



HOMES OUT WEST

ANNUAL REPORT 2020-2021



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Mission:

Working in partnership with our communities to grow and deliver sustainable housing solutions.

Vision:

A community where all people have safe, secure housing that is appropriate to their needs.

Values:

- Respect – We are people focused and respect the diversity, equality and rights of people we come in contact with
- Community – We work as part of the community on common issues
- Professionalism – Our work and interactions are based on respect, integrity, transparency and accountability
- Quality – We strive for quality and equity in our work, our houses and people's lives
- Wellbeing – We strive for the long-term health, safety and wellbeing of people we come in contact with.

Strategic Goals:

1. Growing and diversifying
2. Partnering effectively
3. Delivering quality services
4. Ensuring financial sustainability
5. Being an employer of choice.



*We acknowledge that we live
on Aboriginal and Torres Strait
Islander people's country*

CHAIRPERSON'S REPORT



On behalf of the Board of Directors, we present to you the Homes Out West Annual Report.

The year picked up where 2020 left off with the same challenges arising from the COVID-19 pandemic and has continued to present those challenges in new ways as Governments, and the nation generally, have grappled with how to reach a goal of living with the virus.

The impact, whether visible or not, on staff, tenants, and the public generally is not to be underestimated and I would like to thank Chief Executive Officer Cliff Jones and the team for continuing to work diligently through these issues.

During the year the team has successfully obtained and delivered several Government grants, including accelerated planned maintenance, upgrades to IT systems, and an expansion of the Together Home Program. Obtaining such grants assists in delivering improvements that may otherwise have taken many years to achieve.

The Together Home Program is an example of working closely with our partners, without whom we could not achieve our mission and I would like to thank each of those partners for their continued support of Homes Out West over the past year.

The Board initiated two strategic reviews in the period – a review of the executive structure, and an in-depth financial forecasting and analysis project. Each of these reviews will inform our decision making to ensure we can take a direction that leads to the best long-term outcomes.

In the Board itself, we welcomed Martin Wilmshurst and Gill McKenna, each bringing relevant experience

in housing and housing related fields and strong background in philanthropic and community organisations. We also farewelled Wayne Hart in April 2021, and I would like to thank Wayne on behalf of the Board for his contributions to the organisation.

The 2021 Annual General Meeting marks the end of my term as Chair after five years. Stuart Davidson has kindly accepted the nomination as incoming Chair, with a lengthy handover period occurring during the year to ensure the Board and organisation can continue to operate efficiently.

Despite occurring after the period of this report, I would like to acknowledge the untimely, tragic passing of our friend and colleague Jennifer Townsend. Jennifer was a fierce advocate for the organisation, rights of tenants, and generally what was right, and made enormous contributions over many years to Homes Out West and the community housing sector generally. Jennifer will be sadly missed by both the organisation and the sector.

Lastly I would like to extend the Board's best wishes to CEO Cliff Jones and Corporate Services Manager Russell Begg for their impending retirements in October 2021 and thank both Cliff and Russell for their significant and positive contributions to the organisation.

On behalf of the Board I thank all staff and directors for their ongoing commitment to the success of the organisation for the benefit of the people we serve.

- Matthew Watts, Chairperson

CEO REPORT



The 2020-21 financial year presented a range of challenges and opportunities at Homes Out West.

We were again confronted with the impacts of the COVID-19 pandemic and the resultant ever-changing lockdowns, restrictions and the need to remain constantly vigilant in order to protect tenants, staff and the community in general.

We were at times forced to close our offices to tenants and other members of the public and staff were required to work from home for extended periods of time. All stakeholders responded positively to the dynamic environment and the result is a much more flexible approach to working with our tenants to achieve improved outcomes.

One of our areas of concern was the potential for increased and undiscovered property damage

due to our inability to conduct routine property inspections for much of 2020. We were pleasantly surprised with the result when we returned to inspect all of our properties and discovered no significant increase in property damage during that time.

Rental arrears have continued to steadily decline, particularly in the last 6 months of the financial year, with Homes Out West currently at the sector benchmark of percentage of rent in arrears. This has been achieved by closer monitoring of arrears in the early stages and increased communication with tenants to negotiate achievable repayment plans. Our focus is now increasing in the non-rent debt area to support tenants to sustain their tenancies.

Homes Out West secured approximately \$900 000 in funding to carry out upgrades to some of our oldest properties. Works completed on 70 properties included replacement of kitchens and bathrooms, floor coverings, internal and external painting, replacement roofing and guttering and fence replacements.

We had an improved financial result in comparison to recent years. While escalating maintenance costs, particularly at end of tenancies, continued to cause concern, we were able to make inroads in many other cost areas while also benefitting from successful funding submissions for capital works as described above and additional funding to manage the impacts of the COVID-19 pandemic.

Our annual Tenant Satisfaction Survey, independently conducted by the Community Housing Industry Association (CHIA NSW) provided overall improved results from the previous year with 89% of respondents reporting satisfaction with the overall service provided by Homes Out West (up from 88% in 2019) and 81% indicating satisfaction with repairs and maintenance (79% in 2018).

Overall Satisfaction	Property Condition	Repairs & Maintenance
89%	81%	81%
Above NRSCH Threshold of 75%	Above NRSCH Threshold of 75%	Above NRSCH Threshold of 75%

We again completed our annual registration return as required by the NSW Registrar of Social Housing. The result was extremely positive with Homes Out West declared compliant in all areas with minor recommendations that were immediately adopted.

This will be my final annual report as I will be leaving the position of CEO to retire in October. I am leaving with mixed feelings in that I leave the organisation in an improved position in comparison to when I commenced in the role, but also at a critical time due to the challenges presented by a dynamically changing social housing sector.

I am confident in the organisation's ability to continue to grow and develop due to the continued commitment of Homes Out West Board and staff. I would like to confirm my continued admiration and gratitude for the way all staff have met the challenges presented by these uncertain times and their continued commitment to the organisation and our tenants. I would also like to thank the board for their ongoing support throughout my time as CEO.

- Cliff Jones, Chief Executive Officer

BOARD PROFILES

Matthew Watts – Chairperson

Matthew is currently the Corporate Services Manager of Purtil's Deniliquin with experience and skills in corporate governance, risk management and management of various corporate support functions. He has extensive prior experience in the Information Technology field. Matthew holds a Graduate Diploma of Applied Corporate Governance and is a graduate member of the Australian Institute of Company Directors.

Marg Bull

Marg has recently retired from a career in the education sector spanning more than 40 years and is an Edward River councillor. Her passion has been the provision of opportunities for rural students across the southern Riverina region. She is also a director of her family farming business with interests in the Conargo and Deniliquin areas. With extensive experience working with community organisations, Marg brings a wealth of experience and strong links to the Homes Out West Board.

Stuart Davidson

Joining the Homes Out West Board in 2018, Stuart recently retired from the General Manager's role with the Department of Justice and Regulation (Hume Region). Prior to his work with the Victorian Government, Stuart managed the Consumer and Tenancy Advice Service. He has extensive experience in governance of community organisations and has strong interpersonal skills which have been utilised in community and stakeholder engagement. He has worked with Aboriginal and migrant communities and brings a wealth of insight and expertise in government grants and funding.

Karen Wilson

Karen has over 20 years' experience as an educator. Gaining experience in management, financial and project management has been her focus over the past 10 years. Karen comes with great local knowledge of the Deniliquin Aboriginal community as well as the wider community. She is currently the chairperson of the Deniliquin Community Working Party, and The Local Aboriginal Education Consultative Group. Karen has previously been a board member of South West Arts. She is also the current Deniliquin delegate of the Regional Local Decision Making body for the Riverina Murray Regional Alliance.

Martin Wilmshurst

Appointed October 2020, Martin is retired and has a background in hospitality management with a large component being accommodation management and group property management. Martin is passionate about community services, believing in giving back and helping the community. Martin is currently Assistant Governor of Rotary, past President of Lions and Rotary. He established the Deniliquin Multicultural Group and is a Director of the Deniliquin RSL.

Gillian Mckenna

Gillian commenced her position on the Homes Out West Board in 2021. She has a background in finance, administration and office management and has previously been a tax consultant.

MEETING ATTENDANCE – JULY 2020 TO JUNE 2021

<p>Matthew Watts Elected 13/11/2012 Board Meetings 11/11</p>	<p>Jennifer Townsend Elected 17/11/2015 Board Meetings 11/11</p>	<p>Margaret Bull Elected 21/7/2017 Board Meetings 9/11</p>
<p>Karen Wilson Elected 28/03/2019 Board Meetings 10/11</p>	<p>Stuart Davidson Elected 27/4/2018 Board Meetings 10/11</p>	<p>Wayne Hart Elected 26/03/2020 Board Meetings 9/9</p>
<p>Martin Wilmshurst Elected 22/10/2020 Board Meetings 8/8</p>		



HOUSING OUR COMMUNITY

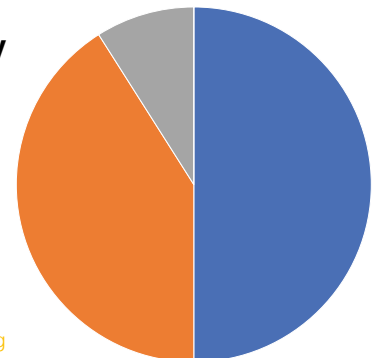
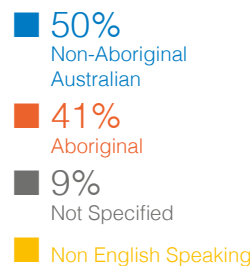
The primary goal of Homes Out West is to deliver safe, secure and sustainable housing options.

Our Client Services Team manage a geographically distinct portfolio of properties and tenancies across the vast south western Riverina region from Albury to Wentworth. We work together with diverse communities and support services to ensure that our tenants can expect the highest level of service to ensure sustainability in each tenancy.

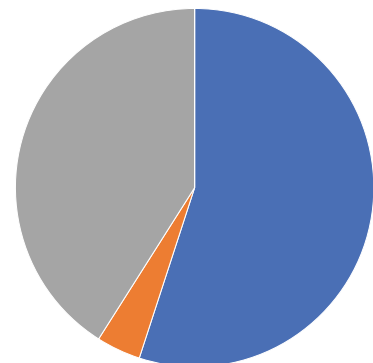
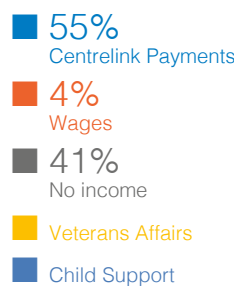
During 2020/21 Homes Out West were chosen to assist in delivering the Together Home Program. This program was launched by the NSW Government in what was a rapid response to the COVID-19 pandemic. Together Home Program is aimed at housing rough sleepers and the long-term homeless to attempt to slow the spread of COVID-19. The program adopts the housing first principles and then provides wrap-around support/s to participants. This provides them with the tools to successfully maintain a tenancy and transition into long term, permanent housing. Most

of the packages for this program were allocated in Albury, however, we have also managed to assist clients in Deniliquin.

Cultural Identity



Income Source



TENANT AND COMMUNITY ENGAGEMENT

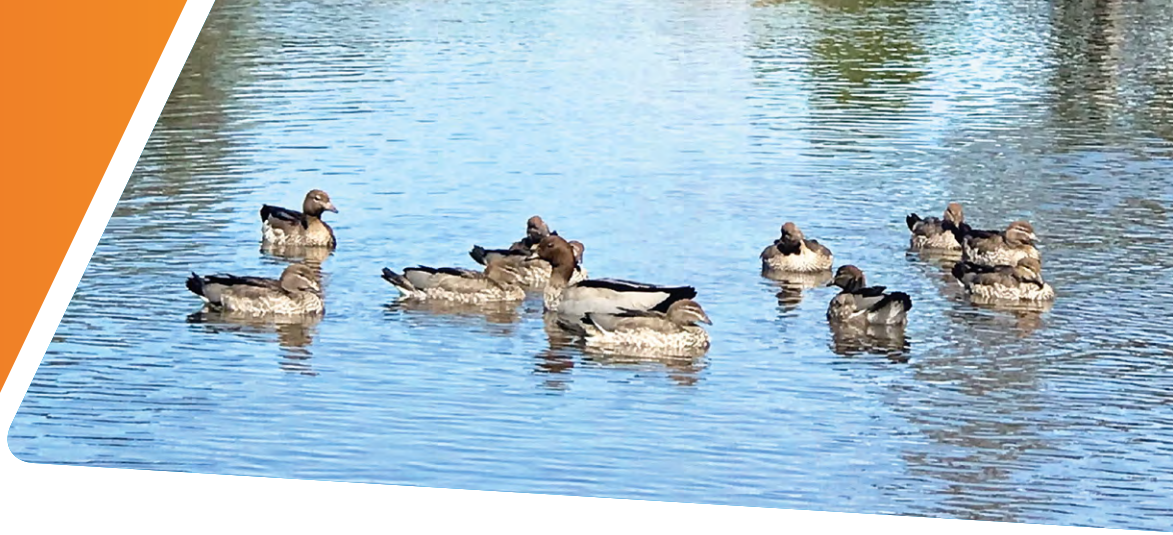
Homes Out West's primary focus is on sustaining tenancies, increasing engagement, building rapport with tenants and support agencies.

Engagement activities in a face-to-face capacity was extremely limited this year due to the ongoing pandemic. Homes Out West did however attend the NAIDOC Koori Market 2021 held in Deniliquin, and a great time was had by everyone in attendance.

Despite a lack of opportunities to hold group gatherings, we maintained relationships between Homes Out West and other agencies as well as our tenants. During lockdown/s we maintained regular communication with our most vulnerable tenants to provide a regular contact person at Homes Out West and to ensure that we could connect our clients with any services that could meet their needs.

We are hopeful that the coming year will allow us to return to holding tenant forums and engaging more with our communities. The planning is already underway to host small events in the lead up to Christmas 2021. In the past these have been very successful, and we are looking forward to catching up with our clients.





BRICKS & MORTAR

Homes Out West 400 properties are spread across nine different Local Government Areas between Albury in the east and Wentworth in the west.

Homes Out West continues to operate a range of different programs in order to provide safe, secure and sustainable housing to those most in need in the Riverina Murray Region of NSW.

Homes Out West asset team is responsible for maintaining properties owned and managed to a standard that ensures compliance with The Residential Tenancy Act, LAHC Standards and Local Council Requirements. We appreciate the professional and loyal business relationship provided by all our contractors and thank them for this.

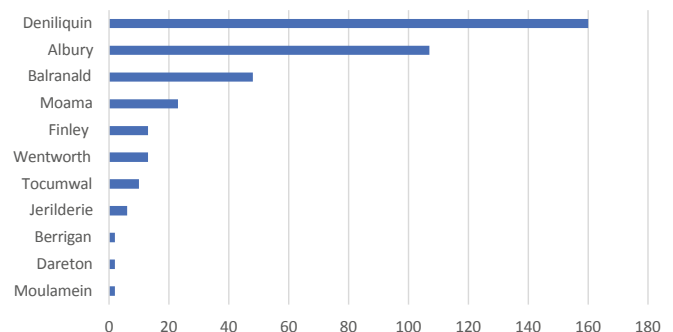
Our Leasehold portfolio remains stable with a total of 87 properties 11 in Deniliquin and the remainder in Albury. The properties within this program are leased from both agents and private landlords, they make up an integral part of our portfolio and provide tenants with modern sustainable properties to live in. Homes Out West is continually working on building relationships with these partners.



Property Program Type include:

- Crisis Accommodation
- Leasehold Properties
- Fee for Service
- Capital Properties

Property Stats 2021





Capital Works Project

2021 has certainly handed us a few challenges, however the completion and success of the Capital Works Project was very pleasing for HOW and our tenants. \$900,000 worth of improvements were initiated within our portfolio. The upgrades included the installation of

- Kitchens
- Gutter & Downpipe Replacement
- Bathroom
- Flooring
- Boundary Fencing
- External Painting
- Internal Painting

76 properties within the transfer portfolio were recipients of Capital Work Upgrades. This was a fantastic result that has greatly assisted in improving amenity and tenant satisfaction.



Deniliquin Client Officer Tash in Laman Crt, the property received a new Colourbond Roof as part of the Capital Works Project, installed by local plumbing Co Mick Farley Plumbing.



17KW Solar PV System installed at Broughton House, Albury by Straight Line Solar.

Repairs & Maintenance

Homes Out West continue to receive great results in the annual maintenance survey.

Overall Satisfaction

89%

Above NRSCH Threshold of 75%

Property Condition

81%

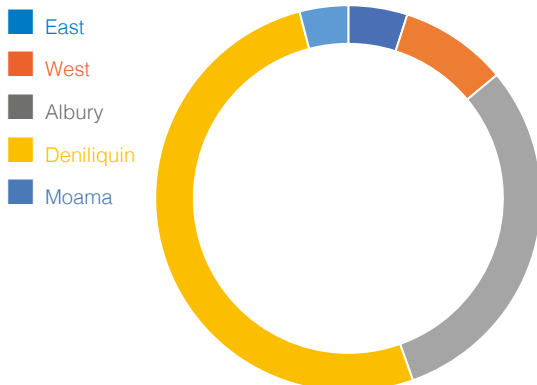
Above NRSCH Threshold of 75%

Repairs & Maintenance

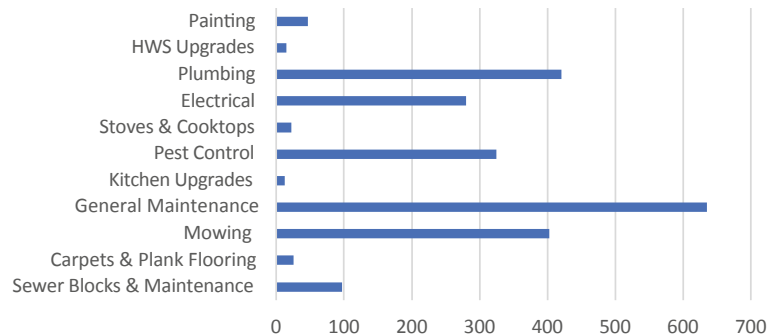
81%

Above NRSCH Threshold of 75%

Maintenance Jobs Completed

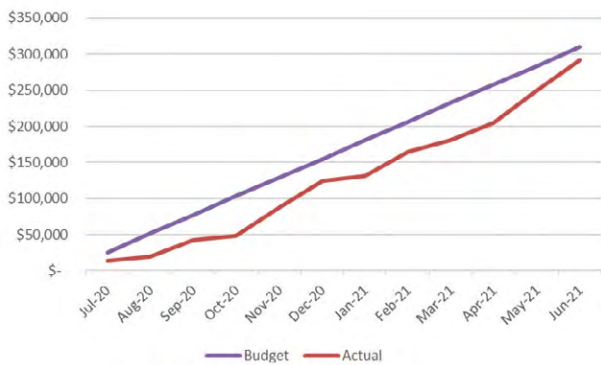


Dispersion of Work by Trade



Planned Maintenance

A total of \$292,000 was injected into the portfolio through our 2021 Planned Maintenance Program. This ensures all properties remain at or above LAHC standard whilst providing tenants with aesthetically pleasing properties.



Pictured right is Carren in her recently upgraded AHO property in Deniliquin. Carren was one of many of our local AHO tenants who received a major upgrade to their properties. Including the installation of cladding, new windows, flooring, kitchen painting. Along with the previous installation of Solar and Split Systems these properties are now

providing the occupants with well deserved and much needed economic relief on their energy costs.

The upgrades have provided our community and local businesses with a massive economic injection over the duration of the works.



PARTNERSHIPS

Homes Out West works in partnership with a variety of organisations to assist us in being able to respond to the needs of the communities in which we work.

Homeward Alliance

The Homeward Alliance is a collaboration of services including YES Unlimited (Youth and Family Services), Vinnies Services and VERTO. The Alliance provides transitional housing options to people who are homeless or at risk of becoming homeless. Homes Out West undertakes the tenancy management services to the transitional properties in Albury and Deniliquin.

Vinnies Services Deniliquin

Homes Out West has a strong, long-term partnership with Vinnies in Deniliquin.

Balranald Local Aboriginal Lands Council

Homes Out West provides tenancy management services to a number of properties in Balranald. This partnership is an important link with the Aboriginal community in the Balranald area.

New South Wales Aboriginal Housing Office

Homes Out West provides tenancy management services to the organisation's Aboriginal Housing properties in Moama, Deniliquin, Moulamein and Balranald.

Housing NSW – Albury Branch

Homes Out West has developed a positive relationship with Housing NSW to ensure we are delivering appropriate services to our clients through the shared use of the Housing Pathways system.

Balranald Shire Council

In partnership with MacKillop Rural Community Services, Homes Out West provides tenancy management to six independent living units for people with intellectual disabilities in Balranald.

Mallee Family Care

Homes Out West employs the services of a Liaison Officer who assists with the day-to-day management of our tenancies in Dareton and Wentworth. This position also offers access to housing pathways services and assists clients to apply for social housing programs.

Life Without Barriers

Homes Out West have partnered with Life Without Barriers to provide long term support and housing for clients with intellectual disabilities in Albury. This partnership includes the management of five properties dedicated to this program.

Yes Unlimited

Homes Out West have partnered with Yes Unlimited to provide wrap around support as part of the Together Home Program. This provides intensive support to the clients in this program assisting them with living skills, sustaining tenancies and medical support.

Other Partnerships

Albury Co-Operative Housing
Albury Community Mental Health Services
Albury Wodonga Aboriginal Health Service (AWAHS)
Centacare
Community Aged Care Services
Deniliquin Community Mental Health Services
Department of Communities and Justice (formerly Family and Community Services)
Kurrajong Waratah – Yallambee
Mallee Accommodation & Support Program (MASP)
Mission Australia
Personnel Employment
Wellways
Yarkuwa

CLIENT SERVICES

This was another challenging year for the client services team with some staff changes internally as well as further adapting to the on-going global pandemic.

Our offices had to resort to a skeleton staff to keep the office open while all staff at some stage had to work from home. We quickly became adept at online meetings and training sessions. Despite not being as accessible as we would normally be, we kept our clients updated with what changes were occurring and when and managed to find solutions to all problems that arose. The results from the annual tenant satisfaction survey indicates that our clients remained very happy with our services during this time.

Despite these challenges we have successfully completed the following training to further develop our skills in the areas of:

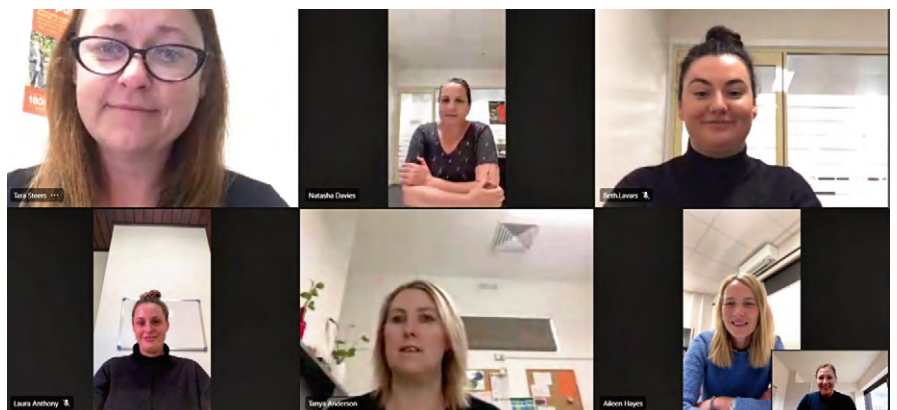
- Aboriginal Cultural Competency
- Sustainable Tenancies
- NCAT Training
- Understanding Coercive Control
- Housing Pathways
- DV Aware
- First Aid

We continue to foster the existing relationships that we have with support agencies, and work on building new relationships with various community stakeholders. Key goals of the organisation are:

- Establish and maintain strong working relationships with local service providers
- Raise awareness of these services at every opportunity
- Linking and referring tenants, during times of need

Our organisation is very proud to work collaboratively with non-formal service partners, such as:

- Indigenous and Non-Indigenous Tenancy Groups
- Advocacy Groups
- Safety Action Groups
- Mental Health Services
- Women's Support, Youth and Homelessness Services



FINANCIAL STATEMENTS

Homes Out West Profit And Loss Statement

For the year ended 30 June 2021

Homes Out West ABN 85 769 215 848	2021 \$	2020 \$
INCOME		
Dividends received	1,268	1,719
Interest received	12,938	23,687
Unrealised (gains)/losses	605	(1,155)
Sundry Income	2,127	2,127
Imputation credits	543	631
Recoveries	3,561	18,774
Profit/(loss) on sale of non-current assets	-	(3,582)
Rent income	3,119,605	3,000,986
Water usage charged to tenants	59,370	58,676
Repairs charged to tenants	212,500	217,374
Management fee	246,306	243,823
Membership fees	14	18
CAPMH - Administration LH	179,184	-
Grants - CHLP funding	559,162	530,144
Grants - Transitionals funding	-	31,084
Grants - Other	883,885	227,488
	5,281,067	4,351,794
LESS EXPENDITURE		
Advertising and marketing	8,628	14,944
Amortisation - computer software	28,488	28,488
Auditors' remuneration	8,895	10,050
Bank charges	491	473
Board KLM allowance	-	225
Board other expenses	365	693
Computer hardware	17,289	545
Depreciation - right-of-use assets	286,923	270,191
Depreciation - property improvements	4,084	4,224
Depreciation - motor vehicles	18,968	21,637
Depreciation - office furniture and equipment	7,609	9,178
Depreciation - furniture and fittings	225	282

Homes Out West Profit And Loss Statement (continued from page 13)

For the year ended 30 June 2021

Homes Out West	2021	2020
ABN 85 769 215 848	\$	\$
Employee expenses	134	332
Employee costs	1,069,034	1,142,335
Interest and bank fee - Other	201	194
IT support and service	56,532	68,046
Finance expenses	16,798	22,853
Memberships	6,396	6,578
Miscellaneous expenses	438	644
Motor vehicles expenses	3,883	8,660
Office amenities	5,550	6,550
Office cleaning	8,620	9,210
Office equipment	-	1,655
Office maintenance	3,098	3,240
Office security	1,391	1,236
Photocopying	2,232	1,185
Postage	4,957	5,402
Printing	5,728	2,040
Professional fees	18,846	11,399
Property costs	3,600,034	2,797,660
Publications and subscriptions	2,368	2,351
Rent - offices	2,488	-
Seminar and conference - Staff and board	-	500
Software and licence fees	20,557	33,065
Staff and board training	4,987	3,511
Stationery	-	2,534
Telephone	19,052	19,536
Tenants participation	14,325	14,297
Travel and accommodation - Staff and board	6,385	11,744
	<u>5,255,997</u>	<u>4,537,687</u>
NET OPERATING PROFIT (LOSS)	<u>25,070</u>	<u>(185,893)</u>

Extract from Full Financials. Statements available on request.

Homes Out West Statement Of Financial Position

For the year ended 30 June 2021

Homes Out West ABN 85 769 215 848	Note	2021 \$	2020 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	5	2,001,507	2,289,827
Trade and other receivables	6	1,037,354	591,001
Other current assets	7	15,503	21,741
TOTAL CURRENT ASSETS		3,054,364	2,902,569
NON-CURRENT ASSETS			
Financial assets	8	51,100	50,495
Property, plant and equipment	9	366,419	686,295
Intangible assets	10	8,148	36,636
TOTAL NON-CURRENT ASSETS		425,667	773,426
TOTAL ASSETS		3,480,032	3,675,995
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	11	398,531	404,075
Lease liability	12	269,964	290,136
Provisions	13	198,607	148,441
Other	14	674,679	644,014
TOTAL CURRENT LIABILITIES		1,541,780	1,486,666
NON-CURRENT LIABILITIES			
Borrowings	12	-	276,147
TOTAL NON-CURRENT LIABILITIES		-	276,147
TOTAL LIABILITIES		1,541,780	1,762,813
NET ASSETS		1,938,251	1,913,182
EQUITY			
Retained earnings		1,938,251	1,913,182
TOTAL EQUITY		1,938,251	1,913,182

Extract from Full Financials. Statements available on request.

Homes Out West Statement of Changes in Equity

As at 30 June 2021

Homes Out West ABN 85 769 215 848	Retained Earnings \$	Total \$
Balance at 1 July 2019	2,099,074	2,099,074
Comprehensive income		
Profit (loss) attributable to the member of the company	(185,893)	(185,893)
Total comprehensive income for the year attributable to the member of the company	(185,893)	(185,893)
Balance at 30 June 2020	1,913,182	1,913,182
Balance at 1 July 2020	1,913,182	1,913,182
Comprehensive income		
Profit (loss) attributable to the member of the company	(25,070)	(25,070)
Total comprehensive income for the year attributable to the member of the company	(25,070)	(25,070)
Balance at 30 June 2021	1,938,251	1,938,251

Extract from Full Financials. Statements available on request.

Homes Out West Statement of Cash Flows

For the year ended 30 June 2021

Homes Out West ABN 85 769 215 848	Note	2021 \$	2020 \$
Cash flows from operating activities			
Receipts for customers		3,199,806	3,549,280
Payment to suppliers and employees		(4,834,414)	3,654,410
Insurance proceeds		3,561	14,159
Dividend received		1,811	2,350
Interest received		12,938	23,687
Grants received		1,622,231	788,716
Net cash provided by operating activities	23(b)	<u>5,932</u>	<u>723,782</u>
Cash flows from investing activities			
Payment for property, plant & equipment		-	(33,539)
Proceeds from sale of property, plant & equipment		-	13,182
Net cash provided by (used in) investing activities		<u>-</u>	<u>(20,357)</u>
Cash flows from financing activities			
Payment of Lease Liability		(294,252)	(272,290)
Net cash provided by (used in) financing activities		<u>(294,252)</u>	<u>(272,290)</u>
Net increase (decrease) in cash held		(288,320)	431,135
Cash and cash equivalents at beginning of financial year		2,289,827	1,858,691
Cash and cash equivalents at end of financial year	23(a)	<u>2,001,507</u>	<u>2,289,827</u>

Extract from Full Financials. Statements available on request.

Deniliquin Office

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Keep up to date with our activities
and helpful information.

