



HousingPlus

Annual Report

2014/2015

Celebrating

30

Years







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OUR COMPANY

Housing 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, The Domestic Violence Local Coordination Point, Operation Courage Domestic Violence Service, and the Orange Homelessness and Housing Support Service for Adults and Families.



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.



Noelene and David proudly wearing their team colours



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

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

HOUSING PLUS ACKNOWLEDGES THAT OUR PROPERTIES AND OFFICES ARE LOCATED ON THE LAND TRADITIONALLY OWNED BY THE PEOPLE OF THE WIRADJURI NATION.

GEOGRAPHICAL AREA



Housing Plus operates over a wide geographical area aligning with the NSW Western Area Local Health District. With a corporate office in Orange, Housing Plus has 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 to local councils, welfare agencies, housing advocates and community members.

DIRECTORS



KIM FERGUSON
CHAIRPERSON

Chairperson since: 22 January 2015
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.



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.



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.



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.



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.



JIM COUPER
CHAIRPERSON
(RETIRED)

Director Since: 10 March 2009
Skill Areas: Marketing, Planning, Advertising & Market Research

Jim retired from the position of Board Chairperson in January 2015 after 6 years of service Housing Plus and the community. 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.



DARYL PIKE
(RETIRED)

Director Since: 21 February 2013
Skill Areas: Law

Daryl retired from his position as Director in March 2015. 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.

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 ATTENDANCE

BOARD

Board Director	Eligible	Attended
Jim Couper	5	4
Lyall Sadler	10	6
Kim Ferguson	10	10
Carleen Cunningham	10	6
Jenny Hazelton	10	7
Brad Cam	10	6
Daryl Pike	6	5
Don Grant	10	7

GOVERNANCE SUBCOMMITTEE

Board Director	Eligible	Attended
Jim Couper	2	1
Kim Ferguson	3	3
Jenny Hazelton	3	3
Don Grant	1	1

AUDIT RISK AND DEVELOPMENT SUBCOMMITTEE

Board Director	Eligible	Attended
Lyall Sadler	5	4
Carleen Cunningham	5	5
Brad Cam	5	4

SOCIAL VENTURE SUBCOMMITTEE

Board Director	Eligible	Attended
Jim Couper	1	1
Don Grant	1	1
Daryl Pike	1	1



CHAIRPERSON'S REPORT

KIM FERGUSON

The 2014/15 financial year has been another of growth and development for Housing Plus with the emergence of a new Executive Management Team as part of the cyclical re-invention that we undertake to meet the needs of the communities we operate within. This has included a higher profile within our local communities and beyond, through media coverage supporting and demonstrating our advocacy role, and has been a significant shift from previously just getting on with the job. Where traditionally, we may have had a tendency to be a quiet achiever, we are now strongly advocating, promoting issues and our professionalism in addressing them, to increase awareness in the community and with our social venture partners.

While the year has provided great challenges, the quality and commitment of the CEO and team, has seen us continue to excel within the region and sector. There have been numerous projects and service achievements that highlight the innovation and quality of what this organisation continues to deliver, and rather than doing a disservice to any of the Executive by failing to mention all noteworthy projects, I will leave them to provide details.

The Board has seen Jim Couper step down as Chairperson to focus on his personal business growth, along with the retirement of Daryl Pike. I sincerely thank both of them for their contributions and support of the organisation. Jim's personal commitment extended to sage-like advice at the most opportune moments and is an inspiration in how a quality Chairperson conducts themselves.

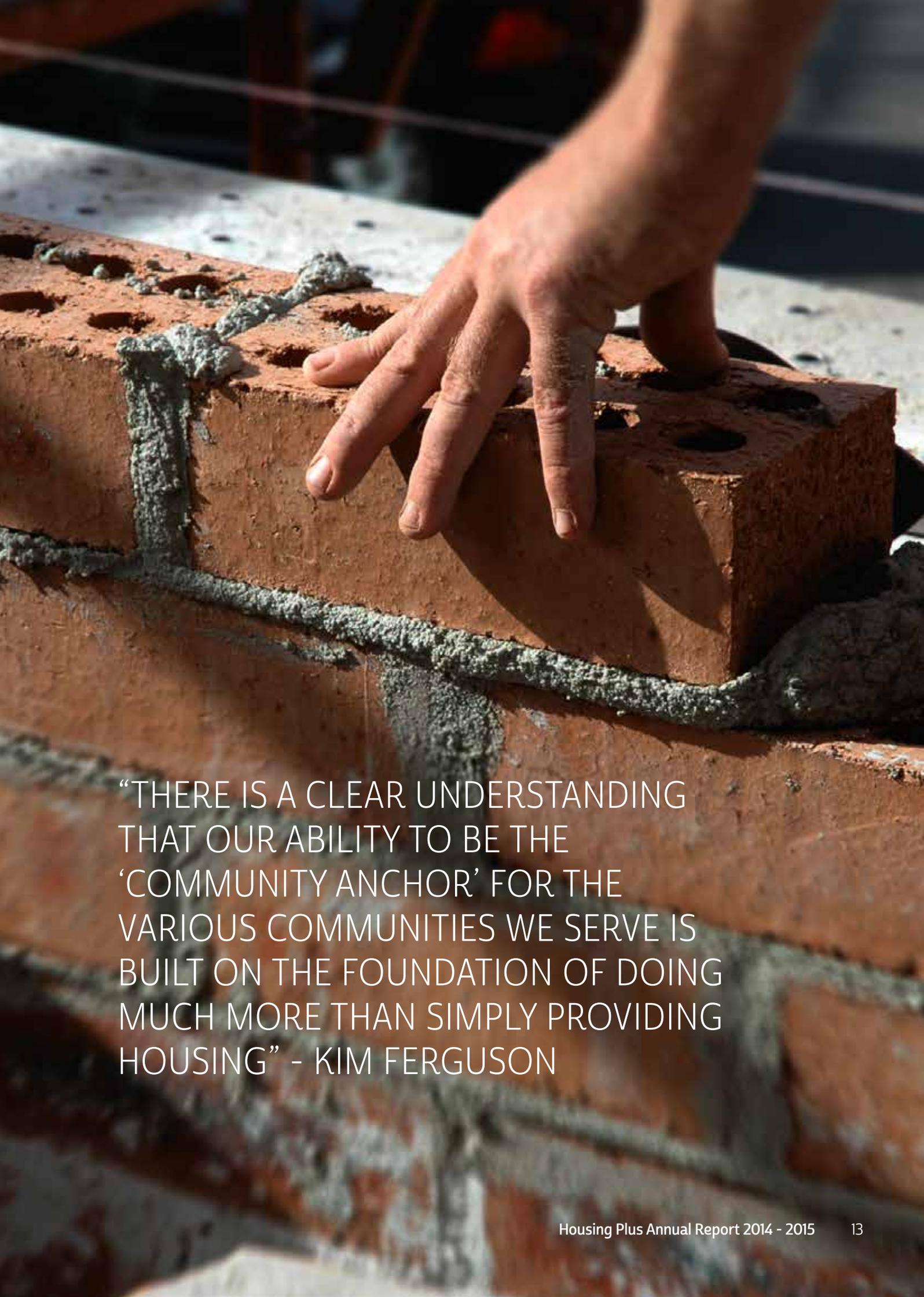
An independent Governance Review undertaken by Steve Bowman, provided a significant endorsement of the quality of our governance process with additional fine-tuning opportunities and also saw us align our geographic focus with those of the Health regions.

As we head forward into 2016, there is a clear understanding that our ability to be the 'Community Anchor' for the various communities we serve is built on the foundation of doing much more than simply providing housing. Our innovation is supported by our participation in the Housing Alliance, our commitment to our clients through Plus Services, the establishment of the Social Venture Committee, and the ongoing sound financial capacity with a will to continue to do more.

I thank everyone who has enthusiastically assisted in progressing the objectives of the organisation as we make a difference to people's lives and believe that we live in exciting times as opportunities continue to present themselves.

A handwritten signature in black ink, appearing to read 'K. Ferguson', written in a cursive style.

Kim Ferguson
Board Chairperson



“THERE IS A CLEAR UNDERSTANDING THAT OUR ABILITY TO BE THE ‘COMMUNITY ANCHOR’ FOR THE VARIOUS COMMUNITIES WE SERVE IS BUILT ON THE FOUNDATION OF DOING MUCH MORE THAN SIMPLY PROVIDING HOUSING” - KIM FERGUSON



CHIEF EXECUTIVE OFFICER REPORT

Karen Andrew

Writing the Annual Report is always time for reflection and something as a leader I particularly enjoy doing at this time of year. During this reporting period we celebrated 30 years of providing services in our communities, therefore there was much to reflect on and celebrate which we did exceptionally well at the end of last year. When I think of our history I think of all of the people over those 30 years who have helped shape this organisation and have added value in the creation and ongoing development of this amazing entity. Directors whom have given their time and expertise to drive the organisation forward, taking some risks along the way that have paid off and are a testimony to their business skill and commitment to their communities. To all the staff over that time and currently, that work hard to provide the best services possible that make a difference in the lives of the clients that we support, this type of work is not for everyone however we have been blessed with staff who are talented, committed and share our vision.

This last year was a year of reform, starting for us with Going Home Staying Home which was bitter sweet in that we lost our Emerge Youth Service funding in a new Youth Package which was awarded to Veritas House, whom I am confident will build on our good work in this service and who also does a fantastic job supporting young people in our community. Our gain was the successful tendering for the Orange Homelessness and Housing Support Service for Adults and Families which also incorporates supporting women escaping domestic violence. This has added another dimension to our organisation, the provision

of crisis and transitional housing and support is a great fit in our aspiration to provide housing and opportunity for clients along the entire housing spectrum, from homeless to home ownership and everything in between.

Our Domestic Violence Services grew this year with the Orange Domestic Violence Local Co-ordination Point trial in Orange that proved to be very successful and which has begun to be rolled out across NSW. This program is an exceptional example of true collaboration, never before have I witnessed the ongoing commitment of so many services working together for a common goal, in this case ensuring the safety of women at risk of further harm or death as a result of domestic violence, I applaud every service for their contribution and commitment to this service.

Politically, housing is firmly on the State and Federal Governments agenda, with the promise of a NSW Social Housing Policy by the end of this year. Significant change is imminent and I believe social housing will be transformed in the quest to address serious supply and affordability issues along with new strategies for resolution of ageing stock which in a considerable number of cases is beyond its usable life span. Our goal has been to ensure that the needs and ideas for regional areas are heard and considered, through our work in the Housing Alliance we have achieved this as you will read later in this report. While reform brings opportunity it also brings uncertainty to our sector, as new private sector organisations are emerging

both nationally and internationally to enter the social housing market making it more critical for providers like Housing Plus to be both ready and competitive in tendering for growth and development opportunities.

Planning was a major focus this year as we created a new Strategic Business Plan 2015-18, which included revision of our Vision and Mission Statements which are used as a strategic filter in assessing new programs and development opportunities. Our strategic objectives are geared to achievement of our long term strategies with a focus on providing innovative housing and support solutions and developing new partnerships and joint venture opportunities.

As part of our planning we developed a long term strategy for the organisation looking forward to 2030, which incorporates three core elements:

- Confirmation of the geographical area in which we will provide services being the Western NSW Local Health District;
- The provision of a variety of housing types along the housing pathway including new products such as shared equity ownership and
- Continuation of diversification of Housing Plus through an increase in Community and Client Programs and community partnerships and joint ventures

In support of our progression as a growing, dynamic and innovative organisation, we welcomed two new Executives to our team, Justin Cantelo our Business Development and Innovation Manager, who has already succeeded in building new business relationships and strong partnerships, in addition to making Housing Plus more visible in our communities through delivery of a modern and comprehensive marketing and promotions plan. In addition we welcomed Steve Stanton to the role of Chief Operating Officer, Steve brings an entirely new lens to our operating environment, focusing on building a skilled and agile workforce that utilises evidence based practice to enhance client outcomes across all our programs and which exceeds client expectations, positioning us well for delivery of our growth strategy.

We once again achieved Tier 1 National Registration this year, confirming our sound performance against the highest level of regulatory assessment of National Standards. Financially, we remain sound and in an enviable position of

being able to consider investment in a number of new and innovative housing products that will emerge in 2015-16. Our CFO is an exemplary manager of finance who together with our Audit, Risk and Finance Sub-Committee have positioned us to be stable and viable as confirmed once again by provision of an unqualified financial audit.

I would like to thank our Board of Directors for their superior governance, valuable and insightful contributions and for your continued confidence in me for my management and leadership of the organisation. I thank also our operational and senior staff for working so hard again this year to deliver the best services possible to the people who need our support the most and for persevering during a time of new technology implementation.

To my Executive Team who often get little recognition for the very hard work and long hours put in, thank you for your enthusiasm, energy, vision, commitment, skill and the creativity you bring, I have a very skilled team in place with whom the organisation will flourish and will progress to a new level.

Our work is not done in isolation, to all our funding, program and support partners who work in partnership with us thank you for your support and partnership, our success is truly yours to share.

There have been many achievements this year which you will read about in the reports following, for me my reflection on the year has revealed pride and satisfaction with our achievements but the desire to do much more. There is a feeling of anticipation, somewhat like when a young person comes of age and is about to start a new chapter, we are on the verge of something new and exciting and I can't wait to see what the future brings.



Karen Andrew
Chief Executive Officer

OUR TEAM



Over the past year, Housing Plus has continued to expand and enhance our services to support people most in need. Our workforce has grown mainly due to the continued expansion of our Domestic Violence Service and receiving funding for the new Orange Homelessness and Housing Support Service



HOUSING PLUS PROVIDES OPPORTUNITY FOR INDIVIDUALS EXPERIENCING HOUSING STRESS, HOMELESSNESS, OR DOMESTIC VIOLENCE TO OVERCOME BARRIERS AND MOVE FORWARD WITH THEIR LIVES.

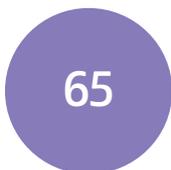




THE BEST OF BOTH WORLDS

Sheree and Attila Loosz were living in a private rental in Orange. Following a work injury, Attila was no longer able to get up and down the stairs safely and required ground floor accommodation.

Without employment and faced with mobility issues Sheree and Attila were unable to find a suitable private rental. "We were living in Gilgandra, it was a bit extreme. Attila broke his foot and I don't drive so we moved off the farm to Orange."



Supported Tenancies



New tenancies



Total number of tenancies

Housing Plus allocated a brand new ground floor unit to Sheree and Attila. The unit, which was built under the Nation Building Program, was ground floor and suitable for people who have mobility issues. Sheree describes the time she was allocated the property fondly "We used to drive around Orange picking out these units when they were being built, we were dreaming"

Sheree and Attila have happily been living in their unit for the past 4 years. Attila has settled in well "here in Orange its the best of both worlds. I call it God's country, everyone here keeps an eye on each other. The staff in the office in Orange are first class. If I've got something that I want to discuss, they are open to me."

"BECAUSE I WAS FROM OUT OF TOWN, I WAS A LITTLE BIT WORRIED ABOUT DIFFERENT AREAS. NOW WE KNOW WHAT IT IS LIKE TO LIVE HERE IT'S GREAT. WE ENJOY WALKING ALL OVER THE PLACE." - SHEREE LOOSZ



PROVIDING AFFORDABLE HOUSING

Affordable housing is an exciting development in providing high quality housing to families and individuals who are employed in their local areas. Income eligibility levels apply in addition to the requirement that applicants need to be in paid employment – either full time or part time.

After our initial Affordable housing program was launched in Mudgee in August 2014, the programme commenced in Bathurst in March 2015 and in Orange in June 2015. Mudgee has 20 one and two bedroom units; Bathurst has 12 units ranging from one to four bedrooms and Orange has 21 similar units built over two sites. Households pay rent of 80% of market rent and eligibility is re-assessed annually. All units were constructed for Housing Plus by Rawson Homes with local tradespeople used across the region.



53 NEW

Affordable housing properties constructed during 2014/15

One of the Bathurst Affordable housing clients, Brooke, is shown here in her new unit. Brooke heard about the new housing program on offer in Bathurst through a notice at her place of employment. In Brooke's own words this is the experience of gaining her new home – "I'm a single mum with a 6 year old. Daughter and I work full time as a chef. All the staff members at Housing Plus have been amazing. Everything so far has been very good."

INFORMATION TECHNOLOGY



2014-15 has seen the first full 12 months of the operation of our new enhanced Housing Management Software system. Given the growth in the range of activities undertaken by Housing Plus over the last few years, it became evident that we needed to upgrade our computer system and to install a system that would incorporate all aspects of our work.

From 1 July 2014 the new computer system, Kypera, has been operational. Kypera is a program imported from the UK. There has been extensive consultation between Kypera staff and Housing Plus staff to adapt the program to Australian conditions and reporting requirements. Housing Plus was one of the first organisations in Australia to implement the program. The new program has the facility to integrate finance, property and tenancy services. Modules included in the program include Vacants and Voids Management, full tenancy management, issuing and monitoring of work orders for repairs and upgrades, planned and cyclical maintenance and rent arrears. New modules are currently under development and these will be phased in over the coming year.

The Housing Plus staff have worked tirelessly with the programmers during this twelve months to ensure that the new program provides the framework for both current and future endeavours.



A DAY IN THE LIFE OF.....

Since starting in the Maintenance Coordinator's position I have learnt and experienced a lot. I have come to realise that while I may have a plan for what I want to accomplish that day it is very rare day when it happens.

As you can imagine you can't ever really plan for someone's house needing a repair. In one month we have issued over 430 work orders to our contractors. These have been for a wide variety of issues including blocked pipes, new stoves, flooding apartments and general handyman repairs.

So a typical day for me includes monitoring the repair emails, being on the other end of the maintenance line for

our clients so that their issues and concerns can be dealt with in a friendly and timely manner, processing invoices, raising orders for maintenance and repair issues, updating our databases with information from our inspections and liaising with our clients, our contractors and landlords.

In the last financial year we issued 263 emergency orders, these include works such as fixing blocked pipes, loss of power and no hot water, 793 Urgent orders such as new door locks, heater repairs and leaking cisterns, 1148 Routine orders these included fixing leaking taps, replacing screen mesh and repairing fences. That is a total of 2204 work orders raised from calls received on the repairs, this is an average of 9 calls per day. This however doesn't include follow up calls to clients, calls to contractors and suppliers and liaising with tenancy services.



PROPERTY MODIFICATIONS

Housing Plus is committed to helping our clients continue to live safely and independently in their homes. To do this we work closely with our clients, Occupational Therapists, Tenancy Services and Family and Community Services. In the past 12 months we have added substantial modifications to 5 properties and installed minor disability supports to 8 properties.

Bathroom modifications are not the only work we do, this is an access ramp that was built last December - we also modified the bathroom at this property as well.

Overall Housing Plus in conjunction with Family and Community Services has spent over \$115,000 on property modifications during the year.



Before



After



ERIN'S STORY

I commenced work with Housing Plus on 15 September 2014. I was employed to work in the States first Domestic Violence Local Coordination Point. With years of previous domestic violence experience at the Bathurst Women and Children's refuge, I found the work both familiar and challenging.

The Local Coordination Point was introduced as part of the 'Safer Pathways' reforms and has 3 key components:

- A Domestic Violence Safety Assessment Tool that is used by Police to assess the relative safety of each victim.
- A Safety Action Meeting for those at the greatest risk.
- Immediate referral of all victims from Police to a Local Coordination Point for assistance after an incident.

The role has involved working very closely with the Canobolas Police and in the Courts. This has been a new and eye opening experience. I now have a renewed respect and much greater understanding of the criminal justice response to domestic violence.

Ultimately, the aim of the service is to reduce the chance of a victim incurring further injury or death as a result of domestic violence. I take this role very seriously, as does the whole Housing Plus team.

I feel privileged to work at Housing Plus. I am exactly where I want to be".



SAFER PATHWAYS REFORMS

Housing Plus' Central West Women's Domestic Violence Court Advocacy Service was honoured to launch the regional arm of the whole of Government Domestic Violence reforms in September 2014. The formation of the Domestic Violence Local Coordination Point is part of a suite of reforms designed to ensure that victims are able to access the help they need and that perpetrators are held accountable. Each Women's Domestic Violence Court Advocacy Service in NSW will eventually host a Local Coordination Point.

Orange was chosen because it has high levels of domestic violence but also has excellent Government and non-government agencies that could support the reforms.

The main elements to the reforms include a Domestic Violence Safety Assessment Tool that is used by Police to assess the relative safety of each victim, immediate referral from Police to the Local Coordination Point for immediate assistance and a Safety Action Meeting for those at the greatest risk.



1462

Women assisted through the Domestic Violence Local Coordination Point

The Local Coordination Point work closely with Police and other agencies to ensure that the victim only has to tell her story once and that the response is swift and effective.

For victims deemed to be at serious threat, they now have their needs addressed at a Safety Action Meeting. At the meeting a range of high level Government and non-government Service providers are now able to share information about each case so that services can act more quickly and effectively to protect the victim.

The meetings have involved some great involvement from agencies such as Police, Health, Corrections, FACS, Housing NSW, Housing Plus, and the Department of Education. Each agency has been able to provide information that forms the whole picture about what is happening within a family and this has led to some great safety outcomes. One incidental outcome is a connectedness between the services that has come from everyone working together to help a victim.

'ULTIMATELY, THE AIM IS TO REDUCE THE CHANCE OF A VICTIM INCURRING FURTHER INJURY OR DEATH' - PENNY DORDOY

Once the immediate Safety concerns of the victim have been reduced, the Local Coordination Point considers the victim's other social and welfare needs and moves the victim on to one or all of the other Housing Plus services.



COLLABORATION: THE KEY TO CLIENT OUTCOMES

The Orange Homelessness and Housing Support Service work closely with key partners to ensure clients receive the best possible service and have the best chance of escaping the cycle of homelessness.

One recent initiative is the rebirth and redesign of the Orange Housing Network. The Orange Housing Network aims to prevent homelessness and reduce the impact of homelessness in Orange and surrounds, address any process issues or barriers, consider new pathways for providing accommodation and support; and improve sector collaboration and communication.

Hosted by Housing Plus, chaired by the Orange Homelessness and Housing Support Service and attended by our key partners at the Family and Community Services and Veritas, the meeting is a true partnership and has cemented some key relationships that allow the agencies to pull resources and work together to reduce homelessness in our area.



CLIENT ENGAGEMENT STRATEGY UPDATE

Housing Plus continues to provide opportunities for clients to inform decision making, provide feedback on services and assist to enhance our services to meet their needs.

During the past year, Housing Plus has sought feedback from our clients through a variety of means, including; door knocking (Out & About and Walk & Talks), Client Forums, Client Newsletters, our website and our social media accounts.

We kicked off our Client Forums across the area, holding three successful meetings. Attendees came to discuss a range of topics including maintenance issues, ideas to improve their areas and ideas to enhance client service.

Our 'Out & About' and 'Walk and Talk' programs provided an opportunity for our Senior Management and Executive Staff to discuss issues affecting our clients and see them in person as we knocked on people's doors to hear directly about the needs of clients and see first hand how living in a Housing Plus property is impacting on their lives.

During 2014 Housing Plus also began using text messaging as a tool to contact clients directly, provide information about upcoming events and seek feedback about specific issues. Using text messaging to invite people to Client Forums has resulted in increasing numbers of attendees.

PARTNERSHIPS WITH HOMELESS PROVIDERS

During 2014 the NSW Government launched its new guidelines for the management of services to homeless residents. This new programme is called Going Home Staying Home and Housing Plus has been active in the Bathurst, Mudgee and Orange areas in either the direct provision of services or in partnership with other organisations.

In Bathurst we work closely with Veritas Youth Services in providing tenancy services for 4 units of accommodation for homeless youth and with Wattle Tree House in providing tenancy services for 18 units of accommodation for homeless individuals or families. In Mudgee we work with Barnardos and Mid-Western Regional Council providing 1 unit of accommodation for homeless individuals or families. In 2015 through partnership with Mid-Western Regional Council it is planned to expand the number of units of accommodation available to homeless clients in Mudgee by a further 3.

In Orange Housing Plus manages the homeless service with both the Homelessness Services and the Tenancy Team working closely together. 7 units of accommodation are provided to individual clients in addition to the Wirree accommodation.

This work has been very successful and over the 2014-15 year we have housed 41 households in Bathurst; 12 in Mudgee and 18 in Orange.



GABRIELLE'S STORY

Gabrielle presented at the Housing Plus office with nowhere to live. She had spent the last of her money the night before on a motel room for herself and her children. She had become homeless after a number of stressors; family stresses, a job loss and a recent separation.

The Homelessness and Housing Support Service Team moved Gabrielle and her 5 children in to a transitional property. They provided intensive support; warm referrals to assist the family to deal with the trauma they were experiencing after becoming homeless, help finalising her old tenancy and clearing debts, school enrolments for the children, and a range of other assistance to ensure the families social and legal welfare needs were met.

The family has settled in now, the children are stable and in a routine, they are accessing health services and counselling and are getting their lives back on track. With the help of the service, Gabrielle is currently looking for rentals and the family is doing well. Gabrielle is one of our successful tenants in our transitional properties.

Photo: Melanie Pearce

HOUSING PLUS: 30 YEARS OUR JOURNEY

1980

1984

Local Government and Community Housing Program (first source of Federal funds under the CSHA for community housing).

1990



1994-1997

Mimi O'Reilly: Founding President of NSW Federation of Housing Associations



1997

Central Tablelands Housing was formed and commenced operation on 1 July 1997 through the merger of Orange-Cabonne, Mudgee and Bathurst CTS

1982: 90 Properties



1982

Community Tenancy Schemes were established marking the start of community housing

- Orange-Cabonne CTS operated under the auspice of Orange City Council, was a joint program with Cabonne Council
- Mudgee CTS under the auspice of Mudgee Shire Council as it was then known
- Bathurst CTS established, incorporated as a Company with a volunteer Directors.

Each scheme had a quota of 30 properties

1997: 219 Properties



1997-1999

Strong Growth:

- Won the National Award for Excellence in Organisational Management
- Achieved Registration as a Social Housing Provider
- 4.75 million to purchase 35 capital properties
- 54,994 for capital upgrading (stock transfers)
- Increase of leasehold stock through cash injection
- Capital funding for 4 ship properties
- Stock transfer of 9 houses from Department of Housing in first round of transfers - Bathurst and Orange

2000

2002

Consolidation and Governance restructure

- A complete governance restructure was undertaken and the Board moved to a skill based Board in preparation for growth and development of the organisation.

2005

- 144 Public Housing Properties transferred in Mudgee
- Awarded the National Award for Overall Excellence in Community Housing



2009-2010

- Commenced auspice of CWWDVCAS in partnership with Stronger Families Central West
- Implementation of Pathways enabling the "no wrong door" system for housing applications.

2010



2011

- Housing Plus is born!
- Appointment of development and finance partners
- Centralised Maintenance System and Out of Hours Maintenance Hotline

2014-2015

- Housing Plus is awarded the Local Coordination Point for Domestic Violence

2003: 307 Properties

2009: 597 Properties

2011: 749 Properties

2015: 878 Properties



2003

CTHA won the National Award for Excellence in Partnerships for the Operation Courage Project in partnership with Orange City Council



2009

Wellington Short Stay Accommodation Service opens its doors to provide Accommodation for people visiting family members in Wellington Jail



2013

- Housing Plus receives transfer of the last 43 of 183 Nation Building Properties



2014

- Going Home Staying Home package for Adults and Families awarded to Housing Plus
- Receipt of Title Deeds for all 288 properties vested to Housing Plus
- SAIF Development in Dubbo completed and handed over

2006

- Wellington community housing portfolio transferred to CTHA (30 properties)
- Tenant Participation Strategy developed and implemented



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

Homes Out West



139 End Street
Deniliquin NSW 2710
PO Box 922 Deniliquin NSW 2710
T: (03) 5881 4182
F: (03) 5881 8361
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

North Coast Community Housing Company



107 Molesworth Street Lismore NSW
PO Box 145 LISMORE NSW 2480
T: 02 6627 5310
F: 02 6622 4261
www.ncchc.org.au

Operating Locally & Collaborating Regionally

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 one of the largest CHPs in the country by number of tenancies managed (approximately 3,320).

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 Class 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.



www.housingalliance.com.au

Business Objective 1

To undertake evidence based research that enhances our businesses, provides opportunities for funding and informs innovation.

Achievements:

- The four CEO's of the Housing Alliance completed a successful study tour of UK housing providers in October 2014
- Commenced negotiations with UK based organisations to establish an Australian Social Value Bank.
- Continued to benchmark outcomes across the Alliance and joined NSWFA House Keys benchmarking program.

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:

- Submissions made to NSW Premier's Innovation Initiative, Social Housing Discussion Paper and NSW Parliament Public Accounts Committee Inquiry into Tenancy Management in Social Housing focusing on regional issues.
- Homes North CEO presented to the NSW Legislative Council enquiry into Social, Public and Affordable Housing.
- CEO's attended the NSW Social and Affordable Housing Discussion forum convened by Minister Hazzard.

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 4th 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
- Completed SWOR at annual Housing Alliance Forum.
- Housing Alliance Annual Report developed for all four members Annual Reports

Values

Trust

To trust each other in an honest, fair and reliable way.

Openness

To encourage the open sharing of opinions, views and resources.

Excellence

To strive to excel and make a positive difference in everything we do.

Equity

To value and respect each other as equal and unique members of the Housing Alliance



TREASURER'S REPORT

LYALL SADLER

The past financial year was exciting in many areas. The completion of the Affordable Housing properties created affordable housing options for clients in Bathurst, Mudgee and Orange. In some cases, existing clients who met the affordable housing guidelines were able to transition from their existing dwelling to a newly build property, which in turn, created a vacancy within our exiting properties that was filled with those on the waiting list.

The total cost of the affordable Housing Plus properties equated to \$14.56 million, which came in \$940,000 below the original budget. In order to fund this project, Housing Plus was able to leverage against previously vested properties and executed two loans totalling \$10.8 million, with the remaining being funded by NSW State Funding and cash reserves.

The annual turnover for Housing Plus in 2015 was \$10.6 million (\$12.57 million in 2014). Although rents received had increased, this value decreased from the prior year as State funding under the National Rental Affordability Scheme and Grants relating to the SAIF project finished in 2014. Housing

Plus will however be receiving Federal Funding over the next ten years for the Affordable Housing properties.

Although funding for the Emerge Youth and Family Service ended in the past year, Housing Plus was successful in acquiring the Orange Adults and Families Homelessness package which includes the Operation Courage service which has been managed by Housing Plus for several years. Housing Plus was also chosen to deliver the Local Coordination Point service which commenced in September 2014. As a result of an expansion to our 'Plus' services, new office premises were acquired to accommodate the increased staffing.

The 'Plus' service programs continued to be a significant component of the services offered by Housing Plus and complement the core business of the organisation and are valuable programs that continue to meet the needs of our clients and the community.

REPORT CARD 2015

	2015	2014	2013	2012	2011
Net Surplus	\$1.17m	\$4.28m	\$2.19m	\$1.25m	\$1.01m
Cash at end of year	\$9.3m	\$5.4m	\$8.5m	\$6.7m	\$6.1m
Retained profit	\$68.4	\$67.233m	\$9.573m	\$7.377m	\$6.129m
Rent arrears	1.48%	1.03%	1.54%	1.29%	1.07%
Market rent loss to vacancy	1.08%	0.57%	0.46%	0.91%	1.04%
Ratio of staff to lettable properties	1:37.2	1:36.4	1:39.2	1:37	1:40.7
FTEs	23.39	22.42	20.42	20.21	17.42

DONATIONS

Housing Plus (a registered Deductible Gift Recipient), would like to thank the following businesses for their donations:

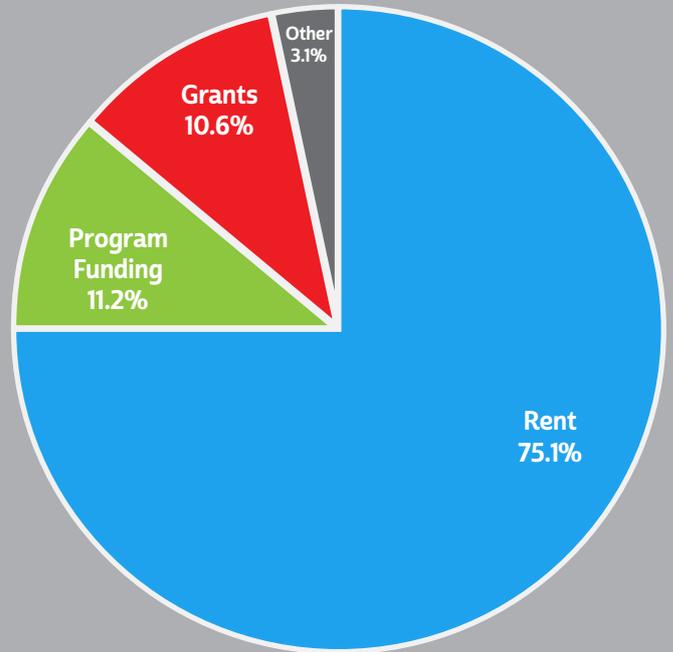
- Parish of St Mary & St Joseph
- Zonta Club of Orange
- Mitre 10
- Furniture One Orange
- Bunnings Orange
- Ashcroft's IGA
- The Quality Inn Ambassador Motel
- Norman J. Penhall Funerals
- James Sheahan Catholic High School

Finally, I would like to thank and acknowledge the efforts of the CEO and staff in what has been another successful year and also the many organisations and business that we have worked closely with over the past 12 months.

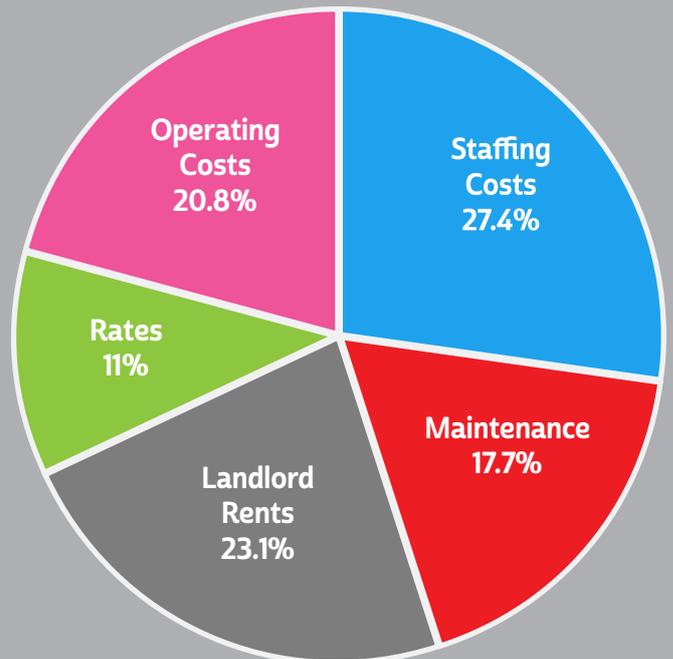


Lyall Sadler
Board Treasurer

WHERE THE MONEY COMES FROM



WHERE THE MONEY GOES



AUDITORS REPORT

HOUSING PLUS
83 147 459 461

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2015

	2015	2014
CHLP FUNDED PROPERTIES		
REVENUE		
Other Grants and Income	39,923	1,456,509
Grants Received	921,915	920,832
Rents Received	7,278,674	6,871,451
Tenant Reimbursements	510,663	446,024
	<u>8,751,175</u>	<u>9,694,816</u>
EXPENSES		
Tenant Reimbursement Bad Debts	131,993	127,111
Insurance	198,805	206,465
Other Rental Expenses	39,961	39,571
Rates	1,022,850	984,743
Rent Paid to Owners	1,985,581	1,979,148
Repairs and Maintenance	1,657,659	1,552,523
	<u>5,036,849</u>	<u>4,889,561</u>
NET SURPLUS FROM CHLP FUNDED PROPERTIES	<u>3,714,326</u>	<u>4,805,255</u>
GHSH, CAP, EMERGE AND OPERATION COURAGE FUNDED PROPERTIES		
REVENUE		
Tenant Contribution	68,117	46,619
Grants Received	170,201	107,641
Emerge Funding	109,056	468,791
Operation Courage Funding	38,265	163,004
GHSH Funding	694,552	-
	<u>1,080,191</u>	<u>786,055</u>
EXPENSES		
Property Expenses	208,334	120,261
Emerge Running Costs	211,320	470,729
Operation Courage Running Costs	54,437	140,678
GHSH Running Costs	580,930	-
NET SURPLUS FROM CAP, EMERGE AND OPERATION COURAGE FUNDED PROPERTIES	<u>25,170</u>	<u>54,387</u>

HOUSING PLUS
83 147 459 461

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2015

	2015	2014
OTHER PROPERTIES		
REVENUE		
Tenant Contribution	115,760	150,970
Other Grants	6,449	42,006
	122,209	192,976
EXPENSES		
Property Expenses	120,227	158,915
	120,227	158,915
NET SURPLUS FROM OTHER PROPERTY INCOME	1,982	34,061
OTHER INCOME		
REVENUE		
Ongoing Fee for Service	170,661	102,855
Legal Aid Funding	343,010	191,683
Interest Received	94,553	172,082
NRAS State Funding	-	1,371,110
Sundry Income	59,920	60,096
Profit on Sale Assets	2,843	-
	670,987	1,897,826
EXPENSES		
Audit	19,136	24,680
Advertising	12,982	1,320
Bank Charges	10,484	5,069
Bank Interest and Loan Charges	299,131	-
Board of Management Expenses	47,733	32,731
Computer Expenses	87,543	89,812
Consultants Expenses	63,938	25,153
Conference/Travel Expense	54,316	30,164
Depreciation	82,883	78,345
Employee Recruitment Expense	32,904	20,252
General Office Expenses	2,379	7,274

HOUSING PLUS
83 147 459 461

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2015

Insurance	4,334	3,482
Legal Fees	-	-
Legal Aid Running Costs	323,644	189,293
Motor Vehicle Expenses	25,232	27,873
Postage	4,975	6,014
Printing and Stationery	19,416	13,876
Provision for Annual Leave	7,068	19,902
Provision for Long Service Leave	4,197	(14,725)
Doubtful Debts Provision	15,817	-
Rent of Office Premises	254,967	263,475
Repairs, Maintenance & Office Equipment	27,677	27,546
Staff Training	35,829	36,512
Subscriptions	22,464	24,386
Superannuation	147,281	124,249
Phone, Fax & Internet	39,577	41,475
Tenant Participation	9,744	15,640
Wages	1,576,560	1,410,835
Workers Compensation Insurance	8,576	6,578
	3,240,787	2,511,211
SURPLUS FROM OPERATIONS	1,171,678	4,280,318
OTHER COMPREHENSIVE INCOME		
Comprehensive income	-	53,380,000
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD ATTRIBUTABLE TO MEMBERS	1,171,678	57,660,318

HOUSING PLUS
83 147 459 461

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2015

	2015	2014
CURRENT ASSETS		
Cash and cash equivalents	9,289,481	5,424,361
Trade and other receivables	328,212	523,536
Other current assets	54,404	44,630
TOTAL CURRENT ASSETS	9,672,097	5,992,527
NON-CURRENT ASSETS		
Plant and equipment	70,441,634	63,051,648
TOTAL NON-CURRENT ASSETS	70,441,634	63,051,648
TOTAL ASSETS	80,113,731	69,044,175
CURRENT LIABILITIES		
Trade and other payables	1,045,475	1,652,284
Employee leave entitlements	166,297	151,937
Bank Loan Facility	1,380,132	-
TOTAL CURRENT LIABILITIES	2,591,904	1,804,221
NON CURRENT LIABILITIES		
Employee leave entitlements	14,213	6,466
Bank Loan Facility	9,083,381	-
TOTAL NON CURRENT LIABILITIES	9,097,594	6,466
TOTAL LIABILITIES	11,708,566	1,810,687
NET ASSETS	68,405,166	67,233,489
EQUITY		
Accumulated funds	68,405,166	67,233,489
TOTAL EQUITY	68,405,166	67,233,489

HOUSING PLUS
83 147 459 461

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2015

	2015	2014
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from customers	8,456,957	7,678,015
Grants received	2,510,589	4,721,576
Interest received	94,553	172,082
Payments to suppliers, divisions and employees	(10,074,288)	(7,878,896)
Net cash provided by operating activities	987,811	4,692,777
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of property, plant and equipment	(7,596,203)	(7,820,881)
Sale of property, plant and equipment	10,000	-
Net cash provided by investing activities	(7,586,203)	(7,820,881)
CASH FLOWS FROM FINANCING ACTIVITIES		
Loan Facility	10,800,000	-
Principal Repaid	(336,487)	-
Net cash provided by investing activities	10,463,513	-
Net increase (decrease) in cash held	3,865,120	(3,128,104)
Cash at beginning of year	5,424,361	8,552,465
CASH AT END OF YEAR	9,289,481	5,424,361

DIRECTORS' DECLARATION

The directors of the entity declare that:

1. The financial statements and notes, as set out on pages 4 to 24, 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 2015 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 30th day of October 2015

**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 2015 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 30th day of October 2015

LOOKING FORWARD TO 2015 - 2016



Readiness for Change

With the NSW government's new Social Housing Policy on the horizon, the overall structure of the sector and funding models are set to change. There has been considerable discussion and speculation as to exactly how this will look, however, one thing for certain is that the sector is going to look very different in 2016.

In preparation for this change, Housing Plus have implemented a readiness strategy to ensure we take advantage and thrive in the future environment.

The activities include:

- Operational Enhancement Strategy to allow for expansion and greater efficiency
- Organisational Readiness Review conducted by an external consultant that includes strategic scenario testing to ensure Housing Plus is prepared for a variety of future scenarios
- Review and implementation of a Marketing and Communications Plan
- Development of strategic partnerships through our Community Engagement Strategy
- Enhanced client involvement through our Client Engagement Strategy

Client Centred Programs

As part of Housing Plus's vision for excellence we are always looking to enhance our services and achieve better outcomes for our clients and the community. As part of this we are implementing new evidence models for service delivery that include client centred care, integrated service delivery, strength based approach and incentive based programs. These principles look at building capacity of our clients to support their self-determination.

More specifically, Housing Plus are investing in the development of a new innovative program that will support and empower young people to break the cycle of

disadvantage so they can progress towards independence and be active participants in society. This program will involve significant collaboration between local service providers, ongoing support from local businesses and commerce, as well as innovative funding models.

New Funding Opportunities

To further strengthen Housing Plus' financial position and ultimate ability to deliver positive social outcomes, Housing Plus have commenced a Business Development Strategic Plan that highlights Housing Plus' intent to take advantage of new income streams including social impact investment, philanthropic fund-raising programs and corporate partnerships.

New Housing Developments

After the successful development of 53 Affordable and Social Housing units, Housing Plus are in the planning phase to develop significantly more housing outcomes across the region. Housing Plus is working closely with local Councils, Builders and Planners through innovative development practices and models to ensure successful development projects.

Improving Existing Properties

In a Joint Venture between Housing Plus and the Office of Environment and Heritage, over \$1 million dollars worth of energy efficiency measures will be delivered within the Housing Plus housing portfolio. These energy efficiency measures include draught proofing, air conditioning, and solar heating. This is a significant investment by both Housing Plus and the Office of Environment and Heritage who are contributing \$1 for \$1 for this project with the ultimate aim of reducing financial stress on clients by reducing energy expenses and improving overall comfort and wellbeing.

ACKNOWLEDGEMENTS AND THANKS

Housing Plus would like to express our sincere gratitude to the following organisations and individuals for making donations to Housing Plus during the year.

- Anglicare Orange
- Ashcroft's SupalGA
- Blayney Abundant Church
- Bobeldyk's Orange Furniture One
- Bunnings Mudgee
- Department of Family and Community Services
- Diane Perry
- James Sheahan Catholic High School
- Kathy Hopcraft
- Lee Chapman
- Max and Suzy Glasby
- Mitre 10 - Orange
- Norman J. Penhall Funerals
- North Orange Woolworths
- Orange Purlers
- Orange Quota Club
- The Orange Ex-Services Club
- The Quality Inn Ambassador Hotel
- Zonta Club

Housing Plus would like to express our sincere gratitude to the following organisations and individuals for their continuing support.

- ABC Local Radio
- Alzheimer's Australia
- Barnardos Australia
- Barnson
- Benevolent Society
- Cadia House
- CareWest
- Central Western Daily
- Centre for Rural and Remote Mental Health
- Centrecare
- Conscious Governance
- FoodCare Orange
- Homelessness NSW
- Homes Out West
- Housing Alliance
- Interrelate
- JPAbusiness
- Lifeline Central West Incorporated
- Lyndon House
- Manning PR
- N & N Security
- North Coast Community Housing
- NSW Federation of Housing Associations Inc
- NSW Health
- NSW Police
- OCTEC

- Orange Aboriginal Medical Centre
- Orange City Life
- Orange Domestic Violence Action Group
- Orange Early Education Program (ODEEP)
- Orange Family Support
- Orange Health Service - Bloomfield Hospital
- Orange Local Aboriginal Lands Council
- Orange NAIDOC Committee
- Orange Running Festival
- Our Trade Contractors
- Our Local Real Estate Agencies
- Prime News
- PsychAbility
- Rotary
- Salvation Army Orange
- St Vincent De Paul Orange
- Star FM
- The North Coast Community Housing Company Ltd
- University of the Third Age
- Veritas House Orange
- VERTO
- Wambigi
- Western Research Institute
- Win News
- Youth Hope

Federal Government

- Department of Social Services

NSW State Government

- Department of Family and Community Services
- Justice NSW: Courts and Tribunals
- Justice NSW: Community Corrections
- Justice NSW: Victims Services & Support
- Legal Aid NSW
- NSW Department of Education and Communities
- NSW Health
- NSW Police Force

Local Government

- Bathurst Regional Council
- Cabonne Council
- Cowra Shire Council
- Dubbo City Council
- Forbes Shire Council
- Midwestern Regional Council
- Orange City Council
- Parkes Shire Council
- Wellington Council

Members of Parliament

- Federal Member for Calare, Hon. John Cobb MP
- Federal Member for Hume, Angus Taylor MP
- Member for Bathurst, Paul Toole MP
- Member for Cootamundra, Katrina Hodgkinson
- Member for Dubbo, Troy Grant MP
- Member for Orange, Andrew Gee MP
- The Hon. Minister Brad Hazzard, Minister for Family and Community Services, and Minister for Social Housing
- The Hon. Minister Pru Goward, Minister for Mental Health, Minister for Medical Research, Assistant Minister for Health, Minister for Women, and Minister for the Prevention of Domestic Violence and Sexual Assault

The CEO would like to extend her sincerest appreciation to the Housing Plus Board of Directors, her Executive Team and all Housing Plus employees for their hard work and dedication over the past year.

Thank You!

 @HousingPlusAU

 HousingPlusAU

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Housing Plus