



2020/21

# ANNUAL REPORT

COMPASS HOUSING SERVICES

**'YOUR DIRECTION HOME'**





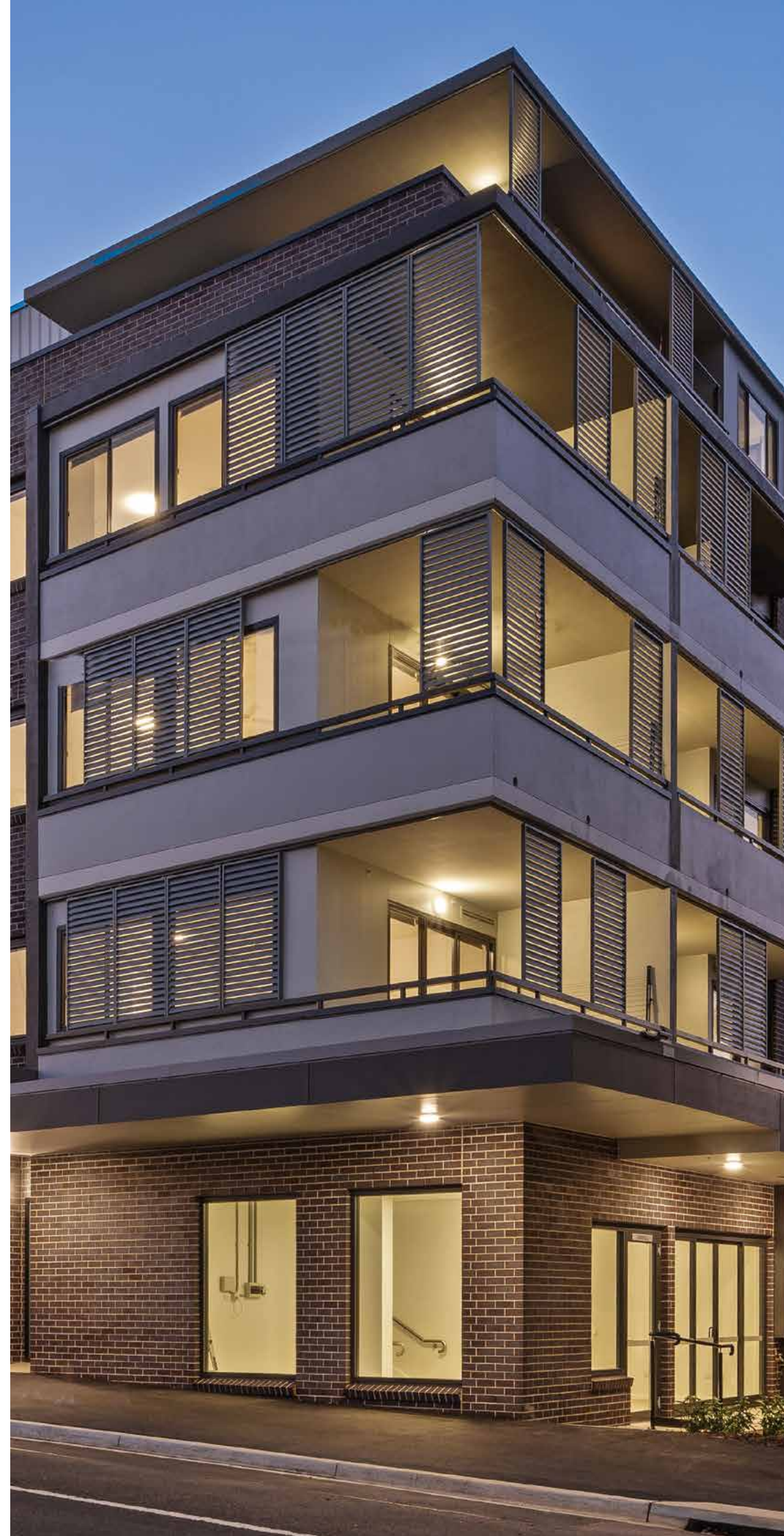
# OUR VISION

*That all people have appropriate and  
affordable housing and are engaged in  
sustainable communities.*



# OUR MISSION

*As a leader, our mission is providing homes, empowering people, connecting communities and influencing the future.*



# OUR VALUES

*Empowerment & Trust  
Aspiration & Accountability  
Innovation & Sustainability  
Leadership & Collaboration*





# ANNUAL REPORT

## COMPASS HOUSING SERVICES 2020/21

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COMPASS HOUSING SERVICES IS FUNDED BY

Australian Government





# HIGHLIGHTS



Number of people provided housing

15,355



Total properties under management

7,609



Total grants

\$16.1M



Total cash

\$23.5M



Total revenue

\$98M



Total surplus

\$49M



Net assets

\$433M

## TENANT SATISFACTION

89%

Satisfied with the way Compass involves tenants

89%

Satisfied with services that Compass provides

88%

Satisfied that their rights as a tenant are upheld by Compass

86%

Satisfied with the overall condition of their home

86%

Satisfied with the way Compass communicates and provides tenants with information

## TESTIMONIALS



This place has been my home for 11 years and I love it. Through the years I have been very happy with all the support and kindness I have received from you.

We have only lived here a short time... the service has been great and staff are amazing.



Compass have been really great to deal with. I needed to relocate my family quickly and they saved us. Took a lot of stress away and made things easy. They were very compassionate and understanding.

My two little boys and I love our beautiful home. It's like a dream come true for us.





# SNAPSHOT OF OUR ASSETS

Properties managed  
in NSW, QLD & NZ

7,609

Total number owned

1,641

Service Centres

15

Local Government Areas

70

## 2020-21 AWARDS



### 2021 Australian Business Awards



Employer of Choice

Seven years running 2015-2021



Change Management



HR Management



Sustainability



Community Contribution

Six consecutive years 2016 – 2021

### 2020 Australian Business Awards



Employer of Choice



Training Excellence



Community Contribution



Sustainability

### Sustainability Advantage Program



Gold Status



# SUSTAINABLE DEVELOPMENT GOALS

The United Nations introduced the Sustainable Development Goals (SDGs) in 2015 to create a 15-year roadmap to addressing some of our planet's most urgent and crucial challenges including those related to poverty, inequality, climate, environmental degradation, prosperity, and peace and justice.

## WHAT WE'RE DOING TO MAKE A DIFFERENCE

Compass Housing has long been committed to social, environmental, and economic sustainability. Our vision of adequate housing and sustainable communities for all is underpinned by this commitment.

Over the past year Compass has played a leading role in the establishment of the Hunter Regional SDG Taskforce and currently provides its secretariat and website hosting <https://huntersdgtaskforce.org/>. Compass is also a member of the Procurement for the SDGs Subgroup of the Newcastle Lord Mayor's High Level SDG Group and has provided advice on SDG alignment to other organisations.



### 1. NO POVERTY

- Our housing services continue to provide vulnerable people with adequate, safe and affordable housing.
- Our support and referral services provide access to basic services, including financial support and financial welfare checks to help eliminate financial stress for low income earners.
- Our programs provide resources and education to assist clients with financial literacy and improved employment opportunities.



### 2. ZERO HUNGER

- We provide vulnerable people with access to basic services, including affordable food and produce, foodbanks, weekly free lunches and cooking classes.
- Our community gardens enable tenants to grow fruit and vegetables as a source of food.



### 3. GOOD HEALTH AND WELL-BEING

- We provide access to various free health screenings for tenants and communities.
- Our community gardens help increase the health, well-being and social participation of our tenants.
- Our Open Door Committee provides employees with health and well-being support and are offered discounted fitness memberships, free flu immunisations and mental health first aid courses.



### 10. REDUCED INEQUALITIES

- We manage specialised disability housing for people with disability across Australia and work with the residents' service providers to ensure quality outcomes.
- Our Cultural Diversity Program builds organisational and employee capacity to work in culturally responsive ways.
- Compass has a Reconciliation Action Plan Program in place which provides a framework for the organisation to support the national reconciliation movement.



### 11. SUSTAINABLE CITIES AND COMMUNITIES

- We create and manage social and affordable housing and access to basic services.
- We participate in national and regional development planning and advocate locally, regionally, nationally and internationally for sustainable development and for all people to have adequate and sustainable housing.
- Compass established the Big Ideas Homelessness Network and funds a coordinator for Hunter Homeless Connect Day, an annual event for those experiencing homelessness to have access to basic services.



### 17. PARTNERSHIP FOR THE GOALS

- Compass has MOUs in place with over 50 support service providers to ensure tenants have access to the services and referrals they require.
- We participate in and promote effective public, private, and civil society partnerships and work to strengthen national and regional development capacity and planning.
- Compass has achieved Gold Membership through the NSW Government's Sustainability Advantage Program.
- We collaborate with businesses, government and non-governmental organisations to deliver specific initiatives such as Hunter Homeless Connect Day, the Affordable Housing Income Gap Report, and The Big Ideas Homelessness Network.
- We work collaboratively with organisations such as Hunter New England Health, the University of Newcastle, and the Hunter Community Alliance to partner in events and projects that focus on reducing homelessness in our region.
- Our international collaborative efforts include active participation in the 9th and 10th World Urban Forum, UNESCAP (Friend of Ocean City Advisory Group), World Urban Campaign, and the Eastern Regional Organisation for Planning and Human Settlement (EAROPH).
- In 2020 Compass collaborated with other committed businesses and organisations across the Hunter and Newcastle regions to establish the Hunter Region SDG Taskforce.



### 4. QUALITY EDUCATION

- Our Grow A Star youth mentoring and scholarship program helps young people from vulnerable backgrounds to overcome financial and generational obstacles and follow their academic, sporting, or cultural dreams.
- Our support and referral services can help tenants gain access to education and vocational training.
- Our employee study program provides support and funding opportunities for lifelong learning and training in technical and vocational skills.
- Compass' Bridging the Digital Divide program helps tenants develop skills and navigate the online world.



### 5. GENDER EQUALITY

- We run domestic violence awareness raising activities across all our office locations.
- We are represented on a number of community workgroups that advocate for DV services and programs.
- All operational staff undertake DV awareness training to understand the complexities and provide specialised assistance to tenants.
- We are an equal opportunity employer with 66% of our Executive Team and 33.5% of our Board of Directors represented by women.



### 7. AFFORDABLE AND CLEAN ENERGY

- Our solar energy pilot project increases access to affordable and renewable energy for tenants in 40 of the properties we manage.
- Compass is currently developing a second solar program based on outcomes of the pilot project.



### 12. RESPONSIBLE PRODUCTION AND CONSUMPTION

- We have waste management practices and soft plastics recycling, aiming for zero waste, and we're investigating sustainable energy options across all office locations.
- We encourage our major contractors to adopt sustainable practices and have reviewed and improved our procurement policy and processes to include more sustainable development related criteria.
- Compass has implemented and is a signatory to a regional Sustainable Procurement MOU to support and encourage sustainable supply chains and products.
- Compass currently chairs the SDG Procurement sub-group of the Newcastle Lord Mayor's High Level SDG group and is developing an SDG aligned procurement guide for Hunter region organisations.



### 13. CLIMATE ACTION

- Since 2012 Compass has continued to achieve a carbon footprint reduction of 10% every three years and has committed to striving for carbon neutrality by 2030 through the implementation of our carbon neutral roadmap.
- Compass has developed a climate change mitigation/adaptation strategy and will implement through 2020/21.



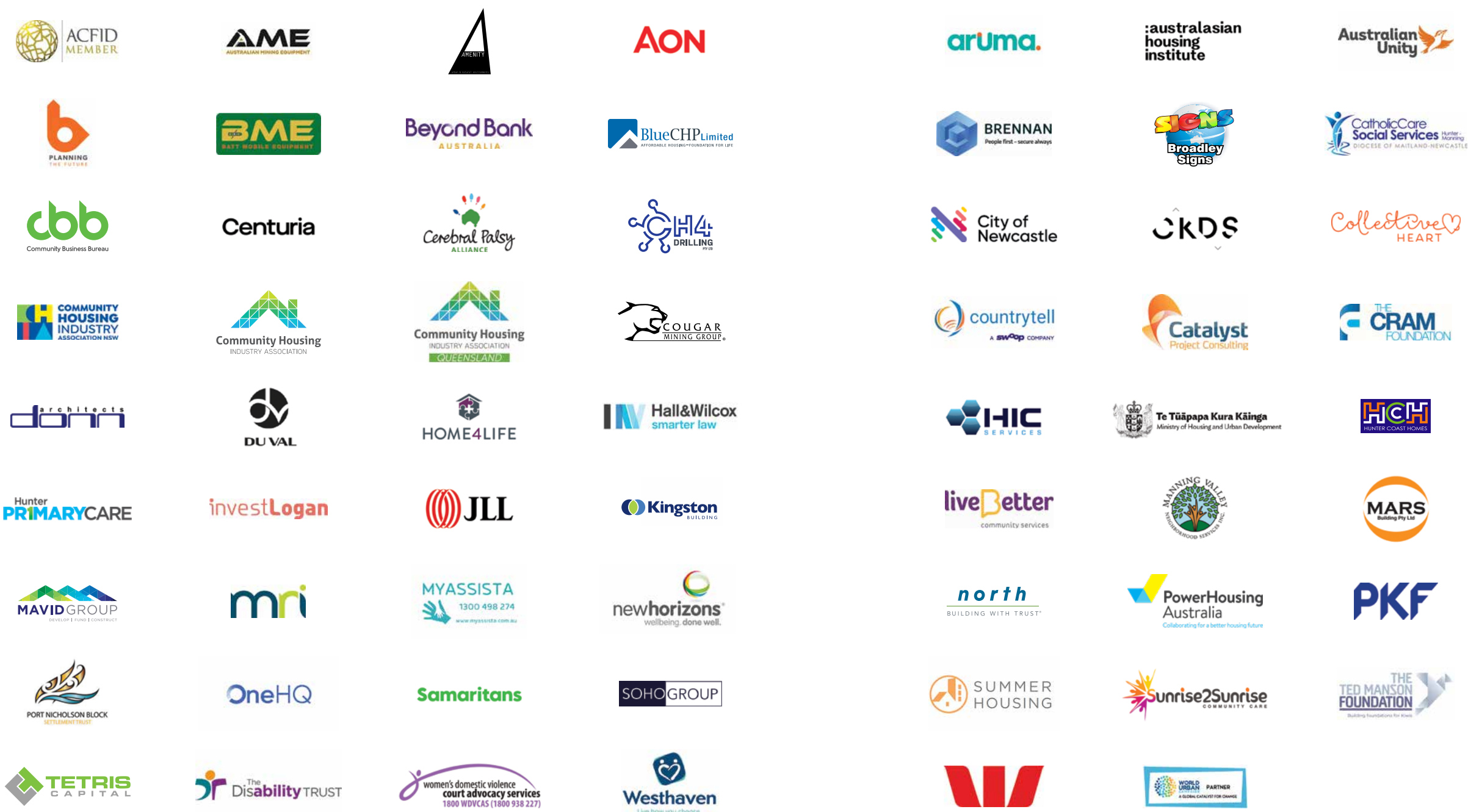
### 8. DECENT WORK AND ECONOMIC GROWTH

- We create opportunities for tenants to access education and vocational training that can lead to opportunities for full and productive employment.
- Our Deep Place Method provides a comprehensive profile for marginalised communities and maps new economic activities that can create training and employment opportunities for the long-term unemployed.



# PARTNERSHIPS

We would like to pay tribute to our strategic partners and the many organisations whose efforts enable us to deliver on our mission. Below are just some of the organisations that make our work possible.





# WHO WE ARE

**Compass Housing Services Co Limited (Compass) is an enterprising and socially committed international NGO that provides social and affordable housing for low to moderate income households. With more than 7600 properties under management, Compass is one of the largest non-government providers of subsidised housing in Australia.**

With a track record stretching back more than 30 years, Compass has extensive experience in all aspects of tenancy and property management and has successfully operated under a wide range of state and federal government initiatives and housing programs.

Our vision is for a world in which all people have access to safe, affordable and adequate housing and are actively engaged in their communities. In pursuit of that goal, Compass has developed an approach to service delivery which integrates tenancy and property management within a broader network of services and maximises opportunities for tenants to increase their economic and social participation.

*Underpinning our company vision is a belief that safe and adequate housing is a basic human right.*

As promoters of the right to housing we are strong advocates for structural reform to Australia's broken housing system and active participants in a variety of national and international campaigns aimed at helping achieve the United Nations Sustainable Development Goals.







## RESPONDING TO COVID-19

**Like most businesses, Compass was heavily impacted by ongoing government restrictions on movement and trade in response to the COVID-19 pandemic. Thankfully, having successfully managed the transition to work-from-home arrangements at the start of the pandemic last year, Compass was well positioned when lockdowns once again came into force.**

To maintain our client-focused model of service delivery, new processes such as the use of “virtual walkthroughs” and DocuSign technology were implemented to ensure business could continue uninterrupted. Weekly COVID meetings of senior management and the WHS Committee were held to monitor the effectiveness of new arrangements. Daily COVID updates were emailed to employees with the latest government advice and COVID infection control training was rolled out via Compass’ online learning management system.

Lockdowns are tough for everyone but for people already at risk of social isolation such as elderly or lone-person households, they can be devastating.

*Over the course of the past year our tailored support coordinators and community participation officers performed an incredible 1500 welfare checks and distributed more than 1000 hampers and care packs including food, PPE and hygiene items to isolated and/or vulnerable tenants.*

For tenants in isolation following a positive COVID test, or who were close contacts of a positive case, the team went above and beyond, delivering food, groceries and other essentials, and even collecting and delivering prescription medications from pharmacies. We also initiated a range of engagement campaigns via our social media channels and ensured support and information, such as locations of testing and vaccination facilities, was also available through these platforms.

To measure the success of the changed working arrangements, management developed an audit process to monitor changes in staff productivity while working from home. Staff were also surveyed about their communication needs, and interest in activities to support employee wellbeing during lockdown.

*The speed with which staff adapted to the new operating environment was impressive and has highlighted the flexibility and operational agility of the Compass team.*

The work performed by our IT and HR teams at the beginning of the pandemic, as well as being invaluable during the lockdown period itself, also means we now have the ability to transition staff between home and office based working environments as the need arises. The combination of these factors means our business is well positioned to respond to any future challenges which require innovative and rapid changes to operating procedures.

Several of the changes introduced during the pandemic have provided important learnings with the potential to improve efficiency and general performance. Changes to the process for managing arrears, and the use of DocuSign for leases and other contracts both proved remarkably successful and are likely to be a permanent fixture of Compass’ operations in the future.

That said, several of the changes introduced during the pandemic have provided important learnings with the potential to improve efficiency and general performance moving forward.



## Service Recognition Awards

Compass believes in acknowledging the professionalism, dedication and productivity of its employees by presenting them with Certificates of Service for their corresponding years of service to the organisation. In 2020-21 62 employees received service recognition awards.

## Learning and Development

Compass views education and training as a critical component to develop our future leaders, to achieve successful workforce succession planning, and as a key element to sustain our high employee engagement.

Although COVID-19 disrupted most face-to-face training, our employees were able to continue their professional development thanks to our online learning management system (Sentrient) and the flexibility of online learning offered by our external training partners.

These opportunities resulted in 22 employees commencing tertiary qualifications and 104 employees completing a range of professional development training courses.

The 2021 Greg Budworth Higher Education Scholarship was awarded to Jessica Truong to help fund her Executive MBA course.



2021 Greg Budworth Higher Education Scholarship

**Executive Master of Business**

**Jessica Truong**

## Tertiary Qualifications

Real Estate Licence	3	Cert IV Community Services	3
Cert IV Community Development	4	Cert IV Project Management	4
Master of Business	1	Dip. Project Management	1
NCAT Accredited Training	4	Cert IV Social Housing Services	4
Dip. Community Services	4	Cert IV Leadership & Management	4

Total training spend

**\$51,900**

Paid study days applied for external professional development

**101**

## Apprenticeships and Cadetships

In addition to encouraging existing staff to continue their professional development, Compass is committed to providing tenants with opportunities to gain valuable experience and formal qualifications.

Compass has been delighted to welcome Harley Neville as an apprentice carpenter within our My Place Property Maintenance division. Harley is currently in the second year of his apprenticeship and has received glowing reviews from his colleagues.

Compass has also joined the Land and Housing Corporation's cadetship program. As a host employer Compass provides on the job paid work experience for cadets with formal training delivered through the Community Housing Industry Association. Earlier this year Compass was pleased to welcome tenants Elaina Byrne and Samantha Hamilton into the program. Elaina and Sam will each spend twelve months gaining valuable experience in Compass' assets and tenancy divisions and will graduate with a Cert IV in Social Housing.

## Diversity & Inclusion

**37%**

Male employees

**63%**

Female employees

**33%**

Male executives

**67%**

Female executives

**16%**

Employees are from a **culturally and linguistically diverse** background

**33%**

Compass Board positions held by **women**

**4%**

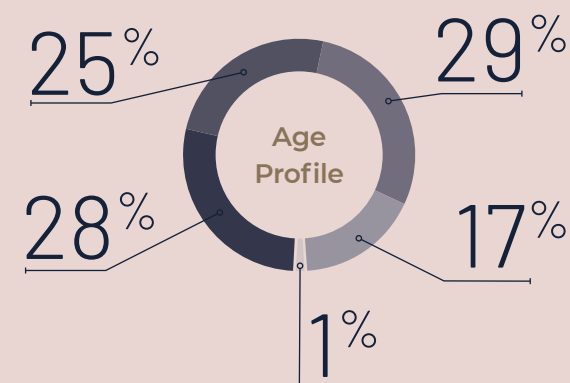
Employees identify as **ATSI**



2021 Compass Housing team

**Average age of employees**

**42**





# OUR ORGANISATION

## EXECUTIVE TEAM

### BOARD OF DIRECTORS



**Greg Budworth**

Group Managing Director



**Lyndall Robertshaw**

Group Chief Corporate Services Officer



**Professor Dave Adamson**

Group Chief Strategic Engagement Officer



**Dr Bernadette Pinnell**

International Business Development Manager



**Gwyn Williams**

Group Chief Operating Officer



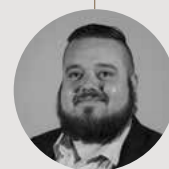
**Daniel Davis**

Group Chief Legal Officer & Company Secretary



**Julie Barnett**

Group Chief Governance Officer



**Chris Trypas**

General Manager New Zealand / Executive Manager Specialist Services



**Damien Thomas**

Group Chief Financial Officer



**Kent Chalmers**

Group Chief Technology Officer

## GROUP EXECUTIVE MANAGEMENT BOARD AND COMMITTEE MEMBERSHIPS

### Greg Budworth

#### Group Managing Director

- › Director Compass Housing Services Co Ltd
- › Director Compass Housing Services Co (Queensland) Ltd
- › Director Compass Housing Services Co (New Zealand) Ltd
- › Director MyPlace Property Pty Ltd
- › Director 316 Maitland Road Pty Ltd
- › Director 45 Pendlebury Road Pty Ltd
- › Director 23-25 Young Street Pty Ltd
- › Director 357-359 Mann Street Pty Ltd
- › Director Tetris Finco #1 Pty Ltd

### Lyndall Robertshaw

#### Group Chief Corporate Services Officer

- › Director CHIA NSW
- › Director Powerhousing Australia
- › Member Powerhousing Australia CEO Committee
- › Member City of Newcastle Building Better Cities Committee
- › Member Property Council Australia Hunter Chapter
- › Director 316 Maitland Road Pty Ltd
- › Director 45 Pendlebury Road Pty Ltd
- › Director 23-25 Young Street Pty Ltd
- › Director 357-359 Mann Street Pty Ltd
- › Director Tetris Finco #1 Pty Ltd

### Damien Thomas

#### Group Chief Financial Officer

- › Director Home4Life Limited

### Professor David Adamson

#### Group Chief Strategic Engagement Officer

- › Chair Big Ideas Homelessness Network

### Bernadette Pinnell

#### International Business Development Manager

- › Director Urban Development Institute of New Zealand

### Julie Barnett

#### Group Chief Governance Officer

- › Chair Powerhousing National Compliance Community of Practice Group
- › Fellow of the Governance Institute of Australia

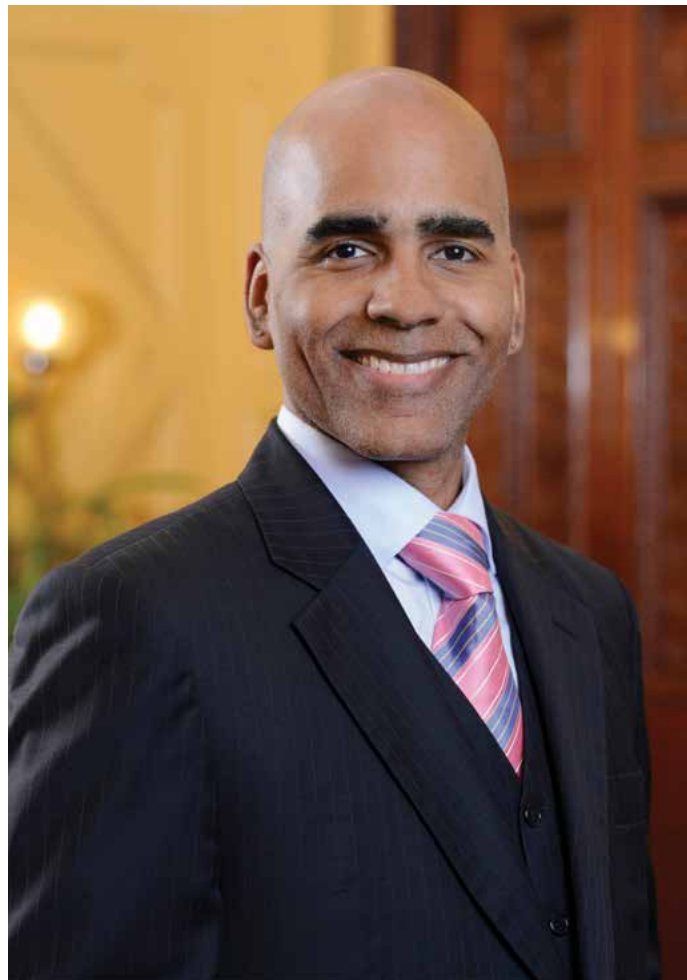
### Chris Trypas

#### General Manager New Zealand / Executive Manager Specialist Services

- › Community Housing Aotearoa (NZ) CEO Roundtable
- › Member Powerhousing Australia Disability Housing Community of Practice
- › Member National Specialist Disability Accommodation Alliance
- › Member Committee for Sydney







# FROM THE CHAIR

“*Last year’s growth represents an increase of 6.6 per cent on FY20 and brings total growth over the past three years to an astonishing 64 per cent.*”

While this pace of growth may not be sustained indefinitely, we are confident of further growth in the years ahead with several state governments recently announcing additional funding for new social and affordable housing. We are excited about these growth opportunities and commend the states for their commitment to the community housing sector and, more importantly, to the tens of thousands of low-income households for whom these additional properties cannot come soon enough.

Accommodating large-scale growth without compromising service quality requires robust internal processes and a culture of continuous improvement. In that regard Compass has taken steps over the past year to further refine its financial and information technology infrastructure to ensure we continue to display best practice.

Our finance division, under new Group Chief Financial Officer Damien Thomas, has been substantially restructured resulting in improved results in a range of areas. Initiatives introduced over the past year included a new system of daily cashflow monitoring and forecasting providing more effective planning ability for day-to-day cash management, a new suite of financial reports featuring more user-friendly graphical representation of key performance metrics, and finalising the delivery of rolling and 10-year forecast models.

**The past year was the first of Compass’ ten-year strategic plan. Despite ongoing challenges from restrictions on movement and gatherings due to COVID-19, I am pleased to report that the company made solid progress towards its strategic goals.**

With a company vision that calls for a world in which all people have appropriate and affordable shelter, it is perhaps not surprising that our primary objective is growth. Over the past year Compass added a total of 470 dwellings to its portfolio across a range of housing programs. I would particularly like to note the fulfilment of Compass’ contract under the NSW Government’s Social and Affordable Housing Fund (SAHF) which has resulted in the delivery of 493 properties across the Hunter and Central Coast regions in just over two years, an outstanding achievement by any measure, and thank the NSW Government for its commitment to funding this program.

In the IT space, our Information Systems and Services team devoted a great deal of effort over the past year to refining the data culture within Compass with a view to increasing data mobility, accessibility and integrity. This will enable a solid foundation for digital services for both staff and tenants alike. Cyber security also continues to be a priority with a large share of the team’s work and investment over the past year being devoted to improved systems, training and other preventative measures.

On the topic of digital technology, one of the more innovative projects which commenced last year involves trying to improve tenants’ knowledge of, and familiarity with, digital and online technology. The “Bridging the Digital Divide” project offers free personalised assistance and training to give people a basic level of proficiency with navigating the sometimes daunting online world. With everything from banking to government services now heavily oriented towards online delivery, a basic level of familiarity with the online world is almost a prerequisite for functioning in society. Work is currently underway to gauge tenants’ level of enthusiasm for the project. Initial training sessions will be aimed at complete beginners and focus on making participants familiar with basic online services including email, Facebook and the government’s MyGov platform.

As reported last year, Compass was the first community housing provider in Australia to map its strategic plan to the United Nations

Sustainable Development Goals (SDGs). Over the past year Compass has remained active in its support for the SDGs, playing a lead role in the establishment of the Hunter Region SDG Taskforce, developing and hosting its website <https://huntersdgtaskforce.org/>. Compass is also a founding member of the Procurement for the SDGs Subgroup of the Newcastle Lord Mayor’s SDG High Level Group. This group is developing procurement guidance for organisations wanting to support the Decade of Action that has been declared by the United Nations. Most recently Compass’ Group Chief Strategic Engagement Officer Professor David Adamson led a virtual Urban Thinkers Campus to the ultimate purpose of which was to scope the potential for the collaborative development of what is known as a Voluntary Local Review (VLR) on SDG achievement.

“*Looking to the future I believe Compass is in a strong position to capitalise on future growth opportunities and continue to re-shape what a community housing provider can and should be.*”

In conclusion I would like to thank my fellow directors for their guidance and support over the past year and commend the Group Managing Director and senior leadership team for their ongoing efforts to ensure Compass remains a leader in its field, and an exemplar to its peers.

**Kwesi Addo**  
Chair



# GROUP MANAGING DIRECTOR'S REPORT

**This time last year, some of us had begun to imagine that the pandemic might be on the way out. The fact that many of us spent a good deal of the subsequent 12 months in lockdowns of varying severity, has brought us face to face with the grim realisation that COVID-19 is likely to be with us for a while yet.**

These periods of enforced separation from friends and extended family drive home a point too often overlooked. For those of us fortunate enough to have a reasonable amount of space at home, and who live with, or close to, their nearest and dearest, lockdowns are just about tolerable. However, for those without adequate shelter, whose homes are cramped, overcrowded, or perhaps simply not the safe spaces they should be, lockdowns can have a debilitating impact on both mental and physical wellbeing. In this way the pandemic has underlined the critical importance of our mission.

One of the most satisfying things over the past year has been witnessing the way in which our incredible team has stepped up to make sure their clients are coping during lockdowns. Over the course of the year our tailored support coordinators and community participation officers performed an incredible 1500 welfare checks and distributed more than 1000 hampers and care packs to isolated and/or vulnerable tenants.

This outstanding effort from our frontline staff capped off what, despite the vagaries of COVID, has nonetheless been an incredibly successful year in which we added substantially to our portfolio, expanded our in-house maintenance division to new jurisdictions, began to bridge the digital divide with our tenants and took the first steps towards our planned expansion into other states.

*“Deserving of particular recognition this year is the exceptional work performed by our Social and Affordable*

*Housing Fund (SAHF) team who officially completed the delivery of 493 properties across the Hunter and Central Coast regions in little more than two years. This is an incredible result and demonstrates what is possible when governments harness the know-how, and commercial acumen, of Tier 1 community housing providers.*

I would like to particularly thank the SAHF team leader, Group Chief Corporate Services Officer Lyndall Robertshaw, and the SAHF team.

I would also like to thank the NSW State Government for funding this program and the Department of Communities and Justice for partnering with and assisting Compass in delivering this project. You can read more about the successful delivery of the SAHF project on page 36 of this report.

Compass also completed the Nation Building program this year, delivering our final 7 dwellings of the 165 delivered under this program. This 10-year program was a Commonwealth and State Government response to the then Global Financial Crisis.

The past year also saw further growth of the Specialist Disability Accommodation (SDA) portfolio, which has continued to go from strength to strength and now encompasses some 319 dwellings, a 25 per cent increase from this time last year.



Across the ditch our NZ portfolio has likewise continued to expand. Over the past year we added 162 properties in Auckland, Whanganui and Palmerston North, bringing the total portfolio to 325 and making Compass one of the largest CHPs in New Zealand. Most significantly this growth included the completion of our flagship “Westlight” development in the Auckland suburb of Glen Eden. Delivered in partnership with the Ted Manson Foundation, this remarkable complex is a landmark for the area and boasts a vastly superior level of finish and amenity to what would normally be considered social housing dwellings.

In the maintenance space I am pleased to report that our in-house property maintenance division My Place Property Maintenance has moved beyond its start-up phase and has expanded operations into Queensland. MPPM significantly changes Compass’ approach to the way it delivers maintenance by utilising the existing annual maintenance budget that’s used for reactive, cyclical and vacant maintenance. The efficiencies created via MPPM allow Compass to direct a larger proportion of the maintenance expenditure

towards planned upgrades which improve amenity for tenants and residents as well as extending the life of company assets.

*“Over the past year Compass was also awarded \$1.69 million from the Land and Housing Corporation (LAHC) to upgrade 143 social housing properties in Newcastle, the Upper Hunter, Taree, Central Coast and Broken Hill. This funding was part of a \$40 million program designed to improve the quality, comfort and safety of homes for thousands of vulnerable people and families throughout NSW.*

Earlier in this report I mentioned the outstanding work of our frontline staff in ensuring tenants are safe and well during COVID lockdowns. This work was undertaken by a newly formed specialist community participation unit which came into being in July 2020 and brought together a team of nine community participation officers, two community hubs, our Shout Out and Gatekeeper suicide prevention programs as well as our long-running and highly successful Grow a Star youth scholarship and mentoring program. Deploying a range of localised interventions, this new team aims to develop tenant opportunities for social participation, volunteering, training and employment. Over the past year, as many have struggled with the emotional and psychological toll of COVID, whether from lockdowns, border closures which have prevented them from seeing loved ones, or simply the stress from losing livelihoods due to restrictions on movement and gatherings, the work of our community-based “Shout Out” suicide prevention program was more relevant than ever. As part of a new Gatekeeper program we commissioned a mobile outreach vehicle dubbed the Shout Out Van which took community engagement into communities where no meeting places or social facilities existed. This approach enables community ‘gatekeepers’ to be identified and engaged with the program’s training opportunities. This supports community resilience and develops capacity at community level to engage with people who may be showing signs of distress or risk of suicide.



Of course the work of our community participation unit is only a small part of our frontline workforce, and I am proud to share that over the past 12 months our Operations team has continued to excel, and the team's ability to achieve results above and beyond what is expected has been acknowledged by contracting agencies with additional funding for a range of initiatives. Chief amongst these has been the highly successful Together Home program, a NSW Government initiative targeted at people who are sleeping rough, or who had a history of doing so. The crucial difference between this program and others is that the housing comes packaged with wraparound support services. As anyone familiar with our sector would know, people who have spent time sleeping rough often find it difficult to sustain a tenancy, even if they do manage to secure one, which is why the wraparound supports are such a crucial piece of the puzzle. To date Compass has received a touch over \$4.5 million to provide ongoing stable accommodation to people across the Hunter and Central Coast regions. Support services have been contracted to Neami, the Jeder Institute and Yerrin, all of whom are doing an exceptional job of providing the wraparound supports necessary to help break the cycle of homelessness.

Australia remains beset by unacceptable levels of homelessness and housing stress. Under the present division of responsibilities between state and federal governments, it is the states that are tasked with responding to this issue. Unfortunately, the data suggests the states have lost control of the issue and it is now beyond their capacity to solve. This is revealed in a research paper produced by Compass' Group Chief Strategic Engagement Officer Professor Dave Adamson, and Manager of Research and Public Affairs Martin Kennedy, in August 2021. There are currently almost 170,000 households on social housing waiting lists across the country. Yet over the next ten years, state and territory housing authorities are planning to build just 66,800 dwellings. In simple terms, even if they manage to hit their construction targets, which is no sure thing,

they will have undershot the pre-existing level of demand by more than 100,000 homes, not including the additional demand that will arise over the next 10 years. In 1921, the States by agreement handed the Commonwealth the power to deal with pandemics, as the States had lost the ability to control the Spanish Flu. The Commonwealth Department of Health commenced that year. The pandemic that has swept the world over the past two years has underlined the need for the federal government to take similar steps in regard to the housing crisis that threatens the physical and financial health of our present-day population.

*"We should never forget that adequate and affordable shelter is a human right. I am proud to lead an organisation that strives daily to extend that basic human right to as many people as possible, whatever obstacles are thrown in our way, and that remains committed to the pursuit of its vision of a world in which all people have appropriate and affordable housing and are engaged in sustainable communities."*

In conclusion I would like to extend my thanks to all of the Compass directors across the Compass Group for their diligence and erudite governance, to my extraordinary fellow executives, to our government partners and the various contracting agencies with whom we work on a daily basis, and, most importantly, to our incredible staff without whose determination and commitment we would be a much less formidable force than we are today.

#### Greg Budworth

Group Managing Director  
For and on behalf of Compass'  
Management Team



# REPORT CARD

KEY PERFORMANCE INDICATORS	2021	2020	2019	2018	2017
TENANT SATISFACTION					
Overall satisfaction with the organisation	89%	93%	92%	94%	93%
Satisfaction with ways in which Compass involves tenants	89%	93%	93%	93%	92%
Satisfaction with ways in which Compass communicates with tenants	86%	88%	88%	90%	90%
SERVICE DEVELOPMENT					
Total properties managed	7609	7,139	6,891	4,639	4,514
Total properties managed in New South Wales	6,433	6,107	5,982	3,713	3,508
Total properties managed in Queensland	851	869	819	836	934
Total properties managed in New Zealand	325	163	90	90	72
FINANCIAL MANAGEMENT					
Cash at end of year	\$23.5M	\$33.2M	\$38.3M	\$20.9M	\$23.0M
Net Profit	\$49M	\$15.6M	\$17.2M	\$16.9M	\$14.2M
Total Equity	\$433.3M	\$384.3M	\$368.7M	\$351.4M	\$334.5M
HOUSING MANAGEMENT & MAINTENANCE					
Arrears	0.7%	0.7%	1.40%	1.30%	1%
Tenant income	\$69.4M	\$66.2M	\$46.4M	\$43.9M	\$39.2M
Combined maintenance expenditure	\$20.2M	\$20.7M	\$9.9M	\$9.6M	\$8.6M
REPAIRS AND MAINTENANCE COMPLETIONS					
Number of service requests raised	38,741	34,259	36,533	26,687	24,125
Number of service requests closed	39,212	38,898	35,259	25,945	23,196
HUMAN RESOURCES					
Number of full-time equivalent staff	241.8	188.88	183.36	136.6	119.78
Training Spend	\$58,900	\$144,176	\$192,252	\$179,832	\$143,637



# OUR ASSETS

## PROPERTIES BY LOCAL GOVERNMENT AREA

Properties by Local Government Area (LGA)			
New South Wales			Total 6433
Newcastle	904	Wyong	8
Lake Macquarie	797	Bourke	6
Central Coast	788	Ballina	5
Cessnock	748	Tamworth	5
Midcoast	738	Brewarrina	4
Muswellbrook	483	Burwood	4
Singleton	433	Inner West	4
Maitland	337	Warrumbungle	4
Broken Hill	201	Armidale	3
Upper Hunter Shire	164	Queanbeyan Palerang	3
Dubbo	149	Bathurst	2
Penrith	95	Canada Bay	2
City of Parramatta	93	Coffs Harbour	2
Blacktown	64	Gunnedah	2
Campbelltown	64	Lismore	2
Port Stephens	41	Liverpool Plains	2
Liverpool	38	Blayney	1
Central Darling	27	Byron	1
Dungog	27	Clarence Valley	1
Fairfield	23	Sydney	1
Sutherland	22	Narrabri	1
Georges River	16	Narromine	1
Shellharbour	16	Northern Beaches	1
Wollongong	15	Strathfield	1
Orange	13	Kiama	1
Goulburn Mulwaree	11	Hornsby	1
Rockdale	10	Tweed Shire	1
The Hills	10	Wagga Wagga	1
Shoalhaven	8	Wellington	1
Walgett	8		

Properties by LGA		
Queensland		Total 851
Brisbane	712	
Logan	56	
Moreton Bay	32	
Gold Coast	28	
Townsville	17	
Redland	5	
Pine Rivers	1	

Properties by LGA		
New Zealand		Total 325
Auckland	253	
Palmerston North	46	
Whanganui	26	

BY PROPERTY SOURCE	QLD	NSW	NZ	FY21 Total
Capital	436	3385	–	3821
Fee for Service	194	778	–	972
Leasehold (Private owned, Government funded)	212	638	325	1175
Owned	9	1632	–	1641
	<b>851</b>	<b>6433</b>	<b>325</b>	<b>7609</b>

PROPERTIES BY ASSISTANCE TYPE	QLD	NSW	NZ	FY21 Total
Affordable Housing	63	836	–	899
General Housing	193	5032	325	5550
Transitional Housing	463	98	–	561
Indigenous Housing	0	133	–	133
Other Government	0	66	–	66
Crisis Accommodation	0	9	–	9
Specialist Disability Accommodation	63	256	–	319
Non rental	69	3	–	72
	<b>851</b>	<b>6433</b>	<b>325</b>	<b>7609</b>

	FY21	FY20
<b>NUMBER OF PROPERTIES OWNED BY COMPASS</b>	<b>1641</b>	<b>1446</b>
<b>NUMBER OF PROPERTIES OWNED IN NSW</b>	<b>1632</b>	<b>1437</b>
SHGF and NRAS government initiatives	228	228
Vested title from Housing NSW	1018	1018
Vested leveraging	169	168
Boarding House New Generation	18	18
Social and Affordable Housing Fund	196	2
Other affordable housing	3	3
<b>NUMBER OF PROPERTIES OWNED IN QLD</b>	<b>9</b>	<b>9</b>
Equity ownership	9	9
<b>NUMBER OF PROPERTIES MANAGED ON BEHALF OF OTHER ORGANISATIONS</b>	<b>5968</b>	<b>5693</b>
Fee for Service	861	886
Leasehold	1175	890
NSW LAHC	3328	3348
DCHDE	436	440
Minister for Disability Services	103	120
Other government	65	9
	<b>7609</b>	<b>7139</b>

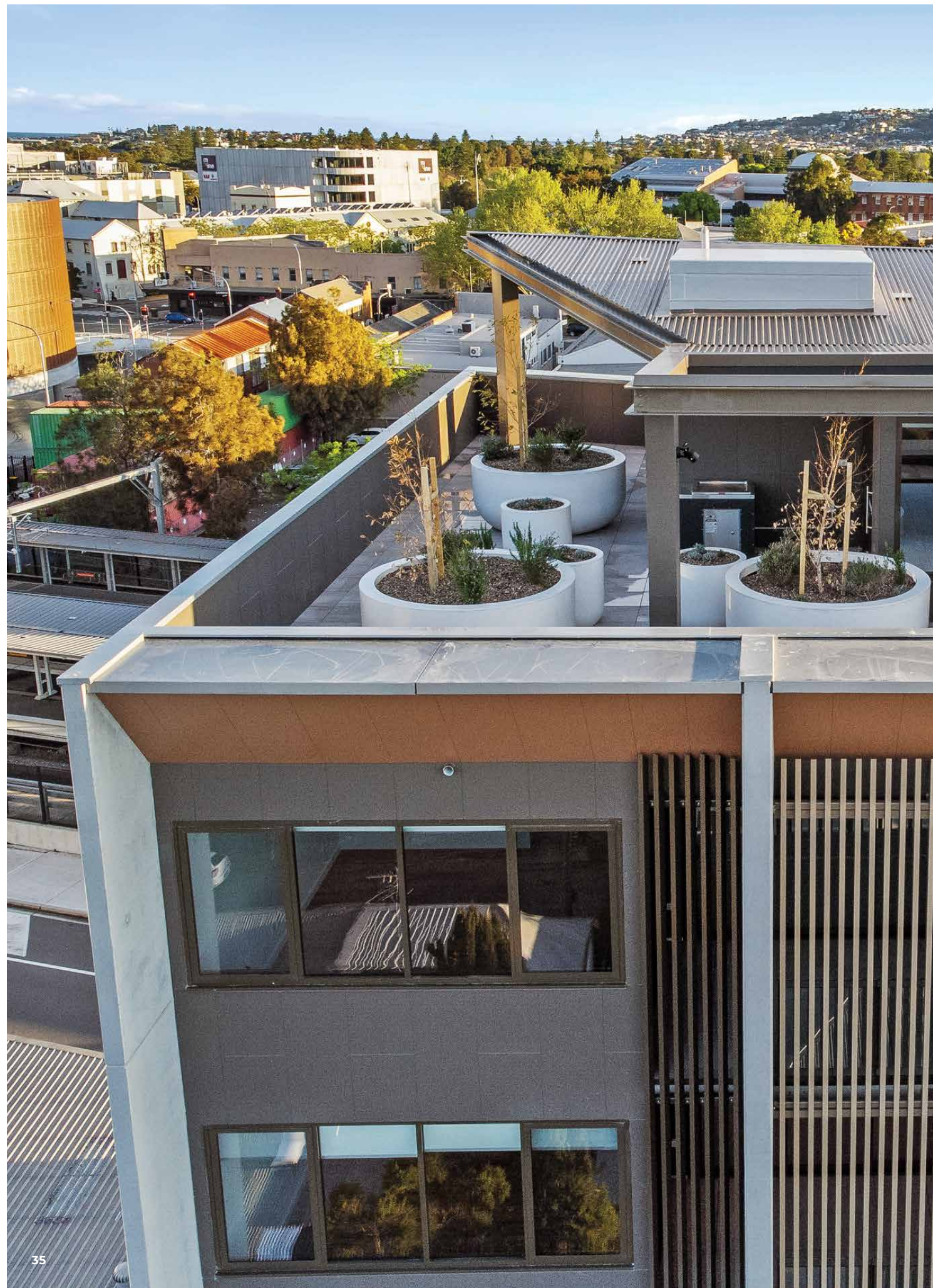




## MY PLACE PROPERTY MAINTENANCE

As well as growing its size, Compass recognises that maximising its impact means maximising its efficiency. In 2020, Compass established an in-house property maintenance division; My Place Property Maintenance (MPPM), staffed by an internal trade-based workforce. The efficiencies created via MPPM allow Compass to direct a larger proportion of the maintenance expenditure towards planned upgrades which improve amenity for tenants as well as extending the life of company assets.





# ACQUISITIONS & DEVELOPMENTS

**Over the past 12 months Compass has reinforced its development credentials through the delivery of 377 new dwellings. It brings the total number of new social and affordable dwellings directly delivered by Compass since 2009 to 915.**

At the time of writing, Compass has completed the delivery of its full allocation of 493 properties in the Maitland, Newcastle, Lake Macquarie and Central Coast Local Government Areas under the NSW Government's Social and Affordable Housing Fund (SAHF).

Compass has been working to deliver these projects closely with our partners the NSW Department of Communities and Justice, Tetris Capital, Centuria Capital, developers and local builders. The SAHF initiative provides much needed additional social and affordable housing along with coordinated access to tailored support services, as well as access to employment and training opportunities.

Our SAHF developments provide homes to people on the social housing waiting list as well as local key workers, creating integrated, inclusive and viable communities.

*Compass commends the Department of Communities and Justice and NSW Government for its foresight and commitment to this program.*

Compass has also recently completed the final properties under the Federal Government's Nation Building Economic Stimulus Program (NBESP) through which we delivered 165 properties over a ten-year period by leveraging assets that were transferred to Compass under the NBESP.

And finally Compass recently completed a development in Station Street, Wickham, which was delivered in partnership with the City of Newcastle and the Federal Government's Building Better Cities Fund. Some of the apartments in this development were also delivered as part of the NSW Government's Social and Affordable Housing Fund.





## WICKHAM

### Newcastle

**Wickham is a vibrant suburb in the City of Newcastle. The site is part of a mixed residential & light industrial precinct now experiencing a significant revitalization as part of the City of Newcastle's Wickham Master Plan. The surrounding area has been transformed into a residential area close to the harbour and foreshore of the Honeysuckle precinct of the Newcastle CBD.**

As well as being well located just minutes from local shops and services, and within easy walking distance of public transport links, the complex boasts a vastly superior level of finish and amenity. A sense of space and natural light are key themes throughout the complex.

The design maximised the potential of the small 410m<sup>2</sup> footprint achieving 16 residential dwellings, comprising of 9 one-bedroom apartments and 7 two-bedroom apartments, a commercial space as well as a modern rooftop garden and BBQ area offering 360-degree views of Newcastle. Each apartment also has its own outdoor balcony.

The apartments, accommodating a mix of social and affordable housing tenants, are set over seven levels.

The design reflects the inner-city industrial history of the location and is sympathetic to its surroundings while still managing to stand out, in the best possible way. It features quality environmental fittings which provide

energy and water efficiency and help reduce the costs of utilities for the tenants. Overall, the development achieved a NatHERS rating of 7.5-star rating with some apartments achieving an 8.4-star rating. All apartments were constructed to a silver standard under the Liveable Housing Design Guidelines.

*The building was designed by CKDS Architecture, a highly awarded local design firm, renowned for excellence in design and built form, and built by North Construction.*

These dwellings were delivered under the NSW Government's Social and Affordable Housing Fund, through leveraging from properties vested under the NSW Government's Nation Building Economic Stimulus Plan as well as the City of Newcastle and Federal Government's Building Better Cities Fund.





## ADAMSTOWN

### Newcastle

**This development is located in Adamstown within the City of Newcastle and offers a myriad of employment opportunities, services, shopping and transport options.**

This area is part of the Adamstown Renewal Corridor under the Lower Hunter Regional Strategy which encourages an increase in residential densities along the corridor, improvements to the streetscape through development and landscaping, and improvements in access for residents and visitors.

This development includes 50 residential dwellings, comprising 13 one-bedroom apartments and 37 two-bedroom apartments. The apartments, accommodating a mix of social and affordable housing tenants, are set over six levels, with the ground floor also providing two communal spaces as well as an outdoor courtyard. In addition, the rooftop provides residents with a landscaped terrace, offering 360-degree views of the city.

The development is modern in design, complete with quality environmental fittings which provide energy and water efficiency and help reduce the costs of utilities for the tenants. All apartments were constructed to a silver standard under the Liveable Housing Design Guidelines to ensure apartments are accessible and appropriate for a range of tenants and their needs.

This project was built by local builder Graph Building and designed by Holdsworth Design and CKDS Architecture.

*These dwellings were delivered under the NSW Government's Social and Affordable Housing Fund.*



# MAYFIELD

## Newcastle

**Mayfield has undergone a tremendous transformation since the closure of the steelworks in the late 1990s. Once the industrial heartland of the city, Mayfield is today a vibrant hub of trendy cafes, boutique stores and chic salons.**

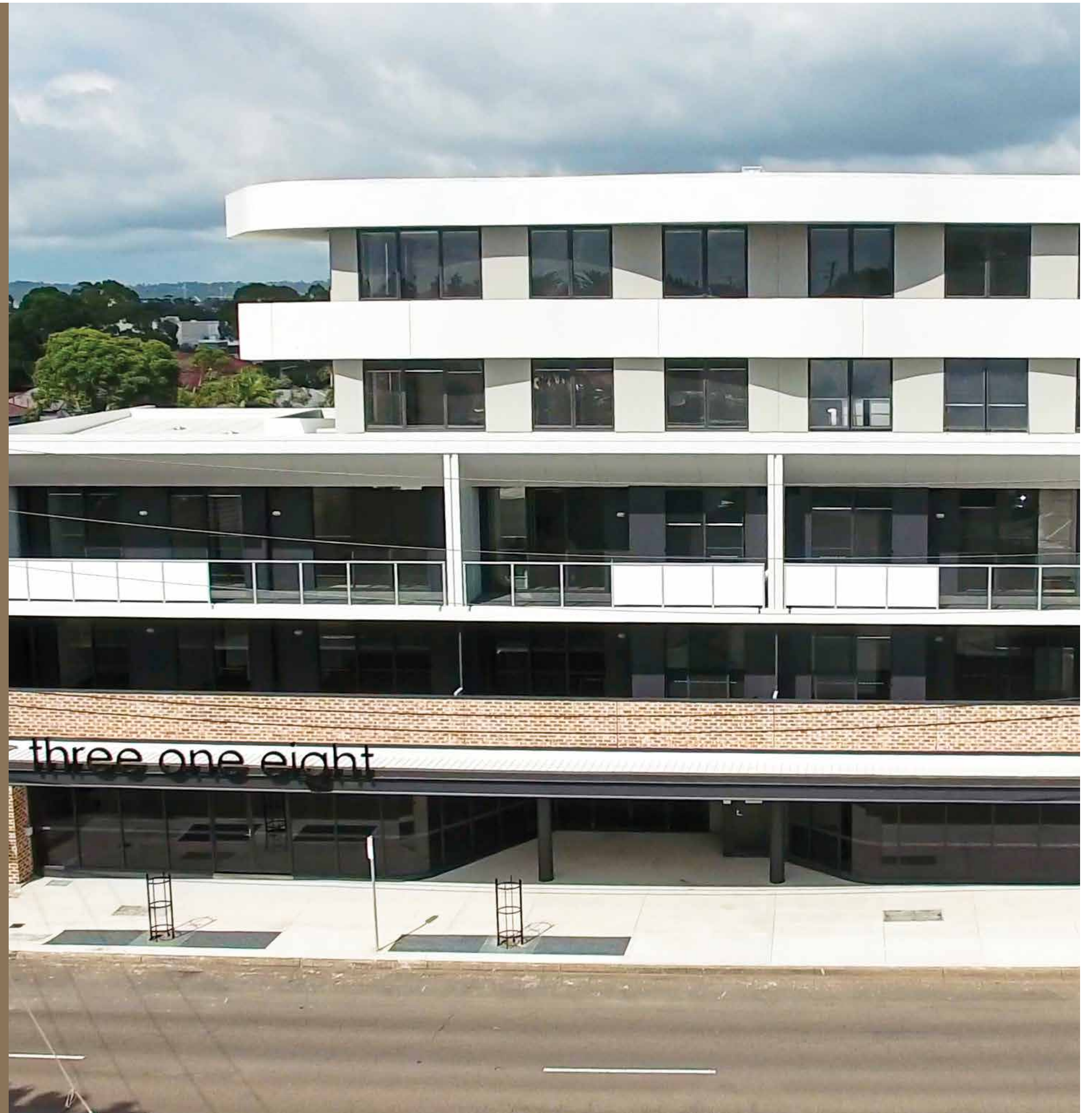
This development sits on the site of the former Super Strike bowling alley, a local landmark that had been operating since the 1960s but which had recently fallen into disrepair. The complex offers 36 social and affordable homes, comprising 8 one-bedroom apartments and 26 two-bedroom apartments, as well as two commercial spaces. The design features curved facades and parapets on the upper levels, with extensive use of brick and concrete offering a nod to the suburb's industrial past.

High ceilings and large glazing provide vast amounts of natural light and allow for cross ventilation from ocean breezes in the warmer months.

Solar panels have been incorporated into the building to offset the energy used by the common areas and lift power consumption. Water captured on-site is also used to irrigate the common garden areas and surrounds. The project achieved a 7-star NatHERS energy rating meaning tenants will benefit from additional savings on power bills, as well as from affordable rents. All apartments are constructed to a silver standard under the Liveable Housing Design Guidelines.

The development was delivered via a joint venture with Tetris Capital as part of a wider portfolio of 190 properties over four sites and three LGAs. It was built by local firm MARS Building and designed by local architects EJE Architecture.

*These dwellings were delivered under the NSW Government's Social and Affordable Housing Fund.*





## TOUKLEY

### Central Coast

**Toukley is an expanding residential area on the Central Coast of NSW.**

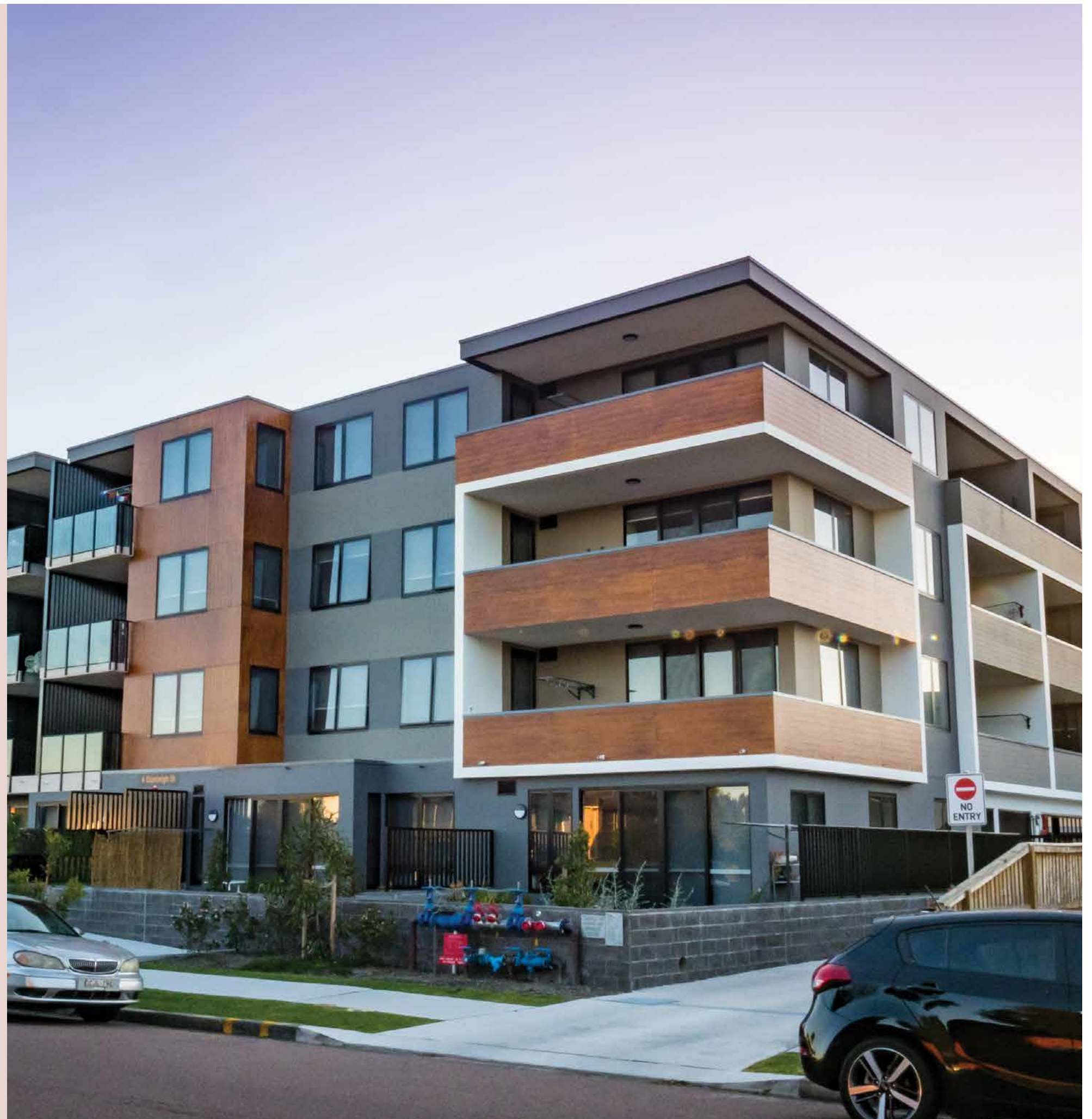
This development includes 34 residential dwellings, comprising a single one-bedroom apartment and 33 two-bedroom apartments, including 4 ground floor adaptable units with communal gardens and outdoor spaces. Most apartments have water views of the surrounding Tuggerah lakes and offer access to cool coastal breezes in the warmer months.

All apartments are generous in size and feature high ceilings, open plan living, expansive glazing allowing plenty of natural light, and generous balconies or courtyards.

The apartments, accommodate a mix of social and affordable housing tenants and are all constructed to a silver standard under the Liveable Housing Design Guidelines.

This project was built by local builder Kingston Building and designed by local architects Space Design Architecture.

*These dwellings were delivered under the NSW Government's Social and Affordable Housing Fund.*







# OUR HOUSING & OUR PEOPLE

Compass Housing Services is Australia's leading community housing provider with more than 7600 properties and community development initiatives across New South Wales, Queensland, New Zealand and Vanuatu. We undertake all aspects of tenancy and property management, including allocations and wait-list management, and have a proven track record of managing a wide range of tenancies under a variety of housing programs. At Compass we place our tenants at the centre of everything we do. We pride ourselves on providing tailored tenancy and support services to accommodate the specific requirements of our tenants.

## COMMUNITY HOUSING

**Community housing is subsidised rental housing provided by not-for-profit, non-government organisations and is targeted at households on low incomes or who would otherwise struggle to find suitable accommodation.**

At Compass we believe community housing is about much more than providing accommodation. It's also about building communities which is why we're dedicated to making sure our tenants have a voice and are actively engaged in their communities. In addition to professional tenancy management, Compass continues to be an industry leader in the provision of additional wraparound services that help sustain tenancies and delivering tenant engagement initiatives that help foster greater economic and social participation.



# HOPE

## Newcastle tenant Hope took up watercolour painting only 18 months ago.

The 65-year-old mum of four says she has always been creative but struggled to find an art form she was passionate about.

Hope has found her artistic niche and is producing some beautiful paintings from her studio in her Compass Housing villa.

She started painting basic flowers, and after reading endless books and watching hours of online tutorial videos, she progressed to animals and birds.

"I am gravitating to producing proper botanicals at the moment," Hope says.

"I love animals, birds and plants. The subject has to capture me for me to want to paint it."

Watercolour painting involves a lot of layering, so each piece can take Hope days, even weeks, to finish.

Hope's kids have grown up and she is no longer working so she has more time on her hands. She says painting takes her to another space where she doesn't think about life's daily struggles.

She started giving away her art to friends and family as presents but is hoping to create a little side business. With her daughter's help, she has created a Facebook and Instagram page to showcase her art.

"The materials – paints, brushes and paper – are expensive, so I'm trying to recover some costs."

Hope moved into one of Compass Housing's new homes in Cardiff, one of the 493 homes built across the Hunter and Central Coast under the NSW Government's Social and Affordable Housing Fund program. Prior to that she lived for a few months in one of Compass' affordable housing homes in Belmont.

"I feel so lucky to have this place – it is my castle."

"I have some space to do my art properly."

*"I find Compass staff want to help their tenants with information about jobs and other opportunities – not just collect the rent."*





# DR KAREN NOBES

**Dr Karen Nobes is a former Compass Housing tenant currently living in Adelaide. The below is her own story in her own words.**

*I want to acknowledge the immense difference to my life affordable housing through Compass Housing has made.*

I was 55 years old when I approached Compass in Newcastle. My demographic as a woman post-50 without substantial savings, put me in direct line to homelessness, and I was homeless at the time.

I was a single parent working as a film and television director for 20 years in Aotearoa/New Zealand and with the ABC in Australia. These jobs were always freelance, which is common in the industry, and there was no ability to plan or save money. I needed a more stable income so at 46 did a Master's in International Development with the intention of finding regular employment. In that capacity I worked both overseas and in remote communities of the Kimberley, but the jobs were always contractual and not well paid.

After finishing a contract with Save the Children in Broome I returned to Adelaide and was unable to find employment. Over the period of a year, I applied for more than 200 jobs. I didn't have a computer at the time and cycled each day to the local library for use of the public computers and free internet – Thank God for public libraries!

There was high unemployment in South Australia, so I moved to NSW as a nanny on a cattle farm near Tamworth. The job lasted four months and provided free housing. By the time I arrived at the doorstep of Compass

in Newcastle I was relying on house sitting positions or free rent, sometimes combined with work as a babysitter or house cleaner or, when there were no house-sitting options, staying with kind friends on their lounge.

In 2015 I applied for and received a PhD scholarship at the University of Newcastle, the scholarship paid \$500 per week and made me eligible for housing with Compass. For the past 5 years I have been happily living in a studio apartment near Newcastle Beach. I have supplemented my income, throughout my PhD study, working weekends and overnight shifts with children in out of home care.

*My home by the sea was my first in many years – it gave me joy and peace of mind to put the worry of money aside while I engaged again as a community member with something to contribute.*

This respite from worry - about where to live and how to pay the bills - gave me time and opportunity to pursue my studies. In October last year I was awarded a doctorate in Media and Communications. I recently gained full-time employment as a researcher at Flinders University in South Australia and will be leaving my home by the sea, and Newcastle, for a life in Adelaide.

Without the home I would not have finished the PhD, without the PhD I would not have a fulltime job. Thank you Compass.

Dr Karen Nobes







## SUPPORTED HOUSING

**Tenants housed in supported accommodation are the most vulnerable and require varying levels of support to live independently.**

As well as housing people with physical and intellectual disabilities, Compass provides supported housing to people escaping domestic and family violence, people

experiencing mental health issues as well as those exiting the criminal justice system.

Compass partners with a range of support agencies across Queensland and New South Wales to make sure our tenants have the services and support they need to help them live independently and to address their needs. These partnerships are an integral part of providing the most vulnerable members of our community with the dignity and security that comes from independent living.

## THIS WAY HOME

**The This Way Home project continues to provide the opportunity to clients experiencing homelessness to sustain transitional tenancies as a steppingstone to move into independent long-term and secure accommodation.**

The program runs in partnership with specialist service providers, the Department of Communities and Justice (DCJ), and Compass to provide wraparound services and empowerment for clients to achieve individual goals. Compass' role is to provide tenancy management and onsite coordination

to tenants with complex needs to meet their obligations and achieve their goals.

This Way Home hosts nine temporary accommodation units for people requiring accommodation for up to 28 days. There are 24 medium-term accommodation units where tenants can reside for up to two years. The Project Facilitation Group includes representatives from Compass Housing, Department of Communities and Justice, ITEC Youth, Nova for Women and Children, Wandiyali, Warlga Ngurra, St Vincent De Paul (Matthew Talbot), Jenny's Place, Baptist Care, Samaritans Foundation and Wesley Mission.

## SUPPORTED BOARDING HOUSE, WARATAH

**Compass works in partnership with Matthew Talbot Homeless Service (St Vincent de Paul) to provide accommodation and support to men experiencing or at risk of homelessness and those with complex needs.**

Tenants are linked up with appropriate support and are actively involved in a case plan as a condition of their ongoing tenancy.



# JAKE

*If it wasn't for Compass Housing, Jake says he doesn't know where he would be right now.*

The 23-year-old father of one is now working while he completes a Certificate IV in Community Services. He and his partner will marry next year, and they are living with their son in a two- bedroom Compass Housing apartment in a suburb in Newcastle. His partner is working and studying nursing at the University of Newcastle.

Life wasn't like this for Jake a couple of years ago. He and his partner were homeless for six months; sleeping on the streets and on trains or couch surfing.

"We were very young when we had our child," Jake says.

"We had no idea about how to rent or run a house and struggled with the responsibility of family life," he says.

"I went down the wrong path and developed alcohol and other addiction issues."

Compass got Jake and his partner into emergency accommodation and then transitional accommodation at This Way Home – a unique service it runs, in partnership with other Newcastle non-government organisations, to help people experiencing homelessness who want to sustain a private or social housing tenancy.

*"The temporary accommodation changed our lives for the better. We were both able to get work and start to save, to get our lives back on track."*

"Having a roof over your head is the first thing you need if you want to focus on other parts of your life. It is so important for your physical and mental health too."

Beating his addictions, and with money coming in, Jake and his partner then moved into their longer- term rental, with their son.

Jake is determined to help other vulnerable people because he has been in their shoes. Remembering how not having a licence made getting food and other essentials difficult, Jake approached local businesses for donations of food.

"The support from people was amazing. We were able to deliver hampers, feed everyone at This Way Home, as well as some women's refuges and other community service organisations."

*Spurred on by seeing the difference he made, Jake has set up a Facebook group called Take Control. He wants to use Take Control to continue to provide food hampers but also to offer a supportive community and mentoring.*

"I want to share my story to empower other vulnerable people to take control of their life.

"It is daunting and not always easy, but you can take control back, one little step at a time. There is support out there from organisations like Compass.

"They are not just like a real estate agent. They have encouraged me and been a support network. Everyone there has always treated me with respect, understanding and courtesy."





# Hunter Disability Expo, 2021

 **Beyond Boundaries Rehab**  
Adamstown, NSW



2,021 Likes

Beyond Boundaries Rehab: Visit us at Booth S6 for a free yoga pass!  
#justlive #bbrehab #COVIDsafe #hunterdisabilityexpo #newcastlelive

## DISABILITY HOUSING

**As the demography of social housing tenants has evolved over time, the social housing system has seen a marked increase in demand for dwellings suitable for people with a disability.**

To meet this need, Compass undertakes modification works on existing dwellings and ensures new stock contains adaptable and accessible options. We work with a range of support partners to ensure our tenants receive services that afford them the greatest possible choice and flexibility, and which empower them to live independent and productive lives.

## COMPASS SPECIALIST DISABILITY ACCOMMODATION

**The previous 12 months has seen the Specialist Disability Accommodation (SDA) unit focus on education, growth, and innovation. Compass has proudly become a full member of the national peak body the SDA Alliance.**

We have strategically expanded into Victoria by partnering with specific Supported Independent Living (SIL) organisations to design and deliver bespoke SDA dwellings to suit the personal needs of children living in out-of-home care. This allows young adults with complex care needs to have continuity of care with their preferred providers, and transition into purpose-built accommodation to meet their needs in a location of their choice. Over the past 12 months we have also seen our conversion rate from enquiry to residency increase from 3.3% to over 6.7%.

As the sector is still in its infancy, few SDA providers offer professional property and tenancy management services. To help fill this gap, Compass appointed a National Business Development Manager to educate private investors on the operational and functional requirements inherent in successfully investing in the SDA sector. This has allowed Compass to help investors make informed decisions and partner with SILs to strategically meet extant demand, ensuring supply is delivered where it's needed and reducing the risk of vacancy for investors.



# KRISTIE

**This year, Kristie moved out of home, for the first time, into a new specialist disability accommodation (SDA) apartment in Sydney. Kristie was 39 when she moved in. She says since then, her independence “has soared”.**

“Living at home with your parents at 39 is kind of sad,” Kristie says. “My parents are wonderful, but I felt a bit cramped, and I am sure they did too.”

Kristie says her apartment is in a great location and it gives her more choice and control over her life. She misses her parents, and they miss her, but the move has changed their relationship for the better.

“My parents are getting older and I was reluctant to ask them for things. Now they come over and we spend quality time together.”

“While my parents were always welcoming of my friends, I am better able to have adult relationships.”

“I can go on dates and have people over without feeling awkward. There is a great bar and cafes nearby where I can meet new people.”

*“The public transport options are far better at my place than where my parents live. I am 100 metres from the disability friendly metro which I use to get to work and to get to catch-ups with friends.”*

Only some of the apartments in Kristie's complex are for people with a disability. She says that is important for her, and it helps to positively change community attitudes towards people with a disability.

“A lot of SDA housing still segregates people with a disability from the rest of the community. Here I am not just living with other people with disabilities.”

*“Everyone in the community has a responsibility to improve independence for people with a disability – governments, businesses and people with and without a disability. This is easier if people with disability are not living out of sight of the rest of the community.”*

Her apartment was built to NDIS platinum level for people needing high level support and customised to her needs. It is fully automated, compatible with voice technology and has power generation back-up. As Kristie is unable to use her arms and legs, this technology is vital. A concierge is on hand for her and the other tenants with a disability.

“But I don't have carers around me all the time – I access support when I need it.”

Kristie works in community development for people with a disability. She welcomes the increasing diversity in housing options for people with a disability.

“As well as SDA, there are other accessible housing options which can be combined with in-home support.”

Kristie had been looking for places to live independently for a long time. Despite her knowledge of the disability sector, she benefitted from help from experienced support people to get SDA funding into her NDIS plan and access to supported independent living (SIL) funding.

“Ask for help from people who understand the NDIS process – there is lots of support out there.”







## AFFORDABLE HOUSING

**Over the past 30 years Australia has witnessed a profound change in the composition of households accessing housing assistance.**

With both public and community housing now almost exclusively reserved for the most vulnerable members of society, affordable housing products have emerged as an alternative for low-income workers experiencing housing stress in the private rental market.

With housing stress now a reality for millions of Australians, there is more need than ever for greater investment in dedicated, below market, affordable housing products. By providing stable accommodation for key workers and low to moderate-income earners, affordable housing products serve as an important midway point between the social housing system and the private rental market. By removing the spectre of

rental stress, affordable housing can also help people accumulate the capital to get a foot on the property ladder. The transitional aspect of affordable housing encourages tenants to pursue real property ownership while paying reasonable rent in their present circumstances.

Compass' affordable housing portfolio is funded by federal and state governments under various programs including the National Rental Affordability Scheme, Debt Equity Funding, the Social Housing Growth Fund and the Social and Affordable Housing Fund. It receives additional funding directly from Compass through debt finance and leveraging from our asset portfolio.



## LYNDA & COLIN

**When Newcastle couple Lynda and Colin Creamer were forced to move out of another private rental because their landlord was selling the home, they were at their wits' end.**

Lynda said it was an extremely stressful time for the retired couple. It was added stress for Lynda who is in remission from breast cancer.

"There are so many people trying to rent, and rents are so expensive," Lynda said.

"We had to move out quickly and if we couldn't find anything, we thought we would be homeless," she said.

Lynda said she cried when she was told that she and Col would be moving into a new villa at Thornton, near Maitland. The villa is one of 65 new homes in a new community built by Compass under the NSW Government's Social and Affordable Housing Fund.

*"Col and I feel so blessed to have this home after going through a lot of heartache."*

"When you go through something bad, something good can follow – and the good is our new home. It is like a Christmas present that we open every day."

*She said having the security of a long-term roof over their heads means so much to them.*

"When you are older [Col is 61 and Lynda 68], moving is physically and mentally tiring."

"We love it here, the villa and the area."

"It is nice and quiet. We have some lovely neighbours, but you are not on top of each other."

Lynda also has a muscle disease so appreciates her home and the area being flat and easy to navigate. Compass installed extra bathroom railings for Lynda too. The couple has an extra room so family can come and visit.

Col said he can't fault the staff from Compass - in organising their home but also providing other information and support.

*"A big thank you to Ellen [one of Compass' dedicated SAHF Tenant Relations Officers] for being so kind and helpful. They have gone out of their way to help us in any way. They have just been marvellous."*





## ADDRESSING HOMELESSNESS

**The Australian Bureau of Statistics estimates around 116,000 Australians are homeless on any given night.**

Many of Compass' tenants have experienced homelessness in one form or another. Some have fled domestic or family violence. Others have experienced addiction or mental health issues. Some simply can't afford to rent privately.

Compass works closely with local homelessness support services in all jurisdictions to help people experiencing homelessness transition into stable long-term accommodation. We are also a major contributor to several innovative new projects designed to reduce homelessness in the Hunter region.

## TOGETHER HOME

Earlier this year Compass was awarded an additional \$2m in funding by the NSW Department of Communities and Justice (DCJ) through the innovative "Together Home" program. Together Home is a \$122.1m program that aims to transition people onto a trajectory away from homelessness and into

long-term stable housing, while improving overall personal wellbeing. To date Compass has received \$4 million through the program to house 60 people with support provision subcontracted to Neami and the Jeder Institute.

Separate to this funding Compass has received a further \$537,000 to partner with Yerrin Aboriginal Health on a pilot Together Home program for indigenous rough sleepers on the Central Coast.



**Compass staff preparing to take part in the NSW Government's rough sleeper street count.**

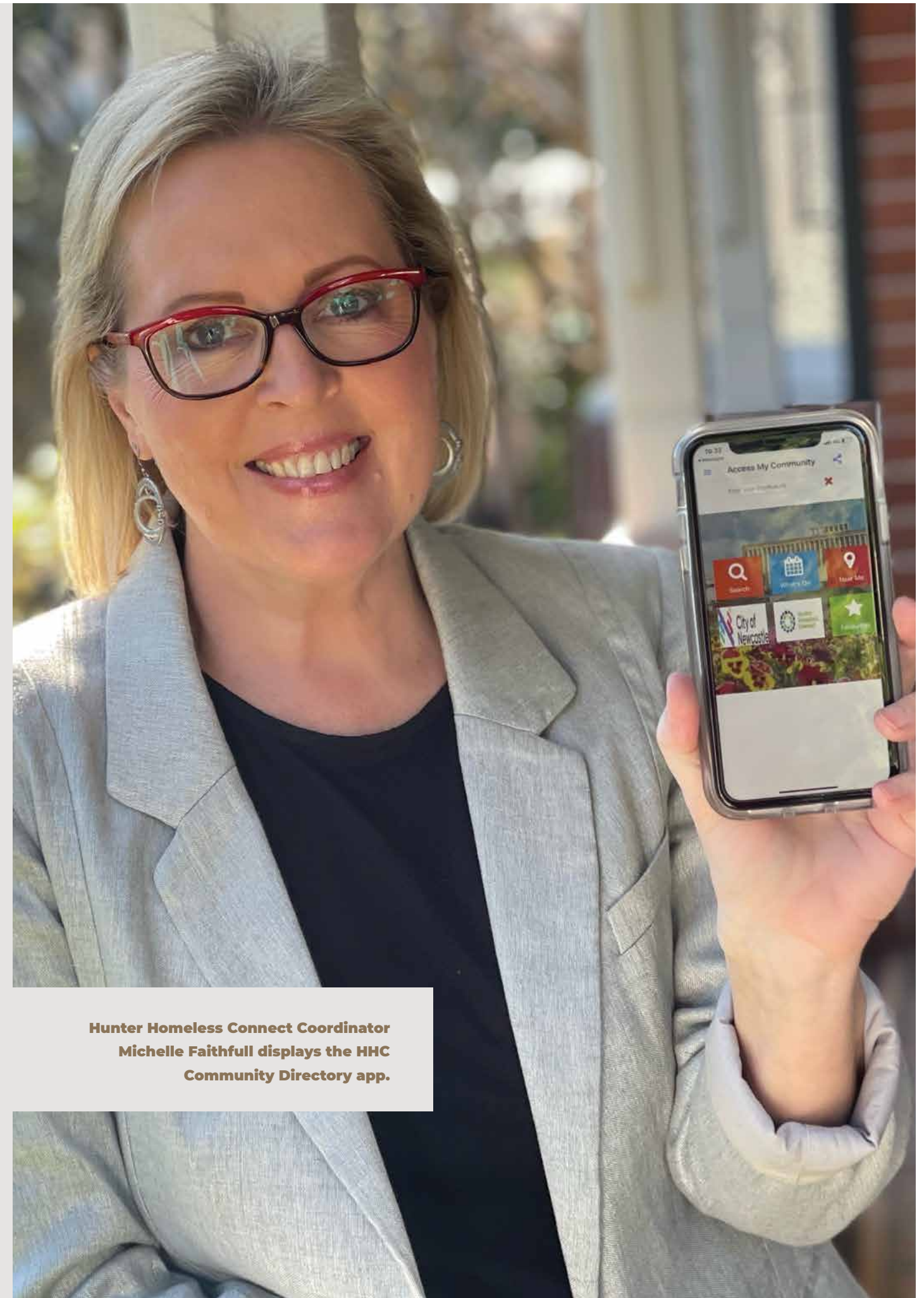


## HUNTER HOMELESS CONNECT

**As part of our ongoing contribution to community, Compass has provided local charity, Hunter Homeless Connect, with a dedicated coordinator to run their annual Hunter Homeless Connect Day event since 2012. The event is a one-stop-shop of human and community services, including free health checks, legal services, haircuts, massages, immunisations, birth certificates, food, clothing and much more. It is delivered by a community coalition of government and non-government organisations and volunteers and enables people in crisis to access vital services.**

For the past five years, Compass' Events & Community Relations Manager, Michelle Faithfull, has been coordinating the event, as well as managing the charity's website, social media platforms, fundraising campaigns and, more recently, during the COVID pandemic, coordinating distribution of the popular Hunter Homeless Connect Community Directory.

Thanks to funding provided by the City of Newcastle, the directory was taken online in 2020 as the world locked down and has become an extremely popular resource. The directory has become the most downloaded resource from the national My Community Directory website with over 2000 downloads. 10,000 hard copies have also been distributed in the community over the past 12 months. The development of an app for the directory was also led by Michelle, which enables people to access it on mobile devices by scanning a QR code.



**Hunter Homeless Connect Coordinator  
Michelle Faithfull displays the HHC  
Community Directory app.**



# CASEY

**For someone who has experienced some of the worst life can throw at you, Casey has a remarkably upbeat outlook on life. It wasn't always this way.**

Scarred by the effects of volatile personal relationships, and struggling to deal with debilitating anxiety and depression, Casey entered a spiral that culminated in the loss of her children and a five-year stint living on the street.

"I've experienced what they call multi-faceted trauma," she says. I left home when I was very young and had my first child when I was 16 and my second a few years later. That relationship ended badly when I was still only 21. There was a court battle, and because I had moved interstate to be with my partner I didn't have any family support around me.

"When I got back to Newcastle I met my second partner and had four more children. Due to what was happening in that relationship the children eventually had to go and live with other family members.

"I had been diagnosed with anxiety and depression when I was 12, but I didn't feel the full force of it until I couldn't keep my daughter with me. I was not myself by that stage. I wasn't even really thinking for myself.

"For the next five years I was on the street. It felt like treading water. I didn't have anything. I lost touch with everyone. It got to the point where I didn't even have a phone because they got stolen so often I couldn't afford to keep replacing them."

After five years Casey hit breaking point and decided it was time to take back control of her life.

"I hit a point where I thought 'I want to see my kids, and time is ticking.' I realised that if I left it any longer I could probably say goodbye to the possibility of ever seeing them again. I also felt I wouldn't survive much longer if I didn't change my mindset. I realised I had to get up and do something about it."

Casey applied for social housing and was introduced to the Together Home program, a NSW Government initiative providing housing and tailored support for people with a history of sleeping rough.

"Compass found a unit for me in three days, I couldn't believe it," she says.

"Carrie from Compass was amazing. It was like she understood exactly where I was at, and what I needed. It was almost like she was psychic! When I first got the unit I slept for almost three days. When you're living on the street you have so much anxiety. You never feel safe. Moving in here was the first time in years I felt like I could actually relax.

As part of the Together Home program Casey receives ongoing support from the Jeder Institute.

"My case worker Chontelle has been amazing. She has a way of keeping me on track and helping me to help myself."

With the help of the support provided through the Together Home program Casey is now focusing on rebuilding relationships with her siblings and her children.

"Just having a bedroom here for my daughter is almost surreal. And just a few months after moving into this place my eldest son who I hadn't seen in years came to visit me. It was an extremely emotional moment. Just having the stability to be able to contact him and let him know where I was so he could come and visit was incredible."

With life getting back on track, Casey is planning to forge a career in community services. In addition to her existing qualifications she recently gained a life coaching certification and plans to start her own business.

"I have experienced so much; it seems wasteful to not turn it to something useful that benefits other people," she says.

"Everything is looking up from here."





# OUR COMMUNITY

## TENANT ENGAGEMENT

**Compass has long been committed to social sustainability and building communities. Our vision is about much more than providing housing; we believe in adequate housing and sustainable communities for all people.**

We are dedicated to making sure our tenants have a voice and are actively engaged in their communities. The commitment to our tenants is that we will support them to live in connected and sustainable communities and assist them to maximise their quality of life. Consultation with tenants is critical to informing how we do this, which is why we have established a Tenant Reference Group in each of our branch regions. Members of these groups meet quarterly and discuss a range of issues that impact their lives. Discussions from each Tenant Reference Group feed into the deliberations of an overarching Compass Tenant Inclusion Panel which in turn reports to the Compass Board. This ensures the views of tenants are able to influence Compass policy and decision making at the highest levels.

In addition to the Tenant Reference Group, members of Compass' support team consult with tenants and stakeholders on localised programs. A noteworthy example from the past year took place at a complex in Muswellbrook where anti-social behaviour, property care and lack of engagement were impacting tenants and their community. Our support team attended the site weekly, enjoying lunch with tenants and having

initial consultation sessions. This resulted in referrals to employment and free driving licence programs as well as a highly successful two-day property improvement session. During conversations over lunch tenants had suggested a range of renovations they wanted to complete at the complex including removing a fence, lawn and garden care, pruning trees, and painting an external wall that had been repeatedly graffitied. Compass support workers provided the paint, and equipment and engaged maintenance contractors from Aruma to oversee the more complex tasks. The participation from tenants over the two days was excellent and Aruma was so impressed by the input and hard work from tenants that they did not charge Compass for the two days' work.

Over the past year we have also focused on improving tenants' access to online services and programs through our Bridging the Digital Divide program. We have consulted with our tenants to identify skills gaps and have started to deliver on-site training to develop basic digital skills such as creating and managing an email account and accessing government services through online portals.



### Our community and COVID-19

COVID-19 has impacted the tenant support team's ability to meet with tenants face to face and support them in their homes. To compensate, the team has implemented a range of activities to ensure tenants have remained engaged and felt supported. Over the past year staff performed an incredible 1500 welfare checks and delivered over 1000 essential support packs including food sourced from partners such as Foodbank and OzHarvest, as well as PPE such as masks, gloves, and hand sanitisers. For tenants in isolation following a positive COVID test, or who were close contacts of a positive case, staff went above and beyond, delivering food, groceries and other essentials, and even collecting and delivering prescription medications from pharmacies. We also initiated a range of engagement campaigns via our social media channels and ensured support and information, such as locations of testing and vaccination facilities, was also available through these platforms.



## SHOUT OUT

**Since 2017, the Shout Out suicide prevention and mental health awareness program has trained 164 staff in Mental Health First Aid and Applied Suicide Intervention Skills. All staff identified an improvement in their awareness of tenants, staff and others who may be experiencing mental health issues.**

More than 130 tenants have also completed short suicide prevention training. Those who attended reported improvements in their knowledge and confidence, and when followed up later several tenants had put their skills to use to support a friend or family member.

During the COVID pandemic Shout Out used social media to stay in touch with tenants and our mascot “Bob” continued to engage with tenants to discuss how to maintain their well-being during lockdowns.

## THE GATEKEEPER PROGRAM

**Saving someone’s life can begin with having a conversation. Approximately 40 per cent of people who die by suicide have not had contact with health services in the past 12 months. Thanks to NSW Health’s Community Gatekeeper Training initiative, Compass was able to expand its Shout Out suicide prevention program by commissioning a mobile outreach vehicle dubbed the Shout Out Van to take the message into communities where no meeting places or social facilities exist.**

This approach enables community ‘gatekeepers’ to be identified and engaged with the program’s training opportunities. This supports community resilience and develops capacity at community level to engage with people who may be showing signs of distress or risk of suicide. As part of Gatekeeper Training, members of the community learn how to identify behavioural changes suggestive of elevated suicide risk, and skills to safely speak to and support individuals experiencing suicidal ideation or self-harm.





## COMPASS HUBS

**Both the 123 Hub in Broken Hill and The Meeting Place on the Central Coast provide a base for local support agencies to offer outreach services as well as providing local residents with a place to meet, socialise and volunteer.**

The hubs host several tenant and community events including free lunches, school holiday programs, community garden activities and sporting programs. Importantly the hubs also offer a location for external agencies to meet with our tenants and provide services which meet their needs.

### The Meeting Place – Central Coast

The Central Coast Hub has continued to operate where possible however due to intermittent COVID-19 lockdowns there has been limited opportunity to operate the Shack Shop and other popular programs.

Outside of lockdowns the Hub continued to offer services including free haircuts, and low-cost groceries, and hosted small COVID-safe events including our Easter community lunch celebration.

During lockdowns we converted the Shack Shop into a base for packaging and distributing hampers and care packs for tenants impacted by COVID. Throughout the most recent lockdown, more than 700 hampers and care packs were distributed across the Central Coast alone.

### 123 Hub – Broken Hill

Operations at the 123 Hub were likewise subjected to periodic interruptions this year due to the COVID-19 pandemic with the hub forced to close its doors for extended periods.

During periods of closure we were nonetheless able to continue work on our sustainable gardening project and hosted a number of community events including our community drumming program in which members of the local community developed music skills at the same time as strengthening relationships with neighbours.

Thanks to a partnership with NSW Health, during the most recent COVID outbreaks the 123 Hub was temporarily converted into a COVID testing and vaccination clinic to help ensure our tenants and the local community more broadly had direct access to these crucial services.





# grow a star

**Grow a Star is an innovative youth mentoring and scholarship program that helps young people from disadvantaged backgrounds overcome the financial or generational obstacles that are preventing them from following their dreams.**

In households where finances are tight, young people often miss out on the sort of extra-curricular activities that play an important role in connecting people to their communities. Grow a Star encourages generational change by empowering young people from disadvantaged backgrounds to follow their academic, sporting or artistic dreams.

By enabling young people to pursue their passions, the program helps foster habits and behaviours that can set young people up for life. Through their connection with the program, Grow a Star participants generally exhibit improvements in confidence and self-esteem which can have profound positive impacts on their prospects both in terms of their sporting, artistic or academic goals and their roles as members of the community in general.

The COVID-19 pandemic has affected everyone, but young people have been hit particularly hard. Most were thrown into uncharted waters when the pandemic forced schools to close. Having to continue their education from home presented a range of challenges, from not having the appropriate technology, to not having a constructive and safe environment to work in.

Thanks to funding from the City of Newcastle's Boost Our City Community Sector Grants Program, the Grow a Star program was able to assist students impacted by school closures who were finding it hard to keep up with their education in the home environment.

Beyond Bank continued as a valued scholarship sponsor throughout the past 12 months and thanks to their support we were able to deliver 25 new scholarships. They also provided valuable financial assistance through their Double Donation online fundraising campaign.

Over the past year, the team at Grow a Star have been focusing on our strategic plan, collaborating and building partnerships and ensuring steady growth of the program through fundraising and events.

With many of our events being postponed to 2022, we were fortunate to be able to hold our inaugural Lunch for the Stars event in late June, before the region was locked down once again. The event was a huge success, raising over \$32,000 for the program. Guest speaker, Craig Johnston, multiple championship winning Liverpool mid-fielder and Australia's most decorated footballer had the audience captivated with his grassroots to glory story.

Earlier this year we also partnered with the City of Newcastle's Digital Library, Beyond Bank, VEARA and Coder's Corner to hold a pilot series of digital arts workshops for young people interested in pursuing a career in the creative industries. The workshops were an introduction to VR, AR, game design and 3D animation.



Total spend since 2012  
\$828,646



# KRYSTAL

**Grow a Star funding has brought unexpected life changing opportunities for Krystal.**

As an aspiring netballer, Krystal relocated to Newcastle from her hometown of Dubbo with her mum back in 2017, so she could pursue her sporting passion. The former Hunter Sports High student says she and her mum had to leave a lot behind when they came to Newcastle to live with her grandmother.

Not long after their move, Krystal was identified for the Hunter Academy of Sport's program and she became a recipient of the Grow a Star program.

"The Grow a Star funding was big for my mum and I" Krystal says.

*"It allowed me to put myself out there to develop my netball skills through the Academy and then Australian netballer Sam Poolman's Aspire Netball program."*

She was 6 weeks into her coaching program with Australian netballer, Sam Poolman when she suffered an ankle injury during the second half of the first game. Ending up in a moon boot for some time, while she recovered Krystal began to use her spare time dabbling in painting.

Krystal says she has always had an interest in creatives and took up photography as an elective in Dubbo, however the subject wasn't available when she moved to Newcastle, so she found herself in an art class in Year 10. She struggled with this initially as she didn't think she had any skills in this area or even the capability to complete the subject. After speaking with her family, they suggested that she should explore cultural art and her Indigenous heritage, which is ultimately what she did, and her efforts produced her first Indigenous artwork which took approximately eight months to complete.

After spending some months off the netball court with her injury, Krystal was so appreciative to be still included by Sam Poolman in the Aspire program, she designed and painted a hat for Sam as a thank you gift.

Sam was absolutely stunned at Krystal's talent. At the time, Giants Netball were looking for a designer for the Suncorp Super Netball Indigenous Round, so she went directly to the Club and told them if they wanted an aspiring netballer with incredible talent then they should take a chance on Krystal. Sam says Krystal's art has opened a topical conversation in sport, promoting inclusivity and what it means and how we can all play a part in closing the gap.







Krystal's artwork was first used for the Giants Indigenous Round uniforms in 2018 and four years on, she is still creating designs for the club. She has also designed the uniform worn by the Dubbo Rhinos rugby union team, a pair of shoes for Emily Dunn who plays for the South Coast Blaze in the Premiere League, the Dubbo women's basketball team which competes every year in the Windmill Competition and an Australian Indigenous awareness t-shirt for Miles Community College in Montana, USA.

She also designed a pair of shoes for her cousin, Rebekah, an ex-player of the Australian Indigenous Basketball team. She wore the shoes in the grand final in New Zealand in 2019. The game was televised, and the shoes

attracted a lot of attention from the media and commentators throughout the game. She's now playing college basketball in Montana, USA and still has the shoes with her.

As a proud Indigenous woman from the Kamilaroi Nation, Krystal's journey with her art is closely linked to her own experiences with her culture. The first book her mother read to her when she was a child, to share stories of the Dreamtime, was Rainbow Serpent. Krystal has incorporated this and other elements into the Giants' 2020 uniform.

*"The cultural learning I've experienced has been amazing, Krystal says.*

*"I'm blessed with such a supportive family; they help me every step of the way and I couldn't do it without them. Everything I learn is not only Aboriginal history but it's my family's history too and it's so awesome to just be able to sit and take in how knowledgeable they all are.*

"All of this impacts my art so much. Some of the stories I hear are so inspiring that it drives me to put in the most effort I can. Indigenous art is so beautiful but unfortunately some of it has been lost throughout history so having the skills to do it inspires me to revive this culture and find what has been lost."

Krystal is taking a short break from netball and is now pursuing her passion for art. Much of it is focused on the Indigenous dot painting method and her pieces are incredibly intricate and colourful, often taking her many months to complete.

Connecting the dots is an analogy that could be applied to Krystal's life path over the past few years.... from an obsession with netball to an accidental introduction to art, revealing a previously unknown talent which is now gaining the attention of many, not only in our local community but on the national stage.

Opportunities provided by Grow a Star, really can make dreams a reality.





## THE REFUGEE HUB

**Grow a Star has been providing resources to CatholicCare's Refugee Hub, with funding received from the City of Newcastle's Boost Our City Grants Program since early 2020. Initially the funding was used to provide tutors for migrant students who were struggling with home schooling during lockdown however, more recently, Grow a Star has purchased four laptops and desks for ongoing use in the Hub.**

Partnering with organisations such as CatholicCare Social Services Hunter-Manning on projects like this enables us to reach more young people and their families in the region and to help them engage with their communities, particularly when English is a second language. With an average of 14 new families being referred to the Hub each month, they rely on the generosity of partners, donors and volunteers to maintain their essential work.

The Grow a Star team are excited to be supporting migrant families in the community with this project and we hope that this is just the beginning of a long and rewarding partnership. There are some inspirational stories coming out of this collaboration and a couple of the students have shared their experiences with us.



# AICHA

**Aicha was born in Syria and after losing their home in the city of Aleppo during the war, her family fled to Lebanon where they lived in a refugee camp for a number of years. Aicha arrived in Australia in 2016, when she was just 7 years old.**

Aicha came here with her parents and two older brothers (aged 21 and 19). They met John Sandy from the refugee hub, who has been assisting the family with their needs.

Aicha had never attended school before arriving in Australia. She started Year 2, in 2016 at Corpus Christie, then transferred to San Clemente in 2021 to start Year 7.

The tutoring program is integral for migrant families in our region and is currently assisting Aicha with English and much of her schoolwork including assessments, homework etc. Given that her parents are not strong with the English language, their ability to assist with homework has been limited. Engaging with her peers at the tutoring sessions is also invaluable.

*Aicha says school is very exciting. She wants to pursue photography when she is older. She loves to take photos.*





# FRED

**Fred is 12 years old, originally from the Congo. His family fled to Kenya as a result of the war. They were persecuted in the Congo, simply because of the ethnic group they belonged to.**

Fred's mother passed away in Africa and he came here with his father, 3 brothers and 1 sister in 2018. His father has limited mobility due to a gunshot injury received as a civilian during the conflict.

Currently in Year 7 at San Clemente, Fred is really enjoying school. His favourite subjects are Maths, Science and English. He also loves sports and has his sights set on becoming a professional footballer (soccer). The tutoring program has been assisting Fred with his schoolwork and English this year.





# SUSTAINABILITY

**Compass remains committed to social, economic and environmental sustainability. As demonstrated in our 2030 Strategic Plan, Compass has adopted the United Nations Sustainable Development Goals (SDGs) as our framework for establishing targets, achieving outcomes and ensuring we contribute to global goals as an organisation.**

The broader sustainability agenda is integral to Compass' professional activities, the management of our housing, the management of the organisation and sustainable communities. We empower our workers, and our tenants, to help achieve the SDGs locally, while advocating for their implementation at a national, and international, level.

## SUSTAINABILITY ADVANTAGE GOLD MEMBERSHIP

Compass has been a member of the Sustainability Advantage Program for over ten years. This program is a business support service provided by the NSW Office of Environment and Heritage (OEH) to support organisations in improving their environmental performance, reduce costs, and add value to their business. Compass became a bronze member of the program in 2011 and in 2019 was awarded Gold Partner Status in recognition of our commitment to social, economic and environmental sustainability.



## JOURNEY TO NET ZERO

Compass has committed to achieving Net Zero by 2030. Our 2030 roadmap includes transitioning to electric vehicles, reducing waste through reducing purchases of single-use items, recycling wherever possible, participating in the circular economy, and investing in renewable sources of energy.







# COMMUNITY AND SENSORY GARDENS

**Over the past year six new gardens were installed at social housing complexes across the country, and ongoing support was provided to maintain the 12 existing gardens already in place.**

As well as providing tenants with access to fresh fruit and vegetables, community gardens also create a platform for social inclusion and help promote good health and wellbeing on a number of levels. Compass also uses the community gardens as forums to engage tenants on other sustainability related issues such as energy and water efficiency, and responsible waste management.

The past year also saw Compass deliver its first sensory gardens in Specialist Disability Accommodation complexes. Sensory gardens feature plants, water, and other materials with a variety of aromas, textures, colours, noises, and shapes to stimulate the senses of smell, taste, sight, and sound. They are increasingly being used in public spaces, schools, in public housing, and for people with special needs to develop a range of new skills.



# ADVOCACY AND THOUGHT LEADERSHIP

**The lack of investment in social housing over recent decades has created a significant shortfall in supply. Major shortages of social housing were evident in all states and there was increasing awareness in the public at large of the excessive waiting times, even for those people with a high level of need. The shortfall has been highlighted by the COVID-19 pandemic and both state and federal responses to what is increasingly perceived as a major crisis in the social and private renting sectors.**

To date, federal responses to the pandemic have focused on boosting home ownership. Instead of recognising social housing as a significant stimulus opportunity, the federal government has continued to insist that social housing is the responsibility of the states and territories.

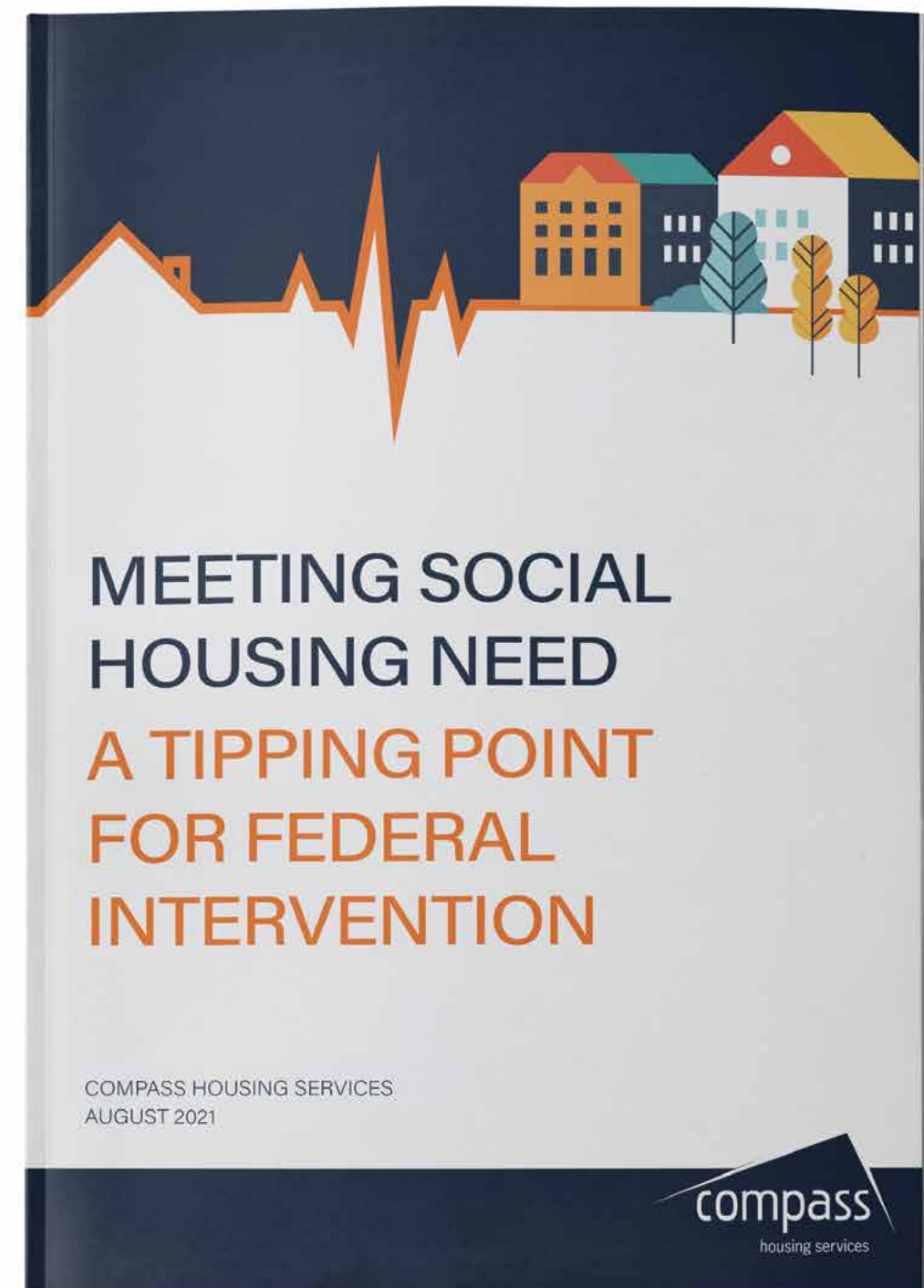
Earlier this year Compass released a major research paper measuring the gap between official demand for social housing, and the construction targets contained in the various state and territory government housing plans. Despite having drastically reduced the scope of their mission by restricting eligibility to a very narrow subset of the community, state and territory housing authorities are still struggling to keep up with demand. Australia's state and territory governments currently have plans in place to deliver a combined total of 66,125 social housing dwellings over the next decade. This leaves a shortfall of 102,883 dwellings to house the

applicants currently on the combined waiting lists. Put simply, even if the states manage to hit the targets in their respective plans, (itself no sure thing), they will have failed to meet the immediate housing needs of more than 100,000 families.

This situation is considerably worse if we consider the potential rise in demand for social housing that arises from population increase. Whilst pandemic restrictions on migration may temporarily reduce population growth, overall long-term projections suggest significant increases in demand for social housing.

The report comprehensively demonstrates that state and territory governments lack the capacity to deliver the quantum of social housing likely to be required in the years ahead, and that without substantial federal investment in the sector an increasing proportion of the population will experience socially damaging levels of inequality and financial hardship.

The impact of significant social and financial precarity on health, educational achievement, crime rates and social disengagement is well documented internationally and presents major downstream costs to both state and federal government. Recognising that adequate housing is an important infrastructural investment adds weight to the need for urgent and significant intervention by federal government.





# INTERNATIONAL ACTIVITIES

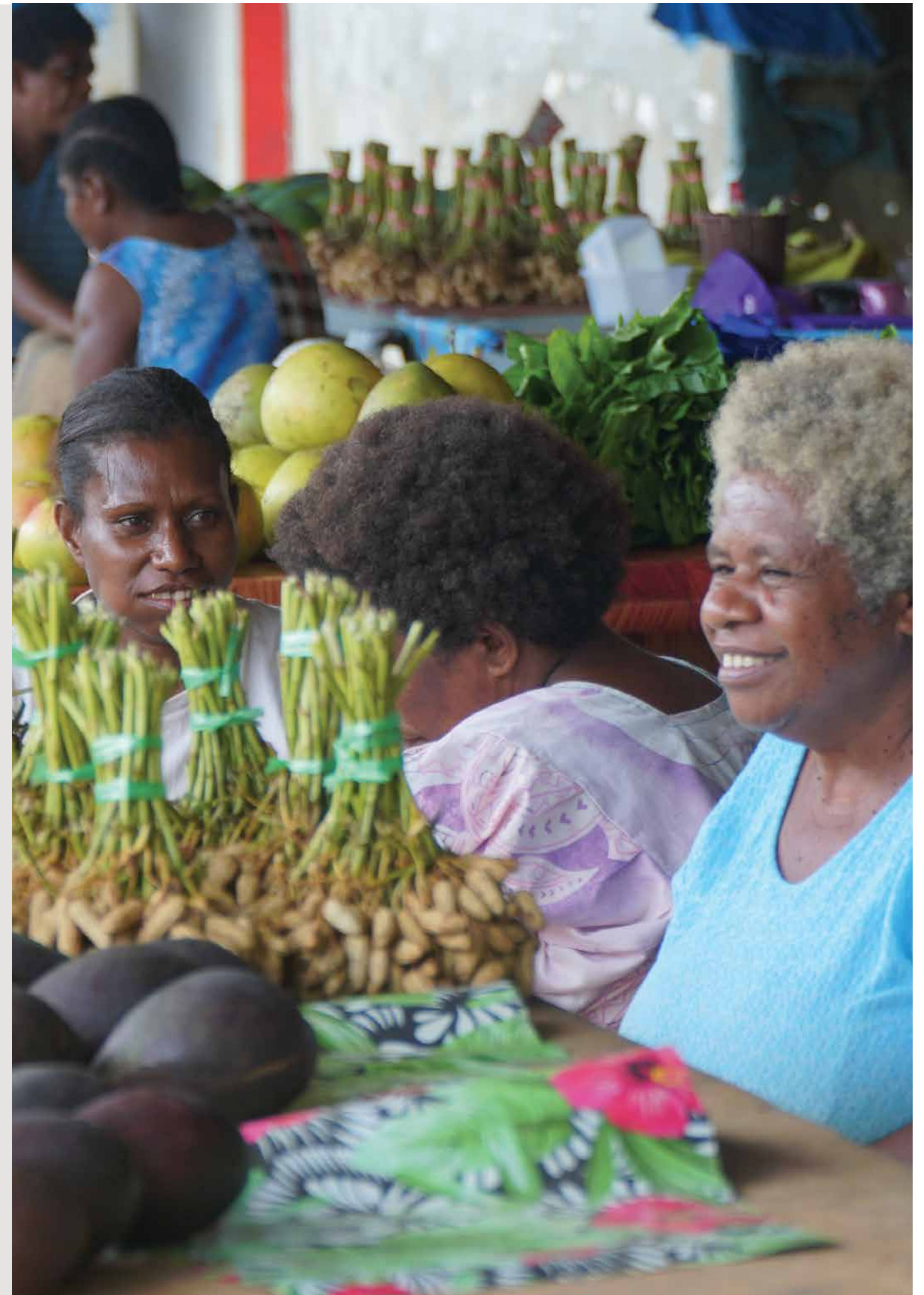
**In 2015 Compass embarked on an international strategy that has seen it achieve considerable impact in the global movement towards social, environmental and economic sustainability. From its achievement of ECOSOC recognition in 2016 to its support for the UN Habitat General Assembly of Partners (GAP), Compass has contributed at a high level to the global efforts to achieve the New Urban Agenda (NUA) and the Sustainable Development Goals (SDGs). Compass has provided leadership and engagement with a range of global agencies including UN Habitat, ECOSOC, World Urban Campaign and the UN Global Compact. Compass' international objectives have taken the form of two complementary workstreams: International Advocacy and International Development.**

In 2020-21 COVID related travel restrictions and border controls have put international development activities in Port Vila Vanuatu and the Solomon Islands on hold. However, Compass has maintained its international presence through a range of activities including:

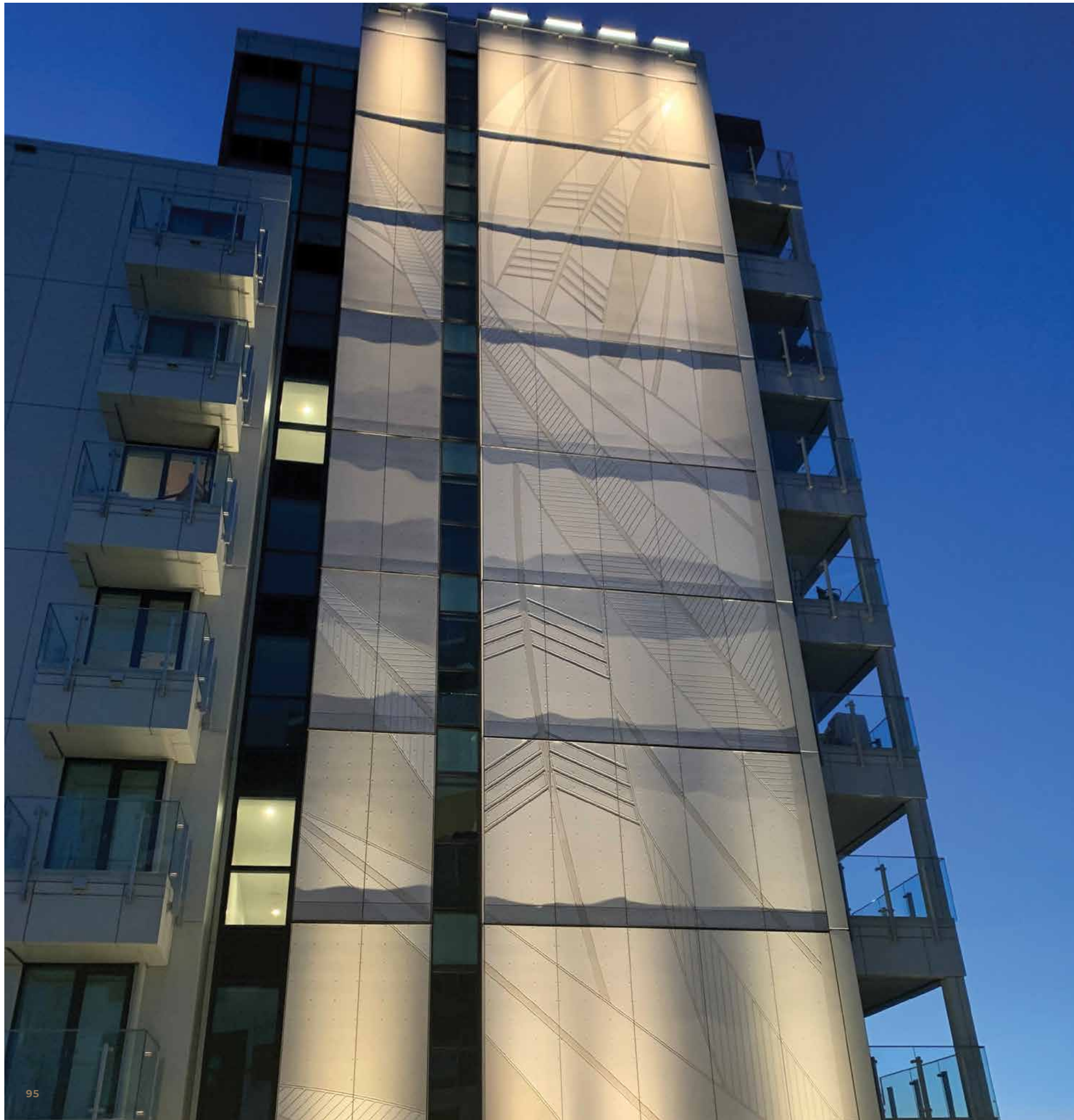
- Continued Consultative Status with UN Economic and Social Council (ECOSOC)
- Continued membership of UN Global Compact and Global Compact Network Australia (GCNA)
- Continued membership of the World Urban Campaign with our colleague Ben Wong serving as Co-Chair of the Civil Society, Partner Constituent Group and participation in reviews of the WUC mission and constitution.
- Membership of the Pacific Partnership for the New Urban Agenda (PP-NUA), with Ben Wong representing Compass on its Steering Group.

Compass colleagues have also contributed as speakers and panellists at international events including:

- World Urban Campaign, Urban Thinkers Campus COVID Response: The Shelter Gap
- The ACFID/PIANGO Oceania 2020 Conference, Oceania Connect 2020. Our Region: Our Development
- The 2021 Virtual Pacific Forum.







# NEW ZEALAND

**Despite the challenging operating environment created by the COVID pandemic, Compass Housing Services New Zealand continued a period of growth, managing to successfully increase the number of new properties in Auckland from 163 to 325.**

The COVID-19 pandemic has thrown into sharp focus the role housing has played in increasing inequality in Aotearoa New Zealand: in 12 months there was a 25% increase in house prices. The national median house price is now \$780,000. In Auckland and Wellington, the median price is now \$1,100,000. For the capital city this represents a 35% increase in a single year.

The impacts of these statistics are not experienced equally with only 31% of Māori and 21% of Pasifika people owning their own home. 77% of Māori live in rental accommodation, where median rents increased 8% in 2021.

While COVID-19 slowed our efforts to deliver new housing, we finished the year strongly by transitioning into new developments in West Auckland, Palmerston North, and Whanganui. Our first direct iwi partnership with Taranaki Whanui Limited will deliver a papakainga development for kaumatua later in 2021 while in 2022 our first housing development in the South Island will be delivered through our partner Soho Group.

Over the past year our community hubs have been used to deliver a range of social and educational activities including movie nights, art classes and computer literacy courses, cooking and weekly open pantry sessions. The Compass Housing commitment to tenant engagement is a major contributor to our New Zealand tenant satisfaction results, which this year again reached 96%, a remarkable achievement and a testament to the hard work of our dedicated staff.



# FINANCIAL STATEMENTS

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**ABN 84 002 862 213**

**Information on Compass Housing Services Co Ltd Concise financial report**

This concise financial report is an extract from the Compass Housing Services Co Ltd Annual report for the year ended 30 June 2021.

The financial statements and specific disclosures included in the concise financial report have been derived from this annual report.

The concise financial report cannot be expected to provide as full an understanding of the financial performance, financial position and financing and investing activities of the entity as the annual report. Further financial information can be obtained from the annual report and that the annual report is available, free of charge, on request to the entity.

## DIRECTORS' REPORT

Your directors present their report on the consolidated entity consisting of Compass Housing Services Co Ltd and the entities it controlled at the end of, or during, the year ended 30 June 2021. Throughout the report, the consolidated entity is referred to as the group.

## DIRECTORS

The following persons held office as directors of Compass Housing Services Co Ltd during the whole of the financial year and up to the date of this report, unless otherwise disclosed:

- Paul Johnson
- Kwesi Addo
- Greg Budworth
- Barry Martin
- Paul Hughes
- Jennifer Roberts
- Susan Williams
- Caroline McMillen
- Michael Page (retired 30 November 2020)



## PRINCIPAL ACTIVITIES

During the year the principal continuing activities of the group consisted of providing social and affordable housing in the areas of Broken Hill, Dubbo, Upper Hunter, Maitland, Central Coast, Newcastle, Taree, Cessnock and Lake Macquarie for New South Wales and in the areas of Logan and Greater Brisbane for Queensland and in Auckland for New Zealand.

Compass Housing Services Co. Ltd received funding support from NSW Department of Community and Justice through grant subsidies for the Community Housing Leasing Program to lease properties from the private market for the provision of community housing.

Compass Housing Services Co Ltd and our wholly owned subsidiary Compass Housing Services Co (Queensland) Ltd received funding support from the Department of Communities, Housing and Digital Economy through grant subsidies for the Community Rent Scheme Program.

## DIVIDENDS

The company and its controlled entities (together the Group) is not for profit group and is prevented by its constitution from paying dividends.

## REVIEW OF OPERATIONS

The consolidated results from ordinary activities for the year amounted to \$49,054,000 (prior year: \$15,575,000).

## SIGNIFICANT CHANGES IN THE STATE OF AFFAIRS

The COVID-19 outbreak was declared a pandemic by the World Health Organisation in March 2020. The outbreak and the response of Governments in dealing with the pandemic is interfering with general activity levels within the community and the economy. Following the COVID-19 outbreak, the group has continued its business operations. The situation is unprecedented and management continues to consider the potential implications of COVID-19, which may include disruptions to the provision of services, availability of employees and changes in customer demand. However, as at the date these financial statements were authorised, the group was not aware of any material adverse effects on the financial statements or future results as a result of the COVID-19.

There have been no other significant changes in the state of affairs of the group during the year.

## EVENT SINCE THE END OF THE FINANCIAL YEAR

Except as noted above, no other matter or circumstance has arisen since 30 June 2021 that has significantly affected the group's operations, results or state of affairs, or may do so in future years.

## ENVIRONMENTAL REGULATION

The group is not affected by any significant environmental regulation in respect of its operations.

## INFORMATION ON DIRECTORS



### Paul Johnson

#### Qualifications

Certified Practising Accountant. Graduate member of the Australian Institute of Company Directors. Member of the Australian Computer Society.

#### Experience

Involved in the Community Housing Sector as a Director since 2008. Paul is a retired Chief Executive of a financial institution with over 28 years' experience as a senior executive in the financial services and not-for-profit sectors in Australia.

#### Special responsibilities

Parent Board Member. Chair of Compass (NZ). Compass (Qld) Board Member. Chair of Internal Review Committee. Chair of Australian Services Committee until 14 December 2020. Member of Audit Risk and Compliance Committee until 14 December 2020. Member of the Client & Risk Committee since 14 December 2020. Chair of MyPlace Property Pty Ltd.



### Kwesi Addo

#### Qualifications

Fellow of the Australian Institute of Company Directors. Fellow of the Governance Institute of Australia. Bachelor of Laws. Master of Business Administration - International Business (Hons). Master of International Relations. Master of Construction Law.

#### Experience

Kwesi is an experienced non-executive director. He has nearly 17 years' experience in the community housing sector and also has over 15 years of legal experience in corporate and commercial law across local governance matters and a range of commercial and corporate areas of law including major infrastructure projects, commercial and civil litigation, debt recovery and insolvency, privacy, tax and employment law.

Kwesi has served on the working groups and boards of other not for profit organisations and is the author of 3 editions of a NSW legal text on community housing and 1 edition of a QLD legal text on community housing.

#### Special responsibilities

Chair of Parent Board. Chair of Compass (Qld). Chair of the Governance, Remuneration & Nominations Committee. Member of the Internal Review Committee. Compass (NZ) Board Member. MyPlace Property Pty Ltd Board member.



### Greg Budworth

#### Qualifications

Master of Business Administration. Master of Business. Other tertiary qualifications in: Project Management, Business Management, Workplace Safety, Workplace Training. Graduate Member of the Australian Institute of Company Directors. Member of the Australasian Housing Institute. Member of Managers and Leaders Australia.

#### Experience

Group Managing Director of the Compass Group. Previous directorships include Australasian Housing Institute, Community Housing Industry Association (National), Community Housing Industry Association (NSW), and PowerHousing Australia as well as a member of various other related committees and panels. He has previous experience in CEO and senior management roles in for profit human services organisations. Greg has previously undertaken the roles of the Vice President of the General Assembly of Partners, Co-Chair of the Civil Society Organisation and Chair of the International Partnership of Housing External Relations committee.

#### Special responsibilities

Compass Group Managing Director. Executive Director of the Parent Board. Executive Director of Compass (Qld). Executive Director of Compass (NZ). Member of the Internal Review Committee. Member of the Australian Services Committee until 14 December 2020. Director of SAHF entities. MyPlace Property Pty Ltd Board member.



## INFORMATION ON DIRECTORS (CONTINUED)



### Susan Williams

#### Qualifications

Member of the Australian Institute of Company Directors. Fellow Certified Practising Accountant. Fellow of the Governance Institute of Australia. Fellow of the Chartered Governance Institute. Master of Business Administration (International Business). Graduate Diploma of Applied Corporate Governance, Bachelor of Arts (Accounting). Registered Tax Agent.

#### Experience

Non-Executive Director with over 13 years' experience in both disability and community housing. Executive career including CFO and Company Secretary roles with ASX, NSX and NASDAQ listed companies, as well as private and not-for-profit organisations across a range of industries.

#### Special responsibilities

Deputy Chair of the Parent Board. Deputy Chair Compass (Qld). Chair of Audit, Risk and Compliance Committee until 14 December 2020. Member of Australian Services Committee until 14 December 2020. Member of the Internal Review Committee. Chair of the Client & Risk Committee since 14 December 2020. Member of the Finance & Audit Committee since 14 December 2020.



### Barry Martin

#### Qualifications

Fellow of the Australian Institute of Company Directors. Diploma of Business. Certificate IV in Frontline Management. Qualifications in workplace training and assessment. Qualifications in alcohol and other drug training. Certificate IV Personnel & Industrial Relations.

#### Experience

Board member 2011 - 2014, 2016 - present. Non-Executive Director with experience in business development, contract management, projects, business planning and relationship management and human resource consultant.

#### Special responsibilities

Parent Board Member. Compass (Qld) Board Member. Member of the Governance, Remuneration & Nominations Committee. Member of the Internal Review Committee. Member of the Client & Risk Committee since 14 December 2020.



### Paul Hughes

#### Qualifications

Bachelor of Commerce (Accounting Major). Fellow of the Australian Institute of Company Directors.

#### Experience

Over 20 years' experience as a non-executive director of unlisted public companies, not-for-profits and government organisations. Paul's leadership roles span over 30 years, with 20 years in local government senior management. As CEO of Newcastle Airport from 2005 - 2015, Paul led its evolution as a major regional economic driver.

#### Special responsibilities

Parent Board Member. Compass (Qld) Board Member. Member of the Governance, Remuneration & Nominations Committee. Member of the Audit, Risk and Compliance Committee until 14 December 2020. Chair of the Finance & Audit Committee since 14 December 2020. Director of Home4Life Limited.



### Michael Page

#### Qualifications

GAICD, Australian Institute of Company Directors. Bachelor of Engineering (Civil).

#### Experience

Non-executive director with over 8 years' experience in community housing. Executive career for 35 years, including executive director, regional manager and project director roles with ASX listed companies in funds management, finance, development and construction. General manager, chief executive officer and board member of a variety of infrastructure, health and social infrastructure related PPPs and assets and not-for-profit organisations.

#### Special responsibilities

Parent Board Member. Compass (Qld) Board Member. Member of the Audit, Risk and Compliance Committee to 30 November 2020. Member of the Governance and Remuneration Committee from 1 January 2020 30 November 2020. Retired on 30 November 2020.



### Jennifer Roberts

#### Qualifications

Fellow of the Australian Institute of Company Directors. Fellow of the Australian Governance Institute. Bachelor of Economics (Honours First Class). Diploma of Education. Diploma of Urban and Regional Planning.

#### Experience

Senior executive in state and local government for 20 years. 15 years as a private consultant working in the areas of social and economic impact, project strategy and securing project grants and funding. Significant experience on private and public-sector Boards and advisory groups. Extensive knowledge and skills in public sector strategy and policy development, project management, engagement and stakeholder relations. Strong experience in grant funding, economic impact assessment and project approval pathways. Career focus on economic development and strategy, urban development, housing and public policy.

#### Special responsibilities

Parent Board Member. Compass (Qld) Board Member. Member of the Governance, Remuneration & Nominations Committee. Member of the Australian Services Committee until 14 December 2020. Member of the Finance & Audit Committee since 14 December 2020.



### Professor Caroline McMillen

#### Qualifications and Awards

Officer of the Order of Australia (AO), Fellow of the Australian Academy of Health and Medical Sciences, Honorary Fellow of the Asian College of Knowledge Management, Bragg Member of the Royal Institution Australia, Fellow of the Royal Society of New South Wales, and MAICD. BA (Honours) and Doctor of Philosophy (University of Oxford), MB, B Chir (University of Cambridge) and Honorary Doctorate of Science, University of Adelaide.

Senior academic leadership positions prior to taking up the role as Vice-Chancellor at the University of Newcastle and subsequently as Chief Scientist for South Australia. Experience on Boards, international and national disciplinary bodies, research policy and assessment panels and national and state industry and government leadership groups focused on R&D and innovation.

#### Special responsibilities

Parent Board member. Compass QLD Board Member. Member of Australian Services Committee until 14 December 2020. Member of the Finance & Audit Committee. Member of the Client & Risk Committee since 14 December 2020.



## MEETINGS OF DIRECTORS

The numbers of meetings of the Company's board of directors and of each board committee held during the year ended 30 June 2021, and the numbers of meetings attended by each director were:

	TOTAL MEETINGS ATTENDED		COMPASS PARENT BOARD		COMPASS QLD BOARD		COMPASS NZ BOARD		ARC COMMITTEE		FINANCE & AUDIT COMMITTEE		ASERC COMMITTEE		GOVERNANCE & REMUNERATION COMMITTEE		CLIENT & RISK COMMITTEE		INTERNAL REVIEW COMMITTEE	
	A	B	A	B	A	B	A	B	A	B	A	B	A	B	A	B	A	B	A	B
Kwesi Addo	25	25	9	9	4	4	6	6	*	*	*	*	*	*	6	6	*	*	0**	0**
Greg Budworth	35	36	9	9	4	4	5	6	4	4	2	2	2	2	4	6	3	3	0**	0**
Paul Hughes	24	25	8	9	4	4	*	*	4	4	2	2	*	*	6	6	*	*	*	*
Paul Johnson	31	31	9	9	4	4	6	6	4	4	*	*	2	2	*	*	3	3	3	3
Barry Martin	25	25	9	9	4	4	*	*	*	*	*	*	*	*	6	6	3	3	3	3
Caroline McMillen	23	24	9	9	4	4	*	*	4	4	2	2	1	2	*	*	3	3	*	*
Michael Page <sup>^</sup>	7	12	3	5	*	1	*	*	3	4	*	*	*	*	2	2	*	*	*	*
Jennifer Roberts	23	23	9	9	4	4	*	*	*	*	2	2	2	2	6	6	*	*	*	*
Susan Williams	26	27	9	9	4	4	*	*	4	4	2	2	2	2	*	*	2	3	3	3
Anthony Quirk <sup>^^</sup>	2	2	*	*	*	*	2	2	*	*	*	*	*	*	*	*	*	*	*	*
Ben Iosefa	5	5	*	*	*	*	5	5	*	*	*	*	*	*	*	*	*	*	*	*
Josie Adlam	5	5	*	*	*	*	5	5	*	*	*	*	*	*	*	*	*	*	*	*

A = Number of meetings attended

B = Number of meetings held during the time the director held office or was a member of the committee during the year

\* Not a member of the relevant committee

\*\* Note that Greg Budworth and Kwesi Addo are members of the internal review committee but only required to attend meetings if required to achieve quorum

Compass Parent Board: <sup>^</sup>Michael Page retired 30 November 2020

Compass NZ Board: <sup>^</sup>Anthony Quirk resigned 25 August 2020  
Ben Iosefa appointed 1 August 2020  
Josie Adlam appointed 1 August 2020

### Effective 14 December 2020

ARC renamed

Finance & Audit Committee: Paul Hughes appointed Chair  
Jennifer Roberts appointed  
Paul Johnson removed

Client & Risk Committee formed: Susan Williams appointed Chair  
Barry Martin appointed  
Paul Johnson appointed  
Caroline McMillen appointed

ASERC Committee dissolved

## REMUNERATION REPORT

The directors are pleased to present your Compass Housing Services Co Ltd's 2021 remuneration report which sets out remuneration information for the company's non-executive directors.

### Details of remuneration

The following tables show details of the remuneration received by the directors of the group.

TOTAL REMUNERATION FOR 2020 – 21 INCLUDING SUPERANNUATION	
BOARD	\$'000
Kwesi Addo	113
Susan Williams	69
Paul Johnson	50
Barry Martin	59
Paul Hughes	69
Michael Page	27
Jennifer Roberts	63
Caroline McMillen	61
<b>TOTAL</b>	<b>511</b>

## INSURANCE OF OFFICERS

During the financial year, Compass Housing Services Co Ltd paid a premium of \$29,618 (2020: \$29,119) to insure the directors of the company and its Australian-based controlled entities, and the general managers of each of the divisions of the company.

## PROCEEDINGS ON BEHALF OF THE COMPANY

No person has applied to the Court under section 237 of the Corporations Act 2001 for leave to bring proceedings on behalf of the Company, or to intervene in any proceedings to which the Company is a party, for the purpose of taking responsibility on behalf of the Company for all or part of those proceedings.

No proceedings have been brought or intervened in on behalf of the Company with leave of the Court under section 237 of the Corporations Act 2001.

## AUDITOR'S INDEPENDENCE DECLARATION

A copy of the auditor's independence declaration as required under section 60-40 of the Australian Charities and Not-for-Profit Commission (ACNC) Act 2012 is set out on page 106 and forms part of the Directors' Report.



## ROUNDING OF AMOUNTS

The company is of a kind referred to in ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191, issued by the Australian Securities & Investments Commission, relating to the 'rounding off of amounts in the directors' report. Amounts in the directors' report have been rounded off in accordance with that instrument to the nearest thousand dollars.

## AUDITOR

PricewaterhouseCoopers continues in office in accordance with section 327 of the Corporations Act 2001. This report is made in accordance with a resolution of directors.



**KWESI ADDO**  
DIRECTOR

Newcastle  
27 October 2021



**PAUL HUGHES**  
DIRECTOR

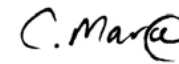
## AUDITOR'S INDEPENDENCE DECLARATION



### *Auditor's Independence Declaration*

As lead auditor for the audit of Compass Housing Services Co Ltd for the year ended 30 June 2021, I declare that to the best of my knowledge and belief, there have been no contraventions of any applicable code of professional conduct in relation to the audit.

This declaration is in respect of Compass Housing Services Co Ltd and the entities it controlled during the period.



Caroline Mara  
Partner  
PricewaterhouseCoopers

Newcastle  
27 October 2021

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## DISCUSSION AND ANALYSIS

For the year ended 30 June 2021

### Consolidated statement of comprehensive income

The consolidated group generated a profit of \$49,054 thousand for the year ended 30 June 2021. This represents an increase of \$33,479 thousand (214.9%) from the year ended 30 June 2020.

The following analysis is noted on the result for the 2021 financial year:

- Revenue from services has increased by 12% due to increased tenant income driven by the addition of properties to the portfolio throughout the year.
- Other income decreased by 57% due to decline in other miscellaneous revenue.
- value of investment properties increased by \$50,502 thousand representing a 208% increase on the 2020 comparative.
- Tenancy and management expenses have increased by 4.7% driven by the increase in properties under ownership/management.
- Administration expenses have increased by 4%.
- Finance expenses have increased by 24% reflecting the initial finance charges associated with recognition of new leases and the increased interest expense associated with the NHFIC facility, the utilised portion of which increased by \$68,698 thousand during the year as a result of drawdowns associated with the delivery of the SAHF properties.
- Share of net loss in joint ventures increased by \$4,026 thousand due to losses of Home4Life Limited.

### Consolidated balance sheet

#### Assets

Total assets increased by 38% to \$730,981 thousand, this increase was primarily attributable to the following:

- Cash at bank decreased by \$9,589 thousand. See further details below under Consolidated statement of cash flow sub-heading.
- Investment Properties increased by \$127,867 thousand due to the fair value of increment following the 2021 revaluations (\$50,502 thousand) along with the delivery of several SAHF properties.
- Right of use assets increased by \$72,365 thousand due to recognition of new leases.
- An increase in Property, Plant and Equipment of \$2,225 thousand attributable to assets under construction.

#### Liabilities

Total Liabilities increased by \$152,108 thousand. This increase was a result of:

- Utilisation of the NHFIC debt facility increased by \$69,698 to \$128,441 thousand to fund new properties constructed.
- Debt to QLD Department of Communities, Housing and Digital Economy increased by \$438 thousand in recognition of the Department's interest in those properties which were revalued.
- Recognition of leases increased the overall lease liability (current and non-current) by \$74,095 thousand.
- Trade payables increased by \$643 thousand.

#### Equity

The equity of the Group increased by \$49,054 thousand as a result of the profit during the year.

### Cash Flow Statement

Cash at bank decreased by \$9,589 thousand.

Cash generated from operating activities was \$14,508 thousand, investing activities (\$85,525 thousand) and financing activities \$61,428 thousand.

## CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the year ended 30 June 2021

	Note	Consolidated entity	
		2021 \$'000	2020 \$'000
<b>REVENUE FROM CONTINUING OPERATIONS</b>	<b>2</b>	<b>97,993</b>	<b>87,594</b>
Other income		1,593	3,684
Fair value adjustment to investment property		50,502	16,377
Tenancy and property management expenses		(62,869)	(60,011)
Administration expenses		(29,094)	(27,958)
Finance expenses		(4,842)	(3,908)
Share of net profit/(loss) of joint ventures accounted for using the equity method		(4,229)	(203)
<b>Profit for the year</b>		<b>49,054</b>	15,575
Other comprehensive income		–	–
<b>Total comprehensive income for the year</b>		<b>49,054</b>	15,575

The above consolidated statement of comprehensive income should be read in conjunction with the accompanying notes.



## CONSOLIDATED BALANCE SHEET

For the year ended 30 June 2021

	Consolidated entity	
	2021 \$'000	2020 \$'000
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	23,565	33,154
Trade and other receivables	13,253	8,463
Financial assets	6	6
Other current assets	2,930	1,444
<b>Total current assets</b>	<b>39,754</b>	<b>43,067</b>
<b>Non-current assets</b>		
Financial assets	5,290	4,480
Property, plant and equipment	11,252	9,027
Right-of-use assets	135,076	62,441
Investment properties	537,238	409,371
Intangible assets	600	1,003
Other non-current assets	1,771	430
<b>Total non-current assets</b>	<b>691,227</b>	<b>486,752</b>
<b>TOTAL ASSETS</b>	<b>730,981</b>	<b>529,819</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Trade and other payables	14,734	14,091
Lease liabilities	9,126	8,173
Provisions	5,048	2,999
Deferred income	3,244	2,029
<b>Total current liabilities</b>	<b>32,152</b>	<b>27,292</b>
<b>Non-current liabilities</b>		
Borrowings	128,441	58,743
Lease liabilities	128,345	55,203
Deferred income	3,749	-
Provisions	350	129
Other liabilities	4,634	4,196
<b>Total non-current liabilities</b>	<b>265,519</b>	<b>118,271</b>
<b>TOTAL LIABILITIES</b>	<b>297,671</b>	<b>145,563</b>
<b>NET ASSETS</b>	<b>433,310</b>	<b>384,256</b>
<b>EQUITY</b>		
Other reserves	115,089	115,089
Retained earnings	318,221	269,167
<b>Total equity</b>	<b>433,310</b>	<b>384,256</b>

The above consolidated consolidated balance sheet should be read in conjunction with the accompanying notes.

## CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the year ended 30 June 2021

	Asset revaluation reserve \$'000	Vested capital assets reserve \$'000	Vested surplus reserve \$'000	Retained earnings \$'000	Total equity \$'000
Balance at 1 July 2019	75	110,101	4,913	253,592	368,681
Profit for the period	-	-	-	15,575	15,575
<b>Total comprehensive income for the year</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>15,575</b>	<b>15,575</b>
<b>Balance at 30 June 2020</b>	<b>75</b>	<b>110,101</b>	<b>4,913</b>	<b>269,167</b>	<b>384,256</b>
Balance at 1 July 2020	75	110,101	4,913	269,167	384,256
Profit for the period	-	-	-	49,054	49,054
<b>Total comprehensive income for the year</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>49,054</b>	<b>49,054</b>
<b>Balance at 30 June 2021</b>	<b>75</b>	<b>110,101</b>	<b>4,913</b>	<b>318,221</b>	<b>433,310</b>

The above consolidated statement of changes in equity should be read in conjunction with the accompanying notes.



## CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 30 June 2021

	Consolidated entity	
	2021 \$'000	2020 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Receipts from customers	81,078	78,060
Payments to suppliers and employees	(81,273)	(74,987)
Interest income	280	310
Interest and borrowing costs paid	(3,681)	(4,086)
Receipt from grants	18,104	13,250
<b>Net cash inflow from operating activities</b>	<b>14,508</b>	<b>12,547</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchase of financial assets	(5,493)	(199)
Payments for property, plant and equipment	(3,138)	(7,893)
Payments for intangibles	(308)	(583)
Proceeds from sale of property, plant and equipment	9	–
Payments for investment properties	(77,365)	(1,123)
Proceeds from financial assets	770	34
<b>Net cash inflow (outflow) from investing activities</b>	<b>(85,525)</b>	<b>(9,764)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Principal elements of lease payments	(8,270)	(7,896)
Proceeds from borrowings	69,698	–
<b>Net cash inflow (outflow) from financing activities</b>	<b>61,428</b>	<b>(7,896)</b>
<b>Net (decrease) in cash and cash equivalents</b>	<b>(9,589)</b>	<b>(5,113)</b>
Cash and cash equivalents at the beginning of the financial year	33,154	38,267
<b>Cash and cash equivalents at the end of the financial year</b>	<b>23,565</b>	<b>33,154</b>
<b>NON-CASH INVESTING AND FINANCING ACTIVITIES</b>		
Acquisition of right-of-use-assets	69,072	8,751

The above consolidated statement of cash flows should be read in conjunction with the accompanying notes.

## NOTES TO THE FINANCIAL STATEMENTS

### 1 - Summary of significant accounting policies

#### Basis of preparation

The concise financial statements have been prepared in accordance with the Corporations Act 2001 and Accounting Standard AASB 1039 'Concise Financial Reports'. The concise financial statements are an extract from the full financial statements. The concise financial statements and specific disclosures included in the concise financial statements have been derived from the full financial statements of Compass Housing Services Co Ltd.

All amounts are presented in Australian dollars.

#### New and amended standards adopted by the group

The group has applied the following standards and amendments for first time in their annual reporting period commencing 1 July 2020:

- AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material [AASB 101 and AASB 108]
- AASB 2018-6 Amendments to Australian Accounting Standards - Definition of a Business [AASB 3]
- AASB 2019-3 Amendments to Australian Accounting Standards - Interest Rate Benchmark Reform [AASB 9, AASB 139 and AASB 7]
- AASB 2019-5 Amendments to Australian Accounting Standards - Disclosure of the Effect of New IFRS Standards Not Yet issued in Australia [AASB 1054]
- Conceptual Framework for Financial Reporting and AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework.

The amendments listed above did not have any impact on the amounts recognised in prior years and are not expected to significantly affect the current or future years.



## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

**2 - Revenue**

The company derives the following types of revenue:

	Consolidated entity	
	2021 \$'000	2020 \$'000
<b>FROM CONTINUING OPERATIONS</b>		
Tenant revenue	69,360	66,211
Grant revenue	16,150	13,957
Management fees	7,291	4,840
Monthly service payment (SAHF)	2,185	–
SDA revenue	3,007	2,586
	<b>97,993</b>	87,594
<b>DISAGGREGATION OF REVENUE FROM CONTRACTS WITH CUSTOMERS BASED ON TIMING OF REVENUE RECOGNITION</b>		
At a point in time	1,421	1,623
Over time	86,399	74,136
Excluded from scope of AASB 15	10,173	11,835
	<b>97,993</b>	87,594

## DIRECTORS' DECLARATION

The directors declare that:

- (a) in the directors' opinion, the attached financial statements and notes thereto comply with Accounting Standard AASB 1039 'Concise Financial Reports'; and
- b) the attached financial statements and notes thereto have been derived from the full financial report of the Group.

Signed in accordance with a resolution of the directors.



**KWESI ADDO**  
DIRECTOR

Newcastle  
27 October 2021



**PAUL HUGHES**  
DIRECTOR



# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF COMPASS HOUSING SERVICES CO LTD



## Independent auditor's report

To the members of Compass Housing Services Co Ltd

### Report on the concise financial report

#### Our opinion

In our opinion, the accompanying concise financial report, including the discussion and analysis, of Compass Housing Services Co Ltd (the Company) and its controlled entities (together, the Group) for the year ended 30 June 2021 complies with Australian Accounting Standard AASB 1039 *Concise Financial Reports*.

#### What we have audited

The Group concise financial report derived from the financial report of the Group for the year ended 30 June 2021 comprises:

- the consolidated balance sheet as at 30 June 2021
- the consolidated statement of comprehensive income for the year then ended
- the consolidated statement of changes in equity for the year then ended
- the consolidated statement of cash flows for the year then ended
- the related notes
- the discussion and analysis
- the directors' declaration.

#### 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 concise financial report* section of our report.

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

#### Independence

We are independent of the Group in accordance with the auditor independence requirements of the *Corporations Act 2001* 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 concise financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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#### Concise financial report

The concise financial report does not contain all the disclosures required by the Australian Accounting Standards in the preparation of the financial report. Reading the concise financial report and the auditor's report thereon, therefore, is not a substitute for reading the financial report and the auditor's report thereon. The concise financial report and the financial report do not reflect the effects of events that occurred subsequent to the date of our report on the financial report.

#### The financial report and our report thereon

We expressed an unmodified audit opinion on the financial report in our report dated 25 October 2021.

#### Responsibilities of the directors for the concise financial report

The directors are responsible for the preparation of the concise financial report in accordance with Accounting Standard AASB 1039 *Concise Financial Reports*, and the *Corporations Act 2001*, and for such internal control as the directors determine is necessary to enable the preparation of the concise financial report.

#### Auditor's responsibilities for the audit of the concise financial report

Our responsibility is to express an opinion on whether the concise financial report, complies in all material respects, with AASB 1039 *Concise Financial Reports* and whether the discussion and analysis complied with AASB 1039 *Concise Financial Reports* based on our procedures which were conducted in accordance with Auditing Standard ASA 810 *Engagements to Report on Summary Financial Statements*.

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C. Mara

Caroline Mara  
Partner

Newcastle  
27 October 2021



