



HOMES
OUT WEST

ANNUAL REPORT

2022-2023



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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, I present to you the Homes Out West Annual Report 2022-23.

The last year has seen Homes Out West (HOW) achieve a range of excellent outcomes. This includes the exciting news that HOW successfully secured government funding and support which will see HOW own its first property and build an additional two units.

As a team, under the guidance of Chief Executive Officer Gayle Clarke, the staff have worked diligently towards HOW's Mission and Vision. Many exceptional outcomes at both an individual and organisational level were achieved because of this. Thank you for your commitment.

In a time where we're seeing significant increases in the cost of living, I also commend the way our tenants, support agencies, stakeholders and staff have worked together to ensure the rights and responsibilities of the tenants and HOW are met.

HOW is dependent on partnering with many organisations throughout our region to deliver quality results for our tenants and communities. We are grateful and value the relationships and the results produced.

Appropriately the Board of Directors have spent several years considering the best way to deliver the Vision and Mission of HOW in the short, medium, and long term. HOW has achieved remarkable success for a comparatively small community housing provider. However, it has been (and remains) a challenge to grow the organisation to meet our stated vision of "A community where all people have safe, secure housing that is appropriate to their needs."

A range of options were considered to address this, and this year the Board entered a merger with Kirinari

Community Services (Kirinari). The merger of HOW and Kirinari will increase HOW's ability to drive better outcomes in all areas of our business and create greater opportunity for HOW to provide a more holistic and comprehensive service for our tenants and communities. It's important to note that the status quo will be maintained for HOW staff and customers, as a minimum. HOW will continue as its own brand for the foreseeable future but will operate under the framework, guidance, and entity of Kirinari.

I would like to thank the Board for their hard work and diligence throughout the year in dealing with "normal business" as well as the significant work around the coming together of HOW and Kirinari. In particular, it is imperative to thank Matthew Watts for virtually a decade of ongoing commitment to HOW including five years as Chairperson. The input of Jen Choice, Peter De Koeyer, Martin Wilmshurst (resigned during the year) and Jen Weller has been invaluable and something which I have personally greatly appreciated.

Finally, on behalf of the Board, I thank all the staff and directors for their ongoing commitment to the success of the organisation for the benefit of the people and communities that we serve.

Stuart Davidson
Chairperson

CEO REPORT



The 2022-23 financial year presented a range of challenges and opportunities at Homes Out West.

Rising interest rates and cost of living pressures were clearly at the forefront of our clients' minds. Our team have done a wonderful job to support our clients with their housing needs despite these issues playing a significant role for all people within the community.

We continued to embrace the ability to conduct in-person tenant engagement activities, by hosting several events ourselves. We also supported other organisations in our region by attending their events and promoting our services. Importantly we worked through a merger with our close partner – Kirinari Community Services – and the new entity will be able to better service our clients along with the communities that we operate in. We are all very excited about the opportunities that lay ahead for clients, communities, and staff alike.

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. We made great use of government grants to strategically continue operating without making a loss.

Our annual Tenant Satisfaction Survey, independently conducted by the Community Housing Industry Association (CHIA NSW) provided good results overall with 89% of respondents reporting satisfaction with the overall service provided by Homes Out West and 75% indicating satisfaction with repairs and maintenance. Pleasingly we received 84% in the overall satisfaction with the condition of the properties which increased from 83% last year. We continue to operate above/at 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.

My sincere thanks goes to the HOW staff for their continued commitment to the organisation and our customers. The next year will present many exciting opportunities and challenges as we move forward as part of Kirinari Community Services and continue to serve the communities in which we operate.

Gayle Clarke
Chief Executive Officer



**Overall
Satisfaction**

89%

Above NRSCH
Threshold of 75%



**Condition of
Home**

84%

Above NRSCH
Threshold of 75%



**Repairs &
Maintenance**

75%

At NRSCH
Threshold of 75%

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.

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.

Peter de Koeyer

Peter commenced on the Board in July 2022. Peter is currently part time Capital Projects Manager at Westmont Aged Care Services Ltd, after being CEO of the same organisation for 12 years, during which time he developed multi-dimensional aged care and retirement living businesses. Peter's background is in finance, accounting, and capital project management. Peter is a Fellow Certified Practising Accountant, and a graduate member of the Australian Institute of Company Directors.

Jennifer Weller

Jennifer was appointed to the Homes Out West Board in April 2023. Jennifer possesses quite an impressive CV having been a Scientist, General Manager at Hadar Homes, a Business Advisor, along with numerous management roles. Currently Jennifer is a lecturer at Charles Sturt University and owns her own business – Creativeworkz. She has won numerous awards including Telstra Victorian Business Woman of the Year, and has held numerous board positions over the years.

MEETING ATTENDANCE

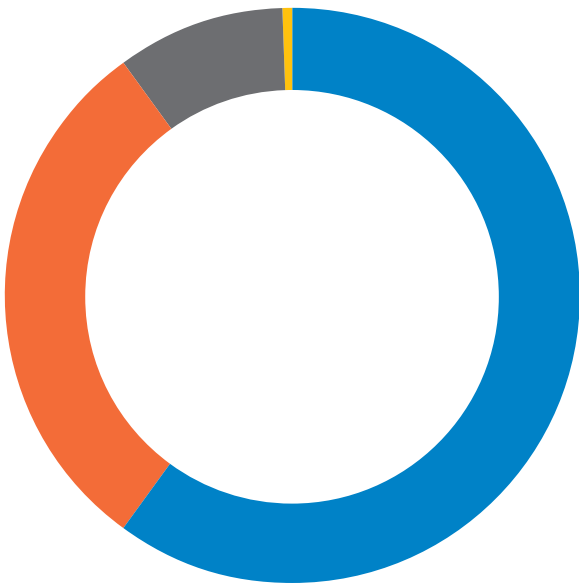
July 2022 - June 2023

Name	Elected	Board Meetings
Matthew Watts	13/11/2012	7/11
Stuart Davidson	27/4/2018	11/11
Martin Wilmshurst	22/10/2020 (Resigned 20/4/2023)	4/9
Gillian McKenna	22/7/2021 (Resigned 22/8/2022)	0/2
Jennifer Choice	2/2/2022	11/11
Peter de Koeyer	7/7/2022	11/11
Jennifer Weller	4/4/2023	2/3

HOUSING OUR COMMUNITY

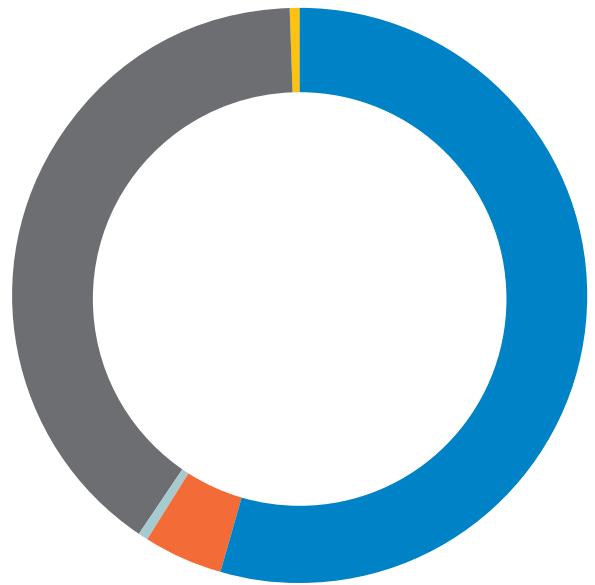
The primary goal of Homes Out West is to deliver safe, secure, and sustainable housing options.

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.



Cultural Identity

- Non-Aboriginal Australian
- Aboriginal
- Unkown
- Non English Speaking



Income Source

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

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 arranged a Christmas Family Games night held in December 2022 which was well attended and our staff also attended and had stalls at the NAIDOC Koori Market in Deniliquin and Community Services Expo held in Balranald.

The ongoing relationships and bonds between Homes Out West and other agencies as well as our tenants are vital to ensure that our clients 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.

Each month our team nominates a client to be the "Tenant of the month" in addition to our "Gardener of the quarter" award. The lucky nominees win a \$20 voucher of their choice and (if they wish) a mention is made on our Facebook page and in our quarterly newsletter. In December 2022 a Christmas lights competition for our Deniliquin tenants was held which was great fun for staff to judge.

In 2022 four valued Homes Out West tenants were the recipients of Cubby Houses built by contractors participating in the Tradie Challenge at the Deniliquin Ute Muster. The Cubby Houses were built of an exceptional standard and delivered to their homes by Ute Muster staff.

We are hopeful that the coming year will provide us with further opportunities to engage with our tenants and our communities.



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.

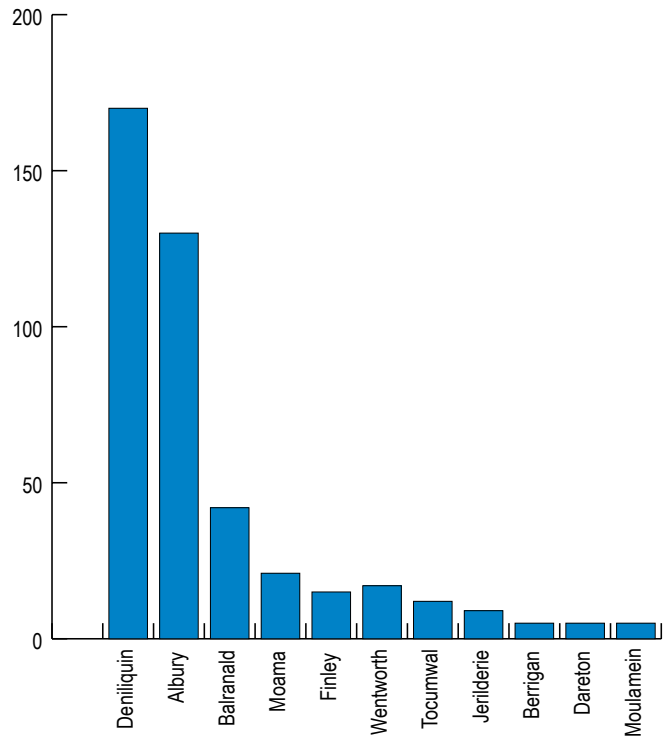
Our Leasehold portfolio remains stable with a total of 87 properties: 6 in Deniliquin and the remainder in Albury. The properties within this program are leased from both agents and private landlords, they make up an integral part of our portfolio and provide tenants with modern sustainable properties 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

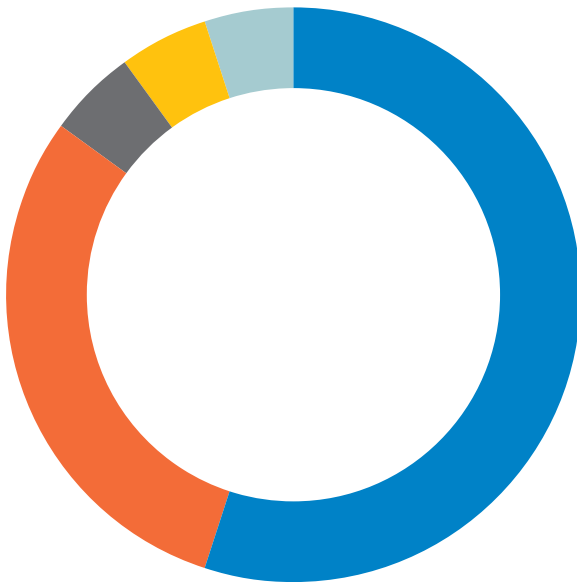
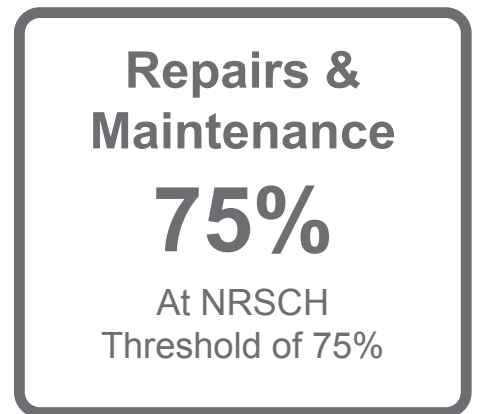
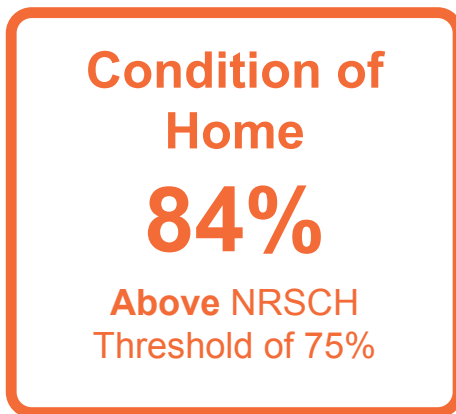


Property Stats 2023



Repairs & Maintenance

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

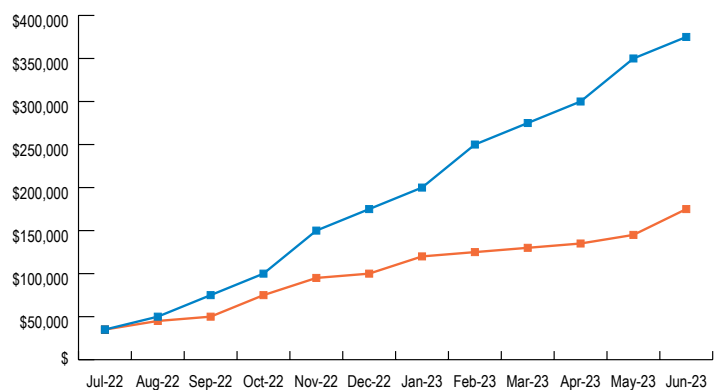


Maintenance Jobs Completed

- Deniliquin
- Albury
- West
- Moama
- East

Planned Maintenance

A total of \$175,000 was injected into the portfolio through our 2022-23 Planned Maintenance Program. This ensures all properties remain at or above LAHC standard whilst providing tenants with aesthetically pleasing properties.



- Budget
- Actual

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.

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.

Kirinari Community Services

Homes Out West have partnered with Kirinari with respect to tenders to increase housing in our region, and shared information and resources as a result. The support services and insights that Kirinari have been able to provide to Homes Out West clients and staff has been extremely valuable.

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
Murdi Paaki
Personnel Employment
Wellways
Yarkuwa

CLIENT SERVICES

The Client Services Team have had a positive and stable year.

With Tara Steers leading the team this year, our dedicated team of experts achieved incredibly positive results from the annual tenant satisfaction survey. They are continually working on improving their strengths, and this has been achieved through the many group training sessions they have attended, including:

- NCAT Training
- Safety Action Meetings
- Health & Safety Awareness
- Building Resilience
- ATSI Cultural Safety
- Accidental Counsellor
- Managing Client Aggression
- Achieving Positive Outcomes through Change
- DV Aware
- Green Tree / HOMES Training

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
- Aged Care and Community Transport Services



FINANCIAL STATEMENTS

Homes Out West Profit And Loss Statement for the year ended 30 June 2023

Homes Out West ABN 85 769 215 848	2023 \$	2022 \$
INCOME		
Rent income	3,364,182	3,254,781
Water usage charged to tenants	51,968	56,205
Repairs charged to tenants	233,059	158,763
Management fee	115,842	197,585
Membership fees	14	12
CAPMH - Administration LH	102,345	282,698
Grants - CHLP funding	571,858	736,039
Grants - LAHC cadetship	34,312	15,611
Grants - Other	105,704	225,035
Dividends received	-	1,157
Interest received	22,918	6,349
Imputation credits	-	496
Unrealised (gains)/losses	-	(1,100)
Sundry Income	2,247	489
Recoveries	2,412	247,412
Profit/(loss) on sale of non-current assets	19,068	22,034
	4,625,929	5,203,567

LESS EXPENDITURE

Advertising and marketing	12,600	8,628
Amortisation - computer software	8,628	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
Office amenities	4,383	7,751
Office cleaning	8,087	9,290
Office equipment	2,112	4,357
Office maintenance	2,278	3,139
Office security	1,916	4,664
Photocopying	2,811	4,760
Postage	4,102	5,436
Printing	5,159	5,473
Professional fees	7,555	33,978
Property costs	2,718,022	3,278,237
Publications and subscriptions	4,187	3,694
Rates, utilities other charges	14,173	-
Rent	2,894	3,792
Seminar and conference - Staff and board	955	-
Software and licence fees	36,275	41,915
Staff and board training	4,297	6,696
Telephone	16,758	24,681
Tenants participation	16,862	14,898
Travel and accommodation - Staff and board	8,770	6,613
	4,187,769	4,840,644
NET OPERATING PROFIT (LOSS)	438,159	362,923

FINANCIAL STATEMENTS

Homes Out West Statement Of Financial Position for the year ended 30 June 2023

Homes Out West ABN 85 769 215 848	Note	2023 \$	2022 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	5	2,679,771	2,679,187
Trade and other receivables	6	588,529	666,564
Other current assets	7	45,561	13,741
TOTAL CURRENT ASSETS		3,313,861	3,054,364
NON-CURRENT ASSETS			
Property, plant and equipment	8	488,413	369,717
TOTAL NON-CURRENT ASSETS		488,413	369,717
TOTAL ASSETS		3,802,274	3,729,209
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	9	20,881	455,728
Borrowings	10	330,569	232,897
Provisions	11	58,437	119,231
Other	12	653,055	620,178
TOTAL CURRENT LIABILITIES		1,062,941	1,428,034
TOTAL LIABILITIES		1,062,941	1,428,034
NET ASSETS		2,739,334	2,301,175
EQUITY			
Retained earnings		2,739,334	2,301,175
TOTAL EQUITY		2,739,334	2,301,175

Homes Out West Statement of Changes in Equity for the year ended 30 June 2023

Homes Out West ABN 85 769 215 848	Retained Earnings \$	Total \$
BALANCE AT 1 JULY 2021	1,938,251	1,938,251
Comprehensive income		
Profit attributable to the member of the company	362,923	362,923
Total comprehensive income for the year attributable to the member of the company	362,923	362,923
BALANCE AT 30 JUNE 2022	2,301,175	2,301,175
BALANCE AT 1 JULY 2022	2,301,175	2,301,175
Comprehensive income		
Profit attributable to the member of the company	438,159	438,159
Total comprehensive income for the year attributable to the member of the company	438,159	438,159
BALANCE AT 30 JUNE 2023	2,739,334	2,739,334

Homes Out West Statement of Cash Flows for the year ended 30 June 2023

Homes Out West ABN 85 769 215 848	Note	2023 \$	2022 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from customers		3,815,939	4,376,317
Payment to suppliers and employees		(4,437,047)	(4,966,688)
Insurance proceeds		-	243,900
Dividend received		-	661
Interest received		22,918	6,349
Grants received		814,219	1,204,883
NET CASH PROVIDED BY OPERATING ACTIVITIES	21(b)	216,029	865,422
CASH FLOWS FROM INVESTING ACTIVITIES			
Payment for property, plant and equipment		(92,607)	(261,927)
Proceeds from sale of property, plant and equipment		31,364	79,734
Proceeds from sale of investments		-	50,000
NET CASH PROVIDED BY (USED IN) INVESTING ACTIVITIES		(61,243)	(132,193)
CASH FLOWS FROM FINANCING ACTIVITIES			
Payment of Lease Liability		(154,201)	(55,549)
NET CASH PROVIDED BY (USED IN) FINANCING ACTIVITIES		(154,201)	(55,549)
Net increase (decrease) in cash held		584	677,680
Cash and cash equivalents at beginning of financial year		2,679,187	2,001,507
Cash and cash equivalents at end of financial year	21(a)	2,679,771	2,679,187

Deniliquin Office

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Albury Office

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