

Housing Plus

2022/23 Annual Report



About the Artist

Lewis Burns is a Tubba-Gah Wiradjuri man born and living in Dubbo, NSW. He has been learning about his Aboriginal culture for as long as he can remember. He continues to practice and respect these life skills each day and still learns and grows from this ancient knowledge. He is very dedicated to sharing what he knows with others to help keep these customs alive. Lewis paints in traditional Wiradjuri Aboriginal as well as contemporary styles. He has exhibited globally and performed globally with his handcrafted didgeridoos. Each piece of Lewis' artwork tells a story - a story that will live on forever through the generations, as the artwork is handed down from one family to another.



About the Artwork

Thank you, to the employees of Housing Plus who helped on the artwork in the workshop in November 2022 at Rhino Lodge, Camp Road Dubbo. This artwork tells the story of the Housing Plus Board of Directors and the staff. You can see in the centre of the painting six (6) symbols shown around a shape with red dots around it. The 6 symbols represent the six members of the Board of Directors. The U-shaped symbols represent the people seated around what could be a campfire or table. The men are represented by the symbols with a boomerang or spear next to them. The women are represented by the symbols with a Coolamon sitting beside them as well as a digging stick "Gunnay". The Directors are facing inwards and this represents them making the decisions. The decisions made by the directors are then actioned by the employees, and the employees are shown delivering the service outwards to the far corners of the region. The footprints on the background represent the journeys that the staff need to make to get the service delivered.



Contents

Contents	4
Who Are We	6
Vision, Purpose, Values	7
CEO and Chair Report	8
Our Services	10
Our Footprint	12
Strategic Aims and Priorities	13
Our Impact and Results	16
Development Services	18
Community Housing Services	22
Community Services	26
Corporate Services	32
Developing our Reconciliation Action Plan	34
Awards	36
Celebrating our 40th Birthday	38
Our Events	42
Governance	43
Our Board	44
Treasurer's Report & Finance	46
Auditors Report	50

Thank You

Thank you to our trusted partners. Our successes this year would not be possible without your ongoing support.

Funding Acknowledgements



Communities
& Justice

Legal Aid
NEW SOUTH WALES



Australian Government
Department of Social Services

Who We Are

Community Housing Services: A Tier 1 Registered Community Housing Provider (CHP) based and operating in Regional NSW.

Development Services: Leading in the delivery of social and affordable homes in Regional NSW.

Community Services: Committed to improving social outcomes and wellbeing for our customers through specialist service delivery.

Post-Release Support Services: A provider of the Initial Transitional Service.

Domestic Violence Services: A recognised leader within the domestic and family violence (DFV) sector in NSW.

Employment Services: A provider of support to clients to access education, training, and work opportunities.

Homelessness Services: An accredited Specialist Homelessness Service (SHS) provider.

Our Vision

Improving people's lives through independence and choice

Our Purpose

Providing safety, comfort, housing and support services.

Our Values

Trusted

Being knowledgeable, skilled and prepared.
We earn trust by listening first and responding to the specific needs of our customers, staff and community partners. We keep trust by acting transparently, culturally appropriately and consistently delivering on our promises with knowledge, respectfulness and professionalism.

Customer-centred

We put customers at the centre of our work.
Listening to a customer provides them with dignity and self-belief, building the foundations for greater independence. We understand our customers as a whole by focussing on their specific situation and cultural necessities to design better housing and services to meet their needs as individuals.

Valued Partners

We are reliable partners in getting the support our customers need.
Caring for our customers means working effectively with local councils, builders, community organisations, and service providers. Our partners can count on us to be trustworthy, collaborative, reliable, resourceful, solution-oriented, and valued in the communities we serve.

CEO and Chair Report

We are pleased to present the 2022/23 Annual Report and share the achievements of Housing Plus throughout the year and outline our priorities for the future.

This year we celebrated Housing Plus's 40th anniversary with an All-Employee Event attended by over 120 staff. The event was not only an opportunity for employees to come together to celebrate the history and achievements of Housing Plus, but to also meet and collaborate with fellow employees from across all areas of the state to progress the Housing Plus Futures 2030 strategy.

The Futures 2030 strategy project was identified by the Board and Executive during its strategic planning weekend in 2021. It is a key strategic project within the current 3-year Strategic Plan that seeks to transform Housing Plus into a truly customer centric organisation. As part of Futures 2030, branding consultant Populares was appointed to attend the All-Employee event, and facilitate this strategic project, to collaborate with the employees, and plan for the rebranding project, including a revised Vision, Purpose and Values which will be officially-launched in December 2023.

A large project of this year was the development of our Reconciliation Action Plan ('RAP'), in consultation with Reconciliation Australia. Our RAP is now approved, and we are in the process of establishing an implementation plan, to best achieve outlined actions and deliverables.

This year we commenced the Service Delivery Model review to refine how to best service our customers, develop efficiencies, and create greater impact within our areas of service. This was achieved through various workshops with employees, specifically designed to understand our customers and the determinants of disadvantage in our community. We are also preparing for the future and recognise that digital technology will be pivotal to the capabilities of the organisation. With the guidance and expertise of externally appointed ICT consultant, Kinetic Consulting, we commenced an organisation-wide cyber security uplift and improved internal ICT system.

Another highlight of FY22-23 is launching our very own Design Guide, which was developed to establish best practice design standards and

design features for specialist Domestic and Family Violence ('DFV') accommodation across Australia. The guide seeks to assist those involved in developing specialist DFV accommodation and it is hoped that by doing so, we will raise the standard of DFV accommodation nationally and create exceptional support for those affected by DFV.

The year further exposed a strained housing market that many of our customers face directly and illustrated the need to increase the supply of social and affordable housing in the regions. We are pleased to continue working towards the ongoing goal to address this housing need, with the Social and Affordable Housing Fund Round 2 (SAHF2) building program delivering 262 of the 280 homes, to be completed in accordance with the planned four-year program. The SAHF2 building program will be completed during the 2023/2024 year.

This year also saw the 5-unit Core and Cluster service in Bathurst become operational, providing further community housing and support. The second stage of works to deliver another 3 units and a Core at the Bathurst site is underway. We have seen positive outcomes for the clients and community, with our goal to deliver a high standard of best practice service delivery that is consistent across our service sites.

This year Housing Plus was successful in being awarded funding with NSW Government Department of Communities and Justice to deliver ten best practice Core and Cluster specialist domestic violence accommodation projects, further expanding our footprint in specialist accommodation delivery. Regional NSW locations covered within this new funding include Coffs Harbour, Tamworth, Singleton, Maitland, Lake Macquarie, Lithgow, Bathurst, Dubbo, Queanbeyan, and Albury. These projects, which total over \$64m, will provide over 70 units and 100 beds while supporting approximately 620 women and their children, each year to escape a violent relationship while building their independence.

During May 2023, we commenced the CHP Supplementary Capital Upgrade Program, in partnership with NSW LAHC to further support

our tenants. The program aims to improve the amenity and comfort for tenants and includes internal and external painting, floor coverings, kitchens, fencing, roofs and windows across 92 different properties.

Our Community Services offerings continued to grow and flourish. After self-funding the Commit and Change Men's Behaviour Change program for two years, we were successful in our tender to deliver the program for another two years in Orange. In July of 2022, we successfully tendered to retain our Initial Transitional Service in Orange, Maitland, Muswellbrook, Moree, Broken Hill and increased our service footprint in Albury, Tamworth and Griffith. Our Staying Home Leaving Violence footprint also grew with a successful contract award for services in Mudgee, Bathurst and Lithgow. Our Opportunity Pathways program, which achieves employment outcomes for tenants was extended for another three years, under a new social impact investment model that is funded based on outcomes.

This year saw the departure of David Fisher, Housing Plus' CEO, as he took another Community Housing opportunity with an organisation in Victoria. We thank David for his six years of leadership and support, and we are excited to welcome Justin Cantelo to the role of CEO, who's eight years of experience within the organisation will provide an excellent foundation for the future. We are also extremely thankful to Penny Dordoy, Director of Community Services who stepped into the role of Acting CEO for the period between David's departure and Justin's appointment. Thank you to the Housing Plus Board of Directors for your invaluable participation throughout the recruitment and appointment process of Justin as CEO. Your contribution of time and expertise is greatly appreciated.

Of course, none of our achievements would be possible without the employees of Housing Plus. Our team consists of 139 individuals, who provide much needed support to people in our communities.

Thank you to all colleagues across the organisation, our valued partners and stakeholders and the guidance and expertise of our Board of Directors.



Brad Cam | CHAIR



Justin Cantelo | CEO



Our Services

Housing Plus offers 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.



Corporate Services and Finance:

The Corporate Services and Finance Team work in conjunction with our service teams to best support our customers and communities. We support Housing Plus across a range of disciplines, including financial strategy, payroll and accounts, information technology, fundraising and engagement, marketing and communication, human resources, governance and compliance.



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.



The Orchards

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.



Post Release Support

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



Community Housing 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 (WDVCAS), 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.



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.



Men's Behaviour Change Program

We provide the Commit and Change 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.

Our Footprint



Our Offices

Bathurst

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

Mudgee

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

Dubbo

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

Orange

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

Parkes

- Domestic Violence Support
- Development Services

Affordable homes in other locations

Kandos, Gulgong, Condobolin, Cowra, Forbes, Gilgandra, Millthorpe, Molong, Parkes, Rylstone, Wellington

Domestic Violence Support in other locations

- Cowra, Parkes, Forbes, Lithgow, Oberon, Lake Cargelligo, Peak Hill, Blayney, Condobolin, Narromine, Gilgandra, Warren, Coonabarabran, Wellington, Coonamble, Mudgee, Rylstone, Gulgong, Dunedoo, Bourke, Brewarrina, Walgett, Lightning Ridge, Nyngan and Cobar

Post Release Support in other locations

- Broken Hill, Moree, Muswellbrook, Maitland, Albury, Tamworth and Griffith

Employment Pathways other locations

- Broken Hill

Futures 2030

Futures 2030 is a key strategic project within the current 3-year Strategic Plan that seeks to transform Housing Plus into a truly customer centric organisation. Futures 2030 aims to better understand the determinants of disadvantage amongst our tenants and wider communities and to better inform our discussions on the strategic direction of Housing Plus, to have a greater social impact.

Futures 2030 commenced, with the engagement of researchers from the University of South Australia to better understand the level and the types of disadvantage in our regional communities. The approach taken was both quantitative and qualitative, involving desktop research and community/employee/stakeholder engagement. From this research,

seven key determinants of disadvantage were identified and Communities of Practice Working Groups were then formed to create a structure that allows our staff and partners to develop, promote and action best practice for the benefit of our customers.

This year, Housing Plus reviewed its "Distinctive Role" by revising its Vision, Purpose and Values, Corporate Structure and Branding. The organisation also started the Implications & Innovation stage of Futures 2030, with the commencement of two key projects – the Customer Relationship Management system implementation and a Service Model Review.

The Implementation Stage will form part of the next strategic plan.



Our Three-Year Strategic Plan - 2022/23

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 Three-Year Strategic Plan - 2022/23

In 2021/22, we commenced our three-year Strategic Plan, aimed to transform Housing Plus into a truly customer centric organisation. This year marks the second year of this Strategic Plan and as an organisation, we successfully achieved a number of goals, addressing outlined Strategic Aims and Priorities.

This year we:

- ✔ Operationalised the Core and Cluster model in Bathurst, opening up The Orchard Bathurst.
- ✔ Completed an organisational asset management review.
- ✔ Delivered our first fully-funded year of Men's Behaviour Change program.
- ✔ Commenced a Service Delivery Model review to refine how to best service our customers.
- ✔ Expanded our delivery of the Western Domestic Violence Court Advocacy Service (WDVCAS) in the Central North region.
- ✔ Commenced an organisation-wide cyber security uplift.
- ✔ Expanded our delivery of the Staying Home Leaving Violence service to Mudgee, Bathurst and Lithgow.
- ✔ Implemented a revised internal ICT service model.
- ✔ Expanded our delivery of the Initial Transition Service to Albury, Tamworth and Griffith.
- ✔ Increased our staff count by 60 to better support our customers.
- ✔ Delivered our 262nd home under the Social and Affordable Housing Fund.
- ✔ Commenced the composition of an organisational Reconciliation Action Plan.
- ✔ Launched our very own Domestic and Family Violence Accommodation Design Guide
- ✔ Revised our Vision, Purpose and Values, in consultation with our staff and partners.

\$3.2m Repairs and maintenance completed on properties

1240 Properties in our portfolio

41 New social and affordable houses built

\$39m Invested into affordable housing including domestic violence accommodation

(18.72%)

223

of Housing Plus residents accessed wrap around support services

241 New tenants welcomed in the last 12 months

28 years Longest tenancy

Social Outcomes Value of Our Services*

\$17,812,739	2.55	\$1,617
Net Benefits of programs	Benefit to Cost Ratio	Average benefit per participant

*Australian Social Value Bank

852 Clients supported by our Specialist Homelessness Service

8,463 Bed nights of temporary and medium-term accommodation provided

5,869 Women and children experiencing domestic violence assisted through our DV Services

1,697 Aboriginal women supported through our DV services

360 hours of training provided to men via our Men's Behaviour Change Program

301 People exiting prison were supported by our Initial Transitional Services team and half of program participants completed all program goals

83 Men who enrolled in our Men's Behaviour Change Program

80 Clients recruited to the Opportunity Pathways Program

Development Services

Successfully tendering for Core and Cluster Tranche 2 funding

The NSW Government's Core and Cluster Sector Capacity Building Grants program aims to double the number of refugees for women and children and will provide \$426.6 million over four years to build 75 Core and Cluster accommodation facilities across regional and rural NSW. Housing Plus successfully tendered to construct and manage 9 new domestic violence relief refuges across Albury, Coffs Harbour, Dubbo, Lake Macquarie, Lithgow, Maitland, Queanbeyan, Singleton and Tamworth. Accommodation constructed will mean women and children impacted by domestic and family violence will be provided with a safe and supported environment to recover, alongside personalised support services.

Celebrating 262 SAHF homes completed

The NSW Government's \$1.1 billion Social and Affordable Housing Fund (SAHF) is a key initiative of Future Directions of Social Housing in NSW and aims to deliver 23,000 social, 500 affordable and 40,000 private dwellings over 10 years. As of July 2023, Housing Plus have completed 262 homes under the SAHF across the region in locations including Bathurst, Mudgee and Dubbo, with final properties in Lithgow and Orange to be finished late 2023.

Finishing our first homes in Forbes

The NSW Government's \$50 million Community Housing Innovation Fund (CHIF), alongside a \$1.3 million investment from Housing Plus saw us commit to build 12 homes across the Central West - four in Parkes, four in Blayney and four in Forbes. The two one-bedroom and two two-bedroom homes in Forbes marks the first lot of properties that Housing Plus has developed in the town, and were completed in late 2022.

Partnering to provide much-needed housing in Mudgee

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

Creating Safe Places in Bathurst

Housing Plus was awarded \$1,535,500 by the Australian Government as part of the Safe Places Emergency Accommodation program. As one the successful recipients of the Safe Places grant in NSW, we used this funding to create safe emergency accommodation in Bathurst, Dubbo and Mudgee to provide women and children somewhere safe to escape domestic and family violence. At the end of 2022, 5 units in Bathurst were completed and now run under The Orchard Bathurst.

“

The team at Yes Unlimited is thrilled to have joined forces with Housing Plus in our successful bid for a Core and Cluster DFV facility in Albury. We have been working toward this model of service delivery for many years and couldn't have imagined what we have now been able to achieve had it not been for the generosity, expertise, and leadership from Housing Plus. On behalf of Yes Unlimited and the broader Albury community we extend our sincere thanks and look forward to a long and successful partnership for many years to come.”

Di Glover, CEO, Yes Unlimited



Over 2022/23



41
New homes developed



\$39m
Invested in the development of affordable housing



273
Jobs created

5 Year Rolling Development Program



419
New homes developed, averaging 84 new homes per year



\$200m
Invested in the development of affordable housing, averaging \$40 million per year



1,402
Jobs created, averaging 280 per year

Launching the Design Guide for DFV Accommodation

The need for quality accommodation that meets the specific requirements of women and children affected by DFV and the support providers is at an all-time high.

In December 2022, Housing Plus in collaboration with Custance Architects, launched the Design Guide - outlining best practice design standards and features to create exceptional accommodation for those affected by domestic and family violence.

The design guide explores the importance of providing thoughtful and high quality design for those affected by domestic and family violence (DFV) and key factors that need to be considered when new facilities are designed and built, through design that meets their need for dignity, independence, safety and connection.

This guide seeks to assist those who are looking to design and construct specialist DFV Accommodation. It does so from the perspective of the women and children affected by DFV; it's trauma informed and deliberately seeks to focus on creating liveable space that encourages and supports recovery and resilience through independent living and on-going support.

The guide outlines the necessary standards, principles and features that are essential in delivering successful future housing for those affected by DFV and has been developed in

collaboration with other key stakeholders with experience in providing DFV accommodation across Australia.

The guide is a work in progress document that will, over time, continue to improve with the feedback and survey work that we intend to continue with local, state, and federal stakeholders.

It is proposed that this guide will be used by community housing providers, government agencies, specialist DFV and homelessness providers, private developers, architects, planners and other development professionals.

We thank all of the contributors for their time and generosity in sharing their knowledge and experience. The support we have had has been overwhelming and we believe presents some of the best practice in Australia today.

We recognise that the Guide will evolve and change over time, from the innovation and approach of others to better meet the changing needs of women and children affected by DFV and look forward to their inclusion in future editions.

“The day my children and I arrived at the Orchard to begin our stay was a dark day for us all, Bernie and the girls have done everything they can to help us feel safe comfortable and it felt like somewhat of a night light came on. I feel sure now that they will help us get back on our feet”

Resident of The Orchard

“

They say there is a light at the end of every tunnel, being at The Orchard is that light. Knowing that the kids and I are not only safe, we are supported, fed, have clean clothes and a bed to sleep in. A safe haven until I rebuild myself again.

Resident of The Orchard



Community Housing Services

Continuing strong community partnerships with the Youth Headlease Program

From 2021 through to June 2023, Housing Plus partnered with external support providers Barnardos, Veritas House and Catholic Care to provide accommodation to members of our community aged 16-24. Housing Plus provided tenancy management in a headlease property, while working closely with case-managing service partners, to assist clients in gaining a tenancy history. This program provided housing to young people in Mudgee, Bathurst, Orange, Cowra and Parkes, allowing clients to continue being supported by our partners, while working towards long term housing outcomes. Housing Plus was able to secure 14 headlease properties over the course of the program and continue to provide housing to those participating clients beyond completion of the program.

Commencing the CHP Supplementary Capital Upgrade Program

In May 2023, Housing Plus commenced the CHP Supplementary Capital Upgrade Program, in partnership with NSW LAHC. The program's aim is to improve the amenity and comfort for tenants and includes internal and external painting, floor coverings, kitchens, fencing, roofs and windows across 92 different properties. As of 30 June 2023, we had installed a number of roofs, received and approved quotes and engaged a number of new Contractors to complete the required work.

Orange Business Awards' Outstanding Community Organisation

Housing Plus is proud to have been recognised by the Business Orange Chamber at their awards event Saturday 20 August 2022 at the Remington Hotel. We were nominated in three categories and received the award for all three; Excellence in Innovation for The Orchard, the first core and cluster domestic violence women's refuge of its kind in NSW, Outstanding Community Organisation primarily focused on improving people's lives by providing housing together

with support services to overcome barriers and Employer of Choice, creating and maintaining a positive workplace culture. We were also thrilled to be recognised as the Business of the Year, a tremendous achievement and a great honour to receive this prestigious Award.

Powerhousing recognition for our very own, Chelsea Preen

In November 2022, Housing Plus Allocations Officer, Chelsea Preen was awarded Runner Up in the Rising Star Award category at the PowerHousing Australia Awards. There were 15 other extremely high-calibre nominations in this category and we were extremely proud of Chelsea for this very well-deserved accolade. Chelsea's commencement in the role of Allocations Officer within Housing Plus signaled her move into the Community Housing sector. Chelsea had extensive experience working within the private real estate market and felt throughout that time that she wanted the opportunity to provide more support to tenants. Throughout her time as Allocations Officer, Chelsea's work has led to excellent outcomes for tenants, and is a great example of what brought her into the industry to begin with - the desire to help and make a difference. As part of the award, Chelsea also received a PowerHousing Academy Scholarship towards her professional development. Well done, Chelsea.



“As a small and relatively new Aboriginal housing provider we do not have the means to engage in complex maintenance contracts as yet. Housing Plus have been a great support in this area and are helping Birribee manage our maintenance obligations to our tenants, as well as providing good customer service to Birribee and tenants.”

Luke Johnston, Asset Manager, Birribee Housing

Tenant Feedback: CHIA Tenant Satisfaction Survey 2023

Each year in conjunction with the Community Housing Industry Association NSW, Housing Plus carry out a Customer Satisfaction Survey. This provides our customers with an opportunity to let us know what we do well and where we can improve. It helps us understand what is important so we can plan, seek out funding support and adapt our organisation to better service and support them.



79%

Satisfaction rating of repairs and maintenance (*NRSCH Threshold >75%)



83%

Satisfaction Rating condition of home (*NRSCH Threshold >75%)



77%

Overall satisfaction rating (*NRSCH Threshold >75%)

*National Regulatory System for Community Housing

What some of our customers had to say:

“I can say the people involved with finding me my forever home are beyond amazing. The help and support throughout. I am so grateful for the help and feel very blessed.”

“I am very grateful for our affordable home. I greatly appreciate the social support workers Housing Plus have available for tenants.”

“The ladies at Mudgee office are very considerate and friendly. Helen has answered a lot of my questions that I have asked. Very friendly and always there to help.”

Our Customers

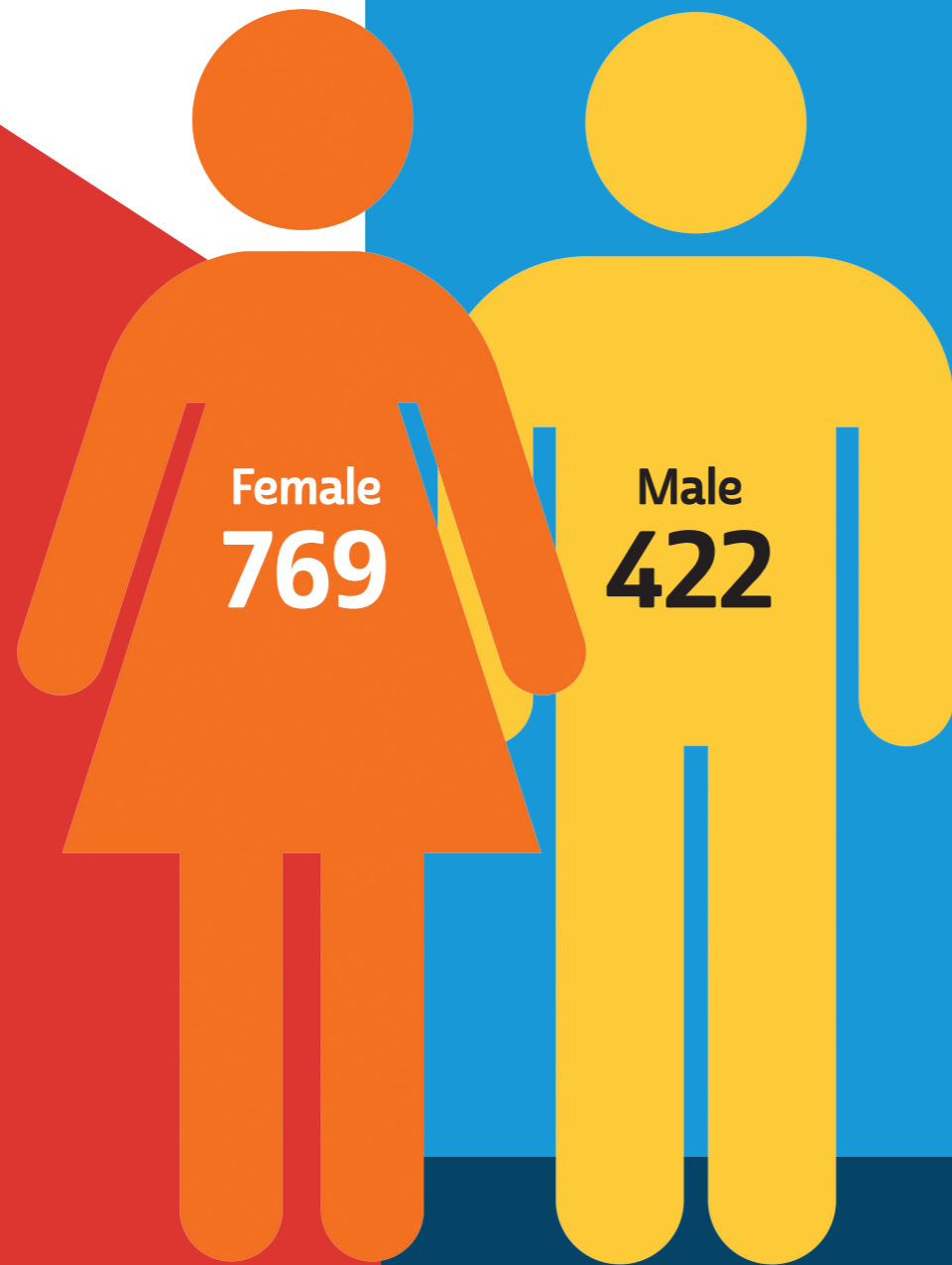
Community Housing Tenants by location

Orange	395
Mudgee	313
Bathurst	231
Dubbo	129
Kandos	35
Gulgong	33
Parkes	11
Millthorpe	9
Cowra	9
Wellington	8
Molong	7
Rylstone	5
Forbes	4
Condoblin	1
Gilgandra	1

Total tenants 1,191
New tenants welcomed 241

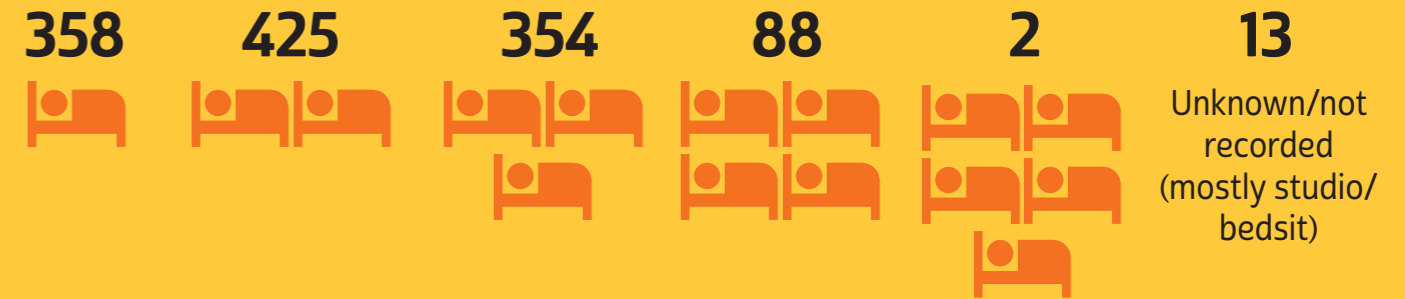
Above figures exclude Crisis Accommodation Tenants

20.99%
 Percentage of our tenants who identify as Aboriginal



Tenants by age
 25 and under 57
 Aged 55 plus 61

Property type by bedroom

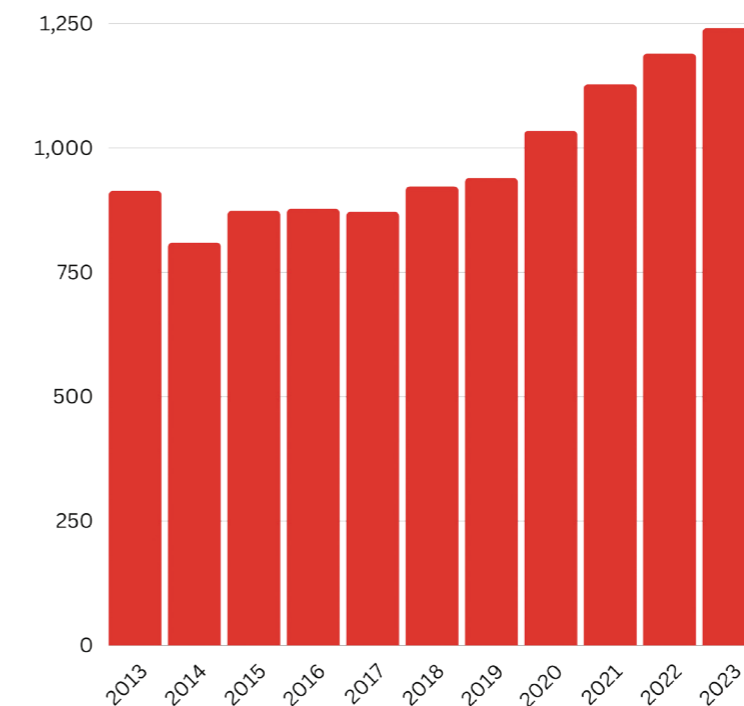


40 Number of households who exited social and affordable housing into sustainable private rental properties

18.72% Tenants receiving wraparound support services to sustain their tenancies

1 household exited a Housing Plus property to purchase their own home

Number of properties



Properties by housing use:

112 Affordable (9.03%)
1038 General (83.71%)
51 Transitional/Crisis (4.11%)
39 Other (3.15%)

Community Services

Staff trained to deliver preventative DV program to schools

In 2022, 11 Housing Plus staff attended facilitator training to deliver the Love Bites Program, a primary prevention education program that focuses on the development of respectful relationships and violence prevention for 15-17-year-olds (or Years 10-12). Each year Housing Plus joins a group of other service providers including NSW Health, NSW Police, WDVCS and other government and non-government agencies to deliver the program into schools. The aim is to educate young people on healthy relationships and how to identify an unhealthy relationship and seek help. The program tackles difficult subjects such as attitudes toward women and sexual harassment.

Staying Home Leaving Violence expands

Housing Plus has been operating the Staying Home Leaving Violence ('SHLV') service in Orange and Cabonne for a number of years. The program provides intensive support to help women and their children to stay in their home or a home of their choice and works closely with police to have the perpetrator removed. In July 2022, Housing Plus was successful in its tender to deliver the service in Mudgee and Mid-Western NSW and Bathurst. We partnered with Lithgow Community Projects to deliver into Lithgow, and also commenced a pilot SHLV program in the Blue Mountains.

The Bathurst Orchard becomes operational

In January 2022, Housing Plus were thrilled to welcome its first clients into the Orchard Bathurst. The Orchard Bathurst in refuge for women and children escaping domestic and family violence in the core and cluster model. The refuge has 5 fully self-contained apartments, as well as common spaces for children and families to gather, seek external support and recover from their trauma.

Initial Transitional Service expands

The Initial Transitional Services support people exiting Correctional Facilities to engage in support that will prevent them from reoffending and secure a successful transition back into the community. In July 2022, Housing Plus successfully tendered to retain its existing Initial Transition Service in Orange, Maitland, Muswellbrook, Moree, Broken Hill and increased our footprint to deliver in Albury, Tamworth and Griffith.

Funding allocated to deliver the Men's Behaviour Change Program

After self-funding the Commit and Change Men's Behaviour Change program for 2 years, Housing Plus successfully tendered to deliver its program for another 2 years from 1 July 2022. The aim of the program is to keep women safe by working with men who use violence. The program holds the men accountable for their actions while supporting them to make long-term sustainable change.



“

Orana-Mid Western Police District, Domestic Violence Team works closely with our local Women's Domestic Violence Court Advocacy Service Housing Plus. We have a close working relationship, working together at court list days, hearing, serious threat referrals and at our Safety Action Meetings. Our ability to work collaboratively provides fluid information sharing which increases victim safety and the best support for victims of domestic violence.”

Sergeant Michael Edwards, Domestic Violence Team Leader, Orana Mid-Western Police District

32 clients are receiving support through the Together Home Program

504 Women and Children supported through Staying Home Leaving Violence program

852 Clients Supported by our Homelessness and Housing Support Services

272 Women and children supported by our Operation Courage Service

92 Women and children supported by The Orchard

6680 Bed nights received by women and children staying at The Orchard

29 Opportunity Pathways clients achieved employment outcomes

1,982

Women supported through Central West Women's Domestic Violence Court Advocacy Service

2,289

Women supported through Western Women's Domestic Violence Court Advocacy Service

473

Women supported through Central North Women's Domestic Violence Court Advocacy Service

825

Final order Apprehended Domestic Violence Orders

1,025

referrals from Police to WDVCS

732

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



Stakeholder Engagement



July 2022 - Minister Natasha Maclaren-Jones and Paul Toole MP visited the Bathurst office.



June 2023 - Justine Elliot MP and Andrew Gee MP visited The Orchard Bathurst.



August 2022 - Minister Natalie Ward visited The Orchard Orange



July 2022 - Andrew Gee MP, Phillip Donato MP and Cr David Mallard visited Wirree for Homelessness Week

Jayme's Story

Jayme was first referred to Housing Plus in 2021. At this time, he had been homeless for 10 years and on the public housing waitlist for a significant amount of time. Upon initially meeting with Housing Plus, Jayme worked with our Homelessness team to apply for a flat, and to his surprise, was given his very own place to call home.

After moving into his home, Jayme was inspired to commence a Certificate III in Community Services. The Housing Plus team also informed Jayme of a cadetship opportunity with CHIA (Community Housing Industry Association), in which he could gain industry experience, while using his skills and getting paid to work with us at Housing Plus.

Throughout his cadetship, Jayme has been working as a Customer Service Assistant with Housing Plus and has never looked back. His role is split between assisting the maintenance, tenancy and reception teams, so it is very likely you may have even spoken to Jayme over the phone or via email before!

We asked Jayme what his best advice is for anyone looking to follow in his footsteps, and potentially go into a cadetship. He said: "Prepare yourself! It's not as easy as it looks and can get pretty hectic at times. But it is also very rewarding - just don't get behind in your assignments... that can get stressful!"

We love having Jayme on our team and are so proud of the amazing work he is doing.



Throughout his studies, Jayme has been supported by a number of services within Housing Plus - the Together Homes program support has helped him be independent of public transport to get to and from work, while the Opportunity Pathways Program has supported him with suitable interview clothes, study materials and more.

Nguluway

Housing Plus is committed to consulting and involving Aboriginal and Torres Strait Islander employees on issues that impact the Aboriginal and Torres Strait Islander communities in which we live established an Aboriginal and Torres Strait Islander staff and client engagement group, Nguluway, in 2017 to facilitate this aim.

Nguluway, is a formal committee to consult on or advise of changes in practices, procedures, and policies and to discuss any barriers or issues facing Aboriginal and Torres Strait Islander people's, employees, customers, clients, and community.

The groups focus is to join the Aboriginal and Torres Strait Islander community with Housing Plus. It includes skilled Aboriginal and Torres Strait Islander staff from Housing Plus who meet every fortnight to discuss issues impacting our customers, clients, and community, and yarning about how we can make it better or easier for Aboriginal and Torres Strait Islander peoples to access the right services when they need them.

Nguluway also supports the staff at Housing Plus to engage with Aboriginal and Torres Strait Islander customers and clients in a way that they feel supported and heard. Our hope is that our customers share their experience in community.

Nguluway works together with Housing Plus to host or participate in key anniversaries, such as Reconciliation Week and NAIDOC Week. With the Reconciliation Week theme being "Be A Voice for Generations", Nguluway Group arranged morning tea in Orange, Bathurst, Mudgee and Dubbo to come together as an organisation and community to reflect, discuss and have yarn about the significance this week is.

To further support our community once a year, the Orange team arranges a day to cook and deliver our local elders lunch and are continuously looking at how else we can offer our support.

Nguluway Group also works in being sponsor for events like the Marty Gordan Golf Day in Dubbo, Dubbo Community NAIDOC Awards and Orange NAIDOC week Community Awards, where one of our own Nikea Dixon, was the winner of the Employee of the Year award in 2022.



Thomas' Story*

Prior to commencing on the Together Home Program in Bathurst, Thomas* was a rough sleeper for over 2 years. This was not Thomas' first experience of rough sleeping either as he had engaged in the lifestyle along side his father as a child. Thomas is someone that had spent 29 of his 47 years incarcerated and had an established drug dependency which too developed from the age of 8. Whilst homeless Thomas started a support group for men at the local Anglican church, a program which assists and supports former inmates to integrate back into society. Thomas is an Aboriginal mentor, as well as narcotics sponsor for some of the men in the group, a positive influence with lived experience, being a recovering heroin addict himself.

After Thomas was identified as an appropriate referral and accepted onto the Together Home Program in May 2022 along with his partner, they resided in temporary accommodation for a significant amount of time until the right type of property was identified for them (a property away from triggers of anti-social behaviours).

It was during their time in temporary accommodation Thomas and his partner obtained a dog (this was known about and accepted by the temporary accommodation provider). Although this added additional complexities to the procurement of an appropriate property, the dog provided the couple with companionship and mental health support while they were in the process of stabilising and making further positive changes in their lives.

Further, and a testament to Thomas' strength in character is whilst homeless, Thomas was diagnosed with cancer and whilst residing in temporary accommodation received treatment for the cancer including having a tumour surgically removed in late 2022.

In late March 2023, a Housing Plus property was offered to Thomas providing himself, his partner, and their dog a secure home for the first time in numerous years and has been instrumental in further providing a foundation to being able to achieve their goals. Now stabilised in his housing, Thomas has recently attained his drivers' licence and enrolled in the Opportunity Pathways Program through Housing Plus to gain casual employment and begin studying through TAFE.

With the assistance of the Together Home Program, being offered appropriate housing Thomas has overcome many of life's adversities and managed to prosper with the support of case management through Housing Plus. Thomas is inspirational and despite all the ups and downs he has endured; he never once gave up.

*name changed to protect identity of client

Corporate Services

A continued focus on ICT

As part of our Futures2030 project, in FY22 Housing Plus conducted a full review of our existing Information and Communications Technology systems and processes, and developed an improvement plan and strategic roadmap for our digital transformation. We have continued to implement this plan in FY23, with key achievements including:

- Commencement of the Customer Relationship Management (CRM) project, due for implementation in early 2024. This system will greatly improve our services and outcomes for customers, by streamlining processes and allowing easier access to information.
- Significant uplift in our cyber-security policies and systems, to ensure our customer and other information is safe and managed appropriately.
- Improvement in our ICT infrastructure and networks to ensure our systems are stable, fast and secure.

Staff learning and development

Housing Plus is committed to the ongoing professional development and further education of our employees. We believe that continuous learning is central to fostering a highly skilled and professional team who are committed to our vision and values, and are leaders in our sector. In addition to coordinating organisation-wide and service-based or role-specific training programs, we encourage our employees to be proactive with their own development, to seek out training and learning opportunities they believe will benefit their existing role and future career development.

A key focus area in the last 12 months is mental health training and trauma awareness. Our goal is for all frontline staff to be accredited in mental health first aid, and many have also undertaken further or specialist training in this area. In addition to supporting

our customers, supporting the mental health of our valued team is also vital, and so this year all employees have undertaken tailored training in resilience, self-care and professional boundaries.

Another key focus area for training is cultural awareness, with the launch of an organisation-wide training program through the Centre of Cultural Competence Australia as part of our commitment to diversity and employee development. This training has been developed in extensive consultation with an Indigenous Advisory Panel, the Indigenous Directorate at TAFE, and the Indigenous Directorate at the Department of Education and Training.

Expansion of our team

Housing Plus experienced significant growth in FY23, with 60 new starters joining our team over the course of the year. We now have employees based in many parts of NSW, from Albury in the South up to Byron Bay in the North, from Broken Hill in the West to Sydney in the East. We highly value the diverse experience and skills these employees bring to our services, and have become adept at creating a sense of cohesion and teamwork despite geographical distance, using technology such as Microsoft Teams.

Face to face interaction is still important however, and creating an opportunity for this interaction this was one of the objectives of our All Employee Conference held in November, held in celebration of our 40th Birthday.



“The Housing Plus staff who assisted me were amazing. They could not do enough to assist me and I was treated with respect at all times.”

Barry, Housing Plus Homelessness Service client



77%
of Housing Plus Employees identify as female

17%
Housing Plus employees identify as Aboriginal



139 total employees

Growth in our team

Year	People
2019	65
2020	80
2021	104
2022	105
2023	139



4,669 total training hours delivered

33 average training hours delivered to each employee

Developing our Reconciliation Action Plan



A large project of this year was the development of our Reconciliation Action Plan.

The Housing Plus Reconciliation Action Plan (RAP) is the result of extensive consultation with Aboriginal and Torres Strait Islander individuals, communities, colleagues, and other stakeholders. On commitment to the development of the RAP, Housing Plus called for nominations from employees to form our Reconciliation Working Group. Since then, we have developed our Reflect RAP under the guidance of Reconciliation Australia's RAP program and in wide consultation with Housing Plus's staff and the Aboriginal communities in which we work.

Our RAP follows the recognised guidelines which commit to implement actions relevant to Relationships, Respect and Opportunities. These themes align well with our own organisational Staff Charter of Professionalism, Respect,

Integrity, Dedication, and Empathy. (PRIDE) Housing Plus is fortunate to have Aboriginal and Torres Strait Islander employees who wish to share their knowledge and skills. We have a desire to engage community and wish for all community to have access to the supports and services they need.

Housing Plus' vision is for Aboriginal and Torres Strait Islander peoples to be treated as equals, have their voice heard and support them in their journey by walking together, have their culture and histories valued, appreciated, and admired with dignity and respect.

Our Reconciliation Action Plan will support our vision and direction over the next 18 months; building upon our existing knowledge and deepening our understanding of Aboriginal culture, history and achievements, to ensure our organisation is culturally safe and inclusive.

Joe's* Story

ITS (Initial Transitional Service) had a recent client 'Joe' who was released from custody with no accommodation, no medication or scripts and no phone. Joe's situation is not uncommon and many clients leave custody with only ITS or no support.

ITS worked closely with Community Corrections and a number of other agencies to address Joe's immediate needs whilst looking for longer term solutions. Joe has medication resistant schizophrenia along with suspected ABI and cognitive impairment and Joe's engagement with services in the past has been sporadic and superficial.

The Housing Plus / ITS model calls for staff to 'fill the gap' by providing direct case management where possible, until appropriate services can take over, with a proven support model in place. Over an extended referral, ITS found Joe stable accommodation (boarding house) and was able to bring in other services, including Community Mental Health and NDIS supports.

ITS modelled the support required for Joe and then slowly withdrew as the support workers took over. Positively, Joe has not been admitted to mental health unit for over 2 months now and has agreed to a SIL property which he is due to move into this month.

*name changed to protect identity of client



Awards



Orange Business Awards

- Winner – Employer of Choice Award
- Winner – Excellence in Innovation
- Winner – Outstanding Community Organisation
- Winner – Outstanding Business of the Year



Rhino Business Awards

- Winner – Employer of Choice Award



Powerhousing Awards

- Runner Up – Rising Star Award awarded to Chelsea Preen
- Runner Up – Team Leadership and Culture Award



Western NSW Business Awards

- Winner - Outstanding Community Organisation Award
- Winner – Employer of Choice Award



Orange NAIDOC Community Awards

- Winner - Employee of the Year awarded to Nikea Dixon

Dubbo NAIDOC Community Awards

- Winner - Service of the Year

Meet The Team



Heather Reynolds, Team Lead - Support Coordination

As Housing Plus' longest serving staff member, in November 2022, Heather celebrated an incredible milestone - 15 years of service.

Heather has had quite the journey and supported the Housing Plus business in many ways, joining the team in 2007 as a Tenancy Officer.

Throughout her time at Housing Plus, Heather has grown alongside the business, transitioning from Tenancy Officer, to Housing Manager, Housing Officer, Support Coordinator and is currently, Team Lead of Support Coordination. Heather attributes her tenure to "her hard-working team, with such a strong work ethic, alongside being a part of an organisation that supports and values staff."

Heather's goals for the future are to continue to lead a successful team and plan for future growth as an organisation, while providing a safe space for her and her team to achieve best possible outcomes for customers. She would also love to achieve working for the same organisation until she retires, which she says is still many years down the track!



Rebecca Bohun, Orchards Manager

Becc is currently in her 7th year of service with Housing Plus, and throughout that time has worn many hats.

Becc started with the business in 2016 as a Business Support Officer, then moving into the Orange Homelessness Service as a Case Worker before starting with the Central West WDVCS as a DV Specialist in 2019. In that same year, Becc stepped into a leadership role as Manager of the Central West WDVCS until early 2023, before becoming Orchards Manager.

Becc's current role as Orchards Manager sees her collaborate with our partners and multiple teams within Housing Plus to support the implementation of the Core and Cluster project. Becc focuses on bringing a trauma informed lens for victim survivors into the space to ensure that their voices are heard and needs are advocated for in every decision from design to service delivery.

When asked what her future goals are, Becc says she looks forward to many more years with Housing Plus and wants to continue collaborating with, advocating for and amplifying the voices of women and children experiencing Domestic Family Violence across our communities in prevention, intervention and recovery spaces.

“Meeting so many amazing customers with diverse complex needs that keeps me grounded, humble, kind and grateful everyday.”

“Housing Plus provides opportunities to grow in and across its range of services. It is innovative, dynamic and provides support and flexibility and really values its employees.”

Celebrating our 40th birthday

In November 2022, Housing Plus employees travelled to Dubbo for its first all employee event since COVID. This event was held in celebration of our 40th Birthday, and was also a wonderful opportunity for face to face interaction, networking, and the sharing of ideas. The event was used to engage with the organisation on a review of our purpose and values, and to work on understanding our customers to inform our Futures2030 projects.

The meeting commenced with a Smoking Ceremony and Acknowledgement and an Aboriginal Art workshop was completed during the event with the artwork now being used organisation-wide. A formal dinner was held at the Lazy River Estate including a pre recorded video from NSW Premier, Dominic Perrottet and a celebration of our Chairperson of the Board - Brad Cam's 20 years of service to Housing Plus



Housing Plus - a 40 year journey

1982

Community Tenancy Schemes were established marking the start of community housing. Each scheme had a quota of 30 properties. Each scheme had a quota of 30 properties in Mudgee, Orange and Bathurst.

1997

CTHA won the national award for excellence for the Operation Courage project in partnership with Orange City Council

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

2003

2009

Commenced Central West WDVCS in partnership with Stronger Families Central West

2011

Housing Plus
Housing Plus is born

Awarded Going Home Staying Home package for adults and families and local coordination point for domestic violence

2014

2018

Awarded initial Transitional Service Contract with Corrective Services

Awarded Home Modifications service in Broken Hill

Awarded SAHF phase 2 to build 220 new properties in Central West

2019

Awarded Opportunity Pathways service in partnership with Skillset and Joblink Plus

Opened The Orchard Orange

Awarded Western Region WDVCS contract and expanded Central West WDVCS for 4 years

Awarded extension to SAHF2 phase 2 to build an additional 60 properties

Commenced Men's Behaviour Change program

Commenced Together Home program to tackle rough sleeping in Bathurst

Received funding to build Orchards in Dubbo, Bathurst and Mudgee

2020

Commencement of Futures2030 Project

Appointed to provide the WDVCS across the Central North Police District

Successful for the ITS retender with the addition of Albury, Griffith & Tamworth

Expanded Together Home program to tackle rough sleeping in Orange and Dubbo.

Secured CHIF funding funding to build 12 more properties

Going Home Staying Home and its contracts extended

2021

Awarded funding to build 10 Core and Cluster refuges across Regional NSW

Received funding to deliver Men's Behaviour Change in Orange for 2 years

2022

Our Events

The White Tie Ball

The White Tie Ball is our annual fundraiser for The Orchard Orange.

On Saturday May 20, 2023, we welcomed over 320 guests to the Orchard 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.

Women staying at The Orchard may arrive with nothing, proceeds from the event provides 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.

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 a record-breaking \$94,000. The night was organised by The Orchard Orange Fundraising Committee, a small but dedicated group of volunteers, Julianne Potts, Sue Burke, Libby Seaman, Lilly Castor, Christine Chiarella and Rochelle Monaghan.

Cocktails at the Keystone

Cocktails at the Keystone was an event held to fundraise for The Orchard Bathurst.

On Friday September 23, 2022, we welcomed over 50 guests to Keystone 1889. Award-winning columnist, author, novelist, broadcaster, documentary maker and social commentator, Jane Caro, was the MC on the night.

At the time of the event, construction was underway for The Orchard Bathurst. The money raised helped to furnish the units and purchase everything needed to make them welcoming and comfortable to support the women who are staying with us in the journey to recovery.

It is thanks to our event partners, our sponsors and our guests for their assistance and support to raise much needed funds to support victims of domestic violence. This year we were successful in raising \$15,000 and the night was organised by The Orchard Bathurst Fundraising Committee, consisting of a team of amazing volunteers - Jaclyn Burns, Erica Vass, Elisabeth Sattler and Rochelle Monaghan.



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 of Directors elected by members, or by Board appointment.

The Housing Plus Board is a skills-based Board that operates under a model of strategic governance, whereby the Board links the legal obligations and values of the organisation to operational priorities.

The Board produces explicit governing policies and assures CEO performance by establishing clear expectations and mechanisms for performance and accountability. The Governance of Housing Plus is underpinned by the Board's commitment to great organisational risk management and regulatory compliance.



Our Board



Brad Cam | Chairperson

Director since January 2012 (Prior Service 1997 - 2005)
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



Steven Woodhouse | Director

Director since: 2022
Housing Plus Committees: N/A
Skills area/s: IT strategy, cybersecurity, IT service delivery, IT infrastructure, governance and risk management.
Qualifications: Graduate Certificate of Industrial Management, Business & Technology, Bachelor of Information Technology, Doctorate of Information Technology.



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)



Julianne Potts | Director

Director since: 2022
Housing Plus Committees: N/A
Skills area/s: Domestic and family violence service delivery, social work and business management.
Qualifications: Master of Social Work (Professional Qualifying), Bachelor of Social Science, Social Welfare, Child & Adolescent Welfare, Diploma of Business



Jason Cooke | Director

Director since March 2016
Housing Plus Committees: Audit & Finance
Skills area/s: Finance, strategy, governance, and regulation.
Qualifications: FCA, GAICD, Master of Management, Bachelor of Commerce (Accounting)



Duncan Brakell | Director

Director since: 2022
Housing Plus Committees: N/A
Skills area/s: Civil law and criminal law, business and change management
Qualifications: Barrister-at-Law, Graduate Diploma Legal Practice, LLB (Hons), Graduate Certificate in Management, Bachelor of Business

Celebrating Housing Plus Chair, Brad Cam's 20 years of service to Housing Plus

In 2022, we celebrated Brad Cam's 20 years of service. Brad was a Board Member of Central Tablelands Housing from 1997 to 2005 and its Chair from 2000 to 2005. Brad has been a Director of the Housing Plus Board since January 2012 and Chairperson since 2016. We thank Brad for his organisational support and guidance. Housing Plus' successes would not be possible without his leadership.



Treasurer's Report - Lyall Sadler

The 2023 financial year was one of continued growth and the positive results have helped to support a continued focus on improvement initiatives from both an operational and strategic perspective. The Housing Plus business is driven by a strong executive leadership team, which has expanded during the year to include representation from all key sectors of the business.

In May 2023, we welcomed our new Director of Finance as part of a long-term succession plan and in recognition of the growth of Housing Plus, the Finance Team has expanded its resources to manage the additional volume. The Team continues to operate extremely well and uses a collaborative approach to refine and improve its operational procedures. Both the Director of Finance and I are pleased with the Team's ongoing focus on continuous improvement to add value and assist in decision making throughout the business. I remain confident that the finance environment will continue to operate in an efficient and prudent manner going forward.

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

- An operating profit of \$13.4m (2022: \$2.7m) was achieved while also maintaining a healthy level of overall cash holdings and net assets of \$50m and \$90m, respectively.
- Growth of housing units, either owned or under management, increased from 1,189 in 2022 to 1,240 at the end of the current financial year.
- Growth of approximately 43% in Community Services' government grants which included several new services and the expansion of existing services into new regions.
- Approximately \$33m in cash receipts for capital projects from Local, State and Federal Government.
- Continued to deliver the Social Affordable Housing Fund (SAHF) program, increasing the total property count to 262 completed properties, up from 240 at the end of 2022. 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. It is expected that the final properties under this program will be delivered in the first half of the 2024 financial year.
- Commenced extensive research into the implementation of a new Customer Relationship Management (CRM) software to help facilitate the flow of client data as they move through the Housing Continuum and interact with various sections of the

Housing Plus business. This is running in conjunction with a review of the business' Service Delivery Model to ensure a deeper understanding of our clients' needs and how Housing Plus can best serve them.

- Full compliance against our internal treasury metrics, our "golden rules", which are reported to the Board monthly.

Housing Plus was pleased to have been selected for several additional Capital and Community Services Programs throughout the financial year which included:

- Core & Cluster – Awarded capital contracts across two tranches to construct 10 Core & Cluster sites across NSW, a \$70m project. Upon completion, 83 units will be available to victims of domestic violence (DV)
- Together Home Transitional Housing – selected to construct and own 4 dwellings in Orange aimed at reducing homelessness. This is in addition to a further 6 dwellings in Dubbo awarded in the prior year.
- DV Advocacy Services – Following expansion of existing services in the prior year to the Central North NSW region, Housing Plus was selected by Legal Aid to introduce a number of new services in its regions in 2022/23. The new services included Case Management, Hearing Support and Family Advocacy and Support Services. We remain one of the largest regional domestic family violence providers in NSW.
- Staying Home Leaving Violence – Expansion of the existing service in Orange to Bathurst/Lithgow and Mudgee for 3 years from 2022/23 and a 12-month pilot in the Blue Mountains.
- Men's Behaviour Change Program – Having self-funded as a pilot program for 2 years, Housing Plus secured grant funding for 2 years over 2022/23 and 2023/24.

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 Executive Leadership Team for all of their efforts and continued dedication to the success of the business.

Finance

Statement of Financial Position As at 30 June 2023

	Note	2023 \$'000	2022 \$'000
CURRENT ASSETS			
Cash and cash equivalents	5	50,280	20,146
Trade and other receivables	6	2,415	1,807
Other current assets	7	354	462
TOTAL CURRENT ASSETS		53,049	22,415
NON-CURRENT ASSETS			
Trade and other receivables	6	215	215
Property, plant and equipment	8	775	886
Right of use assets	9	726	1,495
Investment property	10	181,468	164,944
TOTAL NON-CURRENT ASSETS		183,184	167,540
TOTAL ASSETS		236,233	189,955
CURRENT LIABILITIES			
Trade and other payables	11	1,842	2,271
Lease liabilities	12	547	914
Provisions	13	1,005	797
Borrowings	14	1,552	-
Other liabilities	15	33,431	8,785
TOTAL CURRENT LIABILITIES		38,377	12,767
NON-CURRENT LIABILITIES			
Provisions	13	277	233
Lease liabilities	12	203	633
Borrowings	14	107,053	99,436
TOTAL NON-CURRENT LIABILITIES		107,533	100,302
TOTAL LIABILITIES		145,910	113,069
NET ASSETS		90,323	76,886
EQUITY			
Accumulated funds		90,323	76,886
TOTAL EQUITY		90,323	76,886

Finance

Statement of Comprehensive Income For the year ended 30 June 2023

	Note	2023 \$'000	2022 \$'000
Revenue	2	42,877	27,401
Tenancy and Property management expenses	3	(13,490)	(11,552)
Administration Expenses	4	(15,950)	(13,153)
NET PROFIT/(LOSS)		13,437	2,696
TOTAL COMPREHENSIVE INCOME/(EXPENSE) FOR THE PERIOD		13,437	2,696

Statement of Cash Flows As at 30 June 2023

	Note	2023 \$'000	2022 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from clients and others		14,137	15,096
Government grants received		52,561	15,612
Interest received		28	12
Interest paid		(4,592)	(3,982)
Payments to suppliers, divisions and employees		(23,423)	(18,389)
NET CASH PROVIDED BY OPERATING ACTIVITIES	17	38,711	8,349
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from the sale of property, plant and equipment		-	-
Proceeds from the sale of investment property		-	-
Purchase of investment property		(16,589)	(26,929)
Purchase of property, plant and equipment		(252)	(299)
Lease liabilities paid		(905)	(924)
NET CASH PROVIDED BY INVESTING ACTIVITIES		(17,746)	(28,152)
CASH FLOWS FROM FINANCING ACTIVITIES			
Loans to Related Parties		-	-
Loan Facility		9,169	18,915
Principal Repaid		-	-
NET CASH PROVIDED FROM FINANCING ACTIVITIES		9,169	18,915
Net increase (decrease) in cash held		30,134	(888)
Cash at beginning of year		20,146	21,034
CASH AT THE END OF YEAR	5	50,280	20,146

Finance

Notes to the Financial Statements For the year ended 30 June 2023

2 REVENUE	2023 \$'000	2022 \$'000
Rental income	14,224	12,808
Government Grants	27,979	14,011
Other revenue		
• Interest income	28	12
• Donations and sponsorships received	332	232
• Fees and charges	199	116
• Profit on sale of assets	-	-
• Other income	115	222
TOTAL OTHER REVENUE	674	582
TOTAL REVENUE	42,877	27,401

3 TENANCY AND PROPERTY MANAGEMENT EXPENSES

Bad and doubtful debts	186	147
Insurance	581	542
Interest and other costs of finance	4,592	3,982
Leasehold rent expense	2,939	2,236
Rates and utilities charges	1,921	1,985
Repairs and maintenance	2,730	2,317
Other expenses	541	343
TOTAL	13,490	11,552

4 ADMINISTRATION EXPENSES

Depreciation and impairment	1,308	1,491
Salaries and wages	11,632	9,438
Board expenses	121	38
Office rent	-	12
Audit fees	28	28
Other expenses	2,861	2,146
TOTAL	15,950	13,153

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 2023, 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 2023 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 Regulations 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 2023, 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 Board of 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 Board of 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.

Auditors 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 2023 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 St, Orange NSW 2800

Dated: 29 September 2023

Statement By Board of Directors

The directors of the entity declare that:

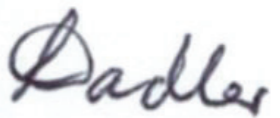
1. The financial statements and notes, as set out on pages 6 to 24, are in accordance with the Australian Charities and Not-for-profits Commission Act 2012:
 - a. Comply with Australian Accounting Standards; and
 - b. Presents a true and fair view of the financial position of Housing Plus as at 30 June 2023 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: 29 September 2023

Contact Us

Website housingplus.com.au
Phone 02 6360 3300
Instagram @housingplusau
Facebook @HousingPlusAU

We acknowledge the Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the land, whose cultures are the oldest living continuous cultures in human history. We pay our respects to Elders past and present and to all Aboriginal and Torres Strait Islander peoples.