be seen in the much stronger and more focussed organisation that we see today. Since the last AGM we have appointed one new Director to improve our skills in land management and development and that is Don Grant who until his retirement was Surveyor General of NSW.

So now let's look at some of the important strategic milestones for the past year:

- Late last year we were successful in pre-qualifying for the Going Home Staying Home Homelessness tender for Adults and Families in Orange. I am happy to say that we were awarded the package in June of this year. This extends our Plus services and dramatically improves our ability to operate as a Community Anchor.
- In April members of the Board met with Gail Kelly the CEO of Westpac. This was in our office and at her request. Westpac is the funding provider for our current affordable housing development and Ms Kelly wanted to meet us and tell us that Westpac supports the kind of social development we engage in. An outcome of this is that we will be discussing other social funding opportunities with Westpac in the near future.
- An important landmark for 2014 was that we finally received the title deeds to all of the properties given to us in the NSW government asset vesting program. The

importance of this to our future cannot be overstated because the addition to our balance sheet makes us financially stronger than many commercial organisations of the same size. For example, our ability to borrow funds for housing development is significantly increased.

- Also this financial year the Final Economic Research Report on the Housing Alliance was delivered by the Western Research Institute. This was just one milestone in us working up the Housing Alliance into a practical coalition; the Alliance is between Housing Plus and three other regional housing organisations.
- The final strategic milestone I want to mention is our receiving Tier 1 status in the new National Registration of housing organisations. Tier 1 means that we are regarded as a major developer of housing as well as a manager of tenancies.

So like all successful organisations we have been busy over the past year as you can see by the outcomes I have outlined.

One thing to bear in mind is that everything I have mentioned we have done for a reason. To be a real community anchor, to serve our clients well, we have to be a strong, well run efficient business but the reason for our existence remains the needs of our clients.

In closing my report for 2014, 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 and it continues to be an honour to be part of such a board!

Having left the truly important people to last, I congratulate the CEO and staff of Housing Plus on another year of success and continuous achievement. On behalf of the board, I thank you for your professionalism, your hard work and for the goodwill and patience that makes an organisation like Housing Plus possible.

Jim Couper  
Board Chairperson



▲ Housing Plus CEO  
Karen Andrew

OUR WORK IN THE HOUSING ALLIANCE  
IS IMPORTANT FOR PROVIDING A VOICE  
FOR REGIONAL HOUSING PROVIDERS  
IN NSW.

## CEO'S STATEMENT

Once again we end the year on a high note having delivered well on our business and strategic objectives and the targets set in our Strategic Business Plan.

This year we have elected to present our Annual Report in a more visually stimulating way with less use of words and more use of graphic representations of information and data.

The highlights are many as you will see throughout this report however I will draw out and comment on just a few.

Title vesting of 288 properties was finally completed this year more than three years after initial approval. This allowed us to move forward with our affordable housing projects consisting of 53 new units of accommodation and once completed we will be in an enviable position where we own more than 50% of our capital property portfolio, enabling us to leverage from this equity to provide new housing opportunities.

We achieved Tier 1 status under the new National Regulatory Standards for Community Housing Providers, while Tier 1 requires the highest level of performance requirements and regulatory engagement, this is welcomed not feared by Housing Plus given our appetite for quality improvement and that we manage a higher level of risk than other Regulatory Tiers.

The Annual Staff Engagement Survey was completed with a result of 88% overall staff satisfaction, while this is a healthy result we will continue to focus on improvement.

An organisational review and restructure to meet the changing needs of Housing Plus was undertaken to accommodate an expansion of property numbers, new projects and to position the organisation for future opportunities. Our staffing structure and internal infrastructure is strong through the leasing of new offices to accommodate more staff and to provide improved access for our clients, realignment of tasks and creation of new positions to accommodate our ever changing business.

We have long desired a fully integrated IT system to achieve efficiencies, this year the Board approved expenditure in excess of \$300k for purchase and implementation of Kypera our new tenancy, property and finance platform which will be

fully functional for the 2014/15 year.

Our work in the Housing Alliance is important in providing a voice for regional housing providers in NSW. The Alliance now has some traction and is becoming well recognised as the following annual report of achievements indicates.

Unfortunately, the political environment continued to be unstable. After three years in power, no policy document has been produced by the State Government and there is not yet consensus within Government as they remain unsure of the community housing model.

Ours is a sector which is adept at moving forward regardless of the barriers, however it is critical that our Governments understand that there is a housing crisis and that funding and leadership is needed.

There were significant reforms during the year that affected our business mostly in a positive way including the Community Housing Leasing Program and the Going Home Staying Home Reform. We actively participated in these and other reforms.

This year Housing Plus celebrates 30 years of community housing provision in our operational area and we also acknowledge Mimi O'Reilly who has been there from the very beginning.

Our success in this time and currently is the result of outstanding work done by many skilled and committed people, our Directors, management, dedicated staff, our program and support partners, our funders and most importantly the very important people whose lives we strive to improve through the provision of sustainable housing and support.

Our success is yours and we thank you all.

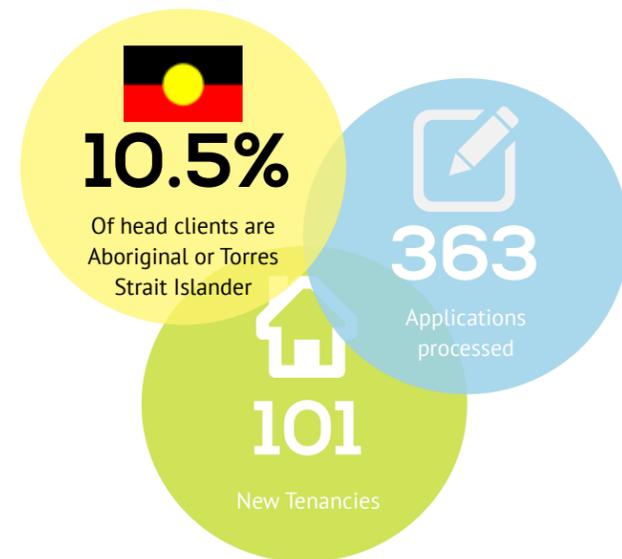
Karen Andrew  
Chief Executive Officer

# TENANCY SERVICES

## SAFE

### ROUTINE AND INITIAL PROPERTY INSPECTIONS

In order to ensure our properties are kept in a safe and well maintained condition, tenancy staff conduct routine inspections of all properties. During inspections smoke alarms are tested, checks are made for water leaks, repairs are identified and maintenance work is requested. In addition to inspections, all new clients are visited approximately six weeks after commencement of their tenancy to check that there are no unidentified repairs and that door keys and window locks are working satisfactorily to ensure the safety of our clients.



## SAFE

### TRANSFERS AND PRIORITY HOUSING APPROVALS

This year Housing Plus has transferred twenty-two clients to new properties. These transfers have been in response to personal circumstances such as the changing health, mobility and safety of clients. During the year our Tenancy Services Team approved forty seven priority housing applications for transfer.

## CONNECTED

### RENT CREDIT SCHEME

Many of our clients experience financial difficulties over the long holiday season in December and January resulting in rent arrears or the inability to fully engage with family and friends due to the cost involved. This year ten percent of our clients have taken up the option to put aside extra money each week to enable them to use this money towards expenses at the end of the year. These clients are looking forward to this time of year and having money that will allow them to contact with their families, friends and community.

Percent of clients who take advantage of the Rent Credit Scheme

10%

Funds held in credit on behalf of Housing Plus clients

\$27k

## HEALTHY

# SUPPORTED LIVING IN DUBBO

Funded by the Supported Accommodation Innovations Fund (SAIF) this development is a highly flexible medium density cluster of villas to accommodate a minimum of five people living with severe and profound disabilities. Internal spaces adapt easily around clients changing needs, providing the flexibility required for design and delivery of individual support services to maximising clients self-determination and informed choice concerning their adult lives.

Each villa is quality accommodation offering flexibility of design to meet a range of needs and including state of the art smart technologies, security, and high-speed wireless internet or NBN compatibility.

The villas are oriented in a cluster allowing for separation and independence but also shared use of innovative interactive outdoor areas and covered spaces designed for culturally sensitive social interaction. Each villa is self contained including private access, bedroom, bathroom, kitchen and living space.

The project is a partnership between Housing Plus as the developers/asset owners, and CareWest who will provide the client care and support service.

SAIF Dubbo - Partnership with CareWest

# COMMUNITY SERVICES

## CONNECTED

### CLIENT ENGAGEMENT STRATEGY: 2014- 2017

Housing Plus' Client Engagement Strategy provides key opportunities for Housing Plus to build trusted relationships between our staff and clients.

### ACTIVE CLIENT ENGAGEMENT

**Client Forums:** Housing Plus holds client forums on a regular basis, that involve inviting clients from each region to participate in local events.



**Out and About:** The 'Out and About' campaign is an annual targeted client engagement activity which sees members of the Executive and Senior Management Team connecting directly with clients. Due to commence in November 2014, Housing Plus Senior Staff will get 'Out and About' in the community to meet our clients in person so we can learn about our clients' needs and issues that affect them.

**Walk and Talks:** Housing Plus will conduct regular on-site consultation with clients living in unit complexes. Based on a schedule, Housing Plus staff will attend the complex to seek feedback, listen to issues, and allow for any concerns to be raised about community or individual client concerns.

### PASSIVE CLIENT ENGAGEMENT

**Feedback Mechanisms:** Housing Plus gathers feedback by a variety of mechanisms, including those which are incorporated

into everyday activities. These include informal one-on-one client feedback, 10% maintenance surveys, contractor satisfaction cards, and supported tenancy surveys. This feedback assists Housing Plus to build up a picture of the quality and/or shortcomings of services and improve where necessary.

**Client Newsletter:** Housing Plus produces a quarterly client newsletter. The client newsletter is one way which Housing Plus can let our clients know what is happening with our services, and what is happening within the community. Housing Plus aims to write the client newsletter in a way which is interesting to clients, and showcases stories for and about our clients.

WE WERE LUCKY TO GET THIS UNIT AND HAVE A LOVELY NEIGHBOUR ACROSS FROM US - HOUSING PLUS CLIENT

**Website and Social Media:** Digital Technology is becoming the most popular method of communication in Australia, and some organisations are effectively using digital communications to engage with their clients. Housing Plus has a regularly maintained website which clients may access to find out up-to-date information and review publications. The Housing Plus website can be accessed at [www.housingplus.com.au](http://www.housingplus.com.au).

## SAFE

### HOUSING PLUS ACHIEVES TIER 1 STATUS

Housing Plus is a safe and reliable community housing provider with capacity to undertake development opportunities and grow in the future.

The National Regulatory Code for the NRSCH sets out the performance requirements that registered housing providers must comply with in providing community housing under the National Standards.

Housing Plus' Tier 1 status has been determined through the assessment of risk in comparison to the scale and scope of Housing Plus and our activities. It is a clear indication of the governance structures, financial responsibility, leadership and feasibility of Housing Plus' operations.

## CONNECTED

### CONNECTIONS WITH OUR REGIONAL PARTNERS

Participation in regional forums, interagency meetings and focus groups cement Housing Plus as a leading Community Anchor in Western New South Wales. These activities allow Housing Plus to enhance service delivery and promote positive information about Housing Plus and the Community Housing Sector.

Through regional forums there may be opportunities for collaboration and partnerships; whether it is through a better understanding of different services, building closer network links or creating specific opportunities to fill service gaps.

During 2013-2014 the Community Services Manager as well as other Housing Plus staff participated in:

- Mudgee, Bathurst, Orange, Cabonne, Cowra, Parkes and Forbes interagency meetings.
- Multicultural Interagency Meetings such as the Bathurst Multicultural interagency.
- Housing and homelessness specific action groups such as the Orange Housing Network.
- Community meetings such as the Bowen Community Action Group.
- The Orange Aboriginal Social Development Planning Workshop.

These opportunities allow us to have influence on services that affect our organisation and our clients. During these planning events we can advocate for Housing Plus and our clients. We provide insight into how we operate, what constraints we may have and what issues our clients may be experiencing.

## CASE STUDY

# MACQUARIE FORENSIC MENTAL HEALTH

Housing Plus was approached by staff from the Macquarie Forensic Mental Health Unit located on the campus of Bloomfield Hospital. Macquarie Unit sought assistance from Housing Plus to secure suitable accommodation for their clients to transition from a custodial setting into the community.

The Macquarie Unit reported difficulty transitioning clients due to:

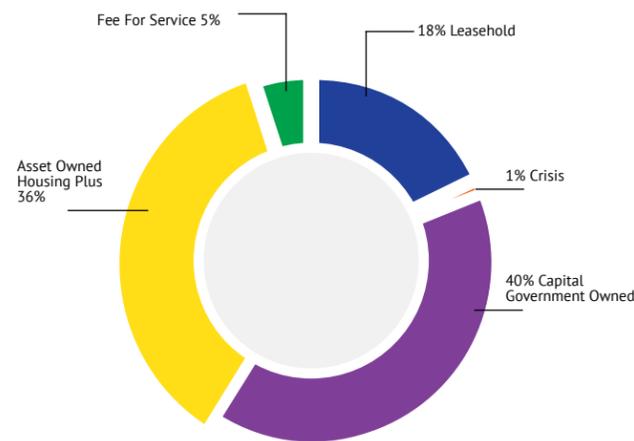
- Most clients have been incarcerated for a long time and have lost connection with their families or were originally from out of area.
- Inability to secure private rental property due to recent incarceration.
- Inability to get Priority Housing Assistance from Family and Community Services: Housing NSW as clients were assessed as ineligible for Priority Housing Assistance due to having access to accommodation.

In partnership with the Macquarie Unit, Housing Plus agreed to seek appropriate housing options for clients leaving Macquarie Unit. Taking into consideration the risk of deteriorating mental health and current incarceration Housing Plus agreed that clients would be eligible for Priority Housing. Client would be allocated suitable Community Housing Properties and transition into the Community with the support of Housing Plus and the Macquarie Unit.

This partnership is an excellent example of how Housing Plus can work within existing frameworks and resources to work towards great outcomes for disadvantaged clients.

# PROPERTY SERVICES

As of 30 June 2014, Housing Plus had 818 Properties under management in the following programs. 53 properties are currently under construction which will increase Housing Plus' asset ownership in the coming year.



## CONNECTED

### CONTRACTOR ENGAGEMENT AND EVALUATION

During 2013 the Property Services Team completely overhauled the processes used to manage our repair and maintenance contractors. Housing Plus developed new information packs, implemented contractor engagement agreements and nominated a contractor consultative committee.

Housing Plus sought expressions of interests from existing and potential contractors and conducted interviews to determine suitable contractors. The process led to the appointment of a total of 39 contractors to conduct the repairs and maintenance required to maintain Housing Plus' properties.

The process determined that nine of our existing contractors

did not meet the new criteria; through cost, quality of work or adherence to policy. These contractors subsequently failed to maintain a listing.

As part of the contractor engagement and evaluation process, a Schedule of Rates was created to assist in defining the standards of work, materials and costs expected of our contractors.

## HEALTHY PREVENTING FUEL POVERTY

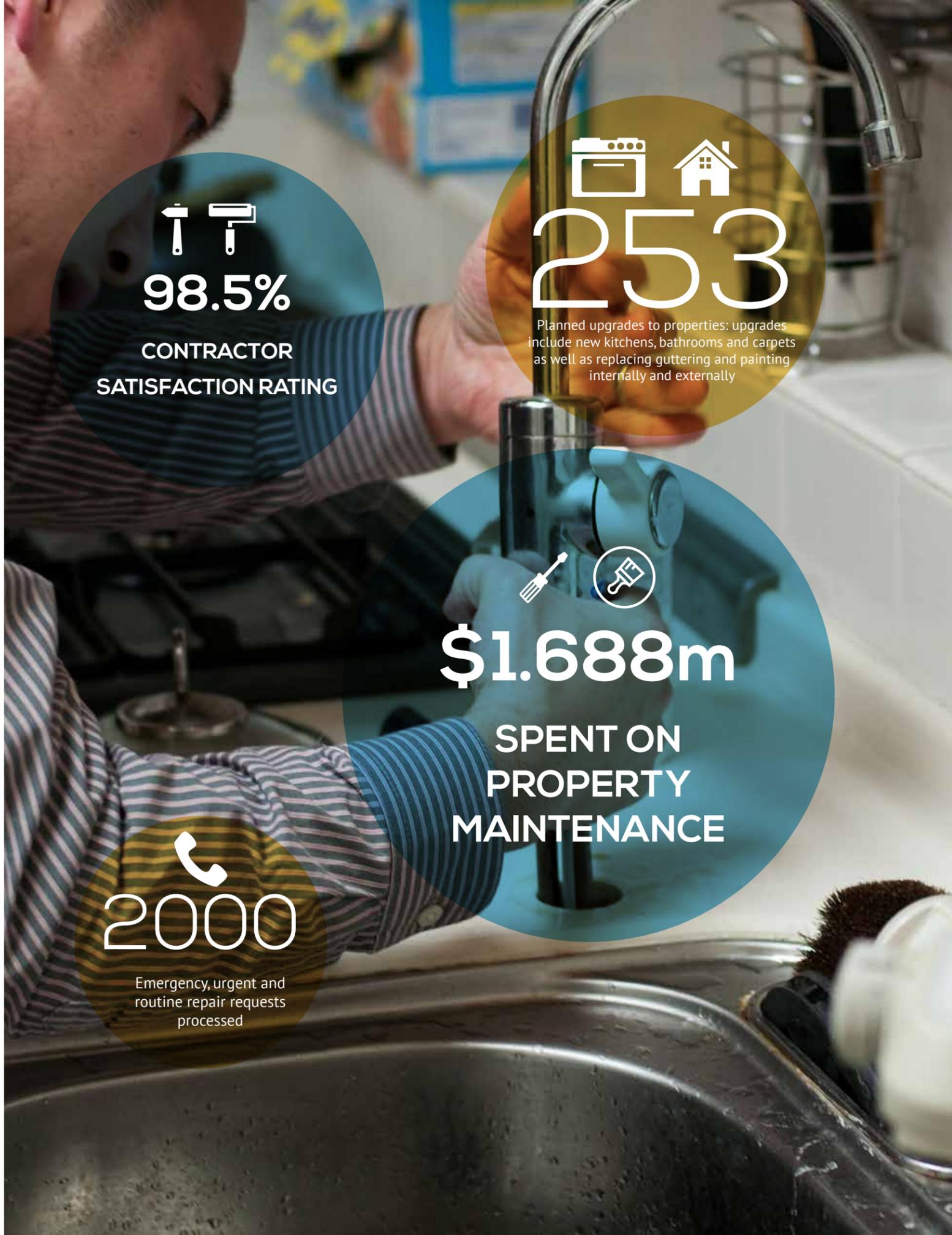
Housing Plus is committed to buffering low income households from the impacts of rising energy cost, we aim to prevent "fuel poverty" which occurs when a household spends more than 10% of their income to heat and cool their homes.

The Property Services Team oversee a large program of works designed to maintain and upgrade our properties. A major component of these works is the replacement of windows to be refitted with "comfort glazing". This is a low emissivity glass that allows light into the property while at the same time reducing the amount of low wavelength infrared heat (such as that in warm air) from escaping and also minimising the level of solar heat gain.

## CONNECTED NATIONAL RENTAL AFFORDABILITY SCHEME

In October 2011 Housing Plus was awarded a reserve allocation of 53 National Rental Affordability Scheme (NRAS) Round 4 incentives. This year Housing Plus commenced the construction of our first NRAS properties. Located in Mudgee, these properties will be used for affordable housing. They will provide access for the community to a new stream of housing which has not been previously available in Western NSW.

The Mudgee development commenced in December 2013 and is expected to be completed in July 2014, this will deliver 20 dwellings of which ten are one bedroom and ten are two bedrooms.




  
**98.5%**
  
**CONTRACTOR SATISFACTION RATING**


  
**253**
  
 Planned upgrades to properties: upgrades include new kitchens, bathrooms and carpets as well as replacing guttering and painting internally and externally


  
**\$1.688m**
  
**SPENT ON PROPERTY MAINTENANCE**


  
**2000**
  
 Emergency, urgent and routine repair requests processed

# CENTRAL WEST WOMEN'S DOMESTIC VIOLENCE COURT ADVOCACY SERVICE

## SAFE PROTECTING OUR CLIENTS

The Central West Women's Domestic Violence Court Advocacy Service (CWWDVCAS) assists women and children who have experienced domestic violence to obtain legal interventions through Apprehended Domestic Violence Orders (ADVO). In the last year the CWWDVCAS assisted 440 women through the ADVO process and attended 40 court hearings.



When women experience domestic violence, a number of other legal and social welfare consequences arise. Women may have a variety of issues such as housing, finances, education, child care, family law. In the last year the service made 862 referrals to such services for additional assistance.

## CONNECTED DOMESTIC VIOLENCE REFORMS

In May 2013, as part of Law Week at the Orange Library, the CWWDVCAS and the Canobolas Local Area Command teamed up to present a Law Week Lecture on the new whole of Government domestic violence reforms that will be rolled out over the next five years throughout NSW.

The reforms encompasses a new approach to domestic

violence that sees Government and non-government agencies working together to reduce the level of threat to victims of domestic violence.

Orange was chosen as one of two launch sites for the reform. This was because Orange has a high functioning CWWDVCAS and strong relationship with the Canobolas Local Area Command.

As part of the reforms the CWWDVCAS will host a Domestic Violence Local Coordination Point. The service is set to launch in September 2014 and will work closely with Police, Victims Services, Department of Family and Community Services, NSW Health and other key community organisations. It will ensure victims of domestic violence have access to the full suite of services available to them while only having to tell their story once.



The lecture at the Library was a fantastic partnership between the CWWDVCAS, Police and the Library to promote the reforms while displaying our connectedness with the services we rely on and the community we serve.

# OPERATION COURAGE

## SAFE, HEALTHY, CONNECTED SUPPORTING OUR CLIENTS

Operation Courage supports clients mental, emotional and physical health through best practice case management and referral.

With the assistance of its referral partners and close relationships forged within and outside Housing Plus, Operation Courage consistently achieves outstanding results.



WITH **3** SAFE HOUSES

WE ASSISTED **27**  
FAMILIES

PROVIDING **1560**  
BED NIGHTS

Clients who work with Operation Courage receive intensive case management, referral for up to 10 hours of counselling with a Psychologist, assistance with housing applications, negotiations with Centrelink, support letters, referrals to Family Law and with generally getting life back on track after domestic violence.

Operation Courage offers 3 safe houses to women and their children who are escaping domestic violence. For Housing Plus, it means a real team effort to get victims into the houses, keep them safe and to move them into long term secure sustainable housing.

This year Operation Courage accommodated 27 distinct stays in Safe Houses equalling 1560 bed nights for women escaping domestic violence.

## CASE STUDY: WORKING TOGETHER

Operation Courage has been working with a young pregnant woman who has been experiencing domestic violence for the duration of her relationship.

The Department of Family and Community Services (FACS) brought the client to the attention of the service. FACS and Operation Courage worked together to ensure the client was able to bring her newborn into a world without violence.

Initially the client was resistant to change but after many sessions with the service, eventually agreed to move to a safe house. While in the safe house, the service placed strict conditions on the client. The client complied and the Housing Plus staff watched her grow into a caring lovely woman who was excited at the prospect of a new born child.

While the client was in the safe house, the service staff worked hard to ensure she was eligible for priority housing on the NSW social housing register. Tenancy Services were then able to offer the client a sensitive allocation that would give her the best chance at escaping her old life.

While the client was in hospital having her baby, Operation Courage and Tenancy Services took the Tenancy paperwork to her and we were then able to move her straight from hospital to her new home.

Operation Courage liaised with St Vincent De Paul and FACS. Between the 3 services were able to furnish the property with a fridge donated from Electrolux, and a washing machine donated from Harvey Norman. St Vincent de Paul donated lounge, dining table, chairs, linen, and other necessities. The client left the hospital with her baby a few days later into her new home and new life. Mum and baby are now doing extremely well.

# EMERGE YOUTH AND FAMILY SERVICES



## SAFE CHILD SAFE ORGANISATION

As an organisation, Housing Plus endeavours to stay informed about changing legislation, important community issues and any changes that are relevant to our organisation and the sector we work in. We use our expertise to meet our obligations and achieve positive outcomes. Housing Plus demonstrated leadership and resourcefulness by ensuring we are a child safe organisation and planning ahead for the new Working With Children Check requirements.

The new Working with Children Check was implemented early this year and all staff who come into direct contact with young people were required to complete the check. Housing Plus is proactively ensuring all new staff members who may work directly with young people in the course of their duties have the necessary clearance. As a professional and child safe organisation, this is an example of how seriously we carry out our duty of care to clients, visitors, guests and staff. All staff who were asked to obtain clearance have willingly completed the process.

Housing Plus is committed to keeping young people safe and protecting them in all of our work environments. A child safe approach includes educating and supervising our staff, contractors, visitors and clients about appropriate and acceptable behaviours.



**5 YOUNG PEOPLE ASSISTED THROUGH THE TRANSITIONAL YOUTH HOUSING PROGRAM**



## CONNECTED YOUTH WEEK

The Emerge Service and staff were a key partner in the organisation and planning of the 2014 Youth Week events and activities in Orange. Youth Week was a collaborative celebration organised by Orange City Council and local youth specific services.

Youth Week is a great opportunity to raise awareness of the current issues facing our young clients and the broader issue of youth homelessness in our community. Emerge promoted the events and activities during Youth Week to our clients and were thrilled that all our clients attended the Youth Week Ball.

Emerge sponsored our clients that attended and assisted them with clothing and makeup for the evening.

Participating in Youth Week allowed Emerge the opportunity to promote our services to community members and potential service partners and raise our profile in the community.

## HEALTHY LIVING SKILLS PROGRAM

Emerge facilitated in partnership with Mission Australia a weekly Living Skills Program for clients this year. The program was open to clients being accommodated by the Emerge Service and clients who receive outreach support.

The Living Skills Program assisted clients to connect with other support services, develop their independent living skills and improve their overall well being. The aim of the program was to enhance their ability to successfully sustain an independent tenancy and broaden their knowledge base.

The workshop topics included nutrition, personal safety, cooking, sexual health, budgeting, housing options and tenancy advice.

The Emerge outreach program was very popular with local youth identifying the Emerge van and associating it with a



youth friendly service. The popularity of the outreach service lead to an increase in clients popping into the Service, asking questions, seeking help and support including access a meal and use the service facilities.



# OUR PEOPLE

## SAFE STAFFING

Our staff is our single most important asset and we can brag a high quality professional and competent workforce. Housing Plus currently employs 36 staff in 7 departments across 4 operational offices and spends \$1.58m on staffing costs.

Three new positions were created this year to support the changing needs of the business and client housing sustainability, these were:

2014 Housing Plus welcomed a new Caseworker for the Operation Courage service and created three new positions:

- A Community Services Manager to build on how we interact with our communities and develop client engagement strategies
- A Sustainable Tenancies Officer to assist 'at-risk' clients to manage and maintain their tenancies
- A Property Inspector to ensure all repairs and maintenance carried out on our properties meets quality assurance, safety and functionality requirements.

Housing Plus has assisted a number of staff during the year in training that supports their current work and which also provides professional development.

### Training Completed

- Andrew Pansini – Community Services Manager, successfully completed his Diploma in Community Services (Coordination)
- Richard Nagy – Property Inspector, successfully completed his Certificate Level IV in WH&S

### Training ongoing

Four staff are currently engaged in tertiary study;

- Gary McCamont - Diploma in Business Administration

- Heather Reynolds - Certificate IV in Social Housing
- Fiona Griffiths - Certificate IV in Social Housing
- Susan Nadalini - Certificate IV in Business Administration

## HEALTHY CONTINUOUS IMPROVEMENT

Housing Plus through employee consultation, research and engagement of a suitably qualified consultant will identify assess and implement best practice employer strategies. Our aim is to be known as a true employer of choice, providing our staff with opportunity and the best employment conditions possible.



## SAFE ALL OF STAFF MEETING

Housing Plus staff meet together twice a year as a means to connect with each other and discuss what each office, department and team have been working on. This is very important for ensuring that all staff understand how they are connected to the larger Housing Plus picture and how their team and individual work contributes to the current business and strategic strategies.

## CONNECTED STAFF ENGAGEMENT AND STAFF COMMUNICATION SURVEY

In 2013 we conducted our annual Staff Engagement Survey;



▲ Housing Plus staff 2014

the survey is to give staff the opportunity to provide feedback to the Executive team. Our staff were encouraged to freely voice opinions and provide comment on how Housing Plus is performing, what it does well and where improvements can be made from a staff perspective. 77% of overall responses were of a positive nature. Staff raised concerns regarding communication within our organisation and in response management conducted a second survey; The Staff Communications Survey. The overall responses from the survey lead to the development of:

- The CEO blog. This tool is used to keep staff updated on relevant business operations and decisions;
- Quarterly site visits allowing executives to visit our branch offices to engage with all staff;
- and, quarterly briefings with Senior Managers; allowing executives and senior management an opportunity to debrief their service operations for the quarter.

## STAFF FEEDBACK FROM STAFF ENGAGEMENT SURVEY

"I choose to work at Housing Plus as it offers me a challenging role and diverse clients.

"My values align with Housing Plus, which is why I work for Housing Plus"

"The position I hold is where my heart is"

"My manager is approachable on any subject and is always available to talk"

# OUR CLIENT SERVICES

## HEALTHY

### CLIENT SATISFACTION SURVEY 2014

Results from the 2014 Client Satisfaction Survey found the overall combined client satisfaction achieved by Housing Plus to be very high. Not only did our organisation exceed all three National Regulatory System for Community Housing benchmarks but the NSW Federation for Housing Associations reports that Housing Plus out-performed our peers in nearly all service areas.

The Client Satisfaction Survey is a vital opportunity to understand how our clients see our organisation; the aims of the 2014 survey were to:

- Establish client satisfaction with services in-line with the National Regulatory System for Community Housing.
- Provide a comparison with the overall results achieved in the 2012 survey.
- Benchmark performance levels against the Federation's tenant satisfaction benchmarking group.
- Inform future service delivery improvements.

Housing Plus commissioned the NSW Federation of Housing Associations to conduct the 2014 Client Satisfaction Survey. Housing Plus chose the Federation to conduct the survey to ensure the independence and impartiality of this survey process, data collection and data analysis. Additionally it provided Housing Plus with access to best practice questions.

The Federation Report to Housing Plus on overall results for Housing Plus stated:

"The levels of overall combined satisfaction achieved by Housing Plus across the board(excluding complaints) are very high. Housing Plus exceeded the three National Regulatory Standards for Community Housing thresholds and out-performed their peers in nearly all service areas".

### CLIENT SATISFACTION SURVEY 2014 - KEY RESULTS



## SAFE INFRASTRUCTURE

A focus has been on ensuring that our offices are well located, accessible and comfortable for our clients and staff. All offices are open bright and friendly and have comfortable furnishings that were updated where required. We provide an environment without barriers between our clients and staff to build trust and respect for each other.

## SAFE CONTRACTOR SATISFACTION SURVEY 2013

At Housing Plus we ask our clients a number of questions about how easy reporting a repair is and their satisfaction with the behaviour and performance of the contractors

The assessment is based on six questions, written on a postcard supplied by Housing Plus, which is returned to our office. In 2013 our contractors achieved a 98.5% satisfaction rating as determined by our clients.

## HEALTHY STAFFING

Housing Plus employ a number of Aboriginal Staff and are flexible in service delivery to meet the varying needs of clients. Services are provided in the office, in the client homes and in neutral locations that are comfortable for the client.

Housing Plus employs 22.42 Full Time Equivalent positions:  
This results in a



**1:36**  
Staff to property ratio



# HOUSING ALLIANCE

The Housing Alliance is a strong alliance of comparable regional housing organisations who through collaboration, innovation and sharing, strengthen their delivery of services at a local level.

The Housing Alliance offers a vision to the greater community housing sector of an innovative redefinition of a sector culture based on trust and focused on collaboration over competition. Indeed, community and collegiality is why we work in the social housing sector, and the Housing Alliance is consciously structured to be an embodiment of those values.

Stronger than a 'partnership,' but stopping short of a merger, the Housing Alliance's four member organisations, when taken together, become the fourth largest CHP in the country by number of tenancies managed (approximately 3,200).

The Alliance synergies are that all four organisations provide community housing services in regional NSW locations, all have operations spanning large geographic areas with multi-site offices, all are registered as mid-size Tier 1 or 2 providers within the sector, all have recently experienced rapid growth in response to government policies such as stock transfer.

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 and a larger operation.

## Purpose

To share knowledge and build 'agile capacity'. Consultancy, legal, technical and other costs can be spread across four organisations. This will build a culture of strategic agility with alliance members able to effectively respond and innovate for regional solutions to housing need.



**Business Objective 1**  
To undertake evidence based research that enhances our businesses, provides opportunities for funding and informs innovation

- Achievements:**
- Commissioned "Best Practice Alliances" research paper by Dr Tony Gilmour
  - Commissioned Western Research Institute to undertake Economic Impact Study into the economic contribution of our operations on our regions.

**Business Objective 2**  
By being an effective community anchor and through advocacy and communication, raise awareness of regional issues at local, regional and national levels

- Achievements:**
- Won NSW AHI Award for Excellence in Leading Innovation for the Alliance business model.
  - Runner up National AHI Award for Excellence in Leading Innovation
  - Housing Alliance & website launched at National Housing Conference
  - Submissions made to NSW and Federal Parliamentary Inquiries into social housing focused on regional issues.

**Business Objective 3**  
To provide networking and support opportunities across all levels of the organisations to enrich best practice

- Achievements:**
- Active network groups across all organisational levels from Directors, CEO's, Middle Managers and specialist workers.
  - Held 3rd Annual Alliance Forum in Sydney
  - Cross partner training for new staff
  - Joint policy development undertaken

**Business Objective 4**  
To have clear and succinct framework of governance based on the values of the Housing Alliance

- Achievements:**
- Housing Alliance Charter created and adopted by all four Boards
  - MOU reviewed and resigned
  - Clear and succinct Strategic Plan developed for Housing Alliance
  - Housing Alliance Annual Report developed for all four members Annual Reports

## 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  
139 End Street  
Deniliquin NSW 2710  
PO Box 922 Deniliquin  
NSW 2710  
T: (03) 588 1 4182  
F: (03) 588 1 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.nccch.org.au](http://www.nccch.org.au)



# TREASURER'S REPORT

In the past financial year, the annual turnover for Housing Plus in 2014 was \$12.57 million (\$9.71 million in 2013). State funding under the National Rental Affordability Scheme contributed significantly to this increase along with rental collections of newly built properties that were available for rent for the full 12 months this financial year. The overhead costs remained steady in 2014 which contributed to the resulting operating surplus.

In 2010, Housing Plus was successful in the vesting of 288 properties. Housing Plus is pleased to advise that title certificates for these properties have now been received. These were in two separate packages, 100 as part of the Assets Ownership stock transfer and the remaining 188 as part of the Nation Building Economic Stimulus Package in which have only recently been constructed (2011-2012).

As part of our leverage targets, the vested assets were all independently valued as part of our financing requirements to obtain private finance for the construction of another 53 properties. The total value of these vested properties amounts to \$53.38 million and were taken up within this year's financial accounts. This along with another strong performance has resulted in the Net Assets of Housing Plus increasing to \$67.23 million in 2014 (\$9.57 million in 2013).

The receipt of title deeds on these vested assets has allowed Housing Plus to progress its financing arrangements which will fund along with our own cash contribution, the construction of the 53 new properties

across Bathurst, Mudgee and Orange. The financial modelling prepared for the overall developments shows that the total estimated costs of the projects will be approximately \$15.5 million. By the 30 June 2014, Housing Plus had purchased all the land for these developments and the site in Mudgee was almost finished. All which had been funded by existing cash reserves while the loan facility arrangements were being prepared which will be executed in the coming year.

The Plus Services programs continued to be a significant component of the services offered at Housing Plus and complement the core business of the organisation. 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 2014, however in 2015 there will be increased funding following successful tenders which will enable these valuable programs to continue to meet the needs of the clients and community.

## DONATIONS

Housing Plus encourages the acceptance of donations from individuals or organisations which enhance the delivery of high quality services.

Housing Plus is a registered Deductible Gift Recipient. This year we would like to thank the following businesses and organisations for their donations:

- Streetsmart - Financial Donation to the Emerge Youth & Family Services program
- TAFE NSW - Financial Donation to the Emerge Youth & Family Services program
- Zonta - Financial Donation to the Operation Courage program.

I would like to acknowledge the efforts of the CEO and staff in what has been another successful year. The outsourced maintenance contract has continued to be extremely successful program for not only FACS and ourselves, but especially to the services / clients who benefit from the funds invested into maintaining and upgrading their properties. Thanks also to the other organisations, Mid-Western Regional Council, Orange Crisis Accommodation Service, Family And Community Services and our accredited contractors for their ongoing support and partnerships.

Lyall Sadler  
Board Treasurer



REPORT CARD				
Net Profit	2014	2013	2012	2011
Cash at end of year	\$5.424m	\$8.552m	\$6.759m	\$6.099m
Retained profit	\$67.233m	\$9.573m	\$7.377m	\$6.129m
Rent arrears	1.03%	1.54%	1.29%	1.07%
Market rent loss to vacancy	0.57%	0.46%	0.91%	1.04%
Ratio of staff to lettable properties	1:36.4	1:39.2	1:37	1:40.7
FTEs	22.42	20.42	20.21	17.42

# AUDITOR'S REPORT

HOUSING PLUS  
83 147 459 461

## STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2014

	2014	2013
<b>CHLP FUNDED PROPERTIES</b>		
<b>REVENUE</b>		
Other Grants and Income	1,456,509	547,518
Grants Received	920,832	769,305
Rents Received	6,871,451	6,586,620
Tenant Reimbursements	446,024	385,527
	<u>9,694,816</u>	<u>8,288,970</u>
<b>EXPENSES</b>		
Tenant Reimbursement Bad Debts	127,111	124,586
Insurance	206,465	208,269
Other Rental Expenses	39,571	34,126
Rates	984,743	873,410
Rent Paid to Owners	1,979,148	1,926,180
Repairs and Maintenance	1,552,523	1,447,058
	<u>4,889,561</u>	<u>4,613,629</u>
<b>NET SURPLUS FROM CHLP FUNDED PROPERTIES</b>	<u>4,805,255</u>	<u>3,675,341</u>
<b>CAP, EMERGE AND OPERATION COURAGE FUNDED PROPERTIES</b>		
<b>REVENUE</b>		
Tenant Contribution	46,619	54,162
Grants Received	107,641	96,648
Emerge Funding	468,791	487,532
Operation Courage Funding	163,004	156,431
	<u>786,055</u>	<u>794,773</u>
<b>EXPENSES</b>		
Property Expenses	120,261	106,099
Emerge Running Costs	470,729	444,875
Operation Courage Running Costs	140,678	144,968
	<u>731,668</u>	<u>695,942</u>
<b>NET SURPLUS FROM CAP, EMERGE AND OPERATION COURAGE FUNDED PROPERTIES</b>	<u>54,387</u>	<u>98,831</u>

This is an extract of from our Audited Financial Report which is available at [www.housingplus.com.au](http://www.housingplus.com.au) or by contacting Housing Plus

HOUSING PLUS  
83 147 459 461

## STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2014

	2014	2013
<b>OTHER PROPERTIES</b>		
<b>REVENUE</b>		
Tenant Contribution	150,970	148,554
Other Grants	42,006	47,437
	<u>192,976</u>	<u>195,991</u>
<b>EXPENSES</b>		
Property Expenses	158,915	157,604
	<u>158,915</u>	<u>157,604</u>
<b>NET SURPLUS FROM OTHER PROPERTY INCOME</b>	<u>34,061</u>	<u>38,387</u>
<b>OTHER INCOME</b>		
<b>REVENUE</b>		
Ongoing Fee for Service	102,855	85,103
Legal Aid Funding	191,683	206,639
Interest Received	172,082	226,342
NRAS State Funding	1,371,110	-
Sundry Income	60,096	101,091
	<u>1,897,826</u>	<u>619,175</u>
<b>EXPENSES</b>		
Audit	24,680	23,195
Advertising	1,320	2,697
Bank Charges	5,069	3,751
Board of Management Expenses	32,731	18,000
Computer Expenses	89,812	11,919
Consultants Expenses	25,153	44,527
Conference/Travel Expense	30,164	31,829
Depreciation	78,345	64,465
Employee Recruitment Expense	20,252	13,916
General Office Expenses	7,274	8,622

This is an extract of from our Audited Financial Report which is available at [www.housingplus.com.au](http://www.housingplus.com.au) or by contacting Housing Plus

HOUSING PLUS  
83 147 459 461

STATEMENT OF COMPREHENSIVE INCOME  
FOR THE YEAR ENDED 30 JUNE 2014

Insurance	3,482	3,249
Legal Fees	-	9,87
Legal Aid Running Costs	189,293	207,111
Motor Vehicle Expenses	27,873	37,136
Postage	6,014	6,466
Printing and Stationery	13,876	13,367
Provision for Annual Leave	19,902	12,077
Provision for Long Service Leave	(14,725)	14,205
Rent of Office Premises	263,475	207,135
Repairs, Maintenance & Office Equipment	27,546	22,144
Staff Training	36,512	24,635
Subscriptions	24,386	22,936
Superannuation	124,249	111,632
Phone, Fax & Internet	41,475	44,167
Tenant Participation	15,640	4,170
Wages	1,410,835	1,273,427
Workers Compensation Insurance	6,578	7,737
	<u>2,511,211</u>	<u>2,235,502</u>
<b>SURPLUS FROM OPERATIONS</b>	<u>4,280,318</u>	<u>2,196,232</u>
<b>OTHER COMPREHENSIVE INCOME</b>		
Comprehensive income	<u>53,380,000</u>	<u>-</u>
<b>TOTAL COMPREHENSIVE INCOME FOR THE PERIOD ATTRIBUTABLE TO MEMBERS</b>	<u>57,660,318</u>	<u>2,196,232</u>

HOUSING PLUS  
83 147 459 461

STATEMENT OF COMPREHENSIVE INCOME  
FOR THE YEAR ENDED 30 JUNE 2014

	2014	2013
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	5,424,361	8,552,465
Trade and other receivables	523,536	209,036
Other current assets	44,630	43,550
<b>TOTAL CURRENT ASSETS</b>	<u>5,992,527</u>	<u>8,805,051</u>
<b>NON-CURRENT ASSETS</b>		
Plant and equipment	63,051,648	1,929,163
<b>TOTAL NON-CURRENT ASSETS</b>	<u>63,051,648</u>	<u>1,929,163</u>
<b>TOTAL ASSETS</b>	<u>69,044,175</u>	<u>10,734,214</u>
<b>CURRENT LIABILITIES</b>		
Trade and other payables	1,652,284	1,022,874
Employee leave entitlements	151,937	117,920
<b>TOTAL CURRENT LIABILITIES</b>	<u>1,804,221</u>	<u>1,140,794</u>
<b>NON CURRENT LIABILITIES</b>		
Employee leave entitlements	6,466	20,248
<b>TOTAL LIABILITIES</b>	<u>1,810,687</u>	<u>1,161,042</u>
<b>NET ASSETS</b>	<u>67,233,489</u>	<u>9,573,171</u>
<b>EQUITY</b>		
Accumulated funds	67,233,489	9,573,171
<b>TOTAL EQUITY</b>	<u>67,233,489</u>	<u>9,573,171</u>

**HOUSING PLUS**  
83 147 459 461  
**STATEMENT OF COMPREHENSIVE INCOME**  
**FOR THE YEAR ENDED 30 JUNE 2014**

	2014	2013
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Receipts from customers	7,678,015	7,329,469
Grants received	4,721,576	2,406,460
Interest received	172,082	226,342
Payments to suppliers, divisions and employees	(7,878,896)	(7,438,240)
<b>Net cash provided by operating activities</b>	<b>4,692,777</b>	<b>2,524,031</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchase of property, plant and equipment	(7,820,881)	(766,428)
Sale of property, plant and equipment	-	35,912
<b>Net cash provided by investing activities</b>	<b>(7,820,881)</b>	<b>(730,516)</b>
Net increase (decrease) in cash held	(3,128,104)	1,793,515
Cash at beginning of year	8,552,465	6,758,950
<b>Cash at end of year</b>	<b>5,424,361</b>	<b>8,552,465</b>

**HOUSING PLUS**  
83 147 459 461

**DIRECTORS' DECLARATION**

The directors of the entity declare that:

1. The financial statements and notes, as set out on pages 4 to 23, are in accordance with the *Corporations Act 2001*:
  - a. comply with Australian Accounting Standards; and
  - b. give a true and fair view of the financial position as at 30 June 2014 and the performance for the year ended on that date of the entity.
2. In the directors' opinion there are reasonable grounds to believe that the entity will be able to pay its debts as and when they fall due.

This declaration is made in accordance with a resolution of the board and is signed for and on behalf of the Board by:

Director: 

Director: 

Dated this 30 day of October 2014

**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 2014 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 30<sup>th</sup> day of October 2014



## LOOKING FORWARD TO 2014 - 2015

### A NEW APPROACH TO DOMESTIC VIOLENCE

Orange has been nominated as one of two launch sites in NSW for a new whole of government coordinated approach to responding to domestic violence.

The reforms have a number of key components. The NSW Police will be using a new safety assessment tool at the scene of every domestic violence incident. This tool will gauge the level a risk of the victim experiencing further injury or death.

Every victim will have access to support services through a new domestic violence Local Coordination Point. This service will be hosted by the Central West Women's Domestic Violence Court Advocacy Service and is designed to ensure women only need to tell their story once. Instead of the victim having to seek out services to assist her, the Local Coordination Point will arrange a suite of services to wrap around her and help her.



▲ Housing Plus and Orange Police staff met with Minister Goward

Minister for Women and Planning Pru Goward visited the Housing Plus offices to talk to staff about the incoming service and to hear what they see will be the key obstacles and challenges will be.

Central to the system working, are new information sharing protocols to be introduced in September. These protocols allow service providers to share information that relates to the relative safety of a victim. This will enable them to act and put measures in place to reduce the risk to the victim of domestic violence.

### SPECIALIST HOMELESSNESS SERVICES (SHS) REFORM

The Housing Plus Staff worked together to write and submit our Going Home Staying Home (GHS) tender applications for delivery of Homelessness Services in the region. Housing Plus is in an excellent position to successfully deliver SHS as our organisation employs many of the strategies and service delivery responses described as priorities in the reform. Housing Plus puts our client at the centre of service delivery, responds to individual client's needs and works with other services to ensure the best possible outcomes for each client.

The GHS reform has had a huge impact on Housing Plus, while we are disappointed to have lost the Emerge Youth Service we are pleased to announce our success in the Orange Adult's and Families Homeless Package. This package includes a Domestic Violence speciality so Operation Courage will be transitioned into the larger package while still maintaining its operating name and its successful model. Being awarded this package will result in Housing Plus staff and operational services increasing. The package will provide crisis and transitional accommodation for homeless clients and also support services with or without accommodation attached. There will be an outreach program as the geographical area the Service needs to cover is Orange, Cabonne and Blayney.



## GET IN TOUCH

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email: [info@housingplus.com.au](mailto:info@housingplus.com.au)  
[www.housingplus.com.au](http://www.housingplus.com.au)



Scan QR code to find us online at:  
[www.housingplus.com.au](http://www.housingplus.com.au)