



ANNUAL REPORT 2017 | 2018





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VISION

Thriving people, vibrant communities.

MISSION

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

VALUES

EMPOWERMENT – To respect our stakeholders and provide quality client care and services through engagement and empowerment. We will be transparent, approachable and accountable.

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

DIVERSITY – To be an organisation committed to diversity and equality by delivering ethical, non-discriminatory and culturally aware services.

WHO WE ARE

Housing Plus is a leading outcomes-focused community services provider who has been operating in regional NSW for over 30 years.

We are a Tier 1 registered community housing provider, registered NDIS provider (Specialist Disability Accommodation and home modifications), accredited Specialist Homelessness Service (SHS) provider, recognised leader within the NSW domestic and family (DFV) sector, and provider of post-release support services for offenders.

Housing Plus works across the provision of accommodation (crisis, transitional, social, affordable, private and disability) and community services delivery to ensure that our tenants and clients are able to sustain their tenancies and have access to services that empower them to reach their full potential, including employment, improved health and wellbeing and exiting social housing into the private rental market or home ownership.

This is achieved either directly through our client-centred case coordination and case management services or through our extensive network of partner organisations.

WHAT WE DO

Accommodation Services

We provide a range of housing options to support individuals and their families to achieve greater independence.

Domestic Violence Services

We provide support and accommodation services options for women and children experiencing domestic and family violence.

Homelessness Services

We aim to support individuals and families experiencing, or at risk of, homelessness to find and sustain suitable housing and gain independence.

Post Release Support

We coordinate support services to people on parole to help reduce the risk of re-offending.

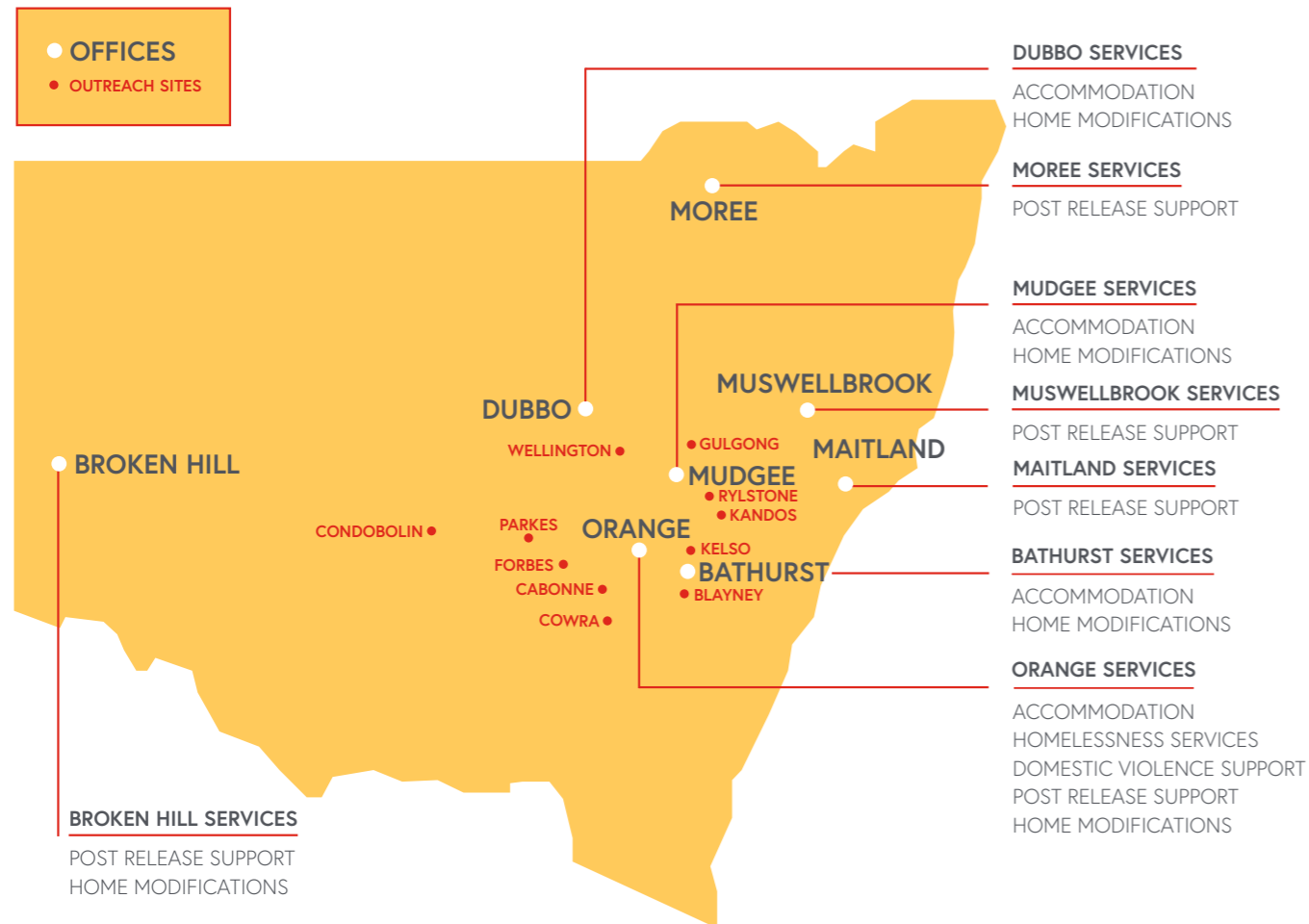
Homeworks Home Modifications

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

OUR FOOTPRINT

CHAIR REPORT

BRAD CAM



May I begin by thanking my colleagues on the Board, our CEO, Executive Team and employees, as well as our important partners for the energy and commitment shown throughout the year in assisting Housing Plus to achieve its objectives of improving the lives of its customers.

As an organisation that provides accommodation services that span crisis, transitional, social, affordable and disability housing, together with a range of community services, we are somewhat unique within the sector. We have always been driven to improve outcomes for our tenants by first providing safe and secure accommodation, then assisting them to sustain their tenancy and be able to achieve their life goals by providing support directly or through our network of partners. It is therefore of no surprise that we have been providing services to victims of domestic and family violence and homelessness services for over a decade. This is only possible through the dedication of our teams and partners working collaboratively.

The year has seen recognition of some of the significant challenges we face as a community housing sector. The release of homelessness data by the ABS shows homelessness increased by 14% between 2011 and 2016, whilst NSW experienced a 37% increase. Meanwhile, the national campaign, Everybody's Home, seeks to bring attention to the need for more affordable housing

in Australia. It is a tribute to the housing and homelessness NGOs and peak bodies who have collaborated and recognised the need to increase the supply of affordable housing across the country, and tackle some of the current failings in the housing system that sees increasing numbers of Australians living in housing stress. Preventing homelessness by providing safe and secure accommodation is a far better outcome for the individuals, their families, government and the wider community.

We welcome the introduction of the NSW Human Services Outcomes Framework, with its greater emphasis on outcomes. It can be expected to bring about enormous change in the way services are commissioned and, importantly, delivered. Housing Plus, as an accommodation and support service provider, is well placed to achieve these outcomes.

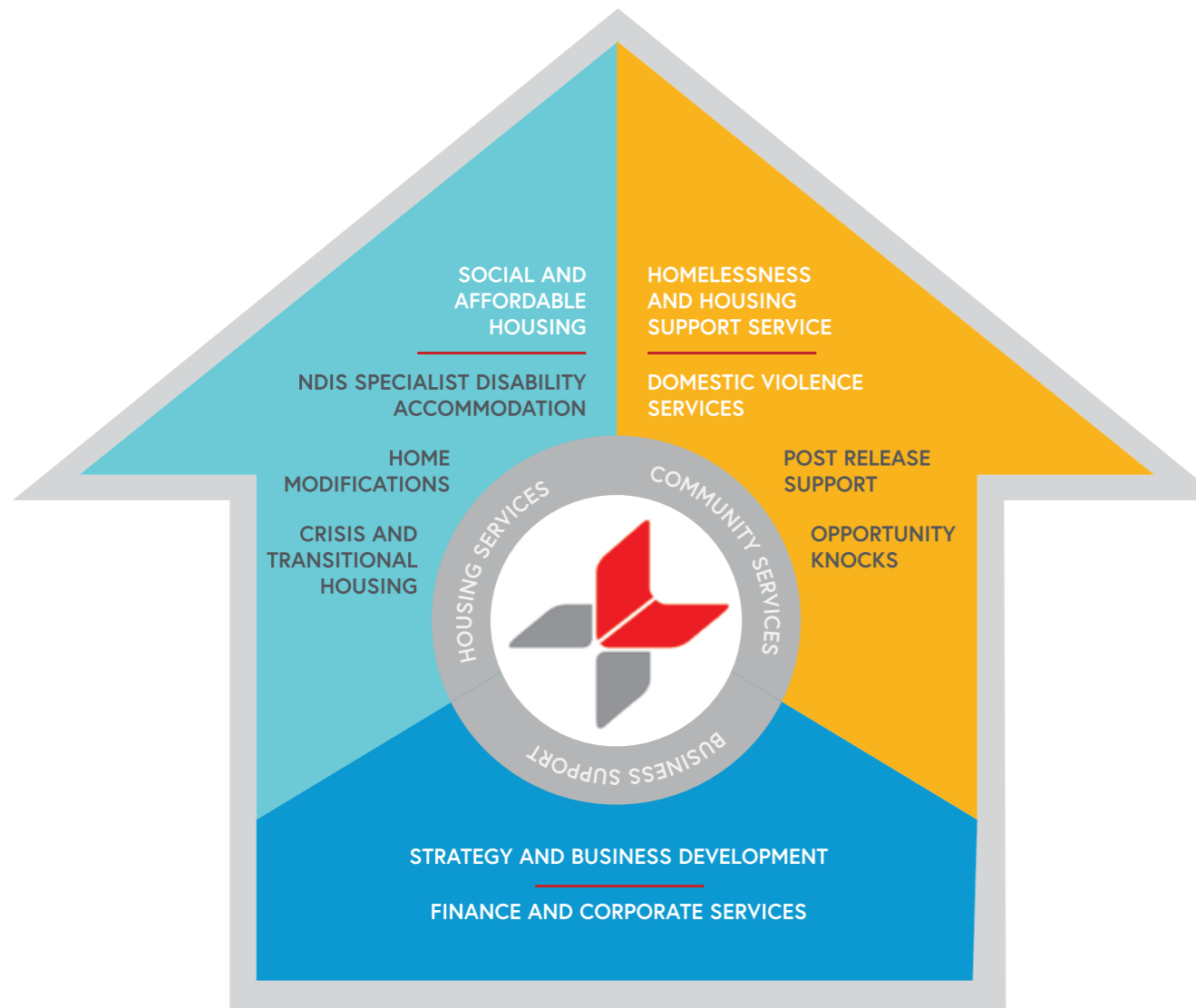
As a Board, we have, together with our CEO and Executive Team, reviewed and agreed our new Three-Year Strategic Plan. Its primary aims remain to improve the lives of our customers through the provision of accommodation services, be that crisis, transitional or social housing, as well as support to sustain a tenancy, improving our customers' ability to achieve goals and independence directly through our support services or via our network of support partners.



OUR TEAM

CEO REPORT

DAVID FISHER



Our headline achievements for the year include:

- 88 new properties, under management.
- Overall customer satisfaction 83%; satisfaction with condition of home 88%; and satisfaction with repairs and maintenance 83%.
- 1,237 clients supported through our homelessness service.
- 765 clients supported through our domestic violence services.

The need to increase the supply of housing across the region and the state, and tackle some of the inherent issues with the existing rental markets was championed by the Everybody's Home campaign. A campaign that Housing Plus wholeheartedly supports and brings attention to the urgent need for more social and affordable housing.

For our own part, 2017/18 saw us embark on a series of housing needs assessments across the region. This was important to better understand the current and future demand for social and affordable housing, and the projected shortfall in new housing provision. These housing needs assessments have informed our strategic plan and those of our partners. The year saw the completion of six purpose-built Specialist Disability Accommodation units in Orange, the first of their kind in Central West NSW. These units provide choice and independence for those living with disability. We were also successful in the acquisition and retention of 10 affordable housing units in Millthorpe, and took over management from FACS of an additional 42 social housing units in Mudgee and surrounding communities. Housing Plus was the pilot organisation for the direct transfer of housing into the community housing sector some 12 years ago and now directly manages all the social housing properties, circa 400 properties, in the Mid-Western region.

We have launched an energy education program for tenants and, in partnership with the Office of Environment and Heritage, have installed efficient heating/cooling split systems and solar PV systems that have successfully reduced the cost of electricity for tenants.

A big focus has been on improving the tenancy and maintenance services that we provide, and finding new ways for us to further assist tenants in sustaining their tenancies.

We commissioned an independent tenant satisfaction survey during the year, which showed good satisfaction overall and confirmed our services were above the regulatory and community housing provider benchmarks. Importantly, it has given us a useful insight into the service areas that our customers wish to see further improvement in and I would like to thank our customers for participating in this survey.

We have demonstrated new, sustainable models to increase access to social housing in regional NSW by supporting tenants

able to transition from social housing into the private rental or home ownership markets through our Opportunity Knocks pilot program. This program has now been running for nine months and demonstrates the positive outcomes that can be achieved through a coordinated approach to support for individuals who have the capability to achieve economic independence. Of the 10 clients supported, eight participants achieved permanent or part-time employment; six participants enrolled in further study and three participants exited social housing or the NSW Housing Register into private accommodation. We partnered with Community Sector Banking to launch shared ownership as an affordable first step on the home ownership ladder for those living in social housing, and are also working with Head Start Homes to provide another affordable route into home ownership.

The year saw the launch of new services and, in particular, support to offenders on parole to reduce their risk of re-offending. This service supports the Premier's Priority to reduce adult re-offending by 5% by 2019 and aligns well with our existing domestic violence services. We hope that through this service we will have greater ability to influence and prevent re-offending.

Lastly, the year provided an opportunity to review our current strategic plan and develop a new three-year plan for 2018-2021. May I thank my colleagues, customers and stakeholders for engaging in this review. Our mission remains 'to empower people and communities through affordable accommodation, integrated support services and achieving social justice', and our focus during the coming years will continue to be the provision of accommodation services and support services to assist tenants and clients to sustain their tenancies and achieve their personal goals.



1,237

CLIENTS SUPPORTED THROUGH OUR HOMELESS SERVICES



88

NEW PROPERTIES UNDER MANAGEMENT

Housing Plus will develop key partners, which significantly expand and/or improve Housing Plus' service delivery models against our strategic priorities and goals.

ACHIEVEMENTS

NEW

Stakeholder Engagement Framework.

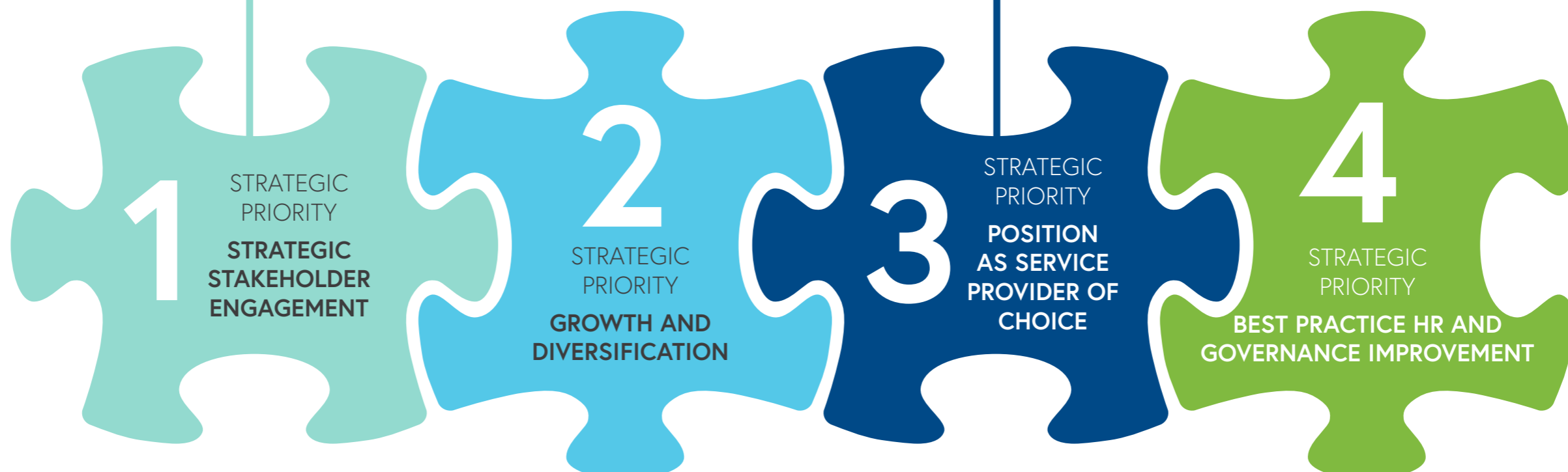
NEW

Aboriginal Capability Framework and Reconciliation Action Plan (RAP).

LAUNCHED

the Australian Social Value Bank, to measure social impact across commercial, not-for-profit and government sectors.

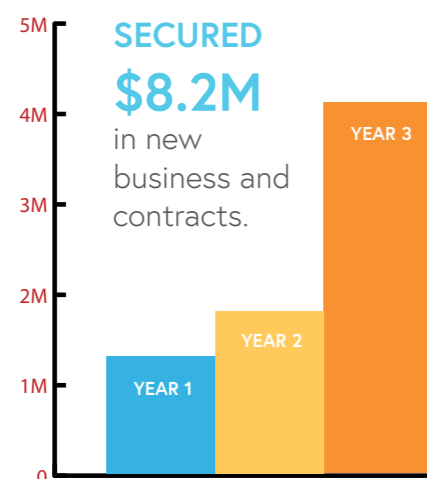
1



2

Housing Plus will expand existing services and develop new innovative services, which meet a gap of disadvantage within Central West and Western NSW.

ACHIEVEMENTS



SECURED \$8.2M in new business and contracts.

STRONG and sustainable financial growth (>8%) annual average.

SECURED \$2.2m in funding for domestic and family violence centre in Orange.

INCREASED homes under management by **62**.

INCREASED STAFF FTE FROM **23** (2016) TO **56** (2018).

4 NEW COMMUNITY SERVICES

- **STAYING HOME LEAVING VIOLENCE:** helping women stay safe at home
- **HomeWorks:** home modification service
- **INITIAL TRANSITIONAL SERVICE:** post release support service
- **OPPORTUNITY KNOCKS:** providing pathways to independence

3

Housing Plus we will deliver best practice service models with a reputation as a service leader and advocate for social justice within local, state and national sectors.

ACHIEVEMENTS

NEW OUTCOMES

Measurement Framework developed.

ENERGY EFFICIENCY upgrade on 60 homes, through solar PV, split system units and draught proofing, in partnership with OEH.

BRAND REFRESH including new logo, branding, and web site.

1200% IMPROVEMENT (1.3% to 17%) in unprompted brand awareness.

62% IMPROVEMENT (56% to 91%) in prompted brand awareness.

4

Housing Plus will continually implement quality improvement systems to enhance governance learnings. Our workforce and leadership will drive success against our strategic priorities and goals.

ACHIEVEMENTS

REVIEWED IT systems and processes to support future strategy.

COMPLETED Staff Skills Audit and developed HR Strategy.

ACHIEVED ## staff engagement score.

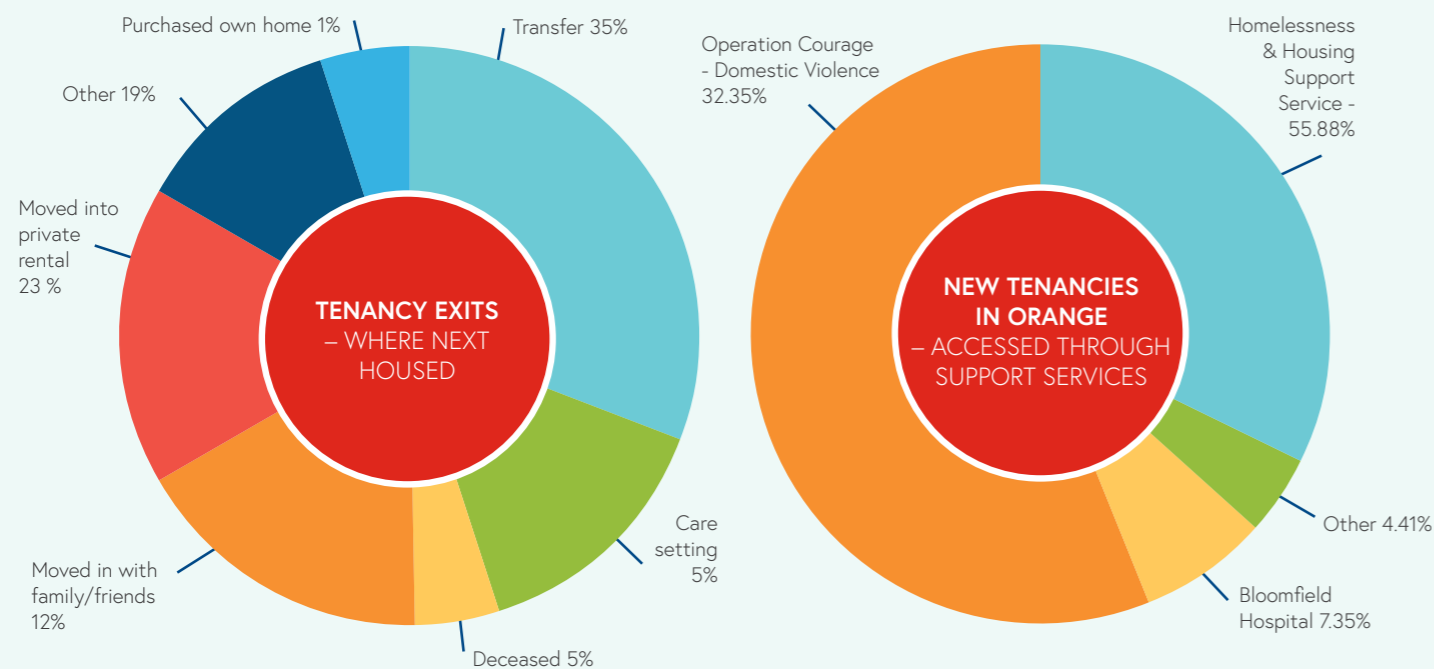
REVIEWED an implemented Governance Improvement Plan.

INCREASED HOUSING INDEPENDENCE



HOMELESSNESS SERVICE

- Over 1,000 clients were assisted by our Homelessness and Housing Support Service
- Over 5,000 bed nights of temporary (crisis) accommodation were provided
- Over 5,000 bed nights of transitional accommodation were provided



BREAKDOWN OF TENANTS BY AGE

AGE	FEMALE	MALE
0-17	1	0
18-25	52	17
26 - 54	295	130
55 - 74	143	139
75+	53	29
TOTAL	544	315
TOTAL 859 TENANTS		

BREAKDOWN OF HOUSEHOLDS BY TYPE

35	COUPLE NO CHILDREN
59	COUPLE WITH CHILDREN
624	SINGLE NO CHILDREN
196	SINGLE WITH CHILDREN
20	OTHER HOUSEHOLD CONFIGURATIONS



INCREASED HOUSING INDEPENDENCE

- 56 households exited social and affordable housing into sustainable private rental properties
- 4 households exited social and affordable housing to purchase their own home

HOUSING PLUS BACKS CAMPAIGN FOR MORE AFFORDABLE HOUSING

We believe it is important to increase the supply of affordable housing and address the current issues faced by tenants. This is particularly concerning in regional NSW where the impact of mining development and tourism can reduce the supply of rental properties, increase levels of rental stress, increase the cost of renting or buying, and increase levels of homelessness.



In March 2018, Housing Plus helped launch the Everybody's Home campaign with a group of other housing and homelessness organisations.

We're calling on our government to bring balance back to the system, so that everybody has a place to call home.

A generation of homeowners has been priced out by investors. There is a shortage of secure, affordable rental properties. And more and more people are being pushed into homelessness.

But there are simple things our government can do to fix Australia's housing system. And that's what Everybody's Home is campaigning for:

- Support for first home buyers by setting the tax system to make it fairer for ordinary Australians wanting to buy a home.
- A National Housing Strategy to meet Australia's identified shortfall of 500,000 social and affordable rental homes.
- A better deal for renters by changing the tenancy laws to protect tenants against evictions, unfair rent rises, discrimination and landlords who refuse to maintain properties.
- Immediate relief for Australians in chronic rental stress by increasing Commonwealth Rent Assistance; and
- A plan to halve homelessness in five years and end it in 10.

HELP TO BUY A HOME

Housing Plus has sought new ways to assist social housing tenants into home ownership, freeing up housing stock for those in greatest need. If successful, this program demonstrates to government complementary and sustainable models to building new social housing.



We are pioneering the Unpack for Good™ program with Community Sector Banking and Haven; Home, Safe in Victoria in an aim to address demand for more affordable home ownership in regional areas amongst those living in social housing.

Under the pilot, tenants are able to co-own their home with their community housing provider. Sharing ownership lowers the cost of purchasing the home for residents, meaning they can buy a home that would otherwise be unaffordable.

The remainder of the property's cost is made up by a regular Community Sector Banking home loan.

It's the first time this type of agreement has been launched with community housing providers and a banking service in Australia.

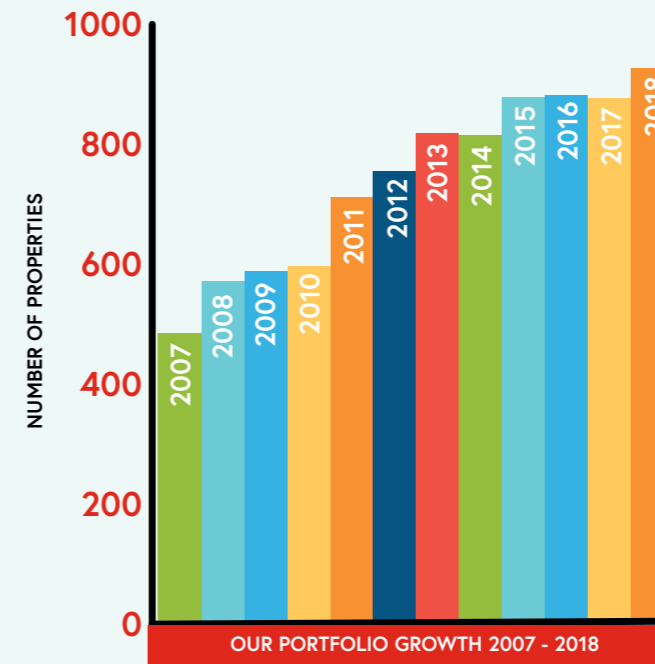
COMMUNITY ENGAGEMENT



CLOCKWISE:
 Crisis Center community fundraising committee
Soups Up 2017
 Lets Make Better donation
IGA Christmas lunch, Wirree
 Cowra NAIDOC Week celebrations
Homelessness Week, Soups Up 2017
 IGA donations to Wirree
Trefoil Guild donation of toiletries
 Wear Orange Wednesday, supporting SES Volunteers
IGA gift bags for Christmas

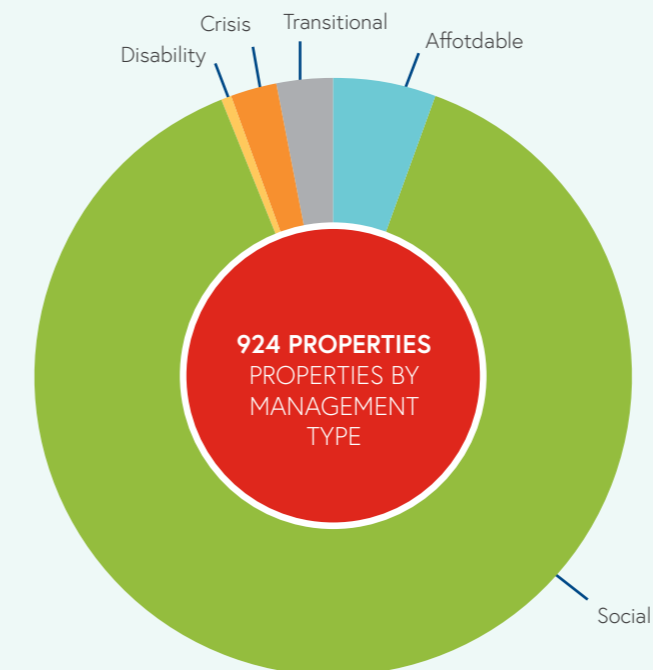


MEETING HOUSING NEEDS

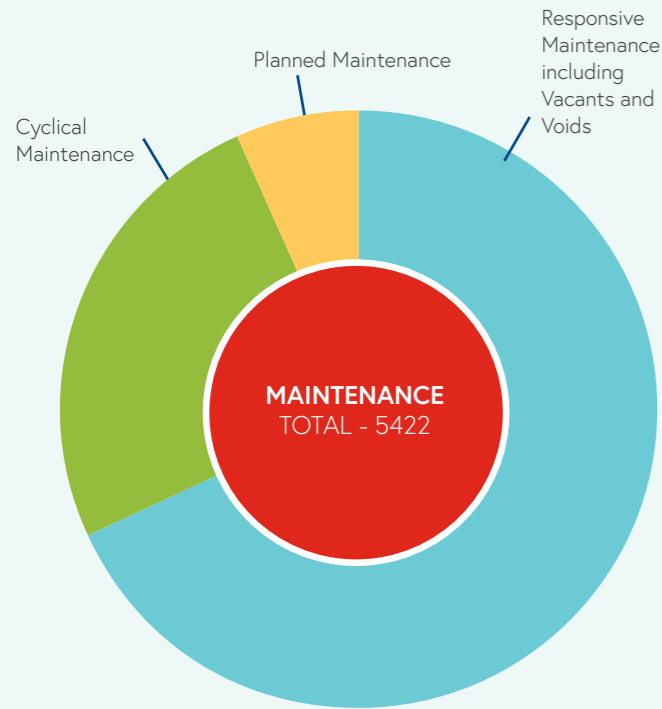


OUR PORTFOLIO GROWTH:

YEAR	NO. OF PROPERTIES
JUNE 2007	480
JUNE 2008	567
JUNE 2009	583
JUNE 2010	592
JUNE 2011	706
JUNE 2012	750
JUNE 2013	913
JUNE 2014	809
JUNE 2015	873
JUNE 2016	877
JUNE 2017	871
JUNE 2018	922



MEETING HOUSING NEEDS



PROPERTY TYPE BY BEDROOMS

BEDSITS	19
1BR UNITS	217
2BR UNITS	223
3BR UNITS	10
2BR HOUSES	59
3BR HOUSES	314
4BR+ HOUSES	69
(13 COST CENTRE PROPERTIES)	13
TOTAL PROPERTIES	924

 **\$2.3M**

IN WORKS COMPLETED ON PROPERTIES

57%

OF CLIENTS HAVE ACCESS TO THE INTERNET; AN INCREASE FROM 45% IN 2016

93%

OF TENANTS ARE SATISFIED WITH THE SAFETY OF THEIR HOME



IMPROVING OUR REPAIRS AND MAINTENANCE SERVICE

Our tenants tell us that repairs and maintenance is our most important service. Although our recent tenant satisfaction survey demonstrates our customers are satisfied with the condition of their property, we are continually seeking new ways to improve our repairs and maintenance service.

We have:

- Sought feedback through the Tenant Advisory Groups (TAG).
- Conducted phone and SMS surveys to track our performance.
- Focused on quality of repairs through contractor performance reviews.
- Increased choice and convenience for tenants to report a repair in person or by phone, email, website or Facebook.



12

TENANT ADVISORY GROUP (TAG) MEETINGS HELD IN 2017/18.

INNOVATIVE NEW HOMES TO PROVIDE INDEPENDENT LIVING FOR PEOPLE WITH DISABILITY

Housing Plus is preparing to open a new state-of-the-art, purpose-built development in Orange for people with a disability requiring 'High Physical Support' under the National Disability Insurance Scheme (NDIS).

The \$2M development is partially funded by the Australian Government Department of Social Services using funding from the NDIS Supported Disability Accommodation Initiative (SDAI).

Housing Plus is partnering with Challenge Community Services for the project, who will be delivering Supported Independent Living supports to residents in the villas.

In September 2017, the Hon. Jane Prentice, Assistant Minister for Social Services and Disability Services and Andrew Gee MP were both on-site to turn the soil, marking the commencement of works.



1st

PURPOSE BUILT SPECIALIST DISABILITY ACCOMMODATION IN WESTERN NSW

SUSTAINING TENANCIES: ALLEVIATING ENERGY POVERTY FOR LOW-INCOME HOUSEHOLDS

Housing Plus is improving energy efficiency in its tenanted homes with a new energy education program funded by a \$10,000 grant from Spark Tank, a competition administered by Skillset with funding from the NSW Office of Environment and Heritage (OEH).

The program supports tenants to improve the energy efficiency of their homes without sacrificing household comfort, as well as reduce energy costs and better access energy concessions, including those made available by the NSW Government through its Home Energy Action Program.

OEH is also investing over \$100,000, with matched funding from Housing Plus, to upgrade nearly 60 social housing properties across central west NSW with split system air conditioners and, in some cases, solar photovoltaic (PV).

- 34 Housing Plus properties have received upgrades to their heating and cooling systems
- Housing Plus tenants saving up to \$200 per year on energy bills

\$200,000 INVESTED IN ENERGY EFFICIENCY UPGRADES

SUSTAINING TENANCIES: FAR WEST GETS EXPANDED NDIS SERVICES

In June 2018, Housing Plus launched a home modifications service for people with disability in Far West NSW, to help fill an identified gap in disability service provision in rural and remote NSW.

The new service will improve the lives of people with disability by undertaking home modifications that will support individuals to remain in their homes.

Start-up costs for the business are funded by the NSW Department of Industry as part of the Disability Sector Scale-Up program.

\$251,302 IN FUNDING RECEIVED TO DELIVER FAR WEST HOME MODIFICATIONS SERVICE

MEETING HOUSING NEEDS

Increasing the Supply of Affordable Housing in Regional NSW

In 2017, Housing Plus purchased 10 affordable housing dwellings from Blayney Shire Council.

In 2017, the Inala complex in Millthorpe, NSW, gained significant media attention when Blayney Shire Council announced it could be sold on the open market. These 10 dwellings were the long-term homes of older and disabled residents, and some of the few remaining affordable housing units in the village.

Housing Plus met with residents who identified a number of issues of concern should the dwellings be sold, including:

- Risk of eviction
- Future affordability
- Poor property condition
- Desire to remain living in the Millthorpe Village.

"THE HOUSING PLUS OBJECTIVE OF MAINTAINING THE INALA UNITS AS AN AFFORDABLE HOUSING COMPLEX FOR OLDER AND DISADVANTAGED RESIDENTS IS ONE THAT BOTH THE MILLTHORPE COMMUNITY AND BLAYNEY COUNCIL FULLY SUPPORT,"

- Blayney mayor Scott Ferguson

The Millthorpe community also wanted to see the residents of the complex remain in the village and the properties retained as affordable housing into the future.

Blayney Shire Council listened and responded to these concerns and, through open competition, Housing Plus purchased the complex on condition that the existing residents were able to keep their homes, and that the complex is maintained as affordable housing for older and disadvantaged residents.

Housing Plus engaged with tenants, community members and council at all stages of the process to reduce any concerns about the sale, and promote the services provided by Housing Plus.

Tenant engagement activities included:

- A series of workshops and coffee meetings prior and following purchase.
- Community BBQs.
- A trip to a community garden to plan for landscaping.
- A community forum for tenants or community members to learn more about Housing Plus.

Following consultation, Housing Plus conducted a number of property and site upgrades including:

- **Installing solar panels and split system air conditioners.**
- **Creating a community garden.**
- **Safety and security improvements, such as new doors, locks, window locks.**
- **Improvements such as new bathrooms, paint jobs and floor coverings.**

Blayney Shire Council and Housing Plus have successfully worked in partnership to retain the properties as affordable housing into the future.

Tenants have been supported to improve their living conditions and reduce energy bills through the installation of solar PV and more energy efficient heating/cooling. A sense of community has been forged whilst working on the design for the community garden.



MEETING HOUSING NEEDS

TENANT SATISFACTION SURVEY 2018

Housing Plus undertakes a number of initiatives to understand how satisfied tenants are with our services and how we can improve services in the future. The 2018 survey was conducted independently by the Community Housing Industry Association.

The aims of this survey are to:

- Establish levels of tenant satisfaction with services in line with the National Regulatory System for Community Housing (NRSCH).
- Benchmark performance levels against CHIA NSW's tenant satisfaction benchmarking group.
- Inform future service delivery improvements.

A total of 287 tenants completed the survey, which represents a response rate of 33%

The results show the majority of indicators have increased since 2016 and are above the standards set by our regulator.

"I REALLY CANNOT THANK HOUSING PLUS ENOUGH. I DON'T KNOW WHERE I WOULD BE TODAY WITHOUT THE GENEROSITY AND KINDNESS FROM HOUSING PLUS. I APPRECIATE ALL THAT THEY DO FOR MYSELF AND MY CHILDREN. THANK YOU JUST DOESN'T SEEM ENOUGH".

- Tenant

83% OVERALL SATISFACTION
ABOVE NRSCH THRESHOLD OF 75%

88% PROPERTY CONDITION
ABOVE NRSCH THRESHOLD OF 75%

83% REPAIRS & MAINTENANCE
ABOVE NRSCH THRESHOLD OF 75%

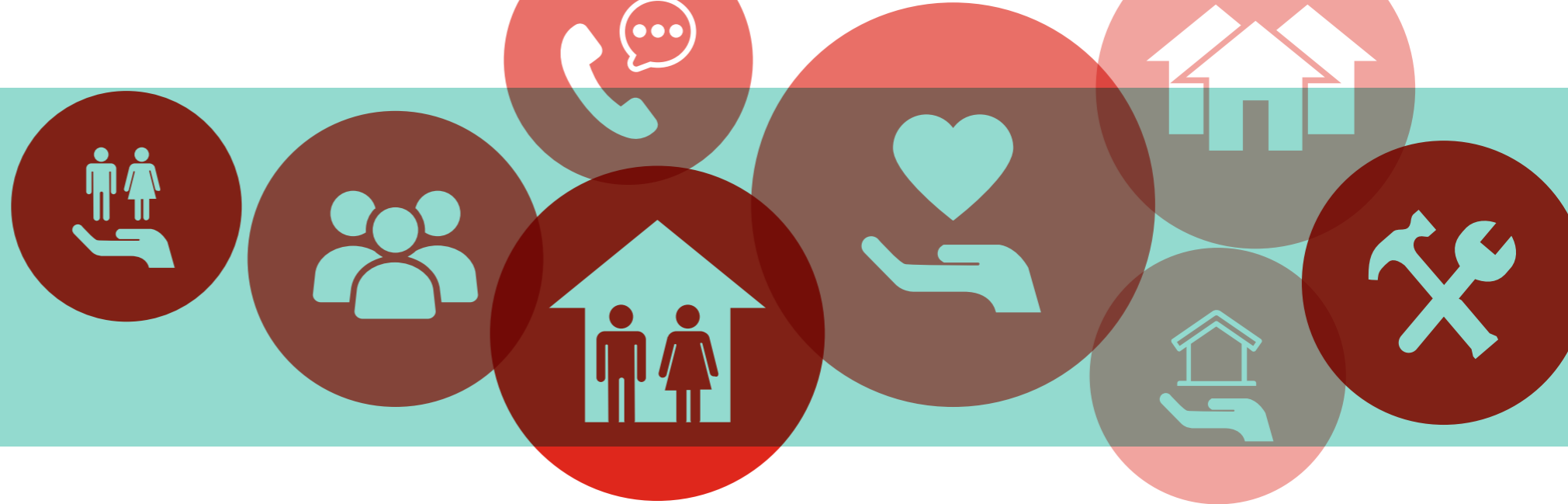
KEY INDICATOR SET; COMPARISON TO BENCHMARK			
+8%	Complaints knowledge	+4%	Property condition
+8%	Influencing decision-making	+4%	Value for money
+7%	Repairs and maintenance	+2%	Tenants' rights upheld
+6%	Listening and acting on tenants' views	-	Information provision
+5%	Communications	-	Appeal knowledge
+5%	Complaints handling	-1%	Overall satisfaction
+4%	Tenant involvement	-1%	Neighbourhood

We will use these results over the year ahead to further improve our services, working and engaging with our customers on how best to do this.

Compared to the CHIA benchmark indicator set by other community housing providers, Housing Plus also performed well. We are above the benchmark for ten indicators; below the benchmark by 1% for two indicators; and on par with the benchmark for a further two indicators:



HOUSING REPORT CARD



11 DAYS
TENANCY
TURNAROUND
(TENANTABLE)

NRSCH benchmark <14 days
ACHIEVED

32.5 DAYS
TENANCY
TURNAROUND
(UNTENANTABLE)

NRSCH benchmark <28 days
NEEDS IMPROVING

1.5% RENT
OUTSTANDING

NRSCH benchmark <=2.5%
ACHIEVED

83% OVERALL
TENANT SATISFACTION

NRSCH Threshold >75%
ACHIEVED

8.8%
OPERATING
EBITDA MARGIN

NRSCH Threshold 8 - 15%
ACHIEVED

765
CLIENTS
SUPPORTED
THROUGH
WDVCAS

Reporting Target - 350
ACHIEVED

319
FINAL ORDER
ADVO'S

Reporting Target - 204
ACHIEVED

64 WOMEN
SUPPORTED TO STAY
IN THEIR HOME

Reporting Target - 40
ACHIEVED

153
DIRECT SERVICES
TO CHILDREN
THROUGH SHLV

Reporting Target - 20
ACHIEVED

58 CLIENT REFERRALS
- Q4 FY 18 FOR DELIVERY OF INITIAL
TRANSITIONAL SERVICES

Quarterly Target 45
ACHIEVED

1237 CLIENTS
SUPPORTED THROUGH OUR
HOMELESSNESS SERVICES

Reporting Target 527
ACHIEVED



THE ORCHARD

THE ORCHARD: WOMEN AND CHILDREN TO BE SAFER WITH NEW DOMESTIC AND FAMILY VIOLENCE CENTRE

Housing Plus is raising awareness of the need for a domestic and family violence centre in Orange, and developing widespread community, business and government support to create a purpose-built facility that will provide safe and secure accommodation, and 24/7 support for women and children who are at 'serious threat' of further injury or death.

Currently, Orange is the only NSW regional city of its size that does not have a safe refuge for victims of domestic and family violence. Instead, women and children are forced to leave the city or remain in, or return to, a violent relationship.

The rates of domestic and family violence in Orange are on the rise according to official figures. The latest Bureau of Crime Statistics and Research report for March 2018 shows an annual increase of 7.3%, rising from 246 assaults in March 2017 to 264 in March 2018.

The centre will give women and children a safe place to stay, close their employment, schools and support networks, supporting a faster recovery from the trauma.

The design will be based upon a 'core and cluster' model that offers independence and choice in the services a client receives, and will operate with the ongoing engagement and support of the Orange community. Other service providers, including NSW Police and FACS, will use the facility to deliver their services providing 'in reach' to clients residing at the centre.

To date, we have secured \$2.2M in funding and are delighted at the support we have received from schools, businesses, voluntary groups and government.

Our completion date is dependent upon securing the additional funding for the \$3.1M project; however, our aim is December 2019.



\$2.2M

IN FUNDING RAISED SO FAR



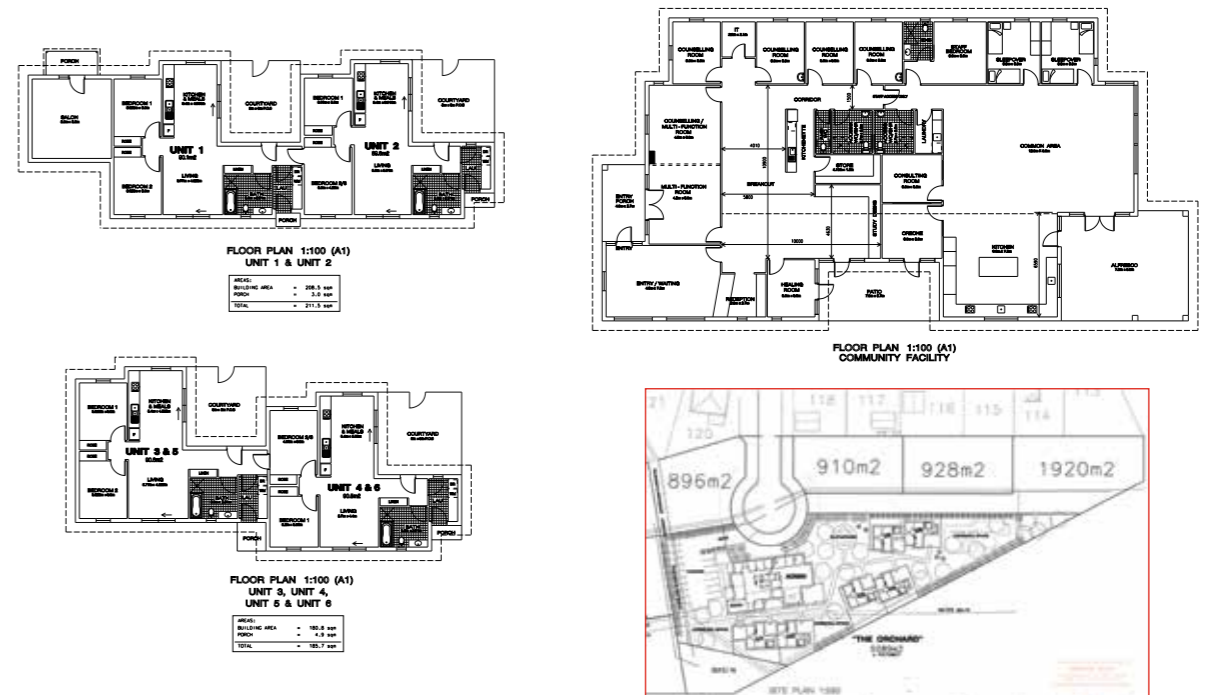
"THIS FACILITY WILL PROVIDE WOMEN IN ORANGE WITH ANOTHER VITAL RESOURCE TO TURN TO WHEN THEY NEED HELP IN A CRISIS, IN ADDITION TO OTHER NSW GOVERNMENT INITIATIVES DESIGNED TO SUPPORT WOMEN AND CHILDREN ESCAPING VIOLENCE"

Ms Goward



"UNLIKE TRADITIONAL REFUGES WHERE WOMEN CAN BE ISOLATED FROM THE COMMUNITY, THE CENTRE WILL ENGAGE AND INVOLVE THE LOCAL COMMUNITY IN PROVIDING A SAFE AND SUPPORTED ENVIRONMENT THAT ENABLES WOMEN TO RECOVER"

Housing Plus CEO David Fisher



*preliminary concept designs only.

ATSI STAKEHOLDER ENGAGEMENT

WORKING WITH ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE AND COMMUNITIES

Housing Plus recognises Aboriginal and Torres Strait Islander people as our nation's first people and in doing so, our shared history. Making a commitment to Aboriginal and Torres Strait Islander people and their communities is important and essential for Housing Plus, because we have a responsibility through our broad suite of programs to provide a meaningful and sustainable response in relation to, sustainable tenancies, homelessness responses, domestic and family violence responses, justice responses.

Guided by our Reconciliation Action Plan, we aspire to positively contribute to reconciliation with Aboriginal and Torres Strait Islander peoples in Australia by recognising their culture and rights and by jointly seeking opportunities to work together.

Our commitment to Aboriginal and Torres Strait Islander people has been achieved through:

- Regularly meeting with the local Aboriginal Elders to build a long term positive working relationship
- Developing respectful and meaningful partnerships with Aboriginal and Torres Strait Islander communities and organisations
- Developing strategies which focus on supporting sustainable Aboriginal tenancies;
- Providing employment opportunities for Aboriginal staff at Housing Plus;
- Providing on-going training, development and leadership opportunities at Housing Plus for Aboriginal employees;
- Establishing and Supporting the Housing Plus Aboriginal Staff and Client Engagement Group (ASCEG)



Thikkabilla Vibrations.



NAIDOC week.

Actively and consistently participating in and contributing to local Aboriginal forums and events including:

- Naidoc week events, working at the Naidoc March ceremony, and volunteering at Nairocc;
- Hosting the Aboriginal Elders lunch, including food, transport, service;
- Local Aboriginal Interagency meetings;
- PACC meeting (Police and Community Consultation Meetings);
- Rural Responses to Aboriginal Family Violence training;
- Aboriginal Male Youth Suicide Workshop;
- Three Rivers Regional Assembly Healing Forum.

Delivering our services in partnership with local Aboriginal organisation, including:

- Co-locating our male domestic and family violence service with the Pius X Aboriginal Medical Centre in Moree;
- Delivering Out of the Dark Domestic and Family Violence service at the Winhanganha Aboriginal Learning Centre;
- Partnering with Thikkabilla Vibrations to send Aboriginal clients to cultural camps;
- Developing and delivering domestic and family violence training to Aboriginal Health workers over the Western area with NSW Health
- Establishing MOUs with NSWALC and Mid Lachlan Housing Corporation.

ACHIEVING PERSONAL GOALS

Supporting Tenants to Achieve their Life Goals

With the assistance of our Opportunity Knocks program, Julie has successfully overcome a drug addiction and begun rebuilding her life by regaining custody of her children, achieving full-time employment and exiting affordable housing into a private rental property.

Julie commenced the Opportunity Knocks program whilst she was finishing a 12-week term as an inpatient at a drug and alcohol rehabilitation centre. She had been battling drug addiction for the past nine years.

Julie described her rehab stint as 'the straw that broke the camel's back' in terms of the breakdown of her marriage and the dissolution of her family, citing that, for years, the family had battled to deal with her drug addiction along with the financial strains that came with it.

When Julie first exited the rehabilitation facility she was unemployed, couchsurfing, had lost custody of her children, was at a high risk of homelessness and was dependent on government assistance. At initiation into the Opportunity Knocks program, she identified her goals as: to find housing, employment and to regain access/custody of her children.

Housing Plus takes the approach of building a solid foundation of safe and stable housing as the cornerstone to continued success for all other aspects of an individual's life. This practice has proven to be successful in many of our clients and Julie's case is once again affirming this belief. The Opportunity Knocks coach sought housing for Julie as the first step in the program and was successful in securing an affordable housing property, allowing Julie to move continuously from strength to strength.

Julie was supported through mediation sessions with her ex-husband and eventually managed to gain back shared custody of her children. She was provided with budgeting assistance and advice to help her manage her limited income whilst on government assistance, and she also re-commenced her Diploma studies, which had been put on hold to deal with drug issues.

Julie was provided with brokerage from the program, which funded groceries as well as petrol allowances to travel to appointments and job interviews. Julie gained casual employment in hospitality all the while managing to continually increase her hours within that workplace due to her commitment and motivation. The Opportunity Knocks coach continued to support Julie in undertaking further job searches to provide more stable and family-friendly hours.

Julie was successful in gaining a full-time role as an events coordinator, which became available within the hospitality business she was currently working for. She has expressed great satisfaction and joy at having achieved this position as it allows her to spend time with her children at night and offers greater career progression.

More recently, Julie has achieved another significant milestone, moving out of affordable housing and into the private rental market. She is now saving to take her next step into home ownership.

"THE MOST HELPFUL PART OF BEING INVOLVED IN THE OPPORTUNITY KNOCKS PROGRAM WAS WHEN I WAS CLOSE TO GETTING OUT OF REHAB, I WAS HOMELESS AND WASN'T SURE HOW TO HELP MYSELF. OPPORTUNITY KNOCKS HELPED ME FIND A HOUSE TO LIVE IN, SUBSIDISED MY RENT UNTIL I COULD AFFORD IT ON MY OWN, HELPED ME MOVE AND WAS AVAILABLE FOR ANYTHING I NEEDED WHILE I GOT BACK ON MY FEET. I WOULD HAVE STRUGGLED BADLY IF IT WASN'T FOR THE PROGRAM AND I'M SO GRATEFUL"



BUILDING OUR SOCIAL MEDIA PROFILE RATING
4.6 OUT OF 5

36% INCREASE

FACEBOOK FOLLOWERS INCREASED FROM 1,018 TO 1,389

www.housingplus.com.au www.facebook.com/HousingPlusAU www.twitter.com/HousingPlusAU

ABILITY TO TAKE ACTION TO OBTAIN SUPPORT WHEN REQUIRED

REINTEGRATION SUPPORT FOR MEDIUM/HIGH TO HIGH RISK OFFENDERS

Housing Plus has expanded its range of community services to include a post-release support service for offenders on parole to reduce the risk of re-offending.

We are currently delivering the Initial Transitional Service (ITS) in five locations across Western and Hunter NSW: Orange, Broken Hill, Moree, Muswellbrook and Maitland.

ITS is funded by Corrective Services NSW (CSNSW) and targets offenders on parole who are at medium/high and high risk of re-offending. Support is tailored to each offender in accordance with their CSNSW case plan.

Welcoming the new ITS team.



COMMUNITY ENGAGEMENT: GIVING BACK TO OUR ABORIGINAL COMMUNITY

The Elders lunch has been a part of the NAIDOC celebrations since NAIDOC commenced in Orange.

The Aboriginal people know how important the elders are in their local communities, due to the knowledge and wisdom they hold on Aboriginal culture and their responsibility to pass down that culture to the next generation through storytelling.

In 2017, our Aboriginal Staff and Client Engagement Group (ASCEG) was privileged to host the event, providing the food, decorations, staff and transport for the day.

The event was a great way to cement our relationship with local elders, with whom we meet regularly to inform our business plans and services, enabling us to provide the best possible outcomes for Aboriginal and Torres Strait Islander tenants and clients.



Supporting clients to achieve independence

Kirsten was caught in a vicious cycle of violence but with the help of our domestic violence services was able to leave her ex-partner and start a new life for herself and her family.

Kirsten is a young mother of two who contacted our domestic violence services after fleeing from her violent ex-partner. She disclosed that she had been a victim of domestic violence her entire life and, whilst she knew she deserved to be safe, did not know how to break the vicious cycle of violence her ex-partner was perpetrating on her.

Kirsten and her family had a number of immediate needs, including access to crisis housing, support to attend court and obtain a final order ADVO, and access to finances. She was allocated a specialist caseworker who supported her in accessing a crisis property and crisis payment within 24 hours. Over time, the caseworker built a strong rapport with Kirsten and supported the family to achieve a range of longer term outcomes. These included:

- Approval for a private rental property in close proximity to services and a local school.
- Enrollment in a local school for Kirsten's son, including additional support from the school to address his learning difficulties and behavioural problems that had developed as a result of exposure to domestic violence.
- Support to attend court and have her ADVO made into a final order, preventing her ex-partner from contacting or attempting to locate her.
- Support to reduce debts that her ex-partner had accrued in her name, including a payment plan.
- Enrollment in a local TAFE course to upskill and enter the workforce.

Kirsten has entered into part-time casual work with a local organisation and has been able to pay off her debt within four months of presenting to the service. Her relationship with her eldest daughter has improved significantly to the point where her daughter has since chosen to move in with Kirsten after initially choosing to remain with the perpetrator during the separation.

Kirsten reports that her family feel a sense of belonging for the first time in a long while. Her son has adjusted well at school, and her eldest daughter is studying for a career in community services. Kirsten is looking to increase her working hours so she can take her children on a holiday to the coast for the first time.

"DUE TO DV I HAD EXPERIENCED HOMELESSNESS, EMOTIONAL TRAUMA AND MENTAL BREAKDOWNS. THE SUPPORT THAT THE DV SERVICE OFFERED ME HELPED ME TO BE ABLE TO COME OUT OF THE AFTERMATH OF THE ABUSE AND LIVE MY LIFE"

WOMEN'S DOMESTIC VIOLENCE COURT ADVOCACY SERVICE (WDVCAS)

319

FINAL ORDER ADVO'S IN ORANGE, COWRA, PARKES AND FORBES COURTS

765

WOMEN SUPPORTED ACROSS THE CENTRAL WEST

191

ATSI WOMEN AND 14 CALD WOMEN ASSISTED

1,825

REFERRALS FROM POLICE ACROSS THE CENTRAL WEST; 202 WOMEN WERE ASSESSED AS AT 'SERIOUS THREAT' OF FURTHER INJURY OR DEATH (11%).



STAYING HOME LEAVING VIOLENCE

74
WOMEN

SUPPORTED TO REMAIN IN THEIR HOMES BY OUR STAYING HOME LEAVING VIOLENCE SERVICE.

62
CHILDREN

SUPPORTED TO REMAIN IN THEIR HOMES BY OUR STAYING HOME LEAVING VIOLENCE SERVICE.

SOCIAL MEDIA REVIEW

23 NOV 2017 18

REACHED 338 PEOPLE
#COWRASAYSNO
OUR OWN PENNY WATT IS WORKING IN THE COWRA COMMUNITY TO SUPPORT THOSE EXPERIENCING DOMESTIC VIOLENCE. WELL DONE COWRA, WELL DONE PENNY!

61 **1 MAY 2018**

REACHED 2535 PEOPLE
HOUSING PLUS IS THRILLED TO ANNOUNCE IT WILL RECEIVE FUNDING FROM THE NSW GOVERNMENT TO CONTRIBUTE TO THE ESTABLISHMENT OF A STATE-OF-THE-ART #DOMESTIC VIOLENCE CRISIS CENTRE FOR WOMEN AND CHILDREN IN #ORANGE, BASED ON THE BEST PRACTICE 'CORE AND CLUSTER' CRISIS CENTRE MODEL.

29 JUNE 2018 8

REACHED 1326 PEOPLE
MOVIE NIGHT FUNDRAISER FOR THE WOMEN AND CHILDRENS DOMESTIC VIOLENCE CRISIS CENTRE - MAMMA MIA - HERE WE GO AGAIN.

22 **23 APRIL 2018**

REACHED 1307 PEOPLE
IF YOU, A FAMILY MEMBER OR A FRIEND HAVE A PHYSICAL DISABILITY AND REQUIRE SPECIALIST DISABILITY ACCOMMODATION CONTACT HOUSING PLUS TODAY.
WE HAVE 5 STATE OF THE ART INDEPENDENT SPECIALIST DISABILITY UNITS IN ORANGE FOR PEOPLE WITH HIGH PHYSICAL NEEDS AVAILABLE FROM JULY.

27 **23 MAY 2018**

REACHED 1422 PEOPLE
THANK YOU TO SES VOLUNTEERS EVERYWHERE AND ESPECIALLY NSW SES ORANGE CITY UNIT, HOUSING PLUS STAFF WEARING ORANGE TODAY IN SUPPORT OF WEAR ORANGE WEDNESDAY.

ENGAGING WITH TENANTS, STAKEHOLDERS AND COMMUNITY MEMBERS THROUGH SOCIAL MEDIA

CORPORATE GOVERNANCE

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

Housing Plus is a founding member of Alliance Social Enterprises, an Australian Not For Profit, and represented on its Board by a Director appointed by the Board on an annual basis.

CORPORATE GOVERNANCE FRAMEWORK KEY ELEMENTS OF OUR CORPORATE GOVERNANCE

GOVERNANCE STATEMENT AND PRINCIPLES

The Board operates under a model of strategic governance, whereby the Board links the legal and values of the organisation, produces explicit governing policies and assures CEO performance by establishing clear expectations for performance and clear mechanisms for accountability.

The purpose of the Board, on behalf of relevant stakeholders, is to see to it that Housing Plus achieves its outcomes. It has in place 8 Principles to guide its actions:

PRINCIPLE 1: Lay Solid Foundations for Management and Oversight

PRINCIPLE 2: Principle 2: Structure the Board to Add Value

PRINCIPLE 3: Act Ethically and Responsibly

PRINCIPLE 4: Safeguard integrity in Financial Reporting

PRINCIPLE 5: Make Timely and Balanced Disclosure

PRINCIPLE 6: Respect the Rights of Housing Plus Members

PRINCIPLE 7: Recognise and Manage Risk

PRINCIPLE 8: Remunerate Fairly and Responsibly

GOVERNANCE POLICIES & PROGRAMS

The Policies set out the functions and responsibilities and main operating mechanisms of the Board in order to clarify Board and Management accountabilities for the organisations strategic direction and performance including CEO delegations, Risk Oversight and Control, Compliance as well as processes to be followed to manage Conflicts of Interests, recruitment and appointment of new Directors and Induction.

GOVERNANCE PROGRAMS

- Strategic Planning: Business, Operational and Financial Plans
- Key Strategic Plan: Financial, IT, Asset Management and HR
- Financial Management
- Risk Management
- Feedback, Complaints and Appeals

- Compliance and Assurance
- Regulations, Legislation and Standards
- Whistleblower
- Fraud and Corruption
- Business Continuity
- Governance Review and Development.

BOARD COMMITTEES - GOVERNANCE COMMITTEE, AUDIT & FINANCE COMMITTEE, REGULATORY COMPLIANCE

The Board has standing Committees to assist in the execution of the Boards responsibilities. They do not abrogate any Directors of their responsibilities. Each Committee has Board approved Terms of Reference, which are reviewed regularly. All meetings are Minuted and reported to the Board on their activities.

TENANT ADVISORY GROUPS

The Tenant Advisory Groups are established to provide feedback on matters of importance to tenants and in particular customer service related policies.

CODE OF CONDUCT

Housing Plus conducts its business to the highest standards of honesty, integrity, respect and fairness when dealing with all its clients and employees. Housing Plus has in place appropriate policies to promote ethical and responsible decision making including:

- Code of Conduct for Directors and Staff
- Code of Ethics for Directors and Staff
- Managing Conflict of Interest Policy
- Fraud and Corruption Policy
- Register of Interests; and
- Statement of Tenants Rights

ACHIEVING BUSINESS STABILITY



HOUSING PLUS PRESENTS TO NATIONAL AUDIENCE ON THE ROLE OF HOUSING IN DOMESTIC AND FAMILY VIOLENCE

In December 2017, Housing Plus CEO, David Fisher, joined a panel of experts at the National Housing Conference at Sydney's International Convention Centre to discuss the role of housing in domestic and family violence.

Housing Plus was able to add a regional and rural perspective to the discussion and provide feedback to government on how policy works on the ground. This is important considering recent crime statistics show the top 20 domestic and family violence hotspots are almost all regional towns and cities.

"THE NATIONAL HOUSING CONFERENCE PROVIDED A TIMELY DISCUSSION ON THE WORK TO TACKLE DOMESTIC AND FAMILY VIOLENCE AT A TIME WHEN FEDERAL AND STATE/TERRITORY GOVERNMENTS ARE LOOKING TO START IMPLEMENTING THE THIRD ACTION PLAN."

UN REPORT PROFILES HOUSING PLUS AS LEADING DOMESTIC AND FAMILY VIOLENCE POLICY AND PRACTICE RESPONSE IN THE WORKPLACE

Housing Plus was privileged to be featured in a UN Women National Committee Australia report, Taking the first step: Workplace responses to domestic and family violence.

Domestic and family violence has a significant cost impact on Australian businesses, as well as an adverse effect on employees and workplaces through reduced performance and productivity, absenteeism, employee turnover and the potential for negative reputational impact.

The report chronicles the efforts of Australian organisations, large and small, across diverse industries, to formulating promising workplace practice, policies and responses to domestic and family violence, with the goal of helping other organisations take the first step to protect and support employees experiencing violence.

The DV Project, delivered by Housing Plus, is one of 13 case studies profiled in the report. The program provides workshops and information sessions to help organisations to identify the best internal approaches to supporting employees experiencing domestic and family violence.

"IT IS REALLY IMPORTANT THAT ORGANISATIONS PROTECT THEIR BUSINESS AND EMPLOYEES BY PUTTING IN PLACE APPROPRIATE AND TAILORED POLICY AND PROCEDURES TO RESPOND TO DOMESTIC AND FAMILY VIOLENCE."

 **567**
APPLICATIONS FOR
EMPLOYMENT RECEIVED

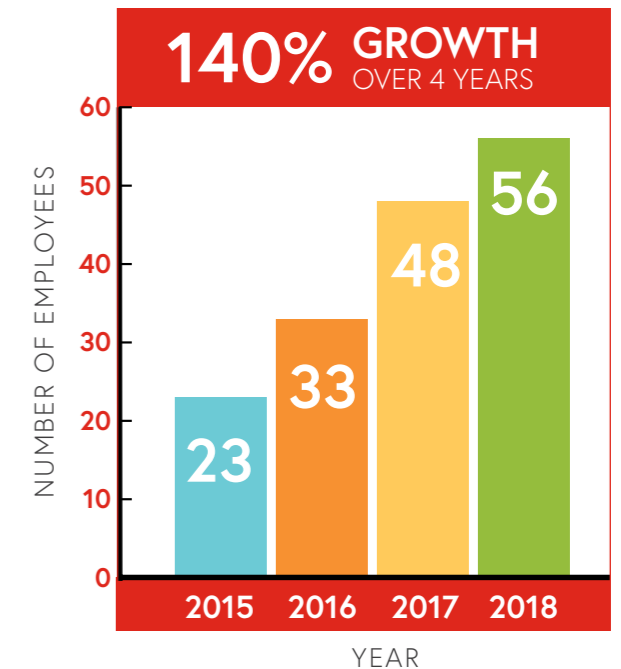
 **56** EMPLOYEES

- 21 COMMUNITY SERVICES
- 8 CORPORATE SERVICES
- 20 CUSTOMER SERVICES
- 4 EXECUTIVE
- 3 STRATEGY AND BUSINESS DEVELOPMENT

AGE	%
0 - 25	5%
25-34	21%
35-44	27%
45-54	32%
55+	14%

EMPLOYEE STATISTICS HOUSING PLUS*

OFFICES	NO. OF EMPLOYEES
BATHURST	5
BROKEN HILL	1
COWRA	1
MAITLAND	1
MOREE	1
MUDGEЕ	5
ORANGE	42
GRAND TOTAL	56



 **2334.5**
TOTAL
TRAINING
HOURS
AN AVERAGE OF 44
TRAINING HOURS PER
EMPLOYEE IN FY18

- EMPLOYEE STATISTICS**
- 13% ATSI**
- 73% FEMALE**
- 59% MANAGERS ARE FEMALE**

BUSINESS STABILITY

HOUSING PLUS AWARDED 'EMPLOYER OF CHOICE'

Since 1989, the Orange Business Chamber has hosted the Banjo Business Awards, with the aim to publicly recognise and reward excellence in local business.

The Awards were held in February 2018 and Housing Plus was thrilled to receive the Employer of Choice Award. This award recognises organisations that put in place strategies and initiatives to create stimulating and supportive workplace environments for their employees.

Housing plus also received a Highly Commended Award for Community Services and was a finalist in the Best Business Award.

Left: Vanessa Cliffe, Human Resources Manager for Housing Plus accepts the Employer of Choice Award from category sponsor Philippa Elmes.

Right: Penny Dordoy, Head of Community Services for Housing Plus accepted the Highly Commended award for Excellence in Community Services at this years Banjo Business Awards.



ONCE IN A LIFETIME OPPORTUNITY TO VISIT THE UNITED NATIONS

Each year, nearly 4,000 NGO representatives and UN member states participate at the UN Commission on the Status of Women (CSW). It is the largest annual gathering of the international women's movement at the UN – a time of collective advocacy and action to advance gender equality and the rights of women and girls.

This year, Penny Dordoy, Head of Community Services at Housing Plus, was accepted onto the NSW Council of Social Services' (NCOSS) delegation to attend the two-week session, sponsored by Hesta Superannuation and supported by Housing Plus. The theme for CSW62 was the challenges and opportunities in achieving gender equality and the rights of rural women and girls.

Penny was thrilled to attend a number of events, including the Australian Government reception, the Male Champions of Change presentation and intimate dinner with founder, Elizabeth Broderick, as well as a host of international events, presentations and networking opportunities.

Penny returned with many ideas about how the work of others around the world is relevant to the issues our clients and customers face in NSW, as well as an unforgettable personal development experience that will continue to support her work in Community Services and the work of Housing Plus.



Penny Dordoy with Social Justice Commissioner June Oscar and Male Champions of Change founder Elizabeth Broderick.

STRATEGIC DIRECTION 2019-2021

In 2018 Housing Plus conducted a considerable consultation with key stakeholders and customers, to determine the needs and service gaps for vulnerable people living regional communities. In response, Housing Plus has developed its next three-year strategy that aims to support vibrant communities and achieve positive impact for people living in regional areas. The high-level priorities and objectives are reflected below.

IMPACT		
1. VIBRANT COMMUNITIES We will create safe and secure places that connects vulnerable people with service providers that creates a sense of place and meets their needs, contributing to vibrant communities in which people wish to live.	2. THRIVING PEOPLE We will expand, diversify and enhance our own services to achieve improved social outcomes for vulnerable people in regional areas.	3. INCREASING SUPPLY OF AFFORDABLE HOUSING We will seek to develop new sustainable accommodation models to provide a range of affordable housing in Regional Australia.
IMPACT OUTCOMES		
<ul style="list-style-type: none"> Improved neighbourhood satisfaction Increased sense of personal safety Increased customer satisfaction 	<ul style="list-style-type: none"> Increased sense of personal safety Engaged in education Increase employment Improved wellbeing 	<ul style="list-style-type: none"> Increased access to social & affordable housing Increased access to support services Increased transitions from social housing into private market Reduced number of people entering social housing system
CULTURE, CUSTOMER EXPERIENCE AND IDENTITY		
4. CULTURE CHANGE Our organisational culture will reflect our values and will strengthen our performance and accountability to achieve these objectives.	5. CUSTOMER SERVICE We will delight our customers in the choice and standards of service we provide.	6. RESEARCH INFORM AND DEVELOP POLICY AND PRACTICE 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.
CULTURE, CUSTOMER EXPERIENCE AND IDENTITY OUTCOMES		
<ul style="list-style-type: none"> Improved neighbourhood satisfaction Increased sense of personal safety Increased customer satisfaction 	<ul style="list-style-type: none"> Increased sense of personal safety Engaged in education Increase employment Improved wellbeing 	<ul style="list-style-type: none"> Increased access to social & affordable housing Increased access to support services Increased transitions from social housing into private market - Reduced number of people entering social housing system
OPERATIONAL EFFECTIVENESS		
7. POLICIES AND PROCESSES We will standardise, simplify and embed our policies and processes so that they are effective, clearly understood and applied across all levels of the organisation.	8. INFORMATION AND COMMUNICATIONS TECHNOLOGY We will invest in our ICT to maintain and improve the sustainability and operations of the organisation.	9. FINANCIAL SUSTAINABILITY We will manage our operations efficiently and in a financially sustainable manner using contemporary financial management tools.
OPERATIONAL EFFECTIVENESS OUTCOMES		
<ul style="list-style-type: none"> Employees feel engaged Research and good practice Increased customer satisfaction 	<ul style="list-style-type: none"> Increased customer satisfaction Research and good practice Financial sustainability 	<ul style="list-style-type: none"> Financial sustainability Research and good practice

ACKNOWLEDGMENTS & THANKS

SUPPORTERS AND STRATEGIC PARTNERS

ANGLICARE
 AUSTRALIAN SOCIAL VALUE BANK
 BARNARDOS
 BARNARDOS AUSTRALIA
 BARNSON
 BATHURST NEIGHBOURHOOD CENTRE
 BATHURST REGIONAL COUNCIL
 BATHURST YOUNG MOB
 BENEVOLENT SOCIETY
 BLAYNEY COUNCIL
 BRIGHTER FUTURES
 CABONNE COUNCIL
 CADIA HOUSE
 CALLAGHAN CULTURAL CONSULTANCY
 CASTLETON LLC
 CENTACARE BATHURST
 CENTACARE WILCANNIA-FORBES
 CENTRAL WEST DISABILITY ALLIANCE
 CENTRE FOR RURAL AND REMOTE MENTAL HEALTH
 CINC
 COMMUNITY CORRECTIONS
 COMMUNITY HOUSING INDUSTRY ASSOCIATION
 COWRA INFORMATION AND NEIGHBOURHOOD CENTRE
 COWRA SHIRE COUNCIL
 DOMESTIC VIOLENCE NSW
 DR MICHAEL FOTHERINGHAM, AHURI
 DUBBO REGIONAL COUNCIL
 DUBBO RSL
 FEDERAL MEMBER FOR CALARE, ANDREW GEE MP
 FEDERAL MEMBER FOR HUME, HON. ANGUS TAYLOR MP
 FOODCARE ORANGE
 FORBES SHIRE COUNCIL
 GLENROI COMMUNITY GROUP
 HEADSPACE
 HEADSTART HOMES
 HOMELESSNESS NSW
 HOMES NORTH COMMUNITY HOUSING
 HOUSING ALLIANCE
 INTERRELATE
 JAN BRECKENRIDGE, UNIVERSITY OF NSW
 JOBLINK
 LEGAL AID NSW
 LIFELINE CENTRAL WEST
 LIKEMIND
 LIVEBETTER
 LIVES LIVED WELL
 MARATHON HEALTH
 MARION BROWN, UNSW
 MEMBER FOR BATHURST, HON. PAUL TOOLE MP
 MEMBER FOR COOTAMUNDRA, HON. STEPH COOKE MP
 MEMBER FOR DUBBO, HON. TROY GRANT MP
 MEMBER FOR ORANGE, PHILIP DONATO MP
 MID-WESTERN REGIONAL COUNCIL
 MINISTER FOR FAMILY AND COMMUNITY SERVICES, MINISTER FOR SOCIAL HOUSING, MINISTER FOR PREVENTION OF DOMESTIC VIOLENCE AND SEXUAL ASSAULT, HON. PRU GOWARD MP
 MINISTER FOR HEALTH, MINISTER FOR MEDICAL RESEARCH, HON. BRAD HAZZARD MP
 MINTERELLISON
 MUDGEER GUARDIAN
 MURDI PAAKI DRUG AND ALCOHOL NETWORK
 NATIONAL DISABILITY INSURANCE AGENCY

NATIONAL REGULATORY SYSTEM FOR COMMUNITY HOUSING
 NCOSS
 NO TO VIOLENCE
 NORTH COAST COMMUNITY HOUSING
 NSW COURTS
 NSW DEPARTMENT OF EDUCATION
 NSW DEPARTMENT OF FAMILY AND COMMUNITY SERVICES
 NSW DEPARTMENT OF JUSTICE - VICTIMS SERVICES
 NSW DEPARTMENT OF SOCIAL SERVICES
 NSW FEDERATION OF HOUSING ASSOCIATIONS
 NSW HEALTH
 NSW OFFICE OF ENVIRONMENT AND HERITAGE
 NSW POLICE
 OCTEC
 ORANA SUPPORT SERVICE
 ORANGE ABORIGINAL MEDICAL SERVICE
 ORANGE CITY COUNCIL
 ORANGE CITY LIFE
 ORANGE DISTRICT EARLY EDUCATION PROGRAM (ODEEP)
 ORANGE DOMESTIC AND FAMILY VIOLENCE REFERENCE GROUP
 ORANGE DOMESTIC AND FAMILY VIOLENCE ROUNDTABLE
 ORANGE FAMILY SUPPORT
 ORANGE HEALTH SERVICE - BLOOMFIELD HOSPITAL
 ORANGE LOCAL ABORIGINAL LAND COUNCIL
 ORANGE NAIDOC COMMITTEE
 PARKES SHIRE COUNCIL
 POWERHOUSING AUSTRALIA
 SHELTER NSW
 SKILLSET
 ST VINCENT DE PAUL SOCIETY
 TAFE WESTERN
 THE SALVATION ARMY
 TRAIN 365
 VERITAS HOUSE
 VERTO
 WAMBIGI COMMUNITY SUPPORT SERVICE
 WDVCS NSW INC.
 WESTERN NSW LOCAL HEALTH DISTRICT
 WHITE RIBBON COMMITTEE, ORANGE
 WOMEN'S DOMESTIC VIOLENCE COURT ADVOCACY PROGRAM
 YFOUNDATIONS
 YOUTH HOPE

DONORS AND SUPPORTERS

ASHCROFT'S SUPA IGA
 AWCON
 BLOOMS THE CHEMIST
 BLUE ILLUSION
 BORENORE PUBLIC SCHOOL
 CHARLES STURT UNIVERSITY
 CHARTER HALL
 CREDWELL CONSULTING
 FRED DAVIS
 HEATHER BEVAN
 IAN BELL
 IGA - LETS MAKE BETTER
 INNERWHEEL ORANGE MINHI
 J&C EVENTS
 JOY BELL
 KEN AND JENNY HAZLETON
 KIM ELLIS
 KINROSS WOLAROI SCHOOL
 LANG GOODSSELL

MACQUARIE MEDI SPA
 MOBIUS FIRE
 NSW DEPARTMENT OF INDUSTRY - ORANGE
 NSW RURAL ASSISTANCE AUTHORITY
 ORANGE CENTRAL NEWSAGENCY
 ORANGE EX-SERVICES CLUB
 POLLETS MARTIAL ARTS
 Q OFFICE FURNITURE
 QUOTA INTERNATIONAL OF ORANGE
 ROTARY CLUB OF ORANGE DAYBREAK
 THE LORD ANSON
 WHITE RIBBON ORANGE
 ZONTA CLUB OF ORANGE

EVENT SPONSORS

SHOT OF SUPPORT CAFE'S 2017
 2K'S CAFÉ
 BYNG STREET COFFEE CART
 BYNG STREET LOCAL STORE
 CAFÉ LATTE
 COCO'S CAFÉ
 CREMA ON LORDS
 FACTORY ESPRESSO
 GOOD EDDY
 GROUNDSTONE
 KATE JONES @119
 MERV'S EATERY
 NIMRODS (LORDS PLACE)
 NIMRODS (THE SONIC)
 ORGANIC GROCER & CO
 PICKLE & FIG
 SCRUMPTIOUS ON SUMMER
 SIMPLY NILE
 THE BURROW
 THE DUTCH EMBASSY
 VILLAGE BAKEHOUSE ORANGE

WHITE TIE BALL 2018

ADLOYALTY
 ALMIGHTY INDUSTRIES
 ANGULLONG
 BADLANDS BREWERY
 CENTRAL WESTERN DAILY
 COLMAR ESTATE
 COLMAR ESTATE
 COOKS LOT
 FAIRFAX MEDIA
 FRAME EFFECT
 HEIFER STATION
 MORTIMERS WINES
 NAB CENTRAL WEST BUSINESS
 BANKING CENTRE
 ORANGE CITY LIFE
 ORANGE EX-SERVICES CLUB
 PIONEER BREWING CO
 PRINTFLOW
 PRINTHIE WINES
 ROSS HILL
 SEE SAW
 SIMPLY CENTREPIECES
 TONY LEAHEY MOTOR GROUP
 WIN NETWORK
 YATES BAKER MCLEAN

COMMUNITY ENGAGEMENT

WHITE TIE BALL

On 12 May 2018, we had over 280 guests attend the Orange Ex-Services Club for our second White Tie Ball.

With the support of our sponsors and the generosity of businesses and the local community, we were able to exceed our fundraising target of \$40,000 for the women's domestic and family violence centre.

\$40,000 RAISED

FOR THE WOMEN'S DOMESTIC AND FAMILY VIOLENCE CENTRE



SHOT OF SUPPORT

On 8 September 2017, 21 cafés in Orange participated in our 'Shot of Support' fundraising and awareness campaign for the women's domestic and family violence centre.

On the day, over 2,500 coffees were consumed by the Orange community and we were able to raise \$6,054.

OVER 2,500 COFFEES SOLD



24 HOUR TREADMILL RELAY

On 24-25 November 2017, Housing Plus staff worked alongside the Orange White Ribbon Day Committee to hold the second 24 Hour Treadmill Relay.

The event raised \$9,837.24 to be split between the women's domestic and family violence centre and White Ribbon.

4 TREADMILLS RUNNING FOR 24 HOURS



OUR BOARD



CHAIRPERSON | BRAD CAM
DIRECTOR SINCE | January 2012
HOUSING PLUS SUB-COMMITTEES | Audit, Risk & Finance
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



TREASURER | LYALL SADLER
DIRECTOR SINCE | October 2010
HOUSING PLUS SUB-COMMITTEES | Audit, Risk & Finance
SKILLS AREA/S | Accounting, finance, compliance, operations and risk management.
QUALIFICATIONS | CPA, Diploma in Technology (Commerce)



SECRETARY | CARLEEN CUNNINGHAM
DIRECTOR SINCE | September 2009
HOUSING PLUS SUB-COMMITTEES | Audit, Risk & Finance
SKILLS AREA/S | Management, community engagement, education, law and planning.
QUALIFICATIONS | Bachelor of Social Science (Community Development & Communications)



DIRECTOR | JOSEPH (JOE) DALZELL AM
DIRECTOR SINCE | March 2016
HOUSING PLUS SUB-COMMITTEES | Governance
SKILLS AREA/S | Law, financial management and 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



DIRECTOR | JASON COOKE
DIRECTOR SINCE | March 2016
HOUSING PLUS SUB-COMMITTEES | Governance
SKILLS AREA/S | Finance, strategy, governance and regulation.
QUALIFICATIONS | MAICD; FCA; Master of Management



DIRECTOR | JUDITH FORD
DIRECTOR SINCE | November 2016
HOUSING PLUS SUB-COMMITTEES | Governance
SKILLS AREA/S | Communication, system analysis, nursing, health management, negotiation and problem solving.
QUALIFICATIONS | Registered Nurse; Diploma of Nurse Education; Bachelor of Advanced Nursing; Critical Care Certificate; Graduate Certificate in Management

TREASURER'S REPORT

LYALL SADLER



The 2017/18 financial year delivered a return to the strong fundamental financials of Housing Plus. With one-off events from 2016/17 no longer an influence, and restrained spending on maintenance for 2017/18, Housing Plus has delivered a surplus of \$925,628 for the year, which is in line with the expectations of our regulator.

During the year, Housing Plus took on an additional 42 social housing properties in Mudgee under management from FACS via direct allocation. In addition, the 'Inala' property was purchased in Millthorpe from Blayney Shire Council to be used as affordable housing for seniors. This property consists of 10 one-bedroom units and is a fantastic addition to the portfolio. These two events, along with normal rental indexation, combined to increase rental income by 7.45% to \$8.85M.

Community services had a mixed year losing the male DV service following a re-tender, but picking up a new opportunity by winning the Initial Transitional Service under the Department of Justice. This service provides support to medium/high and high risk offenders exiting prison, with the intent to reduce the likelihood of re-offending. This new service is a fantastic opportunity that expands the Housing Plus areas of operation to include Broken Hill, Moree, Maitland and Muswellbrook.

Housing Plus implemented new software aimed at improving the planning process for property maintenance early in 2018. The final months of the financial year were then focused on property surveys to improve the quality of property data, with the intent of providing

strong planned maintenance budgets for future financial years. This new approach will allow property maintenance to be completed in a much more targeted manner, thus improving the cost efficiency. The second half of the financial year was also a period of restrained maintenance expenditure, with overall maintenance costs being reduced by 22.7% to \$2.13M.

Overall, administration costs, which include the cost of all personnel, were reduced from \$5.87M to \$5.72M or 2.5%. Wage costs continue to be affected by the Equal Remuneration Order, resulting in SCHADS award increases of between 3.3%-6.4% depending on the employee grade. Overall wage costs increased by 6.2% with only minor increases attributed to new staff. As there were no major tender costs included in the 2017/18 financial year, the wage cost increases were more than offset by that saving, resulting in the minor decrease in overall expenditure in the category.

During this financial year, Housing Plus has invested in a number of new properties including the purchase of Inala in Millthorpe, partial construction of our new SDA property in Orange and the purchase of three vested properties in Orange to replace properties sold in the prior financial year. Our overall cash position remains strong with \$5.7M remaining on hand for the year.

Overall, the 2017/18 financial year proved to be a good financial result for Housing Plus and I look forward to seeing what the new year will bring.

REPORT CARD

REPORT CARD	2017-18	2016-17	2015-16	2014-15	2013-14
CASH AT YEAR END	\$5.7m	\$1.2m	\$1.5m	\$9.3m	\$5.4m
RETAINED EARNINGS	\$69.3m	\$68.3m	\$68.6m	\$68.4m	\$67.2m
RENT ARREARS	0.96%	0.77%	0.85%	1.48%	1.03%
LIQUIDITY RATIO*	1.35	0.78	3.27	3.72	3.32
INTEREST COVER RATIO	5.78	3.25	1.63	4.47	n/a
RATIO OF PROPERTIES TO STAFF	28.8	27.4	27.1	31.2	36.4
FTEs	50.3	47.6	46.4	23.4	31.7

*Without cash offset against loan



\$4.1M

AWARDED IN NEW
FUNDING AND CONTRACTS



\$2.2M

RAISED IN TOTAL FOR THE
CRISIS CENTRE – AS AT
30 JUNE 2018



\$121,000

RECEIVED AS COMMUNITY
DONATIONS AND
SPONSORSHIP

FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2018

BALANCE SHEET FOR THE YEAR ENDED 30 JUNE 2018			
		2018	2017
CURRENT ASSETS			
Cash and cash equivalents	5	5,706,776	1,236,109
Trade and other receivables	6,7	1,161,763	996,803
Other current assets	8	174,120	202,343
TOTAL CURRENT ASSETS		7,042,659	2,435,255
NON-CURRENT ASSETS			
Property, plant and equipment	9	543,216	309,583
Investment property	10	72,799,211	69,175,509
TOTAL NON-CURRENT ASSETS		73,342,427	69,485,092
TOTAL ASSETS		80,385,086	71,920,347
CURRENT LIABILITIES			
Trade and other payables	11	1,177,492	761,149
Provisions	12	232,622	206,661
Borrowings	13	1,058,801	1,238,211
Other liabilities	14	2,625,014	1,344,046
TOTAL CURRENT LIABILITIES		5,093,929	3,550,067
NON CURRENT LIABILITIES			
Provisions	12	34,915	29,867
Borrowings	13	5,990,201	-
TOTAL NON CURRENT LIABILITIES		6,025,116	29,867
TOTAL LIABILITIES		11,119,045	3,579,934
NET ASSETS		69,266,041	68,340,413
EQUITY			
Accumulated funds		69,266,041	68,340,413
TOTAL EQUITY		69,266,041	68,340,413

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2018

		2018	2017
Revenue	2	13,780,840	13,147,170
Tenancy and property management expenses	3	-7,138,442	-7,580,079
Administration Expenses	4	-5,716,770	-5,865,675
NET PROFIT/(LOSS)		925,628	-298,584
TOTAL COMPREHENSIVE INCOME/(EXPENSE) FOR THE PERIOD		925,628	-298,584

CASH FLOW STATEMENT
FOR THE YEAR ENDED 30 JUNE 2018

		2018	2017
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from clients and others		9,488,105	8,354,174
Government grants received		5,237,427	4,715,603
Interest received		5,510	8,883
Interest Paid on Debt funding		-190,326	-157,310
Payments to suppliers, divisions and employees		-11,887,561	-12,242,622
NET CASH PROVIDED BY OPERATING ACTIVITIES	16	2,653,155	678,728
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from the sale of property, plant and equipment		-	-
Proceeds from the sale of investment property		-	741,727
Purchase of investment property		-3,623,702	-237,763
Purchase of property, plant and equipment		-319,577	-76,150
NET CASH PROVIDED BY INVESTING ACTIVITIES		-3,943,279	427,814
CASH FLOWS FROM FINANCING ACTIVITIES			
Loans to Related Parties		-50,000	-135,000
Loan Facility		7,049,002	-
Principal Repaid		-1,238,211	-1,222,821
NET CASH PROVIDED FROM FINANCING ACTIVITIES		5,760,791	-1,357,821
Net increase (decrease) in cash held		4,470,667	-251,279
Cash at beginning of year		1,236,109	1,487,388
CASH AT END OF YEAR	5	5,706,776	1,236,109

FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2018

NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2018

	2018	2017
2. REVENUE		
Rental income	8,853,326	8,239,140
Government Grants	3,969,575	4,027,147
OTHER REVENUE		
- Interest income	5,510	9,226
- Donations and sponsorships received	120,675	187,808
- Fees and charges	752,262	676,405
- Insurance claims	31,057	-
- Other income	48,435	7,444
TOTAL OTHER REVENUE	957,939	880,883
TOTAL REVENUE	13,780,840	13,147,170
3. TENANCY AND PROPERTY MANAGEMENT EXPENSES		
Bad and doubtful debts	215,806	227,427
Insurance	220,511	206,478
Interest and other costs of finance	190,326	157,310
Leasehold rent expense	2,566,915	2,386,929
Property impairment	3,782	388,932
Rates and utilities charges	1,460,322	1,239,322
Repairs and maintenance	2,130,954	2,755,399
Other expenses	349,826	218,282
	7,138,442	7,580,079
4. ADMINISTRATION EXPENSES		
Depreciation and impairment	85,945	84,269
Salaries and wages	4,322,316	4,070,899
Board expenses	36,792	42,819
Office rent	253,694	247,661
Audit fees	23,734	23,500
Other expenditure	994,289	1,396,527
	5,716,770	5,865,675

AUDITOR'S REPORT

INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF HOUSING PLUS

OPINION

We have audited the financial report of Housing Plus, which comprises the statement of financial position as at 30 June 2018, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the director's declaration.

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

(a) giving a true and fair view of the company's financial position as at 30 June 2018 and of its financial performance for the year then ended; and

(b) complying with Australian Accounting Standards to the extent described in Note 1, and Division 60 of the Australian Charities and Not-for-profits Commission Regulation 2013.

BASIS FOR OPINION

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

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

OTHER INFORMATION

The directors are responsible for the other information. The other information comprises the information in the Company's annual report for the year ended 30 June 2018, but does not include the financial report and the auditor's report thereon.

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

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

DIRECTORS RESPONSIBILITY FOR THE FINANCIAL REPORT

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

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

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL REPORT

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

A further description of our responsibilities for the audit of the Financial Report is located at the

Auditing and Assurance Standards Board website at:

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

Name of Firm: Pigot Miller Wilson
Chartered Accountants

Lead Auditor: 
Graham Spalding, Chartered Accountant

Address: 65 Hill St, Orange NSW 2800

Dated this 27 day of September 2018

DECLARATIONS

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

We hereby declare, that to the best of our knowledge and belief, during the financial year ended 30 June 2018 there have been no:

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

Name of Firm: Pigot Miller Wilson
Chartered Accountants

Lead Auditor: 
Graham Spalding, Chartered Accountant

Address: 65 Hill St, Orange NSW 2800

Dated this 27 day of September 2018

DIRECTORS' DECLARATION | HOUSING PLUS 83147459 461

The directors of the entity declare that:

1. The financial statements and notes, as set out on pages 6 to 23, are in accordance with the Australian Charities and Not-for-profits Commission Act 2012:

- a. comply with Australian Accounting Standards; and
- b. give a true and fair view of the financial position as at 30 June 2018 and the performance for the year ended on that date of the entity.

2. In the directors' opinion, there are reasonable grounds to believe that the entity will be able to pay its debts as and when they fall due.

This declaration is made in accordance with subs 60.15(2) of the Australian Charities and Not-for-profits Commission Regulation 2013 and a resolution of the Board of Directors:

Director:  LYALL SADLER

Director:  BRAD CAM.

Dated this 27 day of September 2018



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