

Annual Report  
**FY22**

# 2022



Thriving people,  
vibrant communities

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# Our Services

Housing Plus is unique within the NSW Community Housing Sector as we offer an integrated service model of Community Housing and Community Services across Regional NSW. We provide a range of accommodation services and community programs that support both our tenants and individuals within the communities in which we operate. We believe that safe, secure housing is the foundation for improving the quality of an individual's life and creating vibrant communities, with better outcomes for our tenants and clients alike.

## Affordable Housing and Services

We provide a range of housing options to meet the needs of individuals and their families that include Crisis, Transitional and Affordable Housing. We have locally based tenancy, maintenance and support coordination teams that provide a range of services to support individuals and their families to sustain their tenancies.

## Domestic and Family Violence Services

We provide support and accommodation assistance for women and children experiencing domestic and family violence: Central West, Western and Central North Women's Domestic Violence Court Advocacy Service (WVDCAS), Central West, Western and Central North Domestic Violence Local Coordination Point and Operation Courage, the Staying Home Leaving Violence program and 'the Orchard' crisis accommodation service.

## The Orchard

We provide a safe and supported refuge for women and children escaping domestic and family violence. A safe, trauma-informed, core and cluster design that is complemented by a service delivery model that provides personalised intensive support.

## Homelessness Services

We support individuals and families experiencing, or at risk of, homelessness to find and sustain suitable housing and gain independence: Orange Homelessness and Housing Support Service, Operation Courage, and the rough sleeper Together Home program across the Central West.

## Employment Pathways

We support social housing tenants and their household members to access practical and financial assistance, training, and work opportunities to help them prepare for employment, find a job, work more hours, or improve their employment options: Opportunity Pathways

## Post Release Support

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

## Men's Behaviour Change Program

We provide the program to men who use control or abuse toward a current or former partner but who are starting to think about change and want work towards a relationship that is based on safety and respect: Commit and Change.

## Development Services (New Homes)

We provide property development services to deliver a variety of quality new affordable homes for people on low to moderate incomes. Housing Plus has led on the development of a new model of emergency accommodation and services for victims of domestic abuse. The Orchard, NSW's first purpose-built Core and Cluster accommodation, was opened in October 2020.





# Our Vision

**Thriving people, vibrant communities.**

## 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.

# Our Values



# Our Purpose

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

# Housing Plus is...

Experienced in our field – We have been operating for 39 years in regional NSW

Committed to improving social outcomes and wellbeing for our customers

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

A registered NDIS (National Disability Insurance Scheme) provider of Specialist Disability Accommodation

An accredited Specialist Homelessness Service (SHS) provider

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

Leading innovations in service delivery and provision of affordable housing and emergency accommodation for victims of domestic abuse

A provider of the Initial Transitional Service

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

Leading on the largest regional affordable homes building program in Regional NSW



# CEO & Chair Report



**Brad Cam | CHAIR**

We are delighted to share with you the 2021/22 Annual Report. Annual Reports are an important opportunity to share with our stakeholders what Housing Plus has achieved during the year and what its priorities are for the future.

Our achievements are based upon our people and our partners. The Board, Executive and wider organisation has successfully managed the uncertainties associated with Covid and continued its path of delivering more homes and support services.

In business planning terms the year was significant as it marked the end of our 3-year Strategic Plan. The Board and Executive, supported by external advice, conducted a review, and developed a new Strategic Plan whose focus will be on consolidation and planning for the future. Consolidation, in terms of completing several important programs.

The Women's Domestic Family Violence Court Advocacy service was retendered during the year. Housing Plus now provide this important service in Central West, Western and Central North regions, an area that covers the communities from Lithgow to Bourke to Lightning Ridge and Mudgee. This year also saw the substantial completion of the Social and Affordable Housing Fund house building program. Despite the impact of Covid on the construction sector we have been able to substantially deliver the planned program and saw a further 77 new homes provided.

The year saw the completion of our tri annual external governance review recommendations to strengthen the governance of the organisation and ensure it is equipped with the skills to support the organisation for the years ahead.

It has also been a year of planning for the future. As we approach the organisations 40th anniversary in 2022, we have embarked on several strategic projects. Futures 2030 will allow Housing Plus to be more informed on the disadvantage in our communities and how we can better serve them. This strategic project will inform the nature of the organisation and how it can best achieve greater social impact in regional communities in the future. The University of South Australia was appointed to conduct the independent research which will be used to inform our operating models. We remain committed to supporting the needs of our customers and the provision of housing and support services remains an integral part of our operating model and our future growth.

In terms of preparing for the future it is difficult to imagine a future where technology and in particular digital technology does not play an important part. Our experience during Covid demonstrated the need for robust ICT systems and the benefits of new ways of delivering services can have for our customers in terms of convenience and choice. A full review of our ICT systems has been completed and a "road map" developed to support the efficiency and overall effectiveness of Housing Plus. This road map has begun to be delivered with a new telephony system offering direct access for our customers and other convenient features. We are looking forward to the following years and how our ICT systems can better support our teams and the services we provide for our customers.

We fully understand the difficult housing market that many of our customers face and the need to increase the supply of affordable housing in the regions. We look forward to working with our partners to expand the delivery of more affordable housing.

Thanks to our colleagues across the organisation, our partners within the regions, at State and Commonwealth level we can present a snapshot of what Housing Plus has achieved during the year.



**David Fisher | CEO**

# Our Footprint

Housing Plus manages 1,189 properties across Central West and Western NSW. We deliver 8 community services from 9 locations across regional NSW and offer outreach services to an additional 27 towns.



**Bathurst Services**

- Affordable Housing and Services
- Domestic Violence Support
- Employment Pathways
- Development Services
- Homelessness Services

**Mudgee Services**

- Affordable Housing and Services
- Domestic Violence Support
- Development Services

**Dubbo Services**

- Affordable Housing and Services
- Domestic Violence Support
- Employment Pathways
- Homelessness Services
- Development Services

**Parkes**

- Domestic Violence Support
- Development Services

**Orange Services**

- Affordable Housing and Services
- Domestic Violence Support
- Employment Pathways
- Development Services
- Homelessness and Housing Support Services
- Post Release Support
- Men's Behaviour Change Support

# Our Strategic Aims

Our organisation is focused on improving a range of social outcomes and improving the wellbeing of our customers. Aligned to our vision and values and based upon consultation with stakeholders, we have identified 3 Strategic Aims supported by 9 Strategic Priorities for Housing Plus.



# Our 9 Strategic Priorities

## Impact

### 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.

### Thriving People

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

### 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

## Culture, Customer Experience & Identity

### Culture

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

### Customer Service

We will delight our customers.

### 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.

## Operational Effectiveness

### 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.

### Information and Communication Technologies

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

### Finance

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

# Social Outcomes



## Measuring Our Impacts

Housing Plus aims to improve the safety, wellbeing and life opportunities of the tenants, clients, and communities that we serve. To demonstrate the effectiveness of our services and programs, it is important to show the social value of our services and programs.

The Australian Social Value Bank (ASVB) is a social impact measurement tool, developed using internationally recognised methodology, that puts a dollar value on social outcomes. We assessed our Initial Transition Service (ITS), Opportunity Pathways, Staying Home Leaving Violence (SHLV), Specialist Homelessness Service (SHS), Central West Women's Domestic Violence Court Advocacy Service (CWWDVACS), Western Women's Domestic Violence Court Advocacy Service (WWDVACS), Men's Behaviour Change Program (MBCP) and Together Home.

Using the ASVB, Housing Plus can compare the costs of our services and programs to the value of the social outcomes they create. Providing this cost benefit analysis demonstrates the financial value, in addition to the social benefits that our programs provide. Housing Plus is proud to be a founding partner of the ASVB with our Alliance Social Enterprise partners, Homes North, and North Coast Community Housing (NCCH).

### Social Impact Valuation Statement 2020 - 2021

Net Benefits of Programs  
**\$12,298,567**  
 Benefits Cost Ratio  
**23.77**  
 Average Benefit Per Participant  
**\$1,796**

### Social Impact Valuation Statement 2021 - 2022

Net Benefits of Programs  
**\$21,225,018**  
 Benefits Cost Ratio  
**3.46**  
 Average Benefit Per Participant  
**\$1,935**



# Strategic Achievements

## A Home for Everyone

### Achievements

- Welcomed 249 new tenants during the year
- Achieved 3-year milestones for SAHF2 and built 77 new affordable homes
- Reduced the turnover of tenants leaving Housing Plus tenancies by 12% due to sustaining tenancies program.

### Stats

- 249 New tenants welcomed in the last 12 months
- 1,270 clients supported by our Specialist Homelessness Service
- 382 Aboriginal clients supported through our Homelessness Services
- 3,479 Bed nights of temporary (crisis) accommodation provided
- 77 new affordable homes built as part of the Social and Affordable Housing Fund Round 2 (SAHF2)
- 418 clients seeking support from our Specialist Homelessness Service successfully transitioned into long term accommodation
- 8,016 bed nights of medium term(transitional) accommodation provided
- \$29M invested in affordable housing in the Central West through the Social and Affordable Housing Fund Round 2
- 27 clients are receiving support through the Together Home Program

## Supporting Our Tenants

### Achievements

- Launch of Housing Plus Education Program to support tenants and their families to continue their education
- Good Neighbour Service – This service which came about as part of our response to the COVID pandemic has now become an integral part of our customer service offering. The Good Neighbour Service is there to provide support to those in the community who may not have family or friends close by or that need to be connected to a service or simply someone to regularly check in on their overall wellbeing.
- The Support Coordination team conducted a total of 986 support activities across the 580 supported residents.

### Stats

- \$3.1M Repairs and maintenance completed on properties
- 22 (13.84% of all exits) households exited social and affordable housing into sustainable private rental properties
- 580 (26.17%) of Housing Plus residents accessed support coordination activities over the 2021/2022 operating year
- 78% Satisfaction rating of repairs and maintenance (NRSCH Benchmark >75%)
- 85% Satisfaction Rating condition of home (NRSCH Benchmark >75%)
- 77% customer satisfaction rating (NRSCH Benchmark >75%)
- 1.45% rent outstanding (arrears) (NRSCH Benchmark <+2.5%)
- 29 years - longest tenancy
- 658 tenants received support through our Good Neighbour service

# Strategic Achievements

## Supporting Women & Children

### Achievements

- Commenced delivery of the Women's Domestic Violence Court Advocacy Service (WDVCAS) in Central North West NSW
- Secured funding to deliver Commit and Change, a men's behaviour change program in Orange
- Secured funding for the Staying Home Leaving Violence service to be delivered in Bathurst, Mudgee and Lithgow, with our service partner Lithgow Community Projects to deliver in Lithgow

### Stats

- 34 Children supported through Staying Home Leaving Violence program
- 82 Women Supported through Staying Home Leaving Violence program
- 478 Women Supported by our homelessness and Housing Support Services
- 304 women supported by our Operation Courage Service
- 107 children supported through Operation Courage

### Central West WDVCAS Service

- 455 Aboriginal women supported by our domestic and family violence services team
- 2,018 Clients supported through Central West Women's Domestic Violence Court Advocacy Service
- 54 Safety Action meetings held to coordinate support for women and children who have experienced domestic violence and are at risk of further injury or death
- 571 referrals from Police across the Central West who were assessed as at 'serious threat of further injury or death
- 447 Final Apprehended Domestic Violence Orders

### Western WDVCAS Service

- 684 Aboriginal women supported by our domestic and family violence services team
- 2,605 women supported through Western Women's Domestic Violence Court Advocacy Service
- 26 Safety Action meetings held to coordinate support for women and children who have experienced domestic violence and are at risk of further injury or death
- 277 referrals received from Police across Western NSW who were assessed as at 'serious threat of further injury or death
- 305 Final Apprehended Domestic Violence Orders

## Supporting Our Teams

### Achievements

- Launch of our new Employee Benefits program including wellbeing days and a wellbeing allowance, early access to long service leave, paid parental leave and paid domestic and family violence leave
- Implementation of new safety initiatives including the Safety App (welfare checks and duress alarm) and update of existing initiatives including safety training, emergency plans, vehicle and office safety
- Prepared for launch of our new Communications System in FY23
- Upgraded ICT equipment and infrastructure to ensure systems are fit for purpose and efficient.
- Updated office arrangements and ways of working post COVID, including our Flexible Work Policy and promotion of hybrid working options for employees

### Stats

- 80% of Housing plus employees are female
- 83% Staff Engagement Score
- 20 New Employees this financial year
- 18% Housing Plus Employees identifying as Aboriginal
- 1749.5 total training hours
- 24.5 training hours per employee

## Supporting Our Communities

### Achievements

- Successfully tendered for the Opportunity Pathways program in Western NSW to be delivered using a social impact investment model
- Successfully tendered to retain our existing Initial Transition service in Orange, Broken Hill, Maitland, Moree, Musswellbrook and increased our footprint to include Tamworth, Albury and Griffith

### Stats

- 220 people exiting prison were supported by our Initial Transitional Services team
- 95 clients recruited to the Opportunity Pathways Program
- 41 Opportunity Pathways clients have sustained employment at 13 weeks,
- 39 Opportunity Pathways had sustained employment at 26 weeks



# Their Story

Tylah is a 21-year-old Aboriginal woman who has recently started her own brow and lash business. She is an affordable housing tenant with Housing Plus, and her goals are to grow her clientele over the next year and save up enough for a deposit to buy her own home. Her biggest challenge to date has been going out on her own to start her business.

## Her Story



I really enjoy my experience with Housing Plus especially being 21, I am now running my own business and starting to build up some savings. The affordability amazes me, to be able to afford a living from previously renting through another real-estate. Housing Plus not only looks after your living arrangements but also your health physically and mentally.

The past year was very challenging while starting my own business and having to move back home with my parents. I had to live in a spare lounge room that I turned into a bedroom to being able to avoid both running a business and to start to save. Being in my early 20's and having younger siblings had made it hard but nothing feels better than having your own space.

I am now currently renting with a friend but also applying for my own house with Housing Plus, as it has made it realise how affordable it is to be able to afford my own living arrangements myself. I eventually would love to have enough savings put aside in the future to be able to one day buy myself a house.

I am grateful to Housing Plus and can't wait to further my renting experience until I can afford my own house.



**Futures2030 is a strategic initiative of the Board that seeks to review and inform the future direction of Housing Plus by first better understanding the determinants of disadvantage amongst our tenants and wider communities, to better inform a discussion on the strategic direction of Housing Plus, in order that it could have greater positive social impact.**

Researchers from the University of South Australia were appointed by Housing Plus to better understand the level and the types of disadvantage in our regional communities. The approach taken was both quantitative and qualitative, involving desk top research and community/employee/stakeholder engagement.

Community consultations were held in Lithgow, Bathurst, Mudgee Dubbo, and Orange were held in April and through to the first week of May 2022 and included sessions with the wider community, Housing Plus tenants, external stakeholders, interagency groups and Housing

Plus employees. Feedback from community members who could share their personal experiences in accessing support services is key to this research project helping us improve our services.

Futures 2030 will use the research finding to consider the next steps for the organisation in how it can have greater impact in regional communities.

# Highlights



# Our Story

## Men's Behaviour Change program

The Housing Plus Commit and Change Program works with men who are motivated to change their behaviour and stop using violence against women. This year, we continued to build on existing relationships and collaborate in responses to domestic violence. Housing Plus was successful in securing funding to deliver the Commit and Change program in Orange for 2 years.

Since its inception, the program has helped reduce the impact of high-risk episodes of violence – using information sharing and risk management approaches to support safety interventions by the women's domestic violence services and other key stakeholders such as police and child protection.

2022 will be focused on enhancing the service delivery model, cementing relationships with key stakeholders, and working towards other opportunities to expand within the Central West region.

### Social Impact Valuation Statement

Net Benefits of Program

**\$44,426**

Benefits Cost Ratio

**1.25**

Net Benefit Per Participant

**\$600**



# ICT Review and Plan

As a key strategic priority for FY22 and part of our Futures2030 project, Housing Plus embarked on a complete review of our existing Information and Communications Technology systems and processes.

An ICT Plan was then developed based on these recommendations and will be implemented over the course of the next 3 years, to ensure we have the appropriate infrastructure and systems in place to support our future strategy.

The objectives of the ICT Plan are to:

- Identify and implement opportunities to improve customer satisfaction through digitisation, efficiency, accessibility, on-demand information
- Improve organisational efficiency through integration, flexibility, accessibility
- Improve employee satisfaction with systems
- Improve cyber security and business continuity management
- Improve our procurement processes, timeliness, and reduce costs

The first key project in this plan was the implementation of a new Communications Voice Over Internet (VOIP) System to replace our old telephony system. This system enables employees to accept and make calls from anywhere through their laptops or mobile phones, easily transfer calls and retrieve voicemails, thereby providing optimal service to our customers and stakeholders. It also provides us with detailed data and reporting which can be used to manage our resourcing and tailor our services to best suit our customer's needs.

# Highlights



# Their Story

Jason

Jason moved to Orange for a change of pace after his career as a paramedic was cut short, Orange seemed like a nice place to live, and he had a plan to reconnect with family.

Jason was living in a private rental property, a one-bedroom unit that cost him \$200 per week when he received a 90-day termination notice. He tried looking for a similar rental property however there was nothing available that he could afford. He was living in temporary accommodation when a friend referred him to Housing Plus to see the Specialist Homelessness Service. Our case worker tried to get in touch with him straight away, he missed a couple of calls, but she kept trying, and within 48 hours he had completed the necessary paperwork and moved into our Orange Homelessness refuge, Wirree.

## His Story

Living at Wirree allowed me to rest and study and gave me an opportunity to work through what has happened in the past, to focus on my mental health. Time to focus on me without the worry and stress of where I will live.

Housing Plus staff have been strong advocates on my behalf, they make sure I stay in touch and that I am on track with my appointments. They advocate for me in more ways than one, and are supporting me to find appropriate accommodation, not just any old place but one where I feel safe and that I can afford.

They give me a \$30 bag of food each week, it means the world to me. They have supported me in purchasing my medications, and they have given me free reign to landscape the garden at Wirree.

I love to study, having somewhere quiet to sit and study is important to me. You need to feel safe and have a good environment to study, I have that here in Wirree. I study Ancient Hebrew, I'm self-taught but after years of study I am now fluent. I have studied Theology online for the last 10 years.

I have been here for 13 months, and just recently I had an offer of a new home, I nearly cried with joy to be offered a place.

I now believe there is a future. I want to be a Theologian. I want to teach people what is available to them in this life.



### Social Impact Valuation Statement

Net Benefits of Program

**\$4,004,691**

Benefits Cost Ratio

**3.26**

Net Benefit Per Participant

**\$3,649**

# Strategic Asset Management Plan

## Developed and delivered Strategic Asset Management Plan

Housing Plus Strategic Asset Management Plan 2021-2031 is a critical business tool to align our property assets with business and customer needs. Linked to the HP Strategic Plan and supported by the Land and Housing Corporation (LAHC) 20-year lease agreement, the strategy highlights the strategic path leading to the delivery of positive housing outcomes.



## Developed and delivered Asset Management Framework

The Asset Management Framework aligns our portfolio and strategies with the needs of our customers. Effective asset management means that our homes will meet the needs and standards for the future.

## Developed and delivered Procurement Management Framework

The PMF aligns the procurement strategies with the service delivery need. We recognise that best practice contract and procurement principles, policies, processes and procedures will enhance achievement of the organisational objectives such as promoting economic, social, and environmental responsible procurement, indigenous procurement, value for money, achieving innovation and providing best value services to our community.

## Developed and presented 1, 3 & 10 Year Asset Management Plans and Expenditure Forecasts based on Property Assessment Surveys

A planned approach to maintenance is essential to the long term functional and financial performance of any property portfolio. Maintaining the portfolio requires 1, 3 and 10 year forecasting of component replacement expectations and adequate budgeting. Reviewed annually, we are able to predict a replacement date and cost. 3 and 10 year asset planning enables Housing Plus to effectively manage the accumulative portfolio condition.



Highlights

# Our Story

## Nguluway Group

Nguluway was previously known as the ASCEG -Aboriginal Staff and Client Engagement Group. Nugulway means meeting in Wiradjuri and we feel this name better represents us.

Nguluway is about joining the Aboriginal community with Housing Plus. It's a group of very skilled Aboriginal staff from Housing Plus that meet every fortnight to discuss issues impacting our tenants, clients and community, and yarning about how we can make it better or easier for Aboriginal people to access the right services when they need them.

Nguluway is not just about supporting Aboriginal tenants and clients but also supporting the staff at Housing Plus in how to engage with their Aboriginal tenants and clients in a way that they feel supported. Our hope is that they share their experience in community.

Nguluway was a part of the Futures2030 project which was a such an honour and great opportunity in having input in the project.

Housing Plus have a great resource in having so many Aboriginal staff with such knowledge and skills, we have a passion about engaging community and want all community to be able to have access the supports they need.



# Partnership Providing Homes for People in Need

An innovative collaboration is set to transform a neighbourhood into much needed new social housing for the people of Mudgee.

Housing Plus has developed a proposal for the redevelopment of the NSW Government properties on the corner of Winbourne and Mulgoa Way, Mudgee. The four existing occupied dwellings as well as the 13 unoccupied, ageing, and unliveable bed sits, will be replaced with eight, energy efficient, new two-bedroom homes in 2022 after an agreement on the re-development of the site in partnership with the owners of the properties, the NSW Government's Land and Housing Corporation (LAHC).

LAHC currently manage the unoccupied properties, while Housing Plus manage the occupied properties and will relocate the existing tenants into new accommodation that they are currently building in other parts of Mudgee.

In addition to managing the construction of the \$3 million NSW Government LAHC funded development, Housing Plus will also provide tenancy management and maintenance services for the new residents for at least the next two decades under a long-term lease with LAHC.

Housing Plus CEO David Fisher said "This redevelopment will replace some aged and empty properties with new social and affordable housing while also significantly improving the local area. Housing Plus have put forward a solution and is delighted to be working in collaboration with NSW Government in bringing this redevelopment forward. We expect to commence on site in late 2022 and will welcome our new tenants in early 2023. Those seeking housing can apply through the Pathways Register, our local office in Mudgee will also be able to provide advice closer to the time."

**"I think it's great and there will be more housing for people and families and the old unused units are in appalling condition, so the new houses will make the street look a whole lot better" says Lynette a current tenant in Winbourne Street. "I can't wait. I am looking forward to moving into a brand-new home that no one has lived in before. I have driven past the new home a few times and am very excited" she continued.**



# Highlights

# Their Story

John\*

The Together Home program works with people who have experienced long term homelessness or rough sleeping. In the past 12 months the program has assisted 21 people to achieve the goals they have set for themselves to improve their lives and help them to thrive in the community. These goals include help to access support from a range of services, to address barriers to sustaining their tenancy, and in the longer term seeking work opportunities.

John was referred to Housing Plus by the Department of Communities and Justice. John had been experiencing homelessness for three years, he had lost his job, lost hope and was struggling with his mental health.

## His Story

I would like to write about the amazing help I've received from Mary Kate and Sarah and the wonderful team at Housing Plus in Orange.

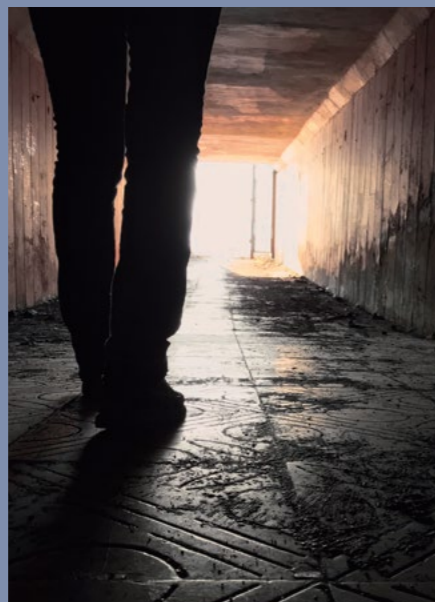
The opportunities Housing Plus has given me, along with the tailored support to meet my personal needs by Housing Plus has opened so many opportunities for me within the Orange community.

I've been able to gain confidence within myself and my circumstances, I've been able to start taking back control of my life, having stability, and learning to enjoy life again since being engaged with Housing Plus's services.

Being in a rut unable to find work and affordable housing I felt life was getting on top of me, but Sarah, Mary Kate, and the team at Housing Plus have stepped in and supported me with my long term and short-term goals.

They have helped me get support for mental health, affordable housing with amenities and have been able to help me connect with other services to help me look for work and get me out and interacting with in my Wiradjuri community.

John\* name changed to protect identity.



## Social Impact Valuation Statement

Net Benefits of Program

**\$685,348**

Benefits Cost Ratio

**1.81**

Net Benefit Per Participant

**\$18,035**

# New Services & Improvements to Our Properties

## Together Home

In 2020/21 Housing Plus was funded by Department of Communities and Justice to house 10 people for the Together Home Program in Bathurst and Orange. The program is a Housing First approach to tackling rough sleeping in NSW. The approach is client centred and provides intensive support to those who need it most.

In 2021/22 Housing Plus received additional funding and the Together Home program was expanded providing Housing Plus with the capacity to house and support an additional 18 rough sleepers across Dubbo, Bathurst, and Orange. Currently 27 clients are receiving support through the extended Together Home program.

## Supported Transition and Engagement Program (STEP) extension

The Supported Transition and Engagement Program (STEP) is a rapid rehousing response providing housing and wraparound support for people sleeping rough or experiencing secondary homelessness in Mid North Coast and Western NSW. This program ran for 36 months and was extended for a 3-month period from 1 June 2022. At the conclusion of this extension, this program will merge with Together Home and existing clients will transition to the Together Home program for ongoing support.

## Youth Accommodation and Support Program

Through the Youth Accommodation and Support (the Program) the NSW Government has invested \$4.6m for the period from 30 June 2021 – 30 June 2023 to expand the Community Housing Leasing Program (CHLP) to enhance accommodation and support for young people aged from 16yrs experiencing homelessness. This funding will better meet the needs of young people seeking Specialist Homelessness Services.

Housing Plus has been funded to provide 20 Head Leases of properties in the private rental market to support this program in partnership with service providers; Barnardos, Veritas and Catholic Care Wilcannia-Forbes. Locations include but are not limited to; Orange, Blayney, Bathurst, Cowra, Parkes, Forbes and Mudgee. To date we have housed all referrals that have been received to date.

## Energy Efficiency (HEAP Update and Results)

Over the last two years Housing Plus have been making significant investment to improve home energy for our tenants through two key projects; Home Energy Action Program and Thermal Comfort Packages

In November 2020 Housing Plus rolled out a project branded known as the Home Energy Action Program (HEAP) as part of this project Housing Plus installed a range of thermal comfort and energy efficient measures to help our tenants to reduce energy costs and improve comfort, health and wellbeing. These measures also help reduce the energy impact on the environment.

In association with the NSW Department Communities and Justice Pre and Post Surveys for HEAP were undertaken with tenants that received the installations. Significant responses from these surveys included the questions:

- Level of Difficulty Paying Energy Bills – Pre installation 27% of respondents indicated high-level of difficulty paying energy bills. Post installation only 8% of respondents indicated high level of difficulty paying energy bills.
- Level of Control Over Energy Use - Pre installation 27% of respondents indicated a high-level control over energy use. Post installation 64% of respondents indicated a high-level control over energy use.
- Frequency In Being Stressed When Paying Energy Bills - Pre installation 27% of respondents indicated that they were rarely stressed when paying energy bills. Post installation 58% of respondents indicated they were rarely stressed when paying energy bills.

The program enabled us to engage with tenants in behavioral change associated with improved understanding and capacity to manage energy use.

Solar panels, reverse cycle split systems and draught proofing measures were installed in over 140 Housing Plus properties.

# Highlights



# Highlights

## New Affordable Homes for the Central West

“Housing Plus aims to assist its customers by providing low energy cost housing. All our new homes are built to 7-star NatHERS which will reduce the running costs of these properties for years to come and is great for the environment” says Justin Cantelo Project Director for Housing Plus.

### Milestones Achieved SAHF2\*

Number of sites secured:

Number of development consents achieved:

Number of homes which commenced construction:

**280**  
out of 280

New homes completed:

**260**  
out of 280

Housing Plus has been delivering new housing since 2019 as part of the Social and Affordable Housing Fund Round 2 Program (SAHF2). We are on track to deliver 280 new affordable homes for people living in Regional NSW, an investment of \$115.5M into the Central West and Western NSW by the end of 2022.

These new homes have been designed to achieve 7.5-star NatHERS energy efficiency rating to help tenants keep their energy bills low, as well as being good for the environment. In addition, these homes will also have solar photovoltaic panels, and split systems installed, which will further reduce the running costs for these homes making them more affordable in the long term for our tenants.

### Breakdown of new homes by town

Lithgow	12
Dubbo	123
Orange	56
Bathurst	65
Mudgee	10
Parkes	10
Cowra	4
<b>TOTAL</b>	<b>280</b>



# Highlights

## FY 22 Update

# 77

new affordable homes  
built as part of SAHF2

# \$29m

invested in affordable  
housing in the Central  
West through SAHF2

## New Homes Completed FY22 (SAHF2)

Bathurst	19
Dubbo	26
Mudgee	6
Orange	20
Parkes	6

## Additional funding for new homes in the Central West

As part of a project funded by the NSW Government's \$50 million Community Housing Innovation Fund (CHIF) and along with \$1.3million being invested by Housing Plus will see Housing Plus build 12 homes across the Central West by early 2023

These additional new homes come at a critical time with increased demand and pressure on the rental market across the region which has resulted in a loss of available rental properties.

# 12 homes

4 homes Blayney • 4 homes Forbes • 4 homes Cowra

# Their Story

## Aunty Sally

Aunty Sally makes jewelry with her granddaughters out of native seed, echidna quills and other materials and uses these supplies to tell Dreamtime stories in the local schools to educate children about Indigenous culture.

### Her Story

I love my new home, it is beautiful, I feel blessed. I feel a lot safer in this community compared to where I previously lived.

I love the new garden shed that was installed. I have so much more storage for my jewelry making supplies.

Living here means being closer to family after losing my husband, it has built me back up and been a great support.

My experience with Housing Plus and their support coordination team has been beautiful, lovely. Support coordination is always there for me and helped me out. Helped me connect NBN which has helped me stay connected with family in other parts of the country through zoom calls.



# Continuous Improvement Framework and Projects

Another key project for FY22 was the development and implementation of a Continuous Improvement (CI) Framework across the organisation. A CI Framework is critical to the ongoing development of services and the delivery of our strategic priorities, providing us with the tools to:

- Better understand and improve the customer journey and experience
- Improve response times and outcomes for customers
- Increase customer satisfaction
- Exceed regulatory standards and industry benchmarks
- Improve financial sustainability
- Improve effectiveness and capacity of teams to manage workloads
- Improve employee satisfaction and retention

In FY22, Our Strategy and Insights Coordinator undertook training to complete her 'Green Belt Lean Six Sigma' training and has since facilitated workshops for other key employees in Lean Six Sigma methodology and business process mapping.

A complete review of our Feedback and Complaints process was then undertaken using the Lean Six Sigma CI methodology, including review of existing processes and regulatory requirements, followed by a complete redesign including policy, procedure, training, systems, reporting & KPIs and even incorporation into our new Communications System to ensure our customers have appropriate channels to provide feedback.

Another CI Project undertaken in FY22 was a complete review of our Specialist Homelessness Service (SHS), particularly considering new contractual requirements and increasing numbers of customers accessing the service. Through extensive consultation with the team, data analysis and review of best practice models, a number of processes and systems have now been refined to improve outcomes for our customers and better support our employees.

Other CI projects undertaken in FY22 include the development of a suite of key performance indicators and reporting mechanisms, updating our business continuity plans, and the implementation of a project management framework and associated tools.

# Highlights



# Their Story

## Letitia

### Social Impact Valuation Statement

Net Benefits of Program  
**\$1,835,392**

Benefits Cost Ratio  
**2.50**

Net Benefit Per Participant  
**\$9,086**

Letitia is a 40-year-old Aboriginal woman, who was referred to Opportunity Pathways by her daughter.

### Her Story

Letitia had recently been released from prison and was ready to make positive choices for herself. The barriers she faced were very real and overwhelming for Letitia, but she knew it was "now or never" to change her pathway in life or face a future of struggle, homelessness, and possible incarceration again.

Letitia was living between family members' homes, often sleeping on couches for several weeks before finding temporary housing with a Women's Refuge. While at the refuge the workers assisted Letitia to ensure her housing application was "live" and a priority.

During Initial Assessment with her allocated Program Coach Letitia was very frank and open about her journey including the poor choices and company she had associated with.

Letitia was required to meet regularly with her Parole officer, she struggled with this as she had an intense dislike for her and found it a huge challenge "holding her tongue". I allowed her to vent her frustrations and she did! We discussed and practised strategies for her to cope with this, which helped to keep Letitia's tongue "in check" for the duration of her parole requirements.

Letitia was linked to a Drug and Alcohol support service. We were able to sort out a Birth Certificate error which was causing problems with gathering identification.

A referral was sent to Skillset for a Career Match session and resume' and cover letter writing.

Before enrolling in any training, we needed to locate Letitia's USI, once this was done Letitia was enrolled to complete Barista Training, which she successfully completed. The trainer said, "Letitia is a natural!"

Driving lessons were arranged to refresh her skills and improve confidence.

Letitia also identified an interest in Traffic Control, her Program Coach arranged training, purchased PPE clothing and safety boots. Once again Letitia attended and completed the 3 days of training required.

Letitia's self-confidence was growing and so was her smile each time we met.

Working in collaboration with other services including Skillset, who assisted in creating a resume' Letitia was successful in gaining part-time employment with The Wilay Café.

Within a few months Letitia was offered fulltime work and then a traineeship which includes a Certificate in Business with Tafe NSW.

In May Letitia moved into her own brand-new Social Housing unit, which she loves, she has continued to make positive life choices and says she has never been so happy or felt so supported in her life. Her face glows with pride and self-confidence as she becomes more empowered and independent each day.

Letitia is well on the way to achieving her goal of owning her own Café one day, she said she knows it won't all be smooth sailing, but she now has the tools, self-belief and supports to cope with whatever comes her way.

# Launch of Education Grants Program

Housing Plus was delighted to launch their Education Grant Program providing financial assistance for Housing Plus tenants or their household members who are enrolled, or continuing, in education.

The grants are valued up to \$1,500 for the academic year and are available to primary and high school children; adults engaging in vocational education and training (VET); and adults attending university.

Housing Plus Educational Grants are a great benefit to Housing Plus tenants where recipients will be reimbursed for education or study related expenses. Grants for school students may include a home or laptop computer, Microsoft Office software package and associated equipment. The grant may also be used to purchase private tuition or coaching, textbooks, workbooks, study guides and stationery, specialist equipment, course costs, excursions, study camps, sport, or special education.

We received 5 applications for our first round that closed in May 2022.

Terri-Lee one of our tenants from Mudgee applied for assistance with purchasing a new laptop so she can continue her online course Certificate III Information Technology through Upskilled with the aim to complete Certificate IV in web design and a business course to start her own business.

Charleigh a young boy in year 6 from Orange, who has 100% attendance record his school cheerfully confirmed, received a new laptop so he is ready for high school, some new school shoes, and uniform, and he will be heading off on his end of year excursion which he is very excited about.

The next grant round will open at the end of 2022.

# Highlights



**"I couldn't be more grateful for the generous funding and assistance from housing plus in granting me a laptop for my studies, this means that I will be able to achieve my study goals and look forward to a rewarding career" - Terri Lee.**

# Our Story

## Board Appointments



Housing Plus is delighted to announce that David Fisher, our Chief Executive Officer, has been appointed to the position of Chair of Homelessness NSW.

Homelessness NSW (HNSW) is a not-for-profit organisation that operates as a peak agency for its member organisations to end homelessness across NSW. They advocate and provide leadership on homelessness issues across NSW and support effective service delivery to those who are experiencing homelessness, have experienced homelessness or are at risk of homelessness. Their members include small, locally based community organisations, multiservice agencies with a regional reach and large state-wide service providers, Housing Plus is a proud member of Homelessness NSW.

David is passionate about improving the quality of lives of individuals and communities through the provision of high quality, secure and affordable housing.

We congratulate David on his appointment and look forward to seeing the benefits of the work that HNSW continue to provide to the communities of NSW.

For more information on David's appointment and his achievements since joining Housing Plus 5 years ago visit <https://www.housingplus.com.au/housing-plus-ceo-david.../>



Housing Plus is proud to announce that our Head of Community Services Penny Dordoy has been appointed to the Domestic Violence NSW Board.

Domestic Violence NSW (DVNSW) is the peak body for specialist domestic and family violence (DFV) services in New South Wales. They work from a feminist, social justice perspective and recognise that domestic and family violence is serious, prevalent, and driven by gender inequality. Housing Plus is a proud member of DVNSW

We congratulate Penny on her appointment and look forward to seeing the benefits of the work that DVNSW continue to provide to the communities of NSW.

# Launch of Volunteer Program

Housing Plus is excited to launch its Volunteer Program, which will see the organisation recruit volunteers in towns across the Central and Far West.

We started in 2021 with 6 volunteers who have been working with us since 2018 as part of The Orchard Fundraising Committee. Our committee have helped coordinate events organised by Housing Plus as well as supported other community groups that are holding events to raise money on our behalf. They have sold raffle tickets all day, hidden Easter eggs, and organised movie nights, they have spoken at Council Meetings in support of The Orchard. They are dedicated, hardworking and they are some of our strongest advocates in the community.

In December 2021 we held information sessions in Dubbo and Bathurst about our Volunteer program and more specifically we started a Volunteer Fundraising Committee in both towns.

We now have three fundraising committees operating across three towns who are working together to raise money to support women and children escaping domestic and family violence.

**"I like to feel I am making a difference to improve the lives of women and children who have been traumatised by domestic and family violence and to assist them to move forward to a happier and safer life. Our committee is supportive of each other and our shared passion to improve services for women and children is evident in the wonderful results we achieve; I feel honoured and lucky to be a part of such a wonderful cause." - Julianne Potts, Volunteer and Orange local who is part of the Housing Plus White Tie Ball committee.**



# Highlights

# Our Story

## Meet Lena



I've been in Community Housing for 27 years, I love my job, you need to always keep in the front of your mind that you could be where our tenants are.

I started off with Housing Plus as the Housing Manager for Orange, then a tenancy relations officer, to a Housing officer, to the arrears officer, and now I am the Arrears and Housing Specialist

My job is to assist clients to sustain their tenancy, if they get behind in their rent payments, to support them to get back on track, work out a payment plan, I offer a referral to the support coordination team, anything I can think of to assist them to address the issue. I want them stay in their homes, to talk to me, and work out a way, my favourite saying is how do you eat an elephant – one bite at a time.

I'm not here to judge, my role is to support and encourage, it is their decision if they pay their rent, I just support them to make good decisions.

I'm more of carrot person than a stick, I will encourage, and the reward is that you are secure in your home and can afford everything else in your life.

The Housing Specialist part of my role is about supporting staff in the tribunal process, how to apply, what our rights and responsibilities are.

I love arrears, it is about talking with people, it is about that human connection.

There is not just one story that stands out I have been assisting people to get out of

arrears and continue to sustain their tenancy for years, there is so many and that is a positive thing, I have helped so many people to stay in their homes.

Housing Plus are very supportive of allowing you to approach your role in a way that is authentic to who you are.

Housing Plus has a client focused approach, here is your home, what can we do to help you, it isn't just a house we provide, it is a home.

As Housing Plus has grown, their focus has remained on how we can do this better.

I feel supported in how I do my job, Housing Plus encourage the people that are on the ground to give them feedback, they listen.

I hope that our clients feel like they have been heard, even the hard conversations, I hope they feel that I have heard them and that the plan we put in place will work for them and their family.

I want to treat people with the same respect that I would want.

I do genuinely feel supported and heard by my manager Liz, she let me fly. I hope I've done great things in this role, and I look forward to continuing to do so for many years to come. It would be a highlight to be able to end my career with Housing Plus when you find somewhere where you are appreciated, why would you want to work anywhere else.

# New Employee Benefits

As a not-for-profit community housing and services provider, we recognise it is critical to attract and retain an engaged and skilled workforce to deliver these services now and in the future. Housing Plus also believes that, as an employer, we have a responsibility to support the mental, physical, and financial wellbeing of our valued employees wherever possible.

In FY22 Housing Plus conducted a review of our existing Employee Benefits against industry and competitor benchmarks, employee survey feedback, and best practice. As a result of this review, Housing Plus introduced a number of new Benefits for our valued employees to complement our existing suite of benefits, to ensure we continue to be an Employer of Choice in our regions and industry, and to support our employees in their endeavours.

### New Benefits introduced include:

A one-off Wellbeing Allowance which could be used for any activity or equipment that contributes to ongoing, sustainable physical and/or mental wellbeing

Wellbeing Days – additional days of leave that can be used to help balance work and life – no questions asked.

Early Access to Long Service Leave – to support our employees to take quality breaks from work

Renewed Flexible Work Policy – containing various options for location and hours of work to suit individual needs

Paid Parental Leave Scheme

Paid Domestic and Family Violence Leave

# Highlights



# Their Story

Mary\*

## Social Impact Valuation Statement

Net Benefits of Program

**\$4,004,691**

Benefits Cost Ratio

**3.79**

Net Benefit Per Participant

**\$738**

Mary\*, a young Aboriginal woman and her young children lived in a small town outside of Dubbo. She had been experiencing domestic violence for many years. She felt helpless, felt she had nowhere to go and didn't know how she would be able to support herself and her children if she left the relationship. She had been told for many years that she is worthless and a bad Mum and that if she left, he would make sure she lost her children.

## Her Story

One night early this year, Mary called the police during a domestic violence incident that left her and her children cowering in the bathroom with the door locked. The police arrived and took them straight to the hospital with just the clothes they were wearing.

The police contacted our WDVCAS. We called the hospital and spoke to her. We arranged for a mobile phone to be sent to her so we could have direct contact and asked her if we could provide the number to police. She advised that we could.

She said that she did not want to return to the home to the perpetrator. She was ready. She just wanted her children and to go to Dubbo. She advised she has no transport.

We arranged for the police to escort Mary to the home, collect a few items and leave. We called a local motel and Mission Australia for additional support. Mission Australia agreed to provide the family with food, sanitary items, and items for children.

When the family arrived at the police station, our Aboriginal focus worker was there to greet them and take them to the motel, with the items supplied by Mission Australia.

After 1 night in a motel, the WDVCAS team supported the family to move in with family in Dubbo. This included working with the family on a safety plan with the whole family.

We referred Mary to Services Our Way for Housing support and Mission Australia for case management, Centrelink support for crisis payment and to and remove the perpetrator from accessing her payments

We helped enrol the children into school including additional support from NASCA girl's academy in assisting with school uniforms. She was also linked with the Schools Aboriginal support officer

We referred her to the Western Women's Legal service who provided birth certificates and legal support and arranged for her to attend Dubbo Police to give evidence via AVL instead of having to see the perpetrator in Court

Six months on and Mary is now reporting that she feels safe, connected to family and community, and that her children are now playing local sport. We are now working with her to seek long term housing to complete their journey

Without the initiative, support, and the client's willingness to want to relocate, this outcome could have been so very different. They say it takes a village to move mountains, well in this case it shows how working collaboratively as a team for sole purpose to protect and keep this family safe.

To now see them flourishing in their new surroundings, engaging, and connecting with community and most of all free from violence makes our job so worth it.

\*Name changed to protect identity.

# Introduction of a new WDVCAS

Housing Plus has been appointed to provide the Women's Domestic Violence Court Advocacy Service (WDVCAS) across the Central North West Police District, which includes Bourke, Brewarrina, Walgett, Lightning Ridge, Cobar, and Nyngan Local Courts.

WDVCAS provides women and their children who are experiencing domestic and family violence with information, advocacy, safety planning and address their immediate safety needs. We provide referrals to services including housing, counselling, legal, financial assistance, or health services.

**"I am delighted that Housing Plus will be providing the WDVCAS service for the Central North West NSW region from the 1st of March 2022. We currently deliver the WDVCAS in both Central West NSW and Western NSW and we see the importance that the successful delivery of the service can have for women and children, and wider communities"**  
- David Fisher CEO of Housing Plus.

Housing Plus have worked with Mission Australia and Legal Aid NSW to transition across and ensure arrangements are in place for this service to be provided by Housing Plus.

# Highlights



# Our Story

## The Orchard - Core and Cluster Domestic and Family Violence Accommodation

### Social Impact Valuation Statement

Net Benefits of Program

**\$475,918**

Benefits Cost Ratio

**2.39**

Net Benefit Per Participant

**\$19,037**

**2,098**

nights' accommodation provided

**28 women & 37 children** have stayed at the Orchard

**10 women**  
**17 children** identified as Aboriginal

**2 women** identified as culturally and linguistically diverse

Housing Plus is committed to ensuring women and children experiencing domestic and family violence in Orange have access to accommodation and support to help keep them safe in their community. The Orchard is a great example of this commitment.

The Orchard in Orange is Housing Plus' first core and cluster domestic and family violence accommodation. A labour of love for Housing Plus staff and stakeholders, it has transformed the way Housing Plus delivers domestic and family violence accommodation and services and is the benchmark for future work in the sector. Recognised as gold standard crisis accommodation, the NSW Government are now delivering 75 core and cluster Orchards' across the State.

The Orchard sits within a thriving residential community, supported by its neighbours and volunteers and the wider community through fundraising, donations, volunteering and activism, the Orchard is held by the community knowing that its residents are safe within to transform their lives for the better.

It is purpose built following a 'core and cluster', trauma-informed design. We listened to the ideas and suggestions of victims, our local key stakeholders, our staff, and our local Aboriginal Elders in developing this design. Security and safety are paramount and have been built in from the very beginning.

Opening our doors in February 2021, we have watched families enter with nothing but the clothes on their back, traumatised and depleted. We have helped them build, increase their confidence, learn about their rights, watch them exercise those rights, fight for their family, learn new skills, build self-esteem, and leave us strong, connected to community and services and ready for their next chapter.

We have welcomed Aboriginal families, older women, women with disability, young women and women from multicultural backgrounds. We have welcomed 28 women, with 37 children, each with their own story, barriers, strengths and resilience.

We designed and developed the Orchard to meet the discreet needs of women and their children escaping DFV. Our brief was to make something special, that women wanted to come to and that children would reflect on positively. We offer women a chance to stop, re-build and start again.

Housing Plus also have plans to provide 3 new Orchards in Bathurst, Mudgee, and Dubbo so that we can expand the domestic and family violence services we offer in these regional towns.



# Our Story

## Spotlight on Penny Watt

In 2010 Penny Dordoy interviewed me for an eight hour per week position as a Court Advocate for the Women's Domestic Violence Court Advocacy Service in Cowra, this service was then managed by Cowra Information and Neighbourhood Centre.



In 2012 Housing Plus took over the management of the WDV CAS in Cowra and I joined the Housing Plus team. At this time the DV team was just Penny and I, we covered Courts in Forbes, Parkes, Orange, and Cowra.

I have always been a member of the Domestic Violence Team as a Court Advocate. I have also been the Safety Action Meeting (SAM) Coordinator both Central West and Chifley Local Area Commands.

The Safety Action Meeting is a place where Government and non-Government agencies meet on a fortnightly basis to discuss ways agencies can support women and children who are at Serious Threat of significant harm or possible death by an intimate partner or family member.

These roles have seen me support women experiencing violence, working at court advocating for clients and negotiating with Police Prosecutor's, working closely with police and other agencies to keep women and children safe.

Our job is to advocate wherever possible for systemic change to ensure women impacted by domestic violence are getting the best possible outcomes. I never let an opportunity with a Minister, a local member of Parliament, Shire Counsellor or a person of influence go by.

I have special memories of some incredibly resilient and lovely clients. I arranged to meet this woman after receiving a referral from a local GP Practise Nurse. The domestic violence she had been subjected to was terrifying.

Our first meeting lasted eleven hours. To say we bonded on that first day is an understatement. I remember being in the

bank that day with her freezing accounts. I was cuddling her two-week-old baby and my husband walked into the bank. He just looked at me, smiled and pretended he had never seen me before.

This matter went on for years, I ended up going to Court in Sydney, was with my client throughout her journey with Child Protection and I recently saw her Graduate with a Law Degree. She is truly inspirational women and regardless of how clever she was she and her children needed our service desperately.

The support and trust from every one of my Team Leaders and Management at Housing Plus has been immeasurable. Every one of them has said to me "you continue to do you PW" For me this means I'm on the right track.

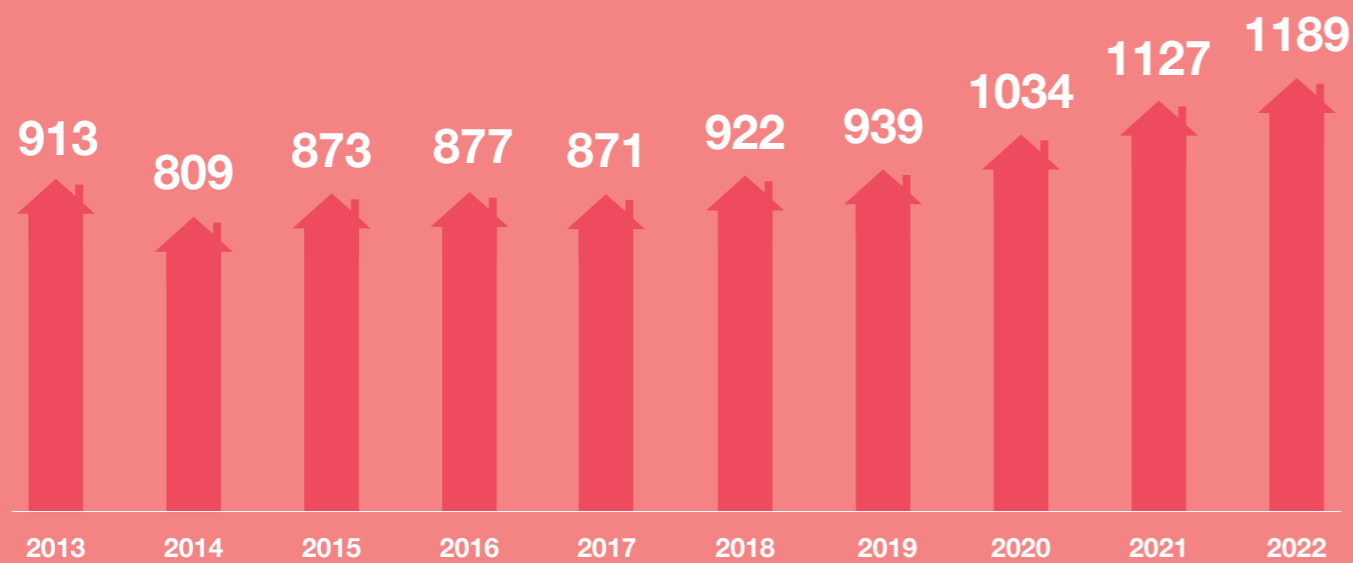
I am very committed to my job, and I can't imagine doing anything else. I don't do "boring" well so thrive in this kind of work. I couldn't have stayed in this job for so long without the support of my family. They are truly amazing and are always there to catch me if I look like I'm going to fall.

My job is a busy one, it's important to remember to stop and listen. Advocating for clients who may not be able to get positive outcomes by themselves is really rewarding.

Empowering and getting to know clients who you may not otherwise cross paths with is a privilege. Meeting and engaging with other professionals, Ministers and building relationships is also an important of my job. It's an absolute privilege to be invited into the lives of woman and children and to be able to assist them and enable them to live a better a life.

# Our Portfolio

## Number of properties over 10 years



  
**3**  
households exited  
Housing Plus properties to  
purchase their own home

  
**102**  
new properties  
under management  
in FY22

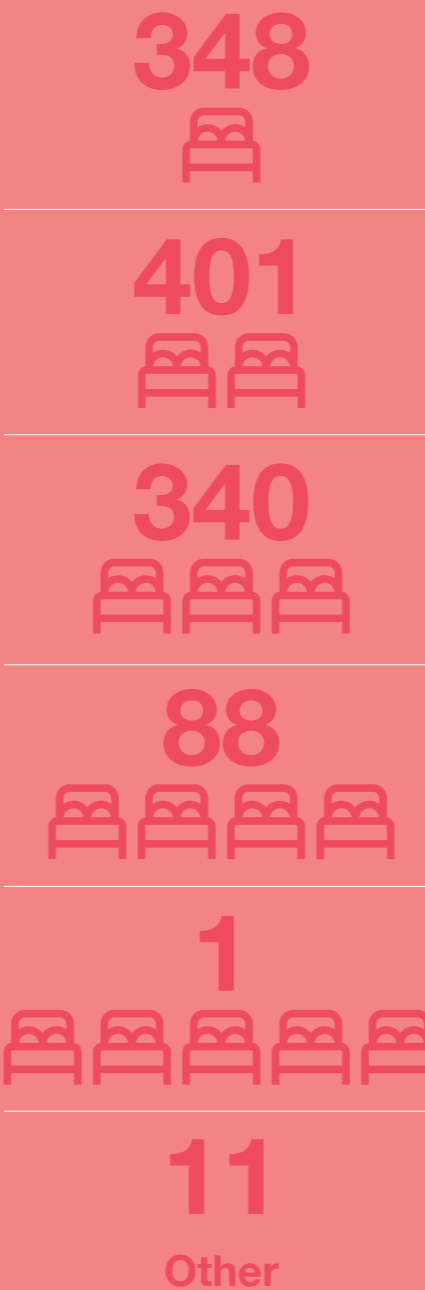
  
**53**  
new Tenants  
25 and  
under

  
**22**  
(13.84% of all exits)  
households exited social  
and affordable housing into  
sustainable private rental  
properties

  
**18.71%**  
of our tenants  
identifying  
as Aboriginal

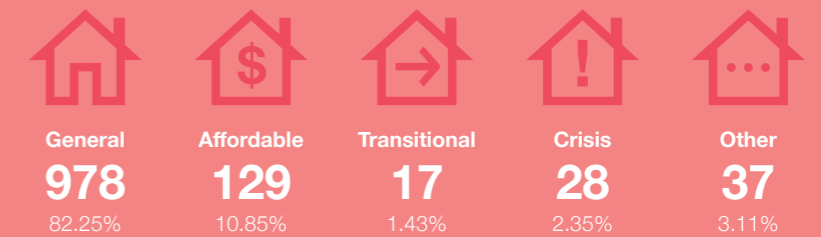
  
**51**  
new Tenants  
aged 55+

## Property type by bedroom number



these are mostly crisis properties

## Properties by housing use



## New tenants by town

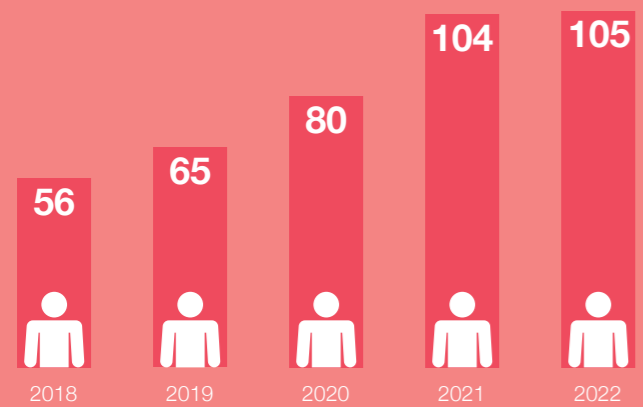
Bathurst	55
Condobolin	3
Dubbo	48
Gilgandra	1
Gulgong	6
Kandos	5
Kelso	1
Millthorpe	1
Mudgee	49
Orange	69
Parkes	7
Rylstone	1
Wellington	3

Total new tenants  
welcomed in the  
last 12 months

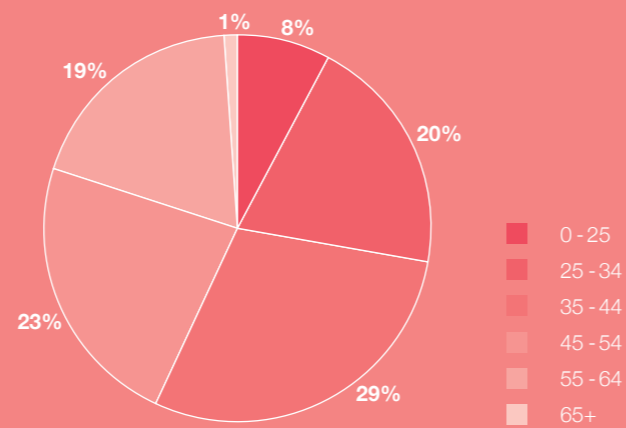
**249**

# Our People

## Employee Growth - 5 Years

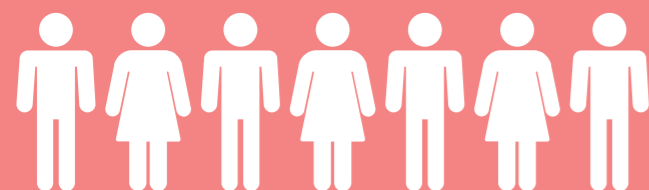


## Age Breakdown



## Teams

Leadership Team	7%
Corporate Services	6%
Customer Service	21%
Development	5%
DV	27%
Finance	5%
Homelessness	11%
ITS	6%
MBC	1%
Opportunity Pathways	5%
SAHF2	5%
Together Home	3%



## Locations

Bathurst	10%
Broken Hill	2%
Cowra	1%
Dubbo	13%
Maitland	1%
Moree	1%
Mudgee	7%
Muswellbrook	1%
Orange	47%
Parkes	1%
Orchard	13%
Coonamble	1%
Coffs Harbour	1%
Sydney	1%
Southwest	1%
Rocks	1%

## Support Coordination Team

“The Support Coordination Team for Housing Plus feel privileged and grateful to work with our clients to achieve goals and positive outcomes. We assist when challenges arise and show the clients how to find practical solutions and options to ensure the client has choice and control of decision making.”

Our Support Coordination Team of Bec, Corey, Hannah and Heather were announced as the runners up in the 2021 PowerHousing Academy Scholarships and National Awards in the category of Tenant Engagement and Social Inclusion and Scholarship Award in November 2021. This award recognises outstanding programs contributing to tenant enrichment, encompassing social inclusion within the local community, and resulting in community development.

The nomination of our Support Coordination Team highlighted the collaboration between the support coordination team, internal teams and external services working together with tenants

to address issues and deliver outcomes that are not easily or effectively achieved by working alone. A collaborative practice is now central to the way we work with a focus on sustaining tenancies, enabling independence, and building positive relationships with our customers.

The 2021 PowerHousing Academy Scholarships and National Awards provides an opportunity for members to showcase their staff and their achievements. The awards acknowledge our sector and the community at large, as well as highlighting the difference that PowerHousing members make to the lives of tenants, local communities, and our nation.



## Indigenous Trainee of the Year

### Winnie

In October our Business Support Officer Winona won the Indigenous Trainee of The Year at the Group Training Awards conducted by the Apprentice Employment Network NSW & ACT.

The Awards recognise outstanding achievement in the vocational education and training sector and reward and honour the achievements of apprentices, trainees, host employers and group training organisations.

The awards ceremony was held virtually during lockdown Skillset and Apprentice Employment Network came to Orange in November to present Winnie with her award.



Congratulations Winnie, we are all so proud of you and the amazing work you do.

## Community Engagement

# Events



## Orange Youth Week

What a great day celebrating the Youth of Orange! Congratulations to Orange City Council for a wonderfully fun event. #housingplus #orangensw #youthweek #youthfamilyfunday



## Dubbo NAIDOC

NAIDOC Week celebration in our Dubbo office on Frith Street, we celebrated NAIDOC week with a luncheon including a grazing board, curry, johnny cakes, and the pavlova grazing board was enjoyed by all. There was NAIDOC trivia and TIG (Traditional Indigenous Games) in our garden. #NAIDOCWeek #housingplus #dubbo #TIG #HealCountry



## Dubbo 16 Days of Activism

In December our Western Women's Domestic Violence Court Advocacy team in Dubbo were joined by members of the NSW Police and Dugald Saunders MP in Victoria Park Dubbo to honour and remember the 47 women and 18 children across Australia have lost their lives to domestic and family violence this year. #16daysofactivismagainstgenderbasedviolence



## Elimination of violence against women

In November Housing Plus remembered the 43 women in Australia who have lost their lives to domestic and family violence this year by placing 43 pairs of shoes on the rooftop of the Orange Museum. "We want to shine a spotlight on the fact that women and children continue to die as a result of domestic violence. They are our neighbours, friends, colleagues, and community members. We must find solutions together as a whole of community. It is a community issue and requires a whole of community response" said Penny Dordoy our Head of Community Services. #16daysofactivismagainstgenderbasedviolence #noexcuseforabuse #remember



## White Ribbon Day Coonamble

One of our employees, Alissa, attended White Ribbon events in Coonamble organised by the White Ribbon sub-committee. They organised a BBQ and information session at the Coonamble Court House, takeaway coffee cups in all cafes in Coonamble, Gulargambone and Quambone, personalised with each town's own postcode and slogan of #StepUpSpeakOut, a slogan that Coonamble DV Collective will continue to use in their awareness of domestic violence. The girls at Coonamble High School did their own artwork with all funds raised to go back into the collective. Rocks have been painted by the Sista Speak group at Coonamble Primary School which have been numbered and hidden around the community for a rock finding competition. White Ribbons were hung up at McDonald's Park, by the community to raise awareness and take a stand against men's violence against women. #saynotoviolence #supportingwomenandchildren



## The White Tie Ball

The White Tie Ball is our annual fundraiser for The Orchard Orange. It is thanks to our event partners and our sponsors and our guests that we can hold this event each year and raise much needed funds to support victims of domestic violence.

This year we were successful in raising \$73,000.

Women staying at The Orchard may arrive with nothing, proceeds from tonight's event will provide clothing, food, household items, and everyday items they need to start again. The on-going fundraising helps us to provide additional resources and support for clients to achieve their goals and thrive in the community

On Saturday 22nd May 2022 we welcomed over 330 guests to the Orange Ex-Services Club.

We had 30 sponsors for the White Tie Ball, and over 100 businesses and individuals who made donations of prizes for auctions and raffles.

The night was organised by The Orchard Fundraising Committee, a small but dedicated group of volunteers, Julianne Potts, Sue Burke, Libby Seaman, Lilly Castor, and Rochelle Monaghan.



## Community Engagement

# Thank you



## Rotary Club Bathurst Daybreak

Thank you to the Rotary Club of Bathurst Daybreak who recently made a donation to Housing Plus. The money will go to our current projects in Bathurst that provide valuable support to vulnerable people living in the Bathurst community.



## Rotary Club Orange Daybreak

Thank you to the Rotary Club of Orange Daybreak for their continued and on-going support of Housing Plus and The Orchard. They kindly donated 40 school back packs with stationary items and lunch box and drink bottle as well as books and toys for us to provide to the children and families staying at The Orchard. We thank them for these kind donations and look forward to continuing to work with this amazing group in the years to come.



## Birds in the Bush

A great big thank you to Birds in the Bush who raised over \$32,000 for The Orchard.

This phenomenal and fun event, inspired by International Women's Day, was made possible due to four women all from local business who each made a generous contribution to ensure the event was a success. The Pinnacle Physiotherapy Clinic, Cosmetic Collective, MBC Accounting and Whiteley Ironside & Shillington.

They were generously supported by so many other local businesses who are all passionate about supporting the work we do at The Orchard for women and children who are escaping domestic and family violence.

We are so grateful for this event, the organisers, the donors, and the attendees who all generously supported this important cause.



## Department of Education

Thank you to the Department of Education corporate staff from the Rural South and West Performance Directorate who decided this year to purchase gifts for Christmas for our Orange Homelessness Service clients instead of doing secret Santa gifts for each other.

These are so gratefully received and will be donated to our Homelessness Service clients this Christmas.



## Orange Lions

The Lions Club Orange have been collecting items for The Orchard Orange for the past 12 months. Their members have organised collections of bathroom and cleaning products, non-perishable food items, and just this week they have organised some Christmas treats.

The support of our local community means so much to our clients and we wanted to say a big thank you to the Lions Club of Orange for their generosity.



## Service NSW

Thank you so much to the team at Service NSW Orange for choosing to support The Orchard. It is lovely to be working with such amazing local organisations. Your donations of toiletries and bathroom items are greatly appreciated.



## Green Dry Clean

Thank you to The Green Dry Clean in Bathurst, who ran a collection prior to lockdown for blankets, doonas, linen and coats. They dry cleaned them all before dropping them off! We will make sure that everything you donated finds a new home.

# Governance

Housing Plus is an independent, not for 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 obligations and values of the organisation.

The Board produces explicit governing policies and assures CEO performance by establishing clear expectations and mechanisms for performance and accountability.



# Our Board



**Brad Cam | CHAIRPERSON**  
Director Since January 2012

**Housing Plus Committees:** Governance (Chair)

**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; Graduate Diploma in Education



**Lyall Sadler | TREASURER**  
Director since October 2010

**Housing Plus Committees:** Audit & Finance (Chair)

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

**Qualifications:** CPA; MAICD; Diploma in Technology (Commerce)



**Carleen McConnell | VICE-CHAIR AND PUBLIC OFFICER**  
Director since November 2009

**Housing Plus Committees:** Audit & Finance, Governance

**Skills area/s:** Management, law, planning, and community development

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



**Joseph (Joe) Dalzell AM DIRECTOR since: March 2016**

**Housing Plus 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 Committees:** Audit & Finance

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

**Qualifications:** FCA, FAICD, Master of Management, Bachelor of Commerce (Accounting)



**Anna Noonan DIRECTOR Director since: June 2020**  
(Maternity Leave July 2021 – June 2022)

**Housing Plus Committees:** N/A

**Skills area/s:** Strategic planning, Relationship and Partnership management, Volunteerism and Human Rights, Community Development

**Qualifications:** Master of Public Health; Bachelor of Media and Communications (Honours); Bachelor of International Studies (Latin America)



**Emily Swift DIRECTOR Director since: June 2020**

**Housing Plus Committees:** Governance

**Skills area/s:** Brand Management, marketing, sponsorship, Public Safety Communications

**Qualifications:** Bachelor of Communications



# Treasurer's Report



*Sadler*

Lyall Sadler | TREASURER

The 2022 financial year was an excellent continuation of the previous year, with strong results and continued focus on the roll out of improvement initiatives from both an operational and strategic perspective. The Housing Plus business is driven by a strong leadership team, one which I continue to work closely with, and personally I'm excited to be part of.

The Finance Team in particular, continues to operate extremely well, with the Director of Finance and myself remaining pleased with the Team's interactions with both internal customers, external stakeholders and importantly remain confident that the finance environment will continue to operate in an efficient and prudent manner.

During the year, a number of accomplishments and strategic initiatives were achieved, with a summary as follows:

- Strong headline operating profit of \$2.7m was achieved while also maintaining a healthy level of overall cash holdings and net assets of \$20m and \$77m, respectively.
- Growth of housing units, either owned or under management, increased from 1,127 in 2021 to 1,189 at the end of the current financial year.
- Operationally, the core housing business achieved strong income producing results while also maintaining property and operational efficiency throughout the financial year.
- Continued to successfully deliver the Social Affordable Housing Fund (SAHF) program, increasing the total property count to 240 completed properties, up from 169 at the end of 2021. Overall, the SAHF program continues to run at a surplus, while remaining compliant with the Clean Energy Finance Corporation (CEFC) funding deeds and Department of Communities and Justice (DCJ) milestones.
- Full compliance against our internal treasury metrics, our "golden rules", which are reported to the Board on a monthly basis.

- High level changes to accounting standards and treatments include the following:
  - implementation of AASB1060 General purpose financial statements simplified disclosures for profits and not for profit entities, and
  - following a detailed analysis and review of our asset management processes and procurement frameworks, the business introduced tailored capitalisation frameworks associated with operational and strategic expenditures.

Housing Plus was pleased to have been selected, based on their previous successful roll outs and success, a number of additional Domestic Violence and Acquittal Programs throughout the financial year, which ultimately aims to support regional communities. Other programs include:

- Securing funding to build 3 Domestic Family Violence (DFV) facilities, The Orchards, under the Commonwealth, Safe Places program. Bathurst will open in December 2022 with the others now planned for commencement on site during 2022/23.
- Together Home Transitional Housing – selected to construct and own 8 dwellings in Dubbo. This work will be undertaken throughout the 2022/23-2023/24 financial years.
- Selected under the Community Housing Innovation Fund (CHIF) to provide 12 units over the 2022/23-2023/24 financial years

- Continues to successfully manage the impact of Covid-19 with reductions in rent arrears, improvement in void performance and introduction of new services including Good Neighbour and Tenancy Audits.
- Continued the rollout of the Home Energy Action Program (HEAP) throughout the financial year. This is a sustainability initiative adding solar panels and air conditioning to SAHF properties and some existing properties, while aiming to reduce the energy consumption of properties, while supporting tenants and the environment.
- Completion of substantial research project on disadvantage in regional communities to inform Boards strategic discussion on future direction of Housing Plus, termed Futures 2030. This research was completed by University of South Australia.
- Substantial review of organisational Information and Communications Technology (ICT) and development of 5 year ICT plan.

In summary, an exceptional year and one that marks the continuation of a period of growth for Housing Plus. I would like to thank my fellow members of the Audit and Finance Committee for their support and diligence throughout the year. Lastly, I would also like to thank the Chief Executive Officer, the Director of Finance and the extended Housing Plus Leadership Team for all of their efforts and continued dedication to the success of the business.

## Statement of Financial Position

As at 30 June 2022

	Note	2022	2021
		\$'000	\$'000
<b>Current Assets</b>			
Cash and cash equivalents	5	20,146	21,034
Trade and other receivables	6	1,807	3,590
Other current assets	7	462	258
<b>Total Current Assets</b>		<b>22,415</b>	<b>24,882</b>
<b>Non-Current Assets</b>			
Trade and other receivables	6	215	203
Property, plant and equipment	8	886	912
Right of use assets	9	1,495	1,305
Investment property	10	164,944	138,237
<b>Total Non-Current Assets</b>		<b>167,540</b>	<b>140,657</b>
<b>Total Assets</b>		<b>189,955</b>	<b>165,539</b>
<b>Current Liabilities</b>			
Trade and other payables	11	2,271	1,624
Lease liabilities	12	914	649
Provisions	13	797	596
Borrowings	14	-	530
Other liabilities	15	8,785	7,091
<b>Total Current Liabilities</b>		<b>12,767</b>	<b>10,490</b>
<b>Non-Current Liabilities</b>			
Provisions	13	233	181
Lease liabilities	12	633	687
Borrowings	14	99,436	79,991
<b>Total Non-Current Liabilities</b>		<b>100,302</b>	<b>80,859</b>
<b>Total Liabilities</b>		<b>113,069</b>	<b>91,349</b>
<b>Net Assets</b>		<b>76,886</b>	<b>74,190</b>
<b>Equity</b>			
Accumulated funds		76,886	74,190
<b>Total Equity</b>		<b>76,886</b>	<b>74,190</b>

## Statement of Comprehensive Income

For the year ended 30 June 2022

	Note	2022	2021
		\$'000	\$'000
Revenue	2	27,401	26,455
Tenancy and property management expenses	3	(11,552)	(10,392)
Administration Expenses	4	(13,153)	(11,116)
<b>Net Profit/(Loss)</b>		<b>2,696</b>	<b>4,947</b>
<b>Total Comprehensive Income/(Expense) for the period</b>		<b>2,696</b>	<b>4,947</b>

## Statement of Cash Flows

As at 30 June 2022

	Note	2022	2021
		\$'000	\$'000

### Cash Flows From Operating Activities

Receipts from clients and others		15,096	9,089
Government grants received		15,612	17,434
Interest received		12	54
Interest paid		(3,982)	(3,165)
Payments to suppliers, divisions and employees		(18,389)	(16,446)
<b>Net cash provided by operating activities</b>	<b>17</b>	<b>8,349</b>	<b>6,966</b>

### Cash Flows From Investing Activities

Proceeds from the sale of property, plant and equipment		-	10
Proceeds from the sale of investment property		-	-
Purchase of investment property		(26,929)	(24,052)
Purchase of property, plant and equipment		(299)	(169)
Lease liabilities paid		(924)	(740)
<b>Net cash provided by investing activities</b>		<b>(28,152)</b>	<b>(24,951)</b>

### Cash Flows From Financing Activities

Loans to Related Parties		-	-
Loan Facility		18,915	26,831
Principal Repaid		-	-
<b>Net cash provided from financing activities</b>		<b>18,915</b>	<b>26,831</b>

Net increase (decrease) in cash held		(888)	8,846
Cash at beginning of year		21,034	12,188
<b>Cash at end of year</b>	<b>5</b>	<b>20,146</b>	<b>21,034</b>

## Notes to the Financial Statements

For the year ended 30 June 2022

	2022	2021
	\$'000	\$'000

### 2 Revenue

Rental income	12,808	11,073
Government Grants	14,011	14,942
Other revenue		
- Interest income	12	54
- Donations and sponsorships received	232	193
- Fees and charges	116	102
- Profit on sale of assets	-	5
- Other income	222	86
Total other revenue	582	440
<b>Total revenue</b>	<b>27,401</b>	<b>26,455</b>

### 3 Tenancy and property management expenses

Bad and doubtful debts	147	178
Insurance	542	548
Interest and other costs of finance	3,982	3,165
Leasehold rent expense	2,236	2,146
Rates and utilities charges	1,985	1,763
Repairs and maintenance	2,317	2,143
Other expenses	343	449
<b>Total</b>	<b>11,552</b>	<b>10,392</b>

### 4 Administration Expenses

Depreciation and impairment	1,491	1,340
Salaries and wages	9,438	8,165
Board expenses	38	76
Office rent	12	36
Audit fees	28	25
Other expenditure	2,146	1,474
<b>Total</b>	<b>13,153</b>	<b>11,116</b>

# Auditors Report

## PMW Assurance

### Opinion

We have audited the financial report of Housing Plus (the company), which comprises the statement of financial position as at 30 June 2022, 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 report, including a summary of significant accounting policies, and the Statement By Board Of Directors.

In our opinion:

the accompanying financial report of Housing Plus, is 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 2022 and of its performance for the year ended on that date; and
- b. complying with Australian Accounting Standards 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 Board of 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 2022, 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.

### Board of Directors' Responsibilities for the Financial Report

The Board of Directors of the Company are responsible for the preparation of the financial report and have determined that the accounting policies described in Note 1 to the financial report, are appropriate to meet the requirements of the ACNC Act and are appropriate to meet the needs of the members. The Board of Directors' responsibility also includes such internal controls as the determine necessary to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error.


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

### Auditor's responsibility

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 this 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](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf). This description forms part of our Auditor's Report.

**Name of Firm:** PMW Audit  
Chartered Accountants

**Lead Auditor:**   
Graham Spalding CA

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

**Dated:** this 29th day of  
September 2022

### Auditor's Independence Declaration


**Under Section 307c  
Of The Corporations Act 2001**

**To The Directors Of Power Club Limited**

We hereby declare, that to the best of our knowledge and belief, during the financial year ended 30 June 2022 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:** PMW Audit  
Chartered Accountants

**Lead Auditor:**   
Graham Spalding CA

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

**Dated:** this 29th day of  
September 2022

### Statement by Board Of Directors

The directors of the entity declare that:

1. The financial statements and notes, as set out on pages 6 to 24, are in accordance with the *Australian Charities and Not-for-profits Commission Act 2012*:
  - a. Comply with Australian Accounting Standards; and
  - b. Presents a true and fair view of the financial position of Housing Plus as at 30 June 2022 and its performance for the year ended on that date.
2. In the directors' opinion, there are reasonable grounds to believe that Housing Plus 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:

**Board Member:** 

**Board Member:** 

**Dated:** this 29th day of  
September 2022

# Contact Us

## HOUSING PLUS

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

phone 02 6360 3300

Instagram [housingplusau](https://www.instagram.com/housingplusau)

facebook [@HousingPlusAU](https://www.facebook.com/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 First Nations People.

