



Housing **Plus**

ANNUAL REPORT
2018 - 2019



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Our Team

We are unique within the NSW community housing sector in that, as a specialist homelessness and domestic and family violence service provider, we also directly support individuals in regional areas into crisis, transitional and long-term stable housing, whether it be social, affordable, private rental or home ownership markets.

Affordable Housing

We provide a range of housing options to meet the needs of individuals and their families to achieve greater security and independence: Crisis and Transitional Housing, Social and Affordable Housing.

Homelessness Services

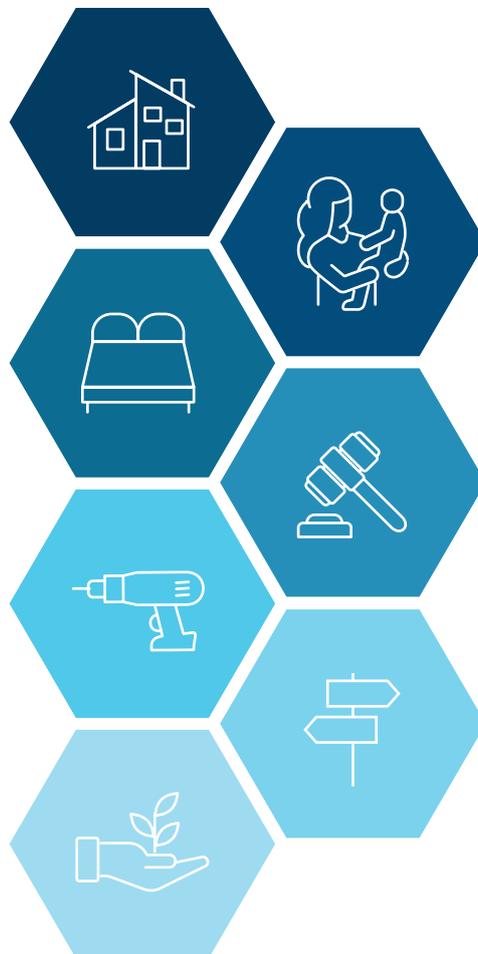
We support individuals and families experiencing, or at risk of, homelessness to find and sustain suitable housing and gain independence: Homelessness and Housing Support Service.

Homeworks Home Modifications

We offer home modification services to improve the safety and accessibility of homes for people with disability.

Business Support

Strategy and Business Development, Finance and Corporate Services.



Domestic Violence Services

We provide support and accommodations assistance for women and children experiencing domestic and family violence: Orange Domestic Violence Local Coordination Point, Central West Women's Domestic Violence Court Advocacy Service (WDVCAS), Operation Courage and Staying Home Leaving Violence.

Post Release Support (ITS)

We provide support to people on parole to help reduce the risk of reoffending by coordinating and providing support services: Initial Transitional Service.

Opportunity Pathways

We provide clients with practical assistance, training and work opportunities to help them secure a job, work more hours or improve their employment situation.



Our Story

OUR VISION

Thriving people,
vibrant communities.

OUR PURPOSE

To empower people and communities through affordable accommodation, integrated support services and achieving social justice.

OUR VALUES

EMPOWERMENT

We respect our stakeholders and provide quality client care and services through engagement and empowerment. We are transparent, approachable and accountable.

EXCELLENCE

We provide skilled and professional staff and Directors who are diligent, ethical and committed to the business objectives and are leaders within the sector.

DIVERSITY

We are an organisation committed to diversity and equality by delivering ethical, non-discriminatory and culturally aware services.

WE ARE

Experienced in our field – We have been operating for over 30 years in regional NSW

A Tier 1 Registered Community Housing Provider based and operating in regional areas

A registered NDIS provider (Specialist Disability Accommodation and Home Modifications)

An accredited Specialist Homelessness Service (SHS) provider

A recognised leader within the domestic and family violence (DFV) sector in NSW

Committed to improving social outcomes and wellbeing for our clients and communities

Leading innovations in service delivery

A provider of post release support

A provider of support to clients to access education, training and work opportunities





Report from our Chair Brad Cam

May I begin by thanking my colleagues on the Board, our CEO, Executive Team and employees for their commitment, along with the support of partner's. Collectively we have been able to have a significant positive impact on the lives of our clients across the regional NSW.

This years' Annual Report represents the first year of our new 3 year Strategic Plan (2018-2021).

The Strategic Plan was developed in conjunction with our Stakeholders and I would like to express our thanks for their insight and support. The Plan builds upon our strengths; our people, being regionally based and its over-arching focus is on improving the social outcomes of our tenants, clients and communities that we operate within.

Housing Plus is a complex organisation that operates across accommodation and community services. I am personally proud of the impact that we are having on

improving the lives of our tenants and clients as their stories in this report tell.

The Board are delighted that Housing Plus was selected by the Department of Communities and Justice for the delivery of 220 new homes in the Central West over the coming years. This represents one of the largest supplies of new social and affordable housing in the region for many decades and will significantly reduce the waiting list for affordable, secure housing in the Region.

The introduction of the Opportunity Pathways service and the implementation of the Initial Transition service means that we now operate across

the Orana region as well as the Central West and Far west regions of NSW. Housing Plus now has offices in 9 regional communities, which has allowed us to have a significantly greater impact in these communities.

The approval of the development application for The Orchard in February 2019, was a significant milestone in this project and for Housing Plus. We look forward to opening the first core and cluster based domestic family violence service in NSW in 2020.



Our Footprint

Housing Plus manages 939 properties across central west and western NSW. We deliver community services from 9 locations across regional NSW and offer outreach service to an additional 9 towns.



Bathurst Services

Affordable Housing
Home Modifications
Opportunity Pathways

Broken Hill Services

Post Release Support
Home Modifications
Opportunity Pathways

Maitland Services

Post Release Support

Dubbo Services

Affordable Housing
Home modifications
Opportunity Pathways

Moree Services

Post Release Support

Mudjee Services

Affordable Housing
Home Modifications

Muswellbrook Services

Post Release Support

Orange Services

Affordable Housing
Homelessness and Housing Support Services
Domestic Violence Support
Post Release Support
Home Modifications
Opportunity Pathways

Parkes

Domestic Violence Support



Report from our CEO David Fisher

Welcome to this year's Annual Report, it summarises our achievements over the year, our improving financial position and the growth of the organisation in terms of additional housing and services in regional NSW.

Housing Plus are now working across 9 regional locations in NSW and deliver an expanding range of community and accommodation services. We believe the combination of the provision of accommodation and community services, improves the social outcomes of our tenants, clients and the broader regional communities that we work within.

Our year has been largely dominated by the Social and Affordable Housing Fund and the delivery of one of the largest social and affordable housing programs in the Central West.

Housing Plus was selected in 2018 as a partner of Department of Communities and Justice, to deliver 220 new homes across Bathurst, Orange and Dubbo. Delivery commenced in January 2019. The impact of this investment is beyond the provision of new homes, it will contribute to job creation and be a significant boost to the wider city and regional economies and assist in the growth of the region for many years to come.

The year has also included a number of important milestones in establishing The Orchard, the Domestic Family Violence centre in Orange. Funding from governments was complimented with widespread community support, and the final development

approval was received in February 2019. We now look forward to providing this new standard of accommodation and support services for victims of domestic family violence in the near future.

The year has also seen significant growth in relation to the provision of new services, in new areas. The establishment of these services has challenged our ability to operate in more remote locations, and I am delighted that we have met this challenge.

The year was not solely about growth. A significant focus has been on upgrading and replacing our computer systems, to help improve our effectiveness and

capability as well as raise customer service standards. Our service delivery teams across the organisation continue to deliver a fantastic service to meet the diverse needs of our tenants and clients. This report is a record of some of their achievements.

We welcomed 9 new employees to Housing Plus, and I take this opportunity to thank everyone who is part of the Housing Plus team for their hard work and dedication. Our relationships with external stakeholders and partners is critical in supporting our work to achieve positive outcomes for our clients on a daily basis, so thanks also goes to all the people we work with.



Our 9 Strategic Priorities

Our organisation is focused on improving a range of social outcomes and improving the wellbeing of our customers. Aligned to our vision and based upon consultation with our stakeholders, we have identified a number of strategic priorities for Housing Plus.





Housing Plus Project team delivering 220 social and affordable homes across the Central West and Orana regions over the next 3 years



THE 9 PRIORITIES

IMPACT

1 Vibrant Communities

We will create a safe and secure place that connects vulnerable people with service providers, creates a sense of place and meets their needs, contributing to vibrant communities in which people wish to live.



Strategic Achievements

- Completion of 5 new Special Disability Accommodation units built in Orange NSW



Outcomes of our success

- Improved neighbourhood satisfaction
- Increased sense of personal safety
- Increased customer satisfaction

1037

clients supported through WDVCS, 196% above target

ACHIEVED

273

Final Order Apprehended Domestic Violence Orders, 157% above target

ACHIEVED

6643

bed nights of temporary (crisis) accommodation provided

2 Thriving People

We will expand, diversify and enhance our services to achieve improved social outcomes for vulnerable people in regional areas.

 <h3 style="margin: 0;">Strategic Achievements</h3> <ul style="list-style-type: none"> • Existing Opportunity Knocks program transitioned into new program, Opportunity Pathways; an employment and housing program that was launched in May 2019 • Expansion of existing service, WDVCAS, into Parkes • Launched new service, Home Modifications Service in Far West NSW 	 <h3 style="margin: 0;">Outcomes of our success</h3> <ul style="list-style-type: none"> • Increased sense of personal safety • Customers engaged in education • Increased employment rates for customers • Improved wellness 	<h1 style="margin: 0;">284</h1> <p style="margin: 0;">client referrals received by Initial Transition Services, 58% above target</p> <p style="margin: 0;">ACHIEVED</p>	<h1 style="margin: 0;">53</h1> <p style="margin: 0;">direct services to children through Staying Home Leaving Violence, 165% above target</p> <p style="margin: 0;">ACHIEVED</p>
		<h1 style="margin: 0;">56</h1> <p style="margin: 0;">women supported through Staying Home Leaving Home program, 100% of target</p> <p style="margin: 0;">ACHIEVED</p>	

3 Increase access to Social and Affordable Housing

We will seek to develop new sustainable accommodation models that provide a range of affordable housing solutions with wraparound support services in regional areas.

 <h3 style="margin: 0;">Strategic Achievements</h3> <ul style="list-style-type: none"> • The Orchard; Core and Cluster concept adopted. Successful fundraising and DA approval. Commencement on site in July 2019 • Successfully secured social and affordable housing funding under Round 2 for the provision of 220 new homes and 25 year service contract across Central West NSW • Shared Equity product to be piloted 	 <h3 style="margin: 0;">Outcomes of our success</h3> <ul style="list-style-type: none"> • Increased access to social & affordable housing for customers • Increased access to support services for customers • Increased transitions from social housing into the private market 	<h1 style="margin: 0;">29</h1> <p style="margin: 0;">households exited social and affordable housing into sustainable private rental properties</p>	<h1 style="margin: 0;">1448</h1> <p style="margin: 0;">clients supported through our homelessness services, 230% above target</p> <p style="margin: 0;">ACHIEVED</p>
		<h1 style="margin: 0;">525</h1> <p style="margin: 0;">new tenants welcomed over the last 12 months</p>	



Housing Plus Homelessness team getting ready for Homelessness Week 2018



THE 9 PRIORITIES

CULTURE, CUSTOMER EXPERIENCE & IDENTITY

4 Culture

Our organisational culture will reflect our values, and will strengthen our performance and accountability.

Strategic Achievements

- Mary Gober Training undertaken by all Housing Plus employees to develop common behavioural approach to customer service
- Relocated corporate services to an open plan office to encourage collaboration and increase employee satisfaction

Outcomes of our success

- Employees feel engaged
- Achieving best practice in service delivery
- Improved customer satisfaction

75%

staff engagement score achieved in 2017

15%

of Housing Plus employees identify as Aboriginal or Torres Strait Islander

182%

employment growth over 5 years

36

employees 1-5 year's of service

2 Customer Service

We will delight our customers.



6 Research, inform and develop Policy Procedure

We will research, develop and inform policy and practice and raise awareness to better address housing, social and economic issues affecting communities in regional Australia by having a clearer position and more proactive approach.





THE 9 PRIORITIES

OPERATIONAL EFFECTIVENESS

7 Policies and Processes

We will continue to standardise, simplify and embed our policies and processes so that they are effective, clearly understood and applied across all levels of the organisation.



Strategic Achievements

- Housing management policies reviewed and enforced by Tenant Action Groups



Outcomes of our success

- Employees feel engaged
- Achieving best practice
- Increased customer satisfaction

\$2.053M

maintenance completed on properties

\$2.1M

Specialist Disability Accommodation completed

8 Information and Communication Technologies

We will continue to invest in our ICT to maintain and improve the sustainability and operations of the organisation.



9 Finance

We will manage our operations efficiently and in a financially sustainable manner using contemporary financial management tools.



Impact

Successful tender to supply additional social and affordable homes to the Central West

Housing Plus is delivering

220 new affordable homes across the Central West in the next **3** years after being awarded a contract through the second tender process for the NSW Government's Social and Affordable Housing Fund (SAHF).



The properties will be built in **Bathurst, Orange and Dubbo** over the next 3 years with the first properties being available in **October 2019**.



The properties are designed to meet the silver standard of the Livable Housing Design Guidelines, local planning guidelines, and will achieve

a seven-star energy efficiency rating

which will reduce the running costs for tenants.





This is a significant investment by Housing Plus in these regional cities and shows our **ongoing commitment to supporting the local community** by providing much needed new housing and growth in the economy, **creating jobs in construction and services.**"

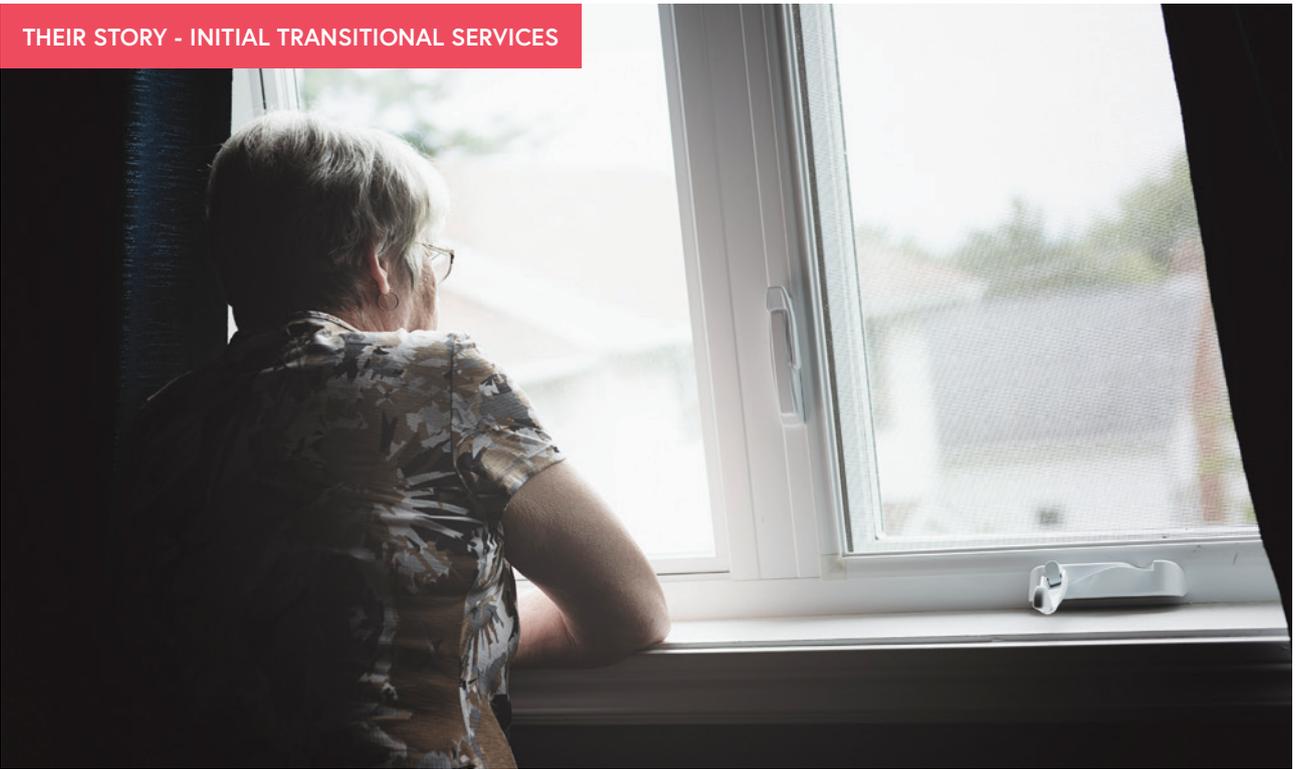
DAVID FISHER,
CEO AT HOUSING PLUS



As well as providing families with **secure, affordable housing**, Housing Plus will link tenants and household members with local services to help them work towards greater independence. There is a particular focus on **supporting vulnerable older women and aboriginal families.**



\$75M invested in the supply of affordable housing in the Central West and Orana regions



Jenny*

“

The Housing Plus ITS team leader, Darren Hunter, provides a very high standard of service and has helped support some of our highest risk offenders. This support has helped to reduce the offenders risk or re-offending and in turn, increased community safety and lead to quality outcomes of our clients and their families.”

Feedback from stakeholder
– ITS Services

When we first met Jenny she was feeling like a failure.

Exiting prison after 17 years, she was living with her sister and being verbally abused daily by her sister's live-in partner.

She was 61 years old, with no confidence in herself or her abilities, and living with significant and ongoing physical and mental health concerns. Jenny was taking multiple medications daily and in constant pain.

Jenny was desperate to have her own home and within weeks of entering the Initial Transitional Service, her dream came true – she was offered a one-bedroom unit by the Department of Communities and Justice.

Jenny is confident in her ability to pass the NSW Driving Test and Hazard Perception Test, and has visited her local Job Network Provider to discuss financial assistance for licence fees. She is hoping to sit her tests in the near future.

Jenny has hope for the future and is excited to resume some of her interests – particularly sewing.

*Name changed to protect clients privacy





261

ATSI women and 29
CALD women assisted
by WDVCS

1893

referrals from Police across
the Central West 185 women
were assessed as at serious
threat of further injury or
death (9.77%)

Evelyn*

When we first met Evelyn, she was suffering from psychological and physical abuse from a live-in perpetrator.

“

Housing Plus explained the process in obtaining an ADVO and I felt better knowing that my caseworker was nearby the whole time.”

Evelyn*

As an older woman she was too embarrassed to seek help – but this time was different. She had finally found the courage to call the police on her abuser.

Evelyn was asked to attend court to finalise the Apprehended Domestic Violence Order (ADVO). It was the first time she had attended court. "Housing Plus explained the process in obtaining an ADVO and I felt better knowing that my caseworker was nearby the whole time", she says.

Evelyn knew that the perpetrator had access to her home and garage, and a safety audit was conducted to identify the additional safety measures needed to secure the home.

She was also referred for counselling to help her heal from her traumatic experience.

Evelyn is now living safely in her home and the perpetrator has moved out. The ADVO remains in place and she knows what to do if the perpetrator breaches the conditions of the Order. Evelyn has resumed some of her usual day-to-day activities and is no longer living in fear of the perpetrator.

She is finally enjoying her retirement.

*Name changed to protect clients privacy



650

male clients and

818

female clients were assisted by
our homelessness and Housing
Support Services

4284

bed nights of transitional
accommodation provided

Linda*

“

I was feeling very
isolated in my
current situation.”

Linda*

When we first met Linda, she was living in her car after leaving a friend's place where she had been couch surfing for a couple of weeks.

Linda had moved to Orange from out of state to be closer to her children who were in care. Her partner was in a nearby correctional facility and was not expected to be released for a number of years.

Linda was offered a place at our adult refuge, Wirree, and introduced to Lunch in Park, which gave her access to a hot meal and safe place to interact with others. "I was feeling very isolated in my current situation", she says.

Linda made the decision to end the relationship with her partner and stay permanently in Orange to repair the relationship with her children.

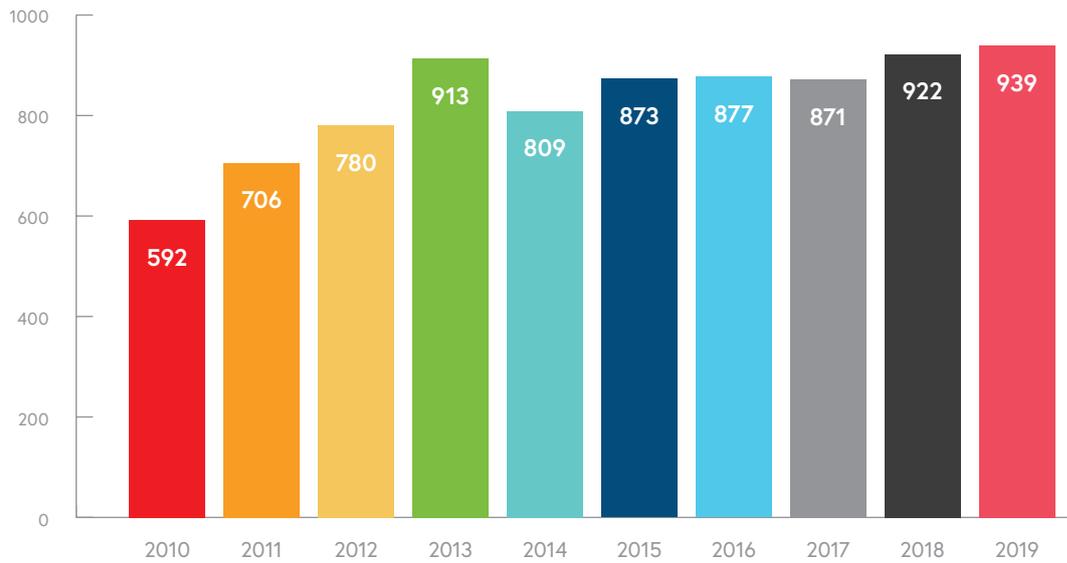
She attended Rent It Keep It at the refuge to build her living skills and was eventually offered a one-bedroom unit with Housing Plus.

Linda continues to work with Housing Plus and is receiving regular home visits to ensure she successfully sustains her tenancy.

*Name changed to protect clients privacy

Our Portfolio

Number of properties (10 years)

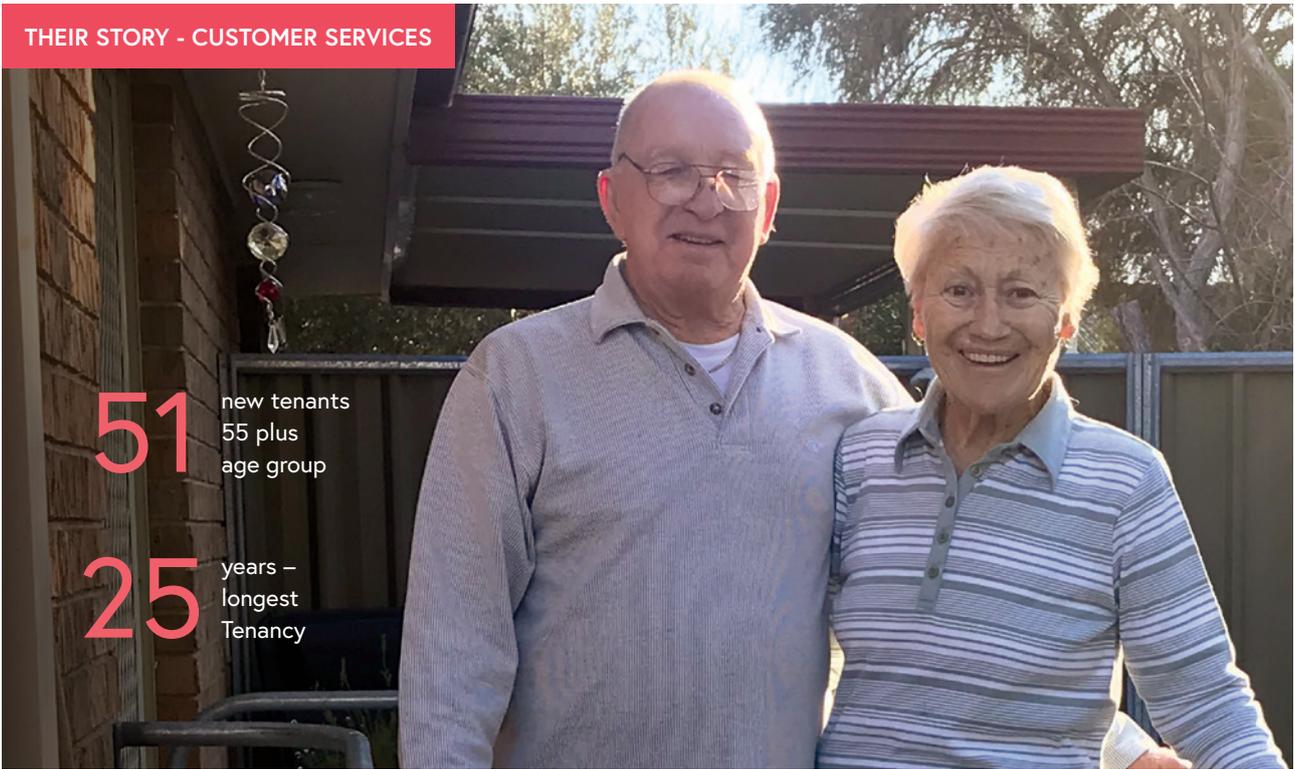


Property Type by bedroom



Total of **939** properties





51 new tenants
55 plus
age group

25 years –
longest
Tenancy

Pam and John

We were first introduced to Pam and John 10 years ago when they came to live in one of our aged care units in Mudgee. At the time, the home was exactly what the couple needed.

“
Every time they welcome us into their home it's like stepping into a display home, with the care and devotion shown to the property.”

Heather Reynolds, Housing Plus Tenancy Relations Officer

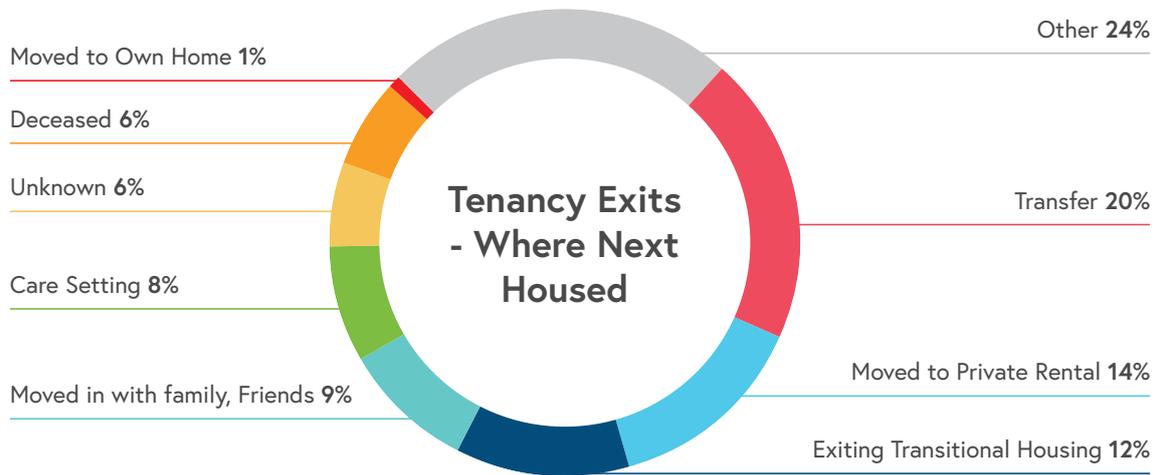
As mobility and health issues began to arise, they knew they needed more space – including the option to sleep in separate bedrooms. Housing Plus offered them a low maintenance two-bedroom unit, which became their home for the next five years.

As their health began to deteriorate further, the couple needed their daughter to move in to assist with the daily chores, and care for them until their health improved. Housing Plus offered them a larger three-bedroom home. "Our daughter nursed us through some scary times but we took comfort in knowing we were able to remain at home with our daughter close by", Pam says.

Pam and John are now able to live unassisted once more and have since moved into a one-bedroom unit, which they now call their "forever home". The home has everything they need to comfortably age in place, including an entry ramp and a larger bathroom with separate shower, which has spacious access for walking frames.

Pam and John are eternally grateful for the assistance provided by Housing Plus over the last 10 years and this is evidenced by their warm, smiling faces every time we visit.

Where did our tenants move onto through the year?



New Tenants we welcomed over the year

$$\begin{array}{ccccccc}
 139 & + & 165 & + & 221 & = & 525 \\
 \text{Bathurst} & & \text{Mudgee} & & \text{Orange} & & \text{Total}
 \end{array}$$

3

households exited social and affordable housing to purchase their own home

5

new properties under management

29

households exited social and affordable housing into sustainable private rental properties



Opportunity Pathways

Innovative new service to offer pathways to sustainable employment



“

We want to see our clients getting into rental houses or, ideally, into home ownership.”

Penny Dordoy – Head of Community Services Housing Plus

Our goal is to help over

100

people find secure employment throughout Far West & Western NSW over the next 12 months

Housing Plus – in partnership with Skillset and Joblink Plus – is creating opportunities for social housing clients in Western and Far West NSW to improve their employment situation and leave social housing under a ground breaking new service, Opportunity Pathways.

Opportunity Pathways is a new program initiative under Future Directions for Social Housing in NSW, the NSW Government's 10-year vision for social housing, which aims to transform the social housing system and break the cycle of disadvantage.

Opportunity Pathways is voluntary and will be trialled in three locations in Western NSW – Orange, Bathurst and Dubbo – and Broken Hill in the Far West. Clients who agree to engage in the program will receive practical assistance, training and work opportunities to help them secure a job, work more hours or improve their employment situation.

Services include training, workshops, one-on-one support, case management and wrap around support, coaching and mentoring, work experience placements, job placements and work retention support.

Specialist Disability Accommodation Opening

Housing Plus completed a \$2.1M Supported Disability Accommodation Initiative (SDAI) development at 71 Bletchington Street Orange, NSW, the first of this type to be built in Orange.



“

Hopefully this model can be rolled out across NSW and across the rest of Australia because this is a first for country NSW and probably country Australia as well.”

Hon Andrew Gee MP, Assistant Minister to the Deputy Prime Minister

Housing Plus is one of the National Disability Insurance Scheme's Specialist Disability Accommodation providers, this project is partially funded by the Australian Government Department of Social Services.

On Tuesday May 5, Hon Andrew Gee MP, Assistant Minister to the Deputy Prime Minister, officially opened the development.

The building consists of five specialised independent living units, with provisions for assistive technology. The units are designed to cater for high needs clients requiring high level physical support.

The villas have been designed to support people with significant disabilities to live in their own home with as much independence as possible. Each villa is assistive technology ready, fitted with height adjustable kitchen benchtops, wheelchair accessible bathroom vanities and laundry area, and Smart Home ready for complete home automation systems.

\$2.1M

SDAI development complete



The Orchard

Three years of advocacy, fundraising and community support have cumulated in the approval of the development application for The Orchard, a domestic and family violence crisis centre for women and children, following the core and cluster design, the first of its' kind in NSW.



Orange experiences double the state average of domestic violence, and is the only regional city in NSW that does not currently have a domestic violence refuge of any description.

The Core and Cluster based design, first in NSW, moves away from the standard womens refuge model and creates a sense of place while striking the balance of independence, community and safety for the clients and staff.

The core refers to the administration building, the cluster consists of six self-contained units offering independent living space in safe and secure environment. These are presented in three blocks of duplexes located within a private landscaped gardens.

All units are designed to allow disability access with one fully accessible unit. Duplexes may be combined to form a four bedroom unit to accommodate larger families or reconfigured to 1 & 3 rooms, depending on the family size.

We are on track to start construction in October 2019, and hope to be fully operational by July 2020. We will be able to help up to 72 women and their families each and every year, with families staying with us for up to 3 months.



\$3.6M in funding secured so far

Social Media Highlights

White Ribbon Day

Today we "stand up, speak out and act to prevent men's violence against women" for White Ribbon day 2018. To demonstrate this, we have 62 women in silent protest in respect for the lives lost from violence.

 **17,963** people reached

 **2,624** reactions

Recognition

Congratulations to Breanna from our Orange branch, who has been nominated for the Skillset Trainee of the Year. Good luck for 31st of August.

 **3,085** people reached

 **299** reactions

The Orchard

Housing Plus would like to thank the Orange community for the amazing support shown towards the Orchard domestic violence crisis centre. There has been an overwhelming number of residents who believe that victims of domestic violence need some where safe to stay and are supportive of the Orchard. The proposal is currently going through the planning process, if you consider it appropriate, every message of support received by the Council will be taken into account.

 **1,823** people reached

 **113** reactions

22 Nov
2018

“
Stand up,
speak out, stop
domestic violence.
Our women are
precious.”

Cherie Cusack

6 Sep
2018

Shot of Support

1 of 40 coffee shops participating in the Shot of Support Campaign, awesome work Village Bakehouse Orange for supporting the Orange Domestic Violence Crisis Centre: we love your work.

 **2,181** people reached

 **116** reactions

13 Aug
2018

Donation

The Orange Homelessness Service at Housing Plus would like to thank this young Venturer from 2nd Orange Scout Group for the amazing donation of two boxes of backpack beds purchased from Backpack Bed for Homeless, Australia.

 **3,225** people reached

 **119** engagements

23 Mar
2018

18 Jan
2018

17%

Increase in total
Facebook page likes
over 12 months



Interesting Facts about our People

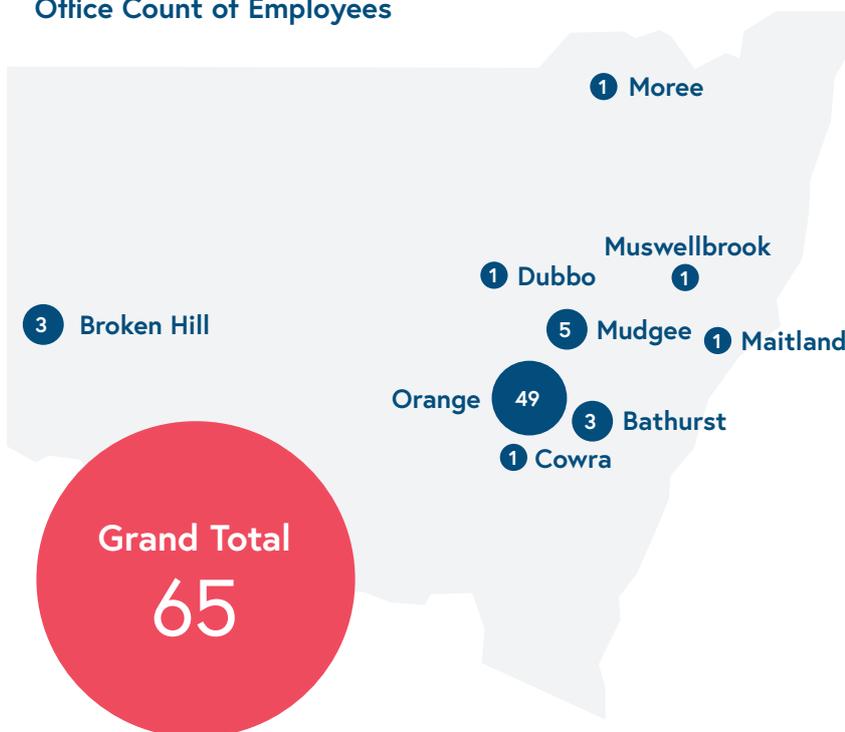
363
applications for
employment received

65
employees

71%
of employees
are female

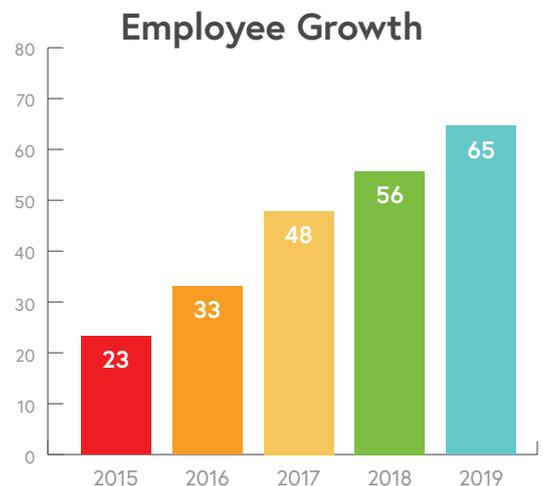
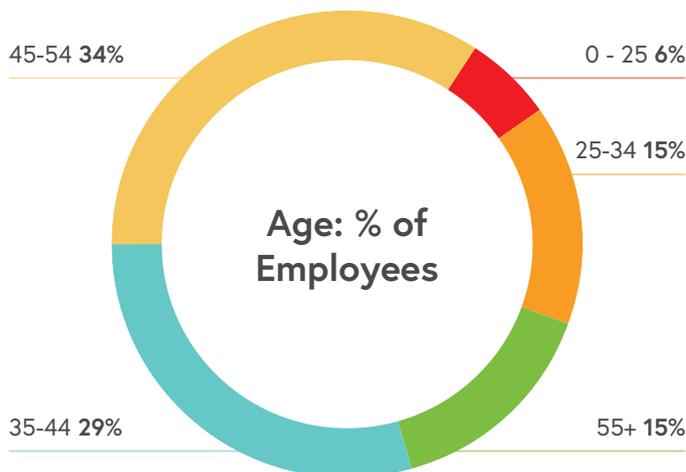
62%
of managers
are female

Office Count of Employees



Team Number of Employees

- 1 Community Services
- 5 Strategy & Business Development
- 3 Executive
- 5 Post Release Support Services
- 6 Opportunity Pathways
- 8 Corporate Services
- 10 Homelessness Services
- 11 Domestic Violence Services
- 16 Customer Services



PRIDE – Creating Positive Experiences

Working towards our strategic priority of Culture, Customer Experience and Identity, Housing Plus engaged Mary Gobar International (MGI) to deliver a training program to all Employees in May, titled 'PRIDE – Creating Positive Experiences'.

This program brought together our existing Vision, Values, Mission and Staff Charter (Professionalism, Respect, Integrity, Dedication and Empathy) with the MGI concepts around mindset, language and actions:

- Working together to provide a consistent, positive experience;
- Having a positive attitude and delivering a positive experience in every interaction;
- Supporting our customers (internal and external) with a sense of urgency and being personally accountable for our actions.

No matter who you talk to at Housing Plus, you will receive the same high quality of service.

“

Good way to self-assess, and learn a different way of doing things and interacting with staff and clients.”

Jenelle Lowles – after PRIDE training



3085 total training hours

Training and Development



“

Continuous learning is key to achieving our goal of a diligent, ethical team who are committed to our business objectives and are leaders in our sector.”

Vanessa Evans, HR Manager

Average of **35** training hours per employee

Housing Plus is committed to the ongoing professional development and further education of our employees.

During 2018/19, Housing Plus Employees underwent a total of 3085 hours of training, averaging around 35 hours per employee.

Housing Plus utilises a range of training and delivery methods, including internal workshops, webinars, external classroom style training, and formal tertiary education

Winner of the Mudgee Clock Awards

Housing Plus were announced as the winners of the Excellence in Community Services (more than 20 employees) at the 2018 Mudgee Clock Awards Gala Dinner, held Friday 17 August 2019 at Parklands Resort and Conference Centre.

Congratulations to the Mudgee team, Anthony O'Toole (Property Inspector), Erin Hudson (BSO), Heather Reynolds (TRO), Helen Franks (TRO).

“

It is fantastic to see our team getting recognition within our communities for the work that we do, and the effort that is put in by all members of our teams.”

Justin Cantelo, Project Director, Housing Plus



Employee Development & Planning Days

Two All Employee Days were held in 2018/19. These days are important to pull the team from different locations together for networking, sharing information, stories and best practices, and to have a bit of fun.

The first Day was held in July 2018 in a function room of the Canobolas Hotel in Orange. Topics covered in the morning session included reflections on the past year, introduction of our 3 year Strategy, and discussion of priorities for the next 12 months. The afternoon consisted of some very competitive ten-pin bowling.

The second All Employee Day was held in December at the Ambassador Hotel in Orange. Firstly a number of awards were presented, including the annual CEO Awards. Members of the team then gave updates on various projects, operational performance, and progress against the Strategic Plan.

In the afternoon, the Housing Plus Social Club hosted a 'Murder Mystery' activity. Employees were allocated characters, got dressed up and had to solve the mystery of "who dunnit". Great fun for all!



“

It is great to be able to meet people that I talk to every other day on the phone.”

Charlie King, Finance Assistant, Housing Plus



Community Connection



35 sponsors gather to celebrate the launch of the 2019 White Tie Ball



The Orchard community fundraising committee



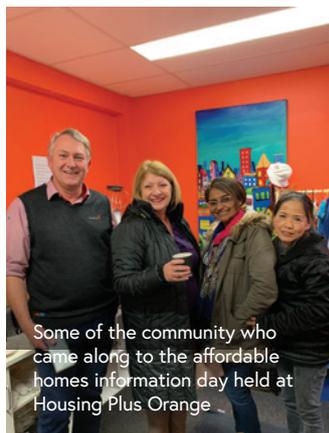
Donation to Foodcare from Housing Plus Social Club



Donation from the Presbyterian Womens' Association



Mama Mia Movie Night Fundraiser for The Orchard



Some of the community who came along to the affordable homes information day held at Housing Plus Orange



Housing Plus staff at the charity golf day organised by Orange Real Estate to raise money for The Orchard



Ashcroft's IGA Charity, Let's Make Better, Donation to the Housing Plus Homelessness Service



Donation Backpack Beds by 2nd Orange Scout Group

Community Connection

White Tie Ball

On 25 May, 380 guests attended the third White Tie Ball, our annual fundraiser for The Orchard.

With the generous support of our 35 sponsors, guests and local businesses and individuals who made contributions to the auctions and raffles, we were able to raise \$60,000 to go towards the fit out of one of the 6 units at The Orchard.

“

We're glad we could be part of this special night that was very successful in helping toward getting a refuge for those in need."

Cecelia Rochelli – Trouble with Johnny (Band) White Tie Ball



\$60K

raised for The Orchard, Oranges' domestic and family violence crisis centre for women and children – White Tie Ball



Shot of Support

On 6 September, 2018, 39 café's and businesses in Orange participated in our annual Shot of Support fundraising and awareness campaign for The Orchard.

\$4,758 were raised from participating cafes donating \$1 per coffee sold on the day. A further \$2,526 was raised from loose change donations collected.

4,758

coffees sold – Shot of Support

“

A big thank you to all of our amazing customers for helping us raise funds today towards this great cause! Great things don't happen without great people, and if you ask us, our customers are pretty tops!"

Village Bakehouse Orange
Shot of Support

White Ribbon Day

On 23 November, Housing Plus organised a march down the main street of Orange to raise awareness for White Ribbon Day #orangesaysno

We invited the Orange community to join us and we took the White Ribbon oath standing on top of the Orange Regional museum.

62 women then joined us in a public memorial to the 62 women who had lost their lives due to violence in 2018.

“

Was so proud to join in this march today."

Rebecca Manuel
White Ribbon Day

62

women had lost their lives to violence in 2018 - death toll on 23.11.2019



Thank you to the people we work with, our supporters and strategic partners

SUPPORTERS AND STRATEGIC PARTNERS

Anglicare
Australian Social Value Bank
Barnardos
Barnardos Australia
Bathurst Local Aboriginal Land Council
Bathurst Neighbourhood Centre
Bathurst Regional Council
Bathurst Young Mob
Benevolent Society
Blayney Council
Brighter Futures
Cabonne Council
Cadia House
Callaghan Cultural Consultancy
Castleton LLC
Clean Energy Finance Corporation
Centacare Bathurst
Centacare Wilcannia-Forbes
Central West Disability Alliance Centre for Rural and Remote Mental Health
Cinc
Community Corrections
Community Housing Industry Association
Cowra Information and Neighbourhood Centre
Cowra Shire Council
Domestic Violence NSW
Dr Michael Fotheringham, Ahuri
Dubbo Regional Council
Dubbo RSL
Federal Member For Calare, Andrew Gee MP
Foodcare Orange
Forbes Shire Council
Glenroi Community Group
Headspace
Headstart Homes
Homelessness Nsw
Homes North Community Housing
Housing Alliance
Interrelate
Jan Breckenridge, University Of NSW
Joblink Plus
Legal Aid
Nsw Lifeline Central West
Likemind
Livebetter
Lives Lived Well
Marathon Health
Member For Bathurst, Hon. Paul Toole MP
Member For Dubbo, Hon. Dugald Saunders MP

Member For Orange, Philip Donato MP
Mid-Western Regional Council
Minister for the Prevention of Domestic Violence, Mark Speakman MP
Minister for Families, Communities and Disability Services, Gareth Ward MP
Murdi Paaki Drug and Alcohol Network
National Disability Insurance Agency
National Regulatory System for Community Housing
Nccoss
No to Violence
North Coast Community Housing
NSW Courts
NSW Department of Education
NSW Department of Family and Community Services
NSW Department of Justice - Victims Services
NSW Department of Social Services
NSW Federation of Housing Associations
NSW Health NSW Office of Environment and Heritage
NSW Police
Octec
Orana Support Service
Orange Aboriginal Medical Service
Orange City Council
Orange District Early Education Program (Odeep)
Orange Domestic and Family Violence Reference Group
Orange Domestic and Family Violence Roundtable
Orange Family Support
Orange Health Service - Bloomfield Hospital
Orange Local Aboriginal Land Council
Orange Naidoc Committee
Parkes Shire Council
Powerhousing Australia
Shelter NSW
Skillset
St Vincent de Paul Society
Tafe Western
The Salvation Army
Train 365
Veritas House
Verto
Wambigi Community Support Service
Wdvcas NSW Inc.
Western NSW Local Health District
Orange Women's Domestic Violence Court Advocacy Program
YFoundations
Youth Hope

DONORS AND SUPPORTERS

Aspect Buyers Agency
Cadia Valley Operations
Central Western Daily
Diana Brown
Fran Wilton Crisis Fundraiser
Ian Sutherland
Julianne Potts
Kinross Wolaroi
Leanne Benson & Cathryn Meagher
Lets Make Better, IGA
Libby Seaman
Lilly Castor
Maree Weir
Marion Jaques
Maternity Ward
Matthew Chislom
Orange City Council Finance Department
Orange Debutante Ball
Orange Maternity Ward
Orange Real Estate
Q Office Furniture
Rotary Club of Orange
Rotary Club of Orange - Day Break
Roundabout Central West
Rural Assistance Authority (RAA)
Sue Burke
Suzanne Day
TAFE Students Harmony Day
Trinity Pre-School
Uniting Church Orange Parish
Zonta Club of Orange

EVENT SPONSORS

SHOT OF SUPPORT CAFE'S 2018

Arthur's Coffee
Bensons
Bills Beans East Orange
Bissy's Café
Byng Street Coffee Cart @ the Hospital
Byng Street Local Store
Café Connect - Live Better
Café Java
Café Latte
Chateau Du Chocolat
Cheeky Barista Café
Coco's Café
Crema on Lords
Factory Espresso
Food n' a Flash
Good Eddy
Groundstone Café
Happy Days Coffee and Food
Hawkes General Store

Jespresso
Kate Jones @ One Nineteen
Merv's Eatery
Nile Street Café
Nimrod's @ Lords Place
Nimrod's @ The Sonic
Omar by Academy
Racine Bakery
The Agrestic Grocer
The Blind Pig Bar and Café
The Burrow
The Coffee Club
The Dutch Embassy Café
The Grocer & Co Organics
The Mills Café
The Smoko Shed
The Sugar Mill
Village Bakehouse Orange
Village Coffee Shop
Whitey's Pies on Sale

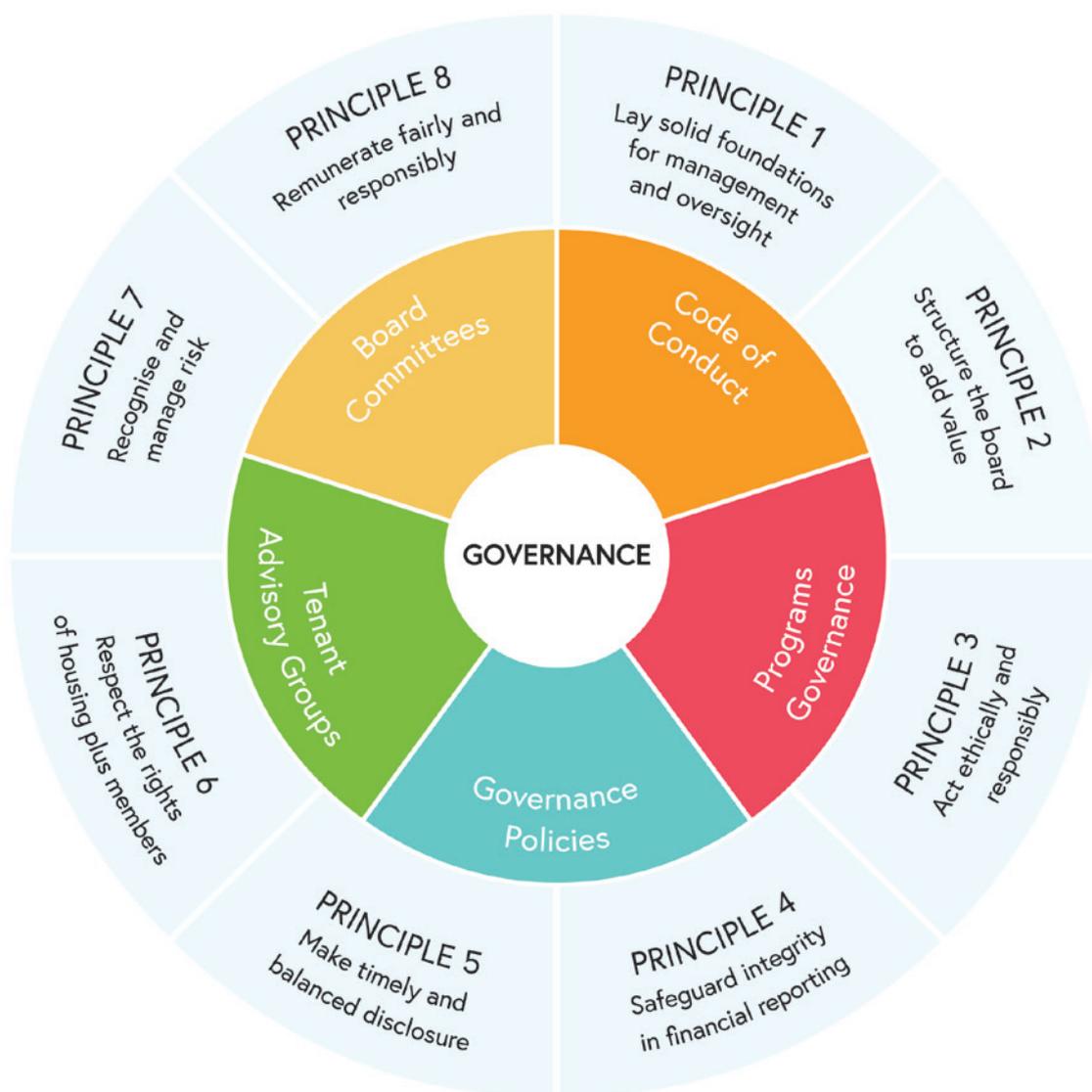
WHITE TIE BALL 2019

Almighty Industries
Australian Community Media
Baldock Stacey Niven
Bella Creative
Blowes Real Estate
Central Western Daily
Colmar Estate
Davis Removals & Storage
Domain
Frame Effect
Heifer Station
John Davis Motors
McCarron Cullinane
McCormack Barber
Orange Ex-Services Club
Printflow
PRP Diagnostic Imaging
PYBAR
Q Office Furniture
Ray White - Corporate
Ray White - Orange
Ron Finemore Transport
Ross Hill Wines
Rotary Club of Orange
See Saw Wines
Simply Centrepieces
Taberners Windows and Doors
The Coffee Club
Tony Leahey Motor Group
Tree Wise Men
Weily's Betta Home Living
WIN Network
Yates Baker Mclean

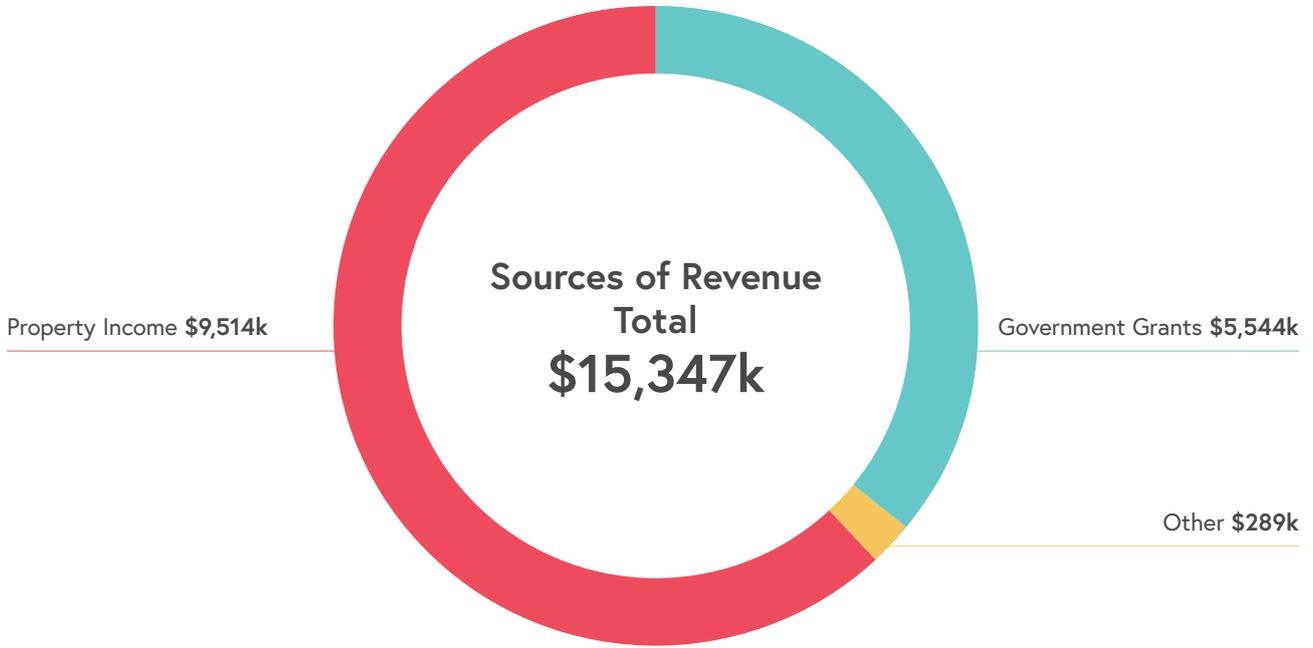
Strategic Governance

Housing Plus is an independent, non-profit registered community housing provider. It is incorporated as a public company limited by guarantee, is a registered charity and is governed by a Board elected by members, or by Board appointment.

The Board operates under a model of strategic governance, whereby the Board links the legal and values of the organisation, produces explicit governing policies and assures CEO performance by establishing clear expectations for performance and clear mechanisms for accountability. The purpose of the Board, on behalf of relevant stakeholders, is to see to it that Housing Plus achieves its outcomes.



Our Finances



Our Board



Brad Cam

CHAIRPERSON

Director since: January 2012

Housing Plus sub-committees: Audit & Finance, Governance

Skills area/s: Construction, management, strategic planning, project management, asset management, local government, and property development.

Qualifications: Bachelor Building (Construction & Project Management); AICD: Company Director's Course



Lyall Sadler

TREASURER

Director since: October 2010

Housing Plus sub-committees: Audit & Finance, Governance

Skills area/s: accounting, finance, compliance, operations, and risk management.

Qualifications: CPA; Diploma in Technology (Commerce)



Carleen Cunningham

SECRETARY

Director since: September 2009

Housing Plus sub-committees: Audit & Finance, Governance

Skills area/s: Management, community engagement, education, law & planning

Qualifications: Bachelor of Social Science (Community Development & Communications)



Joseph (Joe) Dalzell AM

DIRECTOR

Director since: March 2016

Housing Plus sub-committees: Governance

Skills area/s: Law, financial management & planning, and human resources management.

Qualifications: Completed Bar exams; Legal practitioner: Supreme Court of NSW and High Court of Australia; Graduate Diploma in Legal Practice; Bachelor of Laws; Master's Degree in Health Personnel Education; Associate Diploma in Orthoptics; Member of Australian Institute of Company Directors



Jason Cooke

DIRECTOR

Director since: March 2016

Housing Plus sub-committees: Audit & Finance

Skills area/s: Finance, strategy, governance and regulation.

Qualifications: GAICD; FCA; Master of Management; Bachelor of Commerce (Accounting)



Report from our Treasurer Lyall Sadler

The previous Financial Year has been an amazing year for everyone at and involved with Housing Plus. A year of significant change and future opportunity.

On 19th December, 2018 Housing Plus reached commercial close on a contract to deliver 220 new dwellings across the Central West in Dubbo, Orange and Bathurst. These new dwellings will be operated as social and affordable properties for the next 25 years. This contract was with the Department of Communities and Justice as part of the Social and Affordable Housing Fund Phase 2 (SAHF2) and our financial partner, the Clean Energy Finance Corporation. SAHF2 will change the financial landscape of Housing Plus over the next three years adding over \$75 million in assets to the balance sheet plus significantly increasing annual income by approximately 50% per year once all the properties are complete.

In addition to SAHF2, Housing Plus was also able to secure further community service programs in the form of a geographic extension of our existing DV services into the Lachlan region as well as securing

the Western and Far-Western regions of the new Department of Communities and Justice Opportunity Pathways program. This program provides support to nominated clients seeking to move towards employment goals and greater housing independence. These two programs have added an additional \$1.25 million in annual funding and 8 additional FTE roles in headcount and demonstrate Housing Plus' expertise in delivering community services in regional communities.

Housing Plus has also initiated a project to replace our existing Housing and Finance systems. This move enables Housing Plus to have an integrated system rather than a number of independent systems which required significant manual interfacing. The goal of the new system is to provide more efficient and better data management and, ultimately, improve the experiences of our tenants, clients and contractors.

Financially, Housing Plus continues to face ongoing pressure from maintenance expense with an ageing portfolio of assets and wage increases far above CPI due to the ongoing effect of the Equal Remuneration Order which only ceases at the end of 2020. Also, during the year, the business has absorbed significant interest and some start-up costs related to the SAHF project. Nevertheless, I am pleased to report a surplus of \$779,712 down slightly from the prior year but well within acceptable limits given the activities currently ongoing in the business. Our balance sheet is in excellent condition and will only improve as our developments progress.

In summary, a keystone year and one that marks the beginning of a period of significant growth for Housing Plus. Our mission of providing homes to people in need is progressing well.

Board Director	Eligible	Attendance
Brad Cam	10	10
Lyall Sadler	10	9
Carleen Cunningham	10	10
Jason Cooke	10	9
Joseph Dalzell	10	9
Judy Ford (Retired 4 April, 2019)	6	3

Financial Report Card

REPORT CARD	2019	2018	2017	2016	2015	2014
Cash at year end	\$7.0M	\$5.7M	\$1.2M	\$1.5M	\$9.3M	\$5.4M
Retained Earnings	\$70.0M	\$69.3M	\$68.3M	\$68.6M	\$68.4M	\$67.2M
Rent Arrears	1.94%	1.51%	0.74%	0.82%	1.75%	1.31%
Liquidity Ratio	2.37	1.35	0.78	3.27	3.72	3.32
Interest cover ratio	1.11	5.78	3.25	1.63	4.47	N/A
Ratio of staff to lettable properties (Excluding Community Services)	28.9	28.8	27.4	27.1	31.2	36.4
FTEs	56.5	50.3	47.6	46.4	23.4	31.7

\$153,000

received as community donations
and sponsorship

\$5.544M

received in funding from the
government to deliver services



Finance Report

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2019

	Notes	2019 \$ '000	2018 \$ '000
CURRENT ASSETS			
Cash and cash equivalents	5	6,957	5,706
Trade and other receivables	6	1,624	1,162
Other current assets	7	636	174
TOTAL CURRENT ASSETS		9,217	7,042
NON-CURRENT ASSETS			
Property, plant and equipment	8	886	545
Investment property	9	82,330	72,799
TOTAL NON-CURRENT ASSETS		83,216	73,344
TOTAL ASSETS		92,433	80,386
CURRENT LIABILITIES			
Trade and other payables	10	737	1,178
Provisions	11	287	232
Borrowings	12	-	1,313
Other liabilities	13	2,857	2,625
TOTAL CURRENT LIABILITIES		3,881	5,348
NON-CURRENT LIABILITIES			
Provisions	11	45	35
Borrowings	12	18,460	5,736
TOTAL NON-CURRENT LIABILITIES		18,505	5,771
TOTAL LIABILITIES		22,386	11,119
NET ASSETS		70,047	69,267
EQUITY			
Accumulated funds		70,047	69,267
TOTAL EQUITY		70,047	69,267

Finance Report

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2019

	Note	2019 \$ '000	2018 \$ '000
Revenue	2	15,347	13,782
Tenancy and property management expenses	3	(7,905)	(7,028)
Administration Expenses	4	(6,662)	(5,828)
NET PROFIT/(LOSS)		780	926
TOTAL COMPREHENSIVE INCOME/(EXPENSE) FOR THE PERIOD		780	926

CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2019

	Notes	2019 \$ '000	2018 \$ '000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from clients and others		9,261	9,598
Government grants received		5,764	5,237
Interest received		21	6
Interest paid		(950)	(190)
Payments to suppliers, divisions and employees		(14,187)	(11,994)
Net cash provided by operating activities	12	(91)	2,657
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from the sale of property, plant and equipment		-	-
Proceeds from the sale of investment property		270	-
Purchase of investment property		(9,887)	(3,627)
Purchase of property, plant and equipment		(452)	(321)
Net cash provided by investing activities		(10,069)	(3,948)
CASH FLOWS FROM FINANCING ACTIVITIES			
Loans to Related Parties		-	(50)
Loan Facility		18,460	7,000
Principal Repaid		(7,049)	(1,189)
Net cash provided from financing activities		11,411	5,761
Net increase (decrease) in cash held		1,251	4,470
Cash at beginning of year		5,706	1,236
Cash at end of year	3	6,957	5,706

Finance Report

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019

	2019 \$ '000	2018 \$ '000
2 REVENUE		
Rental income	9,514	9,537
Government Grants	5,544	3,970
Other revenue		
- Interest income	21	6
- Donations and sponsorships received	153	121
- Fees and charges	42	69
- Insurance claims	18	31
- Other income	55	48
Total other revenue	289	275
Total revenue	15,347	13,782
3 TENANCY AND PROPERTY MANAGEMENT EXPENSES		
Bad and doubtful debts	71	105
Insurance	426	221
Interest and other costs of finance	950	190
Leasehold rent expense	2,657	2,567
Property impairment	-	4
Rates and utilities charges	1,509	1,460
Repairs and maintenance	2,053	2,295
Other expenses	239	186
	7,905	7,028
4 ADMINISTRATION EXPENSES		
Depreciation and impairment	197	86
Salaries and wages	5,036	4,291
Board expenses	24	37
Office rent	264	254
Audit fees	27	24
Other expenditure	1,114	1,136
	6,662	5,828

Auditor's Report

INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF HOUSING PLUS

Opinion

We have audited the financial report of Housing Plus, which comprises the statement of financial position as at 30 June 2019, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the director's declaration.

In our opinion the financial report of Housing Plus has been prepared in accordance with Division 60 of the Australian Charities and Not-for-profits Commission Act 2012, including:

- a. giving a true and fair view of the company's financial position as at 30 June 2019 and of its financial performance for the year then ended; and
- b. complying with Australian Accounting Standards to the extent described in Note 1, and Division 60 of the Australian Charities and Not-for-profits Commission Regulation 2013.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the company in accordance with the Australian Charities and Not-for-profits Commission Act 2012 (ACNC Act) and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Other information

The directors are responsible for the other information. The other information comprises the information in the Company's annual report for the year ended 30 June 2019, but does not include the financial report and the auditor's report thereon.

Our opinion on the financial report does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Directors Responsibility for the Financial Report

The Directors of the company are responsible for the preparation of the financial report that gives a true and fair view and have determined that the basis of preparation described in Note 1 to the financial report is appropriate to meet the requirements of the ACNC Act and the needs of the members. The directors' responsibility also includes such internal control as the directors determine is necessary to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

A further description of our responsibilities for the audit of the Financial Report is located at the Auditing and Assurance Standards Board website at: http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf. This description forms part of our Auditor's Report.

Name of Firm: Pigot Miller Wilson
Chartered Accountants

Lead Auditor: 
Graham Spalding
Chartered Accountant

Address: 65 Hill St, Orange NSW 2800

Dated this 26th day of September, 2019

Declarations

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 2019 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

Lead Auditor: 
Graham Spalding
Chartered Accountants

Address: 65 Hill St, Orange NSW 2800

Dated this 26th day of September, 2019

DIRECTORS' DECLARATION

The directors of the entity declare that:

1. The financial statements and notes, as set out on pages 6 to 23, are in accordance with the *Australian Charities and Not-for-profits Commission Act 2012*:
 - a. comply with Australian Accounting Standards; and
 - b. give a true and fair view of the financial position as at 30 June 2019 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 subs 60.15(2) of the *Australian Charities and Not-for-profits Commission Regulation 2013* and a resolution of the Board of Directors:


Director
Lyall Sadler


Director
Brad Cam

Dated this 26th day of September, 2019



[HOUSINGPLUS.COM.AU](https://www.housingplus.com.au)

T: 1800 603 300

 @HousingPlusAU

 housingplusau

 @HousingPlusAU

Housing Plus respectfully acknowledges the traditional custodians of the country on which we work, and is committed to building relationships, respect and opportunities with Aboriginal peoples.