



# HOMES OUT WEST

## ANNUAL REPORT 2021-2022



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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.

Homes Out West (HOW) has experienced a year of challenges which has and continues to inform the way in which we meet our important Mission and Vision. The chance to meet and deal with new issues has provided and continues to provide opportunities to become better at our business.

It is vital to acknowledge the massive contribution of Matthew Watts. Matt finished up as Chairperson after 5 years in November 2021. His governance, leadership and wisdom have seen HOW consistently grow and improve in its performance. We sincerely thank you Matt.

It is important to acknowledge Cliff Jones in his role as CEO and Russell Begg Corporate Services Manager. Cliff and Russell both retired in October 2021. As CEO Cliff constantly drove a culture that was client focussed and had a major impact on the organisation. Russell made major contributions in the corporate arena.

David Lowe took over from Cliff Jones as CEO in October 2021 and Kamal Ambati replaced Russell Begg in January 2022. Unfortunately, David chose to resign from HOW in February. Our Housing Services Manager, Gayle Clarke, kindly agreed to act in the role as CEO before being appointed as CEO in June.

The changes in CEO and the need for acting roles as CEO and Housing Services Manager has placed significant strain on all staff. I would like formally thank the staff for all the hard work during a difficult time of staff shortages and uncertainty.

The COVID-19 pandemic impact has ranged from full lockdowns to gradually reducing to a more normal

world. It's impact on the organisation, community and tenants continues and will do so for years to come. Amongst many significant changes that we have experienced is the scarcity of rental properties resulting from populations shifts. This has impacted on our capacity to obtain and maintain affordable leasehold rentals.

Across the community housing sector, the impact of the pandemic, natural disasters, increased maintenance costs and major increases in insurance premiums amongst other items has significantly increased the financial strain on organisations. The Board continues to monitor and investigate the sector issues, regional and local impacts and organisational issues to inform our decision making, so that we can deliver the best outcomes for all of our clients.

The executive restructure commissioned by the Board is in the process of being delivered. We have confidence that the results will lead to a more streamlined and efficient organisation.

The HOW team continued to be successful in obtaining a range of grants. Funds were obtained from our normal grant process as well as funding from

- Social Sector Transformation Fund
- Social Sector Support Fund
- Together Home Program
- CHLP additional funding

The provision of a number of grants in 2021-22 have greatly assisted in addressing a range of needs and are greatly appreciated.

# CEO REPORT



The 2021-22 financial year presented a range of challenges and opportunities at Homes Out West.

We continued to navigate the impacts of the COVID-19 pandemic and the resultant ever-changing restrictions and the need to remain constantly vigilant in order to protect tenants, staff and the community in general.

We continued to blend working from the office with working from home arrangements from time to time. All stakeholders responded positively to these changes and result is a proven ability to adapt to a dynamic environment. Our flexible approach is now part of 'business as usual' while we continue to work with our tenants to achieve improved outcomes.

A return to face-to-face tenant engagement activities provided opportunities to re-connect with

our customers. Similarly we looked to re-connect with existing support partners to strengthen our relationships, whilst seeking opportunities to develop relationships with new partners.

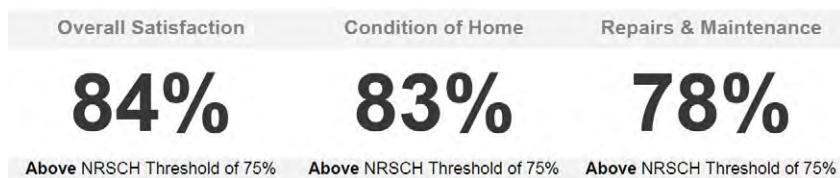
Rental arrears have continued to decline during this year. This has been achieved by closer monitoring of arrears in the early stages and increased communication with tenants to negotiate achievable repayment plans. Our focus will continue to be on reducing rent arrears in addition to the non-rent debt area to support tenants to sustain their tenancies.

We had a much-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 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 good results with 84% of respondents

reporting satisfaction with the overall service provided by Homes Out West and 78% indicating satisfaction with repairs and maintenance. Pleasingly we received 83% in the overall satisfaction with the condition of the properties which increased from 81% last year. We continue to operate above benchmark, which is a great on-going result for the organisation.



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 no recommendations from the registrar, which was an extremely pleasing result.

I would like to thank the board and staff for their support as I have transitioned from the Housing Services Manager role to Acting CEO and ultimately CEO at Homes Out West. The staff must also be

commended for their ability to meet the many challenges that have been presented to them this year and their continued commitment to the organisation and our customers. We will continue to grow and develop together over the course of the next year.

- Gayle Clarke, Chief Executive Officer

# BOARD PROFILES

## Stuart Davidson - Chairperson

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.

## Matthew Watts

Matthew is currently the Corporate Services Manager of Purtill'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.

## 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.

## Jennifer Choice

Jennifer was appointed in 2022. Jennifer served on the police force for 38 years and as a member of the army reserve for 13 years. Jennifer has a keen interest and expertise in issues around domestic violence, child mistreatment and sexual assault. Jennifer holds tertiary qualifications in business administration, child protection and investigation and has a Masters in Human Resources. Jennifer is driven to give back to the community.

## MEETING ATTENDANCE – JULY 2021 TO JUNE 2022

<p><b>Matthew Watts</b> Elected 13/11/2012 Board Meetings 11/11</p>	<p><b>Margaret Bull</b> Elected 21/7/2017 Resigned 25/11/2021 Board Meetings 3/4</p>	<p><b>Karen Wilson</b> Elected 28/03/2019 Resigned 30/06/2022 Board Meetings 5/11</p>
<p><b>Stuart Davidson</b> Elected 27/4/2018 Board Meetings 11/11</p>	<p><b>Martin Wilmshurst</b> Elected 22/10/2020 Board Meetings 11/11</p>	<p><b>Gillian McKenna</b> Elected 22/7/2021 Board Meetings 6/11</p>
<p><b>Jennifer Choice</b> Elected 2/2/2022 Board Meetings 5/5</p>		





# TOGETHER HOME

The NSW government initiative of the Together Home Program was borne out of necessity in early 2020.

This was part of a response to preventing COVID-19 from spreading rapidly throughout the sizable cohort of homeless people in NSW.

Tranche 1 was rolled out commencing 1 July 2020 for a period of two years, and due to its success, tranche 2 was rolled out commencing 1 July 2021. Again, for another two year period.

The funding received was to enable community housing providers such as Homes Out West to procure leasehold rental properties to house suitable participants in the program, as well as engage wrap-around support to assist the program participants with their own specific needs. Homes Out West proudly partnered with Yes Unlimited in Albury and Vinnie's in Deniliquin to support 11 participants in tranche 1 and 3 additional participants in tranche 2.

As we have come to the end of tranche 1 of this program, we have taken time to reflect on the outcomes for the participants and have been overwhelmed and incredibly proud of the difference that this program has made to people's lives. Below are a few brief examples of how this program has changed lives.

Male 1\* had been sleeping rough for over ten years before entering this program. We assisted him by securing a leasehold property in a suitable location and connecting him with a support worker. As a collective we have worked on his varied needs, such as medications for on-going medical conditions, dental work, glasses to read,

joining volunteer groups to feel connected to his community, establishing better relationships with his family. He has sustained his tenancy meeting all responsibilities to maintain a successful tenancy. And despite having exited the program, he still stays connected with his support worker. He has stated that he feels very comfortable with Homes Out West as we have never judged him.

Male 2 \* had been sleeping rough on and off over a couple of years before entering this program. We assisted him by securing a leasehold property in a suitable location and connecting him with a support worker. He has addressed substance use issues that were bothering him and secured a full-time job. He has successfully completed two years in this program and continues to maintain his tenancy and manage full-time employment. Whilst no longer feeling as if he requires intensive support, he knows how to obtain support in the future if he feels it is required.

Female \* had been sleeping rough for over a decade and all agencies involved in this program were very aware of her situation. Together we have worked hard to engage her in the program by finding a suitable home for her and introducing a support worker to identify her needs and assist with working towards goals set by the participant. With some additional funding from the government we have managed to extend her time in the program until after the Christmas period, to ensure that she has the stability that she needs in her life.

\* names withheld





# HOUSING OUR COMMUNITY

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

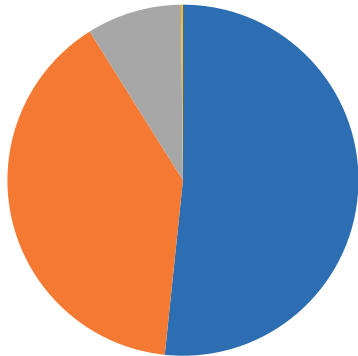
Our Client Services Team manage a geographically distinct portfolio of properties and tenancies across the vast south western Riverina region from Albury to Wentworth. We work together with diverse communities and support services to ensure that our tenants can expect the highest level of service to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

Homes Out West continued to deliver the Together Home Program in our region during 2021/22. This program was initially launched in 2020 by the NSW Government as a rapid response to the COVID-19 pandemic. Together Home Program is aimed at housing rough sleepers and the long-term homeless and adopts the housing first principles. Participants are provided with wrap-around support/s to give them the tools to maintain a successful 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.

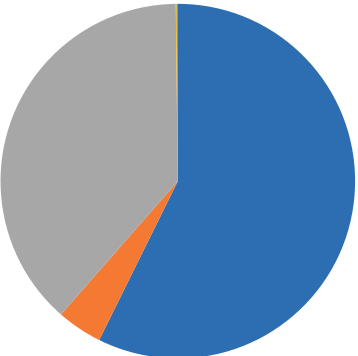
### Cultural Identity

- Non-Aboriginal Australian
- Aboriginal
- Not Specified
- Non English Speaking



### Income Source

- Centrelink Payments
- Wages
- No income
- Veterans Affairs
- Child Support



# TENANT AND COMMUNITY ENGAGEMENT

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

As our opportunities to hold group gatherings this year increased, we engaged in face-to-face activities with a tenants Christmas Party held in December 2021 and our attendance at the NAIDOC Koori Market which were both held in Deniliquin. In Albury we hosted a morning tea and information sharing session with the support providers in the region allowing us to form new relationships and learn what services are available to our customers.

The relationships and bonds between Homes Out West and other agencies as well as our tenants is vital to ensure that our customers are supported to the best of our ability. This in turn has a positive impact on the number of tenants that are able to maintain a successful tenancy.

We are hopeful that the coming year will provide us with further opportunities to host tenant forums in addition to some fun gatherings we have already planned. Having already hosted a successful Christmas in July dinner in Deniliquin, we have plans for a family games night in the lead up to Christmas as well as a Christmas lights competition.



# 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.

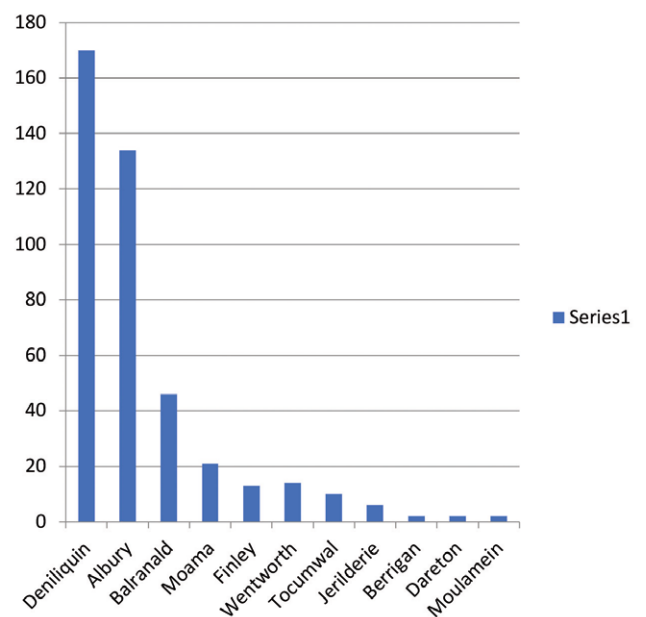
Our Leasehold portfolio remains stable with a total of 87 properties: 8 in Deniliquin and the remainder in Albury. The properties within this program are

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 2022



## Repairs & Maintenance

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

### Overall Satisfaction

84%

Above NRSCH Threshold of 75%

### Property Condition

83%

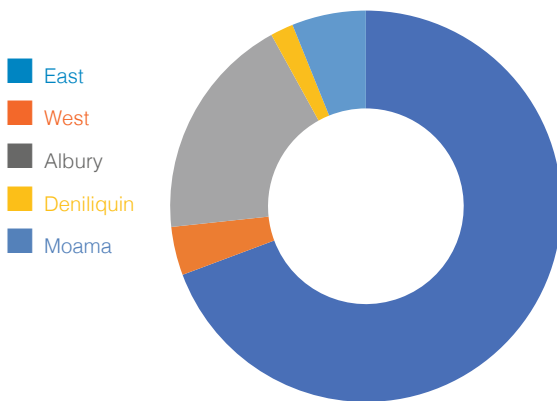
Above NRSCH Threshold of 75%

### Repairs & Maintenance

78%

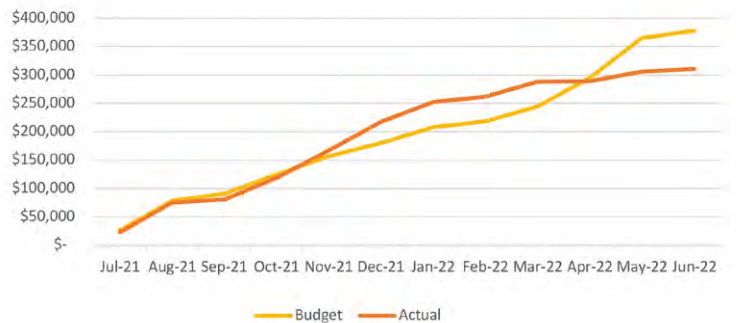
Above NRSCH Threshold of 75%

## Maintenance Jobs Completed



## Planned Maintenance

A total of \$319,000 was injected into the portfolio through our 2021-22 Planned Maintenance Program. This ensures all properties remain at or above LAHC standard whilst providing tenants with aesthetically pleasing properties.



# 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

Despite facing another challenging year the client services team continued to display their ability to adapt to restrictions etc regarding COVID-19.

We have proved we can work from the office or from home and still provide the same quality service to our clients. The results from the annual tenant satisfaction survey indicates that our clients remained very happy with our services during the course of the year, which is a testament to our dedicated team. The team also adapted to a new manager, with Acting Housing Services Manager – Tara Steers – stepping into this role after Gayle Clarke took over the CEO position.

Despite these challenges we have continued to upskill the client services team by successfully completing the following training to further develop in the areas of:

- NCAT Training
- DV Aware
- First Aid
- Suicide Prevention
- Mental Health

- Safety Action Meetings
- Hoarding & Squalor
- Health & Safety Awareness
- Building Resilience

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 2022

<b>Homes Out West ABN 85 769 215 848</b>	<b>2022 \$</b>	<b>2021 \$</b>
<b>INCOME</b>		
Rent income	3,254,781	3,119,605
Water usage charged to tenants	56,205	59,370
Repairs charged to tenants	158,763	212,500
Management fee	197,585	246,306
Membership fees	12	14
CAPMH - Administration LH	282,698	179,184
Grants - CHLP funding	736,039	559,162
Grants - LAHC cadetship	15,611	-
Grants - Other	225,035	883,885
Dividends received	1,157	1,268
Interest received	6,349	12,938
Imputation credits	496	543
Unrealised (gains)/losses	(1,100)	605
Sundry Income	489	2,127
Recoveries	247,412	3,561
Profit/(loss) on sale of non-current assets	22,034	-
	5,203,567	5,281,067
<b>LESS EXPENDITURE</b>		
Advertising and marketing	12,600	8,628
Amortisation - computer software	9,623	28,488
Auditors' remuneration	9,650	8,895
Bank charges	481	491
Board other expenses	252	365
Computer hardware	5,961	17,289
Depreciation - right-of-use assets	195,061	286,923
Depreciation - property improvements	3,785	4,084
Depreciation - motor vehicles	12,009	18,968
Depreciation - office furniture and equipment	6,902	7,609
Depreciation - furniture and fittings	180	225
Employee expenses	758	134
Employee costs	1,030,975	1,069,034

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

For the year ended 30 June 2022

<b>Homes Out West</b>	<b>2022</b>	<b>2021</b>
<b>ABN 85 769 215 848</b>	<b>\$</b>	<b>\$</b>
Interest and bank fee - Other	202	201
IT support and service	63,380	56,532
Finance expenses	13,323	16,798
Memberships	6,450	6,396
Miscellaneous expenses	4,042	438
Motor vehicles expenses	5,636	3,883
Office amenities	7,751	5,550
Office cleaning	9,290	8,620
Office equipment	4,357	-
Office maintenance	3,139	3,098
Office security	4,664	1,391
Photocopying	4,760	2,232
Postage	5,436	4,957
Printing	5,473	5,728
Professional fees	33,978	18,846
Property costs	3,278,237	3,600,034
Publications and subscriptions	3,694	2,368
Rent	3,792	2,488
Software and licence fees	41,915	20,557
Staff and board training	6,696	4,987
Telephone	24,681	19,052
Tenants participation	14,898	14,325
Travel and accommodation - Staff and board	6,613	6,385
	<u>4,840,644</u>	<u>5,255,997</u>
<b>NET OPERATING PROFIT (LOSS)</b>	<u>362,923</u>	<u>25,070</u>

Extract from Full Financials. Statements available on request.



## Homes Out West Statement Of Financial Position

For the year ended 30 June 2022

Homes Out West ABN 85 769 215 848	Note	2022 \$	2021 \$
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	5	2,679,187	2,001,507
Trade and other receivables	6	666,564	1,037,354
Other current assets	7	13,741	15,503
<b>TOTAL CURRENT ASSETS</b>		<b>3,359,492</b>	<b>3,054,364</b>
<b>NON-CURRENT ASSETS</b>			
Financial assets	8	-	51,100
Property, plant and equipment	9	369,717	366,419
Intangible assets	10	-	8,148
<b>TOTAL NON-CURRENT ASSETS</b>		<b>369,717</b>	<b>425,667</b>
<b>TOTAL ASSETS</b>		<b>3,729,209</b>	<b>3,480,032</b>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Trade and other payables	11	455,728	398,531
Borrowings	12	232,897	269,964
Provisions	13	119,231	198,607
Other	14	620,178	674,679
<b>TOTAL CURRENT LIABILITIES</b>		<b>1,428,034</b>	<b>1,541,780</b>
<b>TOTAL LIABILITIES</b>		<b>1,428,034</b>	<b>1,541,780</b>
<b>NET ASSETS</b>		<b>2,301,175</b>	<b>1,938,251</b>
<b>EQUITY</b>			
Retained earnings		2,301,175	1,938,251
<b>TOTAL EQUITY</b>		<b>2,301,175</b>	<b>1,938,251</b>

Extract from Full Financials. Statements available on request.

## Homes Out West Statement of Changes in Equity

As at 30 June 2022

<b>Homes Out West ABN 85 769 215 848</b>	<b>Retained Earnings \$</b>	<b>Total \$</b>
<b>Balance at 1 July 2020</b>	1,913,182	1,913,182
<b>Comprehensive income</b>		
Profit (loss) attributable to the member of the company	25,070	25,070
<b>Total comprehensive income for the year attributable to the member of the company</b>	25,070	25,070
<b>Balance at 30 June 2021</b>	1,938,251	1,938,251
<b>Balance at 1 July 2021</b>	1,938,251	1,938,251
<b>Comprehensive income</b>		
Profit (loss) attributable to the member of the company	362,923	362,923
<b>Total comprehensive income for the year attributable to the member of the company</b>	362,923	362,923
<b>Balance at 30 June 2022</b>	2,301,175	2,301,175

Extract from Full Financials. Statements available on request.

## Homes Out West Statement of Cash Flows

For the year ended 30 June 2022

<b>Homes Out West ABN 85 769 215 848</b>	<b>Note</b>	<b>2022 \$</b>	<b>2021 \$</b>
<b>Cash flows from operating activities</b>			
Receipts for customers		4,376,317	3,199,806
Payment to suppliers and employees		(4,966,688)	(4,834,414)
Insurance proceeds		243,900	3,561
Dividend received		661	1,811
Interest received		6,349	12,938
Grants received		1,204,883	1,622,231
<b>Net cash provided by operating activities</b>	<b>23(b)</b>	<u>865,422</u>	<u>5,932</u>
<b>Cash flows from investing activities</b>			
Payment for property, plant and equipment		(261,927)	-
Proceeds from sale of property, plant and equipment		79,734	-
Proceeds from sale of investments		50,000	-
<b>Net cash provided by (used in) investing activities</b>		<u>(132,193)</u>	<u>-</u>
<b>Cash flows from financing activities</b>			
Payment of Lease Liability		(55,549)	(294,252)
<b>Net cash provided by (used in) financing activities</b>		<u>(55,549)</u>	<u>(294,252)</u>
Net increase (decrease) in cash held		677,680	(288,320)
Cash and cash equivalents at beginning of financial year		2,001,507	2,289,827
Cash and cash equivalents at end of financial year	<b>23(a)</b>	<u>2,679,187</u>	<u>2,001,507</u>

Extract from Full Financials. Statements available on request.

### Deniliquin Office

139 End Street, Deniliquin NSW

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### Postal Address

PO Box 922

Deniliquin NSW 2710

[www.homesoutwest.com.au](http://www.homesoutwest.com.au)



Keep up to date with our activities  
and helpful information.

