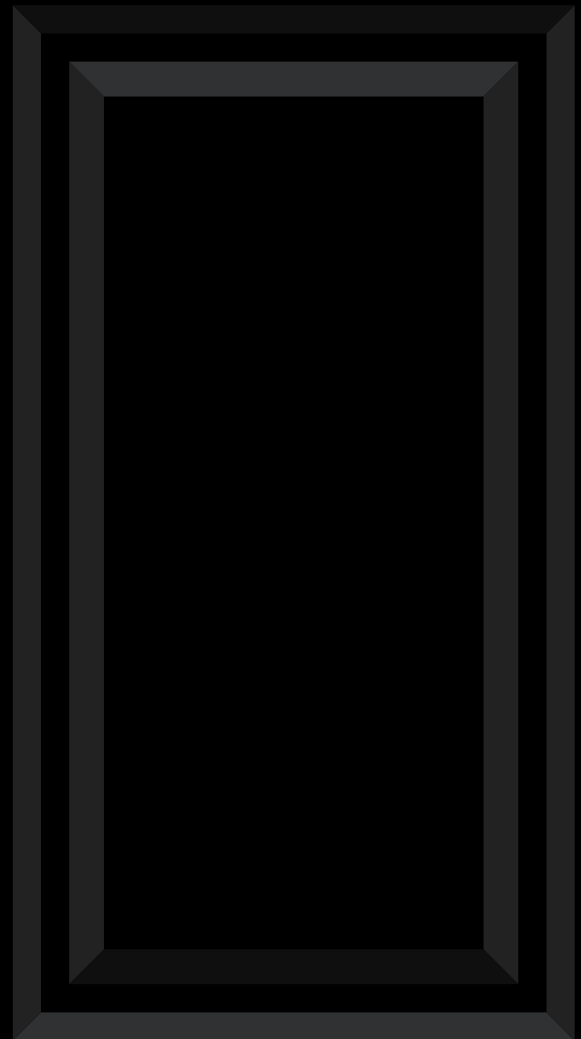
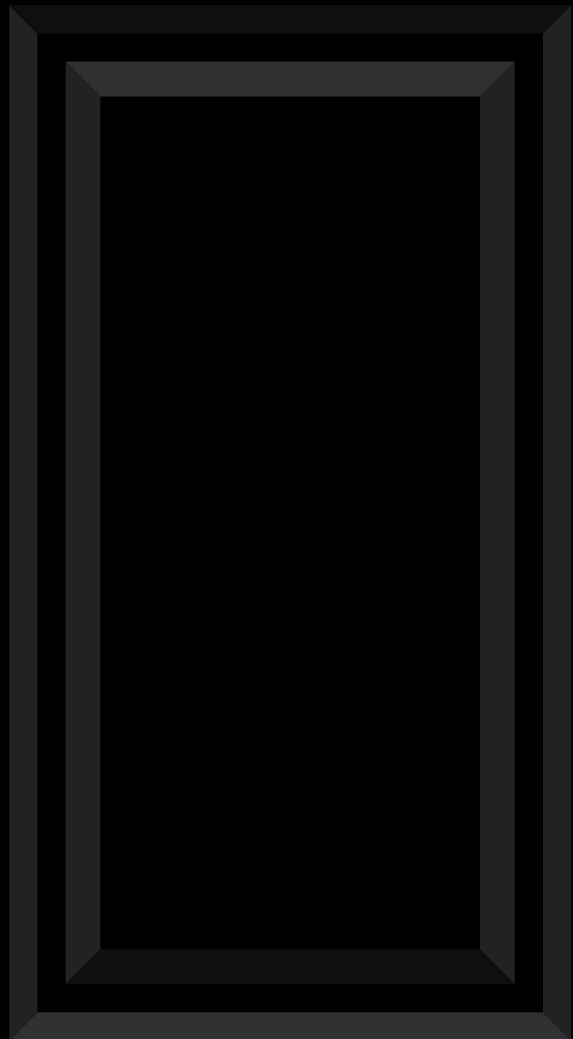


# ANNUAL REPORT

2016/17



COMPASS HOUSING SERVICES

'YOUR DIRECTION HOME'



Compass Housing Services is funded by



**Australian Government**



**NSW**  
GOVERNMENT



**Queensland**  
Government

”

*With housing hardship so high and affecting so many, opening a door to a good, affordable home with the new opportunities that brings, is so much a delight for the team, that it is a privilege.*

*Greg Budworth*  
Group Managing Director



COMPASS HOUSING SERVICES

# ANNUAL REPORT

2016/17

HIGHLIGHTS .....	7
FINANCES .....	7
TENANT OUTCOMES .....	8
TENANT SATISFACTION DATA .....	8
TESTIMONIALS .....	8
SNAPSHOT OF OUR ASSETS .....	9
AWARDS .....	10
WHO WE ARE .....	12
OUR TEAM.....	13
EMPLOYER OF CHOICE .....	13
PROFESSIONAL DEVELOPMENT.....	13
EMPLOYEE SURVEY .....	14
AWARDS AND RECOGNITION .....	14
EQUITY AND DIVERSITY .....	15
HEALTH, SAFETY AND WELLBEING .....	16
OUR ORGANISATION .....	17
CHAIR AND GMD REPORTS .....	19
FROM THE CHAIR.....	19
GROUP MANAGING DIRECTOR'S REPORT .....	21
REPORT CARD .....	26
OUR ASSETS .....	27
PROPERTIES BY LOCAL GOVERNMENT AREA .....	27
NEW SOUTH WALES .....	27
QUEENSLAND.....	27
NEW ZEALAND.....	27
PROPERTIES .....	28
ASSET PORTFOLIO .....	28
ACQUISITIONS AND DEVELOPMENTS .....	29
OUR HOUSING & OUR PEOPLE .....	33
COMMUNITY HOUSING.....	34
TENANT PROFILE – JACKIE.....	35
TENANT PROFILE – JASPER.....	39
TENANT PROFILE – SHAE .....	43
SUPPORTED HOUSING .....	47
TENANT PROFILE – GARY .....	49
DISABILITY HOUSING .....	53
AFFORDABLE HOUSING .....	55
TENANT PROFILE – CHAD .....	57
SPECIALIST DISABILITY ACCOMMODATION GROUP HOMES TRANSFER .....	54
ADDRESSING HOMELESSNESS.....	61
HUNTER HOMELESS CONNECT 2017.....	64
LOGAN HOMELESS CONNECT 2017.....	66
THE BIG IDEAS HOMELESSNESS NETWORK .....	67
THIS WAY HOME .....	68
SUPPORTED BOARDING HOUSE, WARATAH .....	69
SUPPORTED BOARDING HOUSE, ADAMSTOWN .....	69
RENT IT KEEP IT.....	70
OUR COMMUNITY .....	71
COMPASS HUBS .....	72
GROW A STAR.....	79
GROW A STAR PROFILE – KALLAN.....	81
GROW A STAR PROFILE – LLEYTON .....	85
GROW A STAR – WHERE ARE THEY NOW? ZOE KHAN.....	89
WHITE RIBBON DAY .....	93
IN THE HOUSE.....	94
TENANT INCENTIVE SCHEME .....	95
SHOUT OUT - SUICIDE AWARENESS.....	97
PARTNERSHIPS.....	98
NEW URBAN AGENDA CONFERENCE.....	99
TOWARDS A NATIONAL HOUSING STRATEGY.....	101
INTERNATIONAL ACTIVITIES.....	104
FINANCIAL STATEMENTS .....	111

# HIGHLIGHTS

NUMBER OF PEOPLE PROVIDED HOUSING	TOTAL PROPERTIES UNDER MANAGEMENT
10725	4514
TOTAL ASSETS UNDER MANAGEMENT	TOTAL GRANTS
\$1.33 BILLION	\$13.2 MILLION
TOTAL CASH	TOTAL REVENUE
\$11.4 MILLION	\$66.3 MILLION
TOTAL SURPLUS	NET ASSETS
\$14.2 MILLION	\$334.8 MILLION

## TENANT OUTCOMES

STARTED EMPLOYMENT	28
REFERRALS FOR SUPPORT	510
STARTED EDUCATION	242
ATTENDED COMPASS EVENTS	1961
STARTED VOLUNTEERING	108
ENGAGEMENT EVENTS HELD	46

## TENANT SATISFACTION DATA

93%	SATISFIED WITH SERVICES THAT COMPASS PROVIDES
92%	SATISFIED WITH THE WAY COMPASS INVOLVES TENANTS
90%	SATISFIED THAT THEIR RIGHTS AS A TENANT ARE UPHELD BY COMPASS
91%	SATISFIED WITH THE OVERALL CONDITION OF THEIR HOME
90%	SATISFIED WITH THE WAY COMPASS COMMUNICATES AND PROVIDES TENANTS WITH INFORMATION

## TESTIMONIALS

"THANK YOU FOR ALL THE SERVICES AND THE NEW HOME... I LOVE IT AND WILL TAKE CARE OF THE HOUSE ALWAYS. THANK YOU SO MUCH."

ALISA | NEWCASTLE

"I HAVE NOTHING BUT GOOD THINGS TO SAY ABOUT THEM. THEY ARE ALWAYS HELPFUL AND FRIENDLY."

SUSAN | MUSWELLBROOK

"I AM SO GRATEFUL TO HAVE MY COMPASS HOME. THANK YOU VERY MUCH."

CAROL | EDGEWORTH

"I AM VERY HAPPY WITH THE WAY THE STAFF ARE ALWAYS WILLING TO HELP WHEN NEEDED. I LOVE THEM ALL. THANK YOU SO MUCH FOR EVERYTHING."

VIVIAN | CENTRAL COAST

## SNAPSHOT OF OUR ASSETS

PROPERTIES MANAGED

4514

TOTAL NUMBER OWNED

1423

SERVICE CENTRES

11

LOCAL GOVERNMENT AREAS

26



# AWARDS 2016-2017



2017 AUSTRALASIAN HOUSING  
INSTITUTE AWARDS

EXCELLENCE IN  
SOCIAL HOUSING (NSW)

LEADING ASSET  
MANAGEMENT

OUTSTANDING ACHIEVEMENT  
(GREG BUDWORTH)



2017 HUNTER  
BUSINESS AWARDS

WINNER

EXCELLENCE IN BUSINESS 20+

WINNER

BUSINESS LEADER OF THE YEAR  
(GREG BUDWORTH)



2017 AUSTRALIAN  
BUSINESS AWARDS



COMMUNITY CONTRIBUTION



BUSINESS INNOVATION



EMPLOYER OF CHOICE

2016 AUSTRALIAN  
BUSINESS AWARDS



COMMUNITY CONTRIBUTION



BUSINESS INNOVATION



EMPLOYER OF CHOICE





# WHO WE ARE

**COMPASS HOUSING SERVICES CO LIMITED (COMPASS) IS AN ENTERPRISING AND SOCIALLY COMMITTED NOT-FOR-PROFIT ORGANISATION THAT PROVIDES SOCIAL AND AFFORDABLE HOUSING FOR LOW TO MODERATE INCOME HOUSEHOLDS.**

At Compass we believe community housing is about much more than providing accommodation. It's also about building communities. 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. That's why we're dedicated to making sure our tenants are empowered to have their voices heard and to participate in the social and economic life of

their communities. In addition to professional tenancy management, Compass delivers a range of wraparound services that help sustain tenancies as well as offering innovative tenant engagement initiatives that help foster a sense of social inclusion. We understand that the best outcomes are achieved through an integrated service which understands and respects the people, place and potential of communities.

Compass currently manages a total of 4514 properties across 11 locations throughout New South Wales and Queensland and New Zealand supported by a head office in Newcastle. We are a registered Tier 1 provider under the National Regulatory System for Community Housing and hold full accreditation under the National Community Housing Standards.



# OUR TEAM

## EMPLOYER OF CHOICE

In 2017 Compass was recognised as an Employer of Choice for the third consecutive year by the Australian Business Awards for "outstanding achievement through effective employee recruitment, engagement and retention." This is supported by Compass' 2016-17 AON Hewitt overall employee engagement score of 72 per cent .

Compass understands positive employee engagement contributes to a positive workplace culture and a strengthened commitment to the organisation. Compass strives for continued improvement in the areas of effective operational structure, sound organisational policies and procedures, clear and frequent communication mediums and inspiring leadership to provide a workplace where employee engagement remains consistently high.



## PROFESSIONAL DEVELOPMENT SNAPSHOT

Compass views learning and development as a critical component for successful workforce succession planning and a key factor in sustaining employee engagement. We continually scan the external environment for innovative ways to further support learning and development opportunities for our employees. With this in mind, Compass continues to

provide an annual training budget and paid study leave to encourage our employees to undertake professional development and competency based training. In 2016-17 Compass invested \$143,637 in professional development opportunities which afforded 89 employees the opportunity to undertake formal professional training across 49 training areas.

## PROFESSIONAL DEVELOPMENT 2016/17

Aboriginal Master Class	●●●●●●●●●●	●●●●●●●●●●	Effective Complaints Handling
Asset Management	●●●●●●●●●●	●●●●●●●●●●	Effective Management Training
Bachelor Business (Management)	●●●●●●●●●●	●●●●●●●●●●	Emergency Warden
Bachelor Business/Accounting	●●●●●●●●●●	●●●●●●●●●●	First Aid
Bachelor of Information Technology	●●●●●●●●●●	●●●●●●●●●●	Health & Safety Representative
Board & Company Secretary	●●●●●●●●●●	●●●●●●●●●●	Hoarding & Squalor Workshop
Body Corporate Property Management	●●●●●●●●●●	●●●●●●●●●●	Homelessness
OEH Introduction to Energy Management	●●●●●●●●●●	●●●●●●●●●●	Innovation in Social Housing Practice
Borderline Personality Workshop	●●●●●●●●●●	●●●●●●●●●●	Managing Absenteeism
Advocacy & Strategic Networking Workshop	●●●●●●●●●●	●●●●●●●●●●	Masters Business Administration
Business Writing Skills	●●●●●●●●●●	●●●●●●●●●●	Mental Health First Aid
NDIS	●●●●●●●●●●	●●●●●●●●●●	Microsoft Outlook
Introduction to Self Destructive Behaviours	●●●●●●●●●●	●●●●●●●●●●	Modern Award Update
Certificate IV Social Housing	●●●●●●●●●●	●●●●●●●●●●	Power of Influencing
Code of Conduct Training	●●●●●●●●●●	●●●●●●●●●●	Project Management
Certificate IV Training & Assessment	●●●●●●●●●●	●●●●●●●●●●	Property Scoping Training
Assertiveness Training	●●●●●●●●●●	●●●●●●●●●●	Real Estate Registration Certificate
Company Director - Role of the Chair	●●●●●●●●●●	●●●●●●●●●●	Social Measurement Impact Master Class
Complaints Management Guidelines	●●●●●●●●●●	●●●●●●●●●●	SPAR-Safety Planning & Response Training
Aboriginal & Torres Strait Islander Cultural Practice	●●●●●●●●●●	●●●●●●●●●●	Taxation & Payroll Training
Conflict Management Training	●●●●●●●●●●	●●●●●●●●●●	Tender Writing
CPA	●●●●●●●●●●	●●●●●●●●●●	Tickit Compliance Training
Cultural Competency	●●●●●●●●●●	●●●●●●●●●●	Time Management
Diploma Community Services	●●●●●●●●●●	●●●●●●●●●●	Working with Complex & Demanding Clients
Doctorate Business Management	●●●●●●●●●●	●●●●●●●●●●	Working with Men to Tackle Family Violence

## OUR EMPLOYEES SAY:

"I FEEL THAT MANAGEMENT AND MY COLLEAGUES SUPPORT ME IN MY ROLE AND TRUST ME TO DO MY JOB, AS I DO THEM. THIS MAKES THIS WORK PLACE VERY SPECIAL AND RARE."

"SUPPORTIVE ENVIRONMENT, TRAINING, FLEXIBILITY WORK/LIFE BALANCE, OPEN DOOR POLICY WITH LINE MANAGER, OPEN COMMUNICATION, RECOGNITION OF STRIVING BEYOND NORMAL DUTIES, MAKES ME FEEL AS THOUGH I AM AN IMPORTANT PART OF THE TEAM."

"BEING ABLE TO CONTRIBUTE TO THE COMMUNITY AND ASSIST IN IMPROVING OTHER'S LIVES BRINGS PRIDE AND FULFILMENT IN MY EVERY DAY WORK LIFE."

"I LOVE WORKING FOR SUCH AN INSPIRATIONAL, DYNAMIC, PROGRESSIVE AND COMPASSIONATE ORGANISATION."

## HR AWARDS AND RECOGNITION





## EQUITY AND DIVERSITY

Compass prides itself on creating an open and accepting work environment which is effective, irrespective of ethnicity, gender, disability, age, sexual orientation or religion.

### BY THE NUMBERS:

AVERAGE AGE OF WORKFORCE



42.2 YEARS

FEMALE SENIOR MANAGEMENT



WORKFORCE RATIO

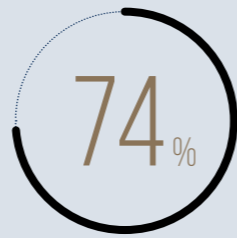


AVERAGE LENGTH OF SERVICE



3.8 YEARS

STAFF WHO UNDERTOOK PROFESSIONAL DEVELOPMENT



TOTAL TRAINING EXPENDITURE

\$143,637

## HEALTH, SAFETY AND WELLBEING

Developing a good workplace safety culture is a critical part of effectively embedding health, safety and wellness into the workplace. At Compass, workplace safety is an intrinsic part of how we operate and we implement a number of workplace initiatives to ensure our employees put safety and wellbeing first. This has been recognised externally with Compass being selected as a finalist in the Hunter Safety Awards for the second consecutive year in the Safety Improvement and WHS Organisation of the Year categories.

Compass supports a number of safety and wellness initiatives including the use of the Take5 App which allows employees to undertake risk assessments, hazard identification and pre-start safety checks, as well as completing incident reports, all from their mobile device. Compass also supplies staff with GPS enabled personal duress alarms with back to base monitoring.

Compass Work Health and Safety Committee Members, First Aid Officers and Emergency Wardens attend regular meetings and are offered ongoing training. Compass also supports flexible working arrangements and, as part of its overarching wellness program, offers employees free flu vaccinations and access to corporate gym memberships.





**BOARD OF DIRECTORS**



**GREG BUDWORTH**  
GROUP MANAGING DIRECTOR



**LYNDALL ROBERTSHAW**  
GROUP CHIEF CORPORATE  
SERVICES OFFICER



**IAN RENNIE**  
GROUP CHIEF  
FINANCIAL OFFICER



**PROF. DAVID ADAMSON**  
KNOWLEDGE MANAGER



**LISA TIERNEY**  
GROUP CHIEF  
OPERATING OFFICER



**BERNADETTE PINNELL**  
GENERAL MANAGER  
OPERATIONS NZ

# SENIOR MANAGEMENT



## STAFF BOARDS & COMMITTEES

**GREG BUDWORTH**

GROUP MANAGING DIRECTOR

- › CO CHAIR CIVIL SOCIETY ORGANIZATIONS, PARTNER CONSTITUENT GROUP OF GENERAL ASSEMBLY OF PARTNERS FOR UNHABITAT
- › DIRECTOR COMPASS HOUSING SERVICES CO. (QUEENSLAND) LTD
- › DIRECTOR COMPASS HOUSING SERVICES CO. (NEW ZEALAND) LTD
- › DIRECTOR LOGAN CITY COMMUNITY HOUSING LIMITED
- › DIRECTOR HOME4LIFE LIMITED

**LYNDALL ROBERTSHAW**

GROUP CHIEF CORPORATE SERVICES OFFICER

- › DIRECTOR NSW FEDERATION OF HOUSING
- › DIRECTOR POWERHOUSING AUSTRALIA
- › DIRECTOR LOGAN CITY COMMUNITY HOUSING LIMITED
- › MEMBER POWERHOUSING AUSTRALIA CEO COMMITTEE
- › MEMBER NSW AUSTRALASIAN HOUSING INDUSTRY COMMITTEE
- › MEMBER UDIA HUNTER CHAPTER COMMITTEE
- › MEMBER CITY NEWCASTLE'S BUILDING BETTER CITIES COMMITTEE

**IAN RENNIE**

GROUP CHIEF FINANCIAL OFFICER

- › COMPANY SECRETARY COMPASS HOUSING SERVICES CO LTD
- › DIRECTOR LOGAN CITY COMMUNITY HOUSING LIMITED
- › MEMBER POWERHOUSING CFO ROUNDTABLE STEERING COMMITTEE

**PROFESSOR DAVE ADAMSON**

KNOWLEDGE MANAGER

- › MEMBER CREATE COLLECTIVE IMPACT PARTNERSHIP MUSWELLBROOK
- › CHAIR EVERYBODY'S HOME NATIONAL HOUSING CAMPAIGN OPERATIONS GROUP
- › CHAIR IMPLEMENTING THE NEW URBAN AGENDA IN AUSTRALASIA AND THE PACIFIC, STEERING COMMITTEE
- › CHAIR BIG IDEAS HOMELESSNESS NETWORK

**LARRY O'BRIEN**

INTERNATIONAL STRATEGY & SPECIAL PROJECTS ADVISOR

- › MEMBER GLOBAL ALLIANCE NETWORK

**JULIE BARNETT**

EXECUTIVE MANAGER GOVERNANCE, COMPLIANCE & RISK

- › CHAIR POWERHOUSING COMMUNITY OF PRACTICE NATIONAL COMPLIANCE GROUP AND MEMBER OF STEERING COMMITTEE

**DONALD PROCTOR**

EXECUTIVE MANAGER STRATEGIC ASSETS

- › MEMBER NSW AUSTRALASIAN HOUSING INDUSTRY COMMITTEE
- › MEMBER Q SHELTER ASSET MANAGEMENT WORKING GROUP
- › MEMBER POWERHOUSING AUSTRALIA ASSETS & DEVELOPMENT ROUNDTABLE
- › MEMBER NSW FEDERATION OF HOUSING ASSOCIATIONS ASSET MANAGEMENT FORUM

**JAMES CAMERON**

EXECUTIVE MANAGER - TENANT COMMUNICATIONS & ENGAGEMENT COMPASS OPERATIONS

- › MEMBER HASI STEERING COMMITTEE
- › MEMBER CHAMHS- COLLABORATIVE HOUSING & MENTAL HEALTH SERVICES COMMITTEE
- › MEMBER HUNTER FOYER WORKGROUP

**KIRSTEN ADAMS**

EXECUTIVE MANAGER OPERATIONS HUNTER

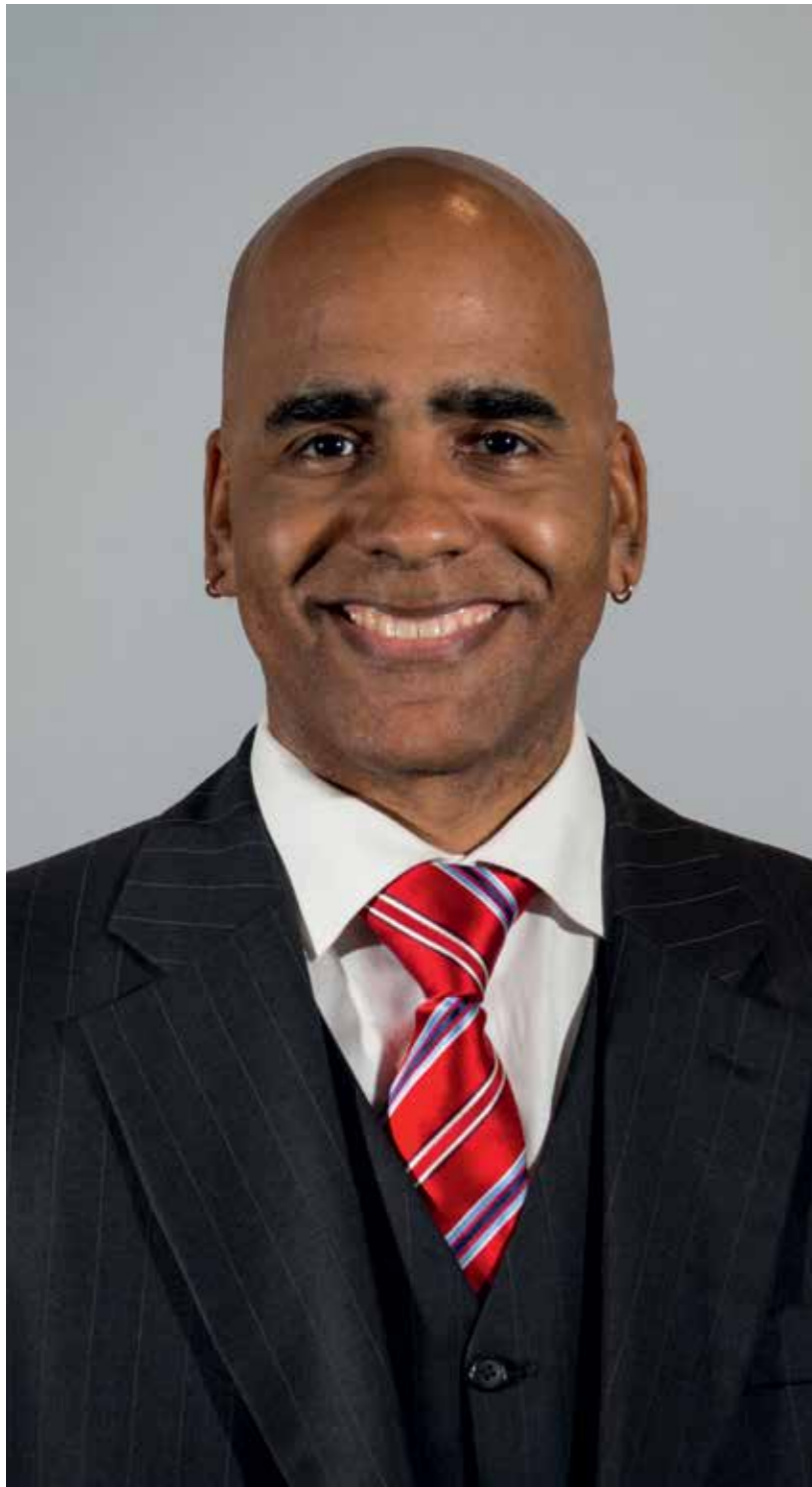
- › MEMBER POWERHOUSING ROUND TABLE LEADERSHIP GROUP COMMITTEE

**MICHELLE FAITHFULL**

QUALITY ASSURANCE AND EVENTS COORDINATOR

- › COORDINATOR HUNTER HOMELESS CONNECT





# FROM THE CHAIR

In 2016-17 Compass reaffirmed its vision for a world in which all people have access to adequate and affordable housing, and are engaged in sustainable communities. In pursuit of that goal, the organisation refined its mission statement to better focus its endeavours. The new mission statement is short and to the point: "Providing Homes. Empowering People. Connecting Communities. Influencing the Future". It is in keeping with this mission statement that I offer the following report.

2016-17 was an exciting time for the community housing sector with significant growth opportunities on a number of fronts. I am pleased to report that Compass won a number of significant contracts this year that will allow us to extend our offering to even more people.

In March 2017 Compass was awarded a contract under the NSW Government's Social and Affordable Housing Fund (SAHF) that will see the organisation increase its portfolio by 600 properties over the next three years. These new dwellings will be a mix of social and affordable housing and will be spread around the Hunter and Central Coast regions.

Also in March, Compass was awarded a contract to provide tenancy management at 106 group homes for 496 people with severe disabilities who are currently living in government managed facilities.

“2016-17 WAS ANOTHER EXCITING AND CHALLENGING YEAR FOR COMPASS. I WOULD LIKE TO THANK MY FELLOW DIRECTORS FOR THEIR EFFORTS OVER THE PAST YEAR, AND IN PARTICULAR ACKNOWLEDGE THE CONTRIBUTION OF OUR NEWEST BOARD MEMBERS BARRY MARTIN, PAUL HUGHES, MICHAEL PAGE AND JENNIFER ROBERTS.

Compass has also been awarded a contract to take on the management of an additional 1800 social housing properties in the Cessnock, Singleton, Dungog, Mid-Coast and Muswellbrook local government areas as part of the NSW Government's Social Housing Management Transfer (SHMT) initiative.

The additional homes from these contracts represent significant growth and will see Compass become one of the largest non-government providers of social housing in the southern hemisphere.

While providing housing is our core business, Compass has always believed community housing is about more than just providing accommodation. It's also about empowering tenants and helping them feel part of connected communities.

Empowering people and creating connected communities is about optimising the potential of the people who live in Compass properties. It's about supporting their dreams and aspirations, and about giving them the opportunities to grow and become who they want to be. One of the ways we can measure success on this front is by tenant satisfaction. Compass has always had extremely high levels of tenant satisfaction, but this year, we reached a new high of 93 per cent overall satisfaction on our annual tenant survey. That's an exceptional result and a ringing endorsement of the hard work and dedication of our frontline staff.

The dedication and passion Compass employees have for the job was reflected in the results of this year's staff engagement survey which showed overall engagement at an impressive 72 per cent. As a director I am constantly inspired by the passion our staff have for Compass' mission.

I believe one of the reasons Compass routinely records such high levels of tenant satisfaction is due to its commitment to tenant engagement and community development activities. I'm pleased to report that Compass' community development activities went from strength to strength this financial year. Of particular note is the Grow a Star program which this year marked its fifth anniversary. Since launching in 2012, the program has supported more than 200 young people.

You will read much more about Compass' various community development initiatives throughout this Annual Report. For now I simply observe that the consistent thread linking all of Compass community development activities is the way in which the benefits go far beyond what is immediately observable. Tenants who feel part of a community take pride in their homes. They treat their neighbours with respect. They conduct themselves with dignity, and they look to the future with optimism and hope.

When it comes to influencing the future of housing policy, Compass had another very big year in 2016-17. In October 2016, Compass became one of only two community housing providers from Australia to participate in the United Nations Habitat III conference in Ecuador at which the Australian Government endorsed the New Urban Agenda (NUA), a 20 year roadmap that aims to help countries rethink how they plan, manage and live in cities.

In 2017 Compass continued to advocate for the implementation of the New Urban Agenda in Australia, including by facilitating an international conference, held in Melbourne, at which experts from across the globe came together to discuss ways to make sure the NUA was implemented both here and across the broader Asia Pacific region. Compass' emergence as a significant voice in international housing matters was augmented by GMD Greg Budworth being re-appointed as co-chair of the United Nations Habitat III Civil Society Partner Constituent Group.

I want to conclude by offering my congratulations to the management and staff for another fantastic year. Both on the frontline and in the back office, whether by helping people achieve the dignity and security that comes with safe and affordable housing, or by campaigning for more equitable housing policies, you are influencing the future in a very real and very meaningful way.

Finally, I would like to thank my fellow directors for their continued commitment to the sound governance of the organisation, and for their ongoing efforts on behalf of Compass in the many forums in which they represent it.

KWESI ADDO  
CHAIR



# GROUP MANAGING DIRECTOR'S REPORT

I'M PLEASED TO REPORT THAT 2016-17 WAS YET ANOTHER SUCCESSFUL YEAR FOR COMPASS.

I would like to thank our new board of directors, my senior executive team, and our outstanding staff for their efforts over what was a year of significant growth for our organisation. I would also like to thank our support partners for their dedication to improving the lives of our tenants, and our contractors whose diligence and dedication to their work are a major contributor to our exceptional levels of tenant satisfaction. Our thanks must also go to the Australian, New Zealand, New South Wales and Queensland governments for their efforts in the areas of housing and homelessness and, most importantly, to our tenants for working with us as we strive to fulfil our mission.

Our track record shows that we can achieve amazing things when we work hard. We have grown from a small, local organisation to one operating across different states and countries. This year, we set out a new strategic plan covering the period from 2017-2020. As part of this process, Compass refined its mission statement to help crystalize the ways in which we pursue our vision for a world in which all people have access to adequate and affordable housing and are engaged in sustainable communities. Our newly endorsed mission is:



**PROVIDING HOMES. EMPOWERING PEOPLE. CONNECTING COMMUNITIES. INFLUENCING THE FUTURE.**

Our efforts this year to fulfil this mission produced a number of highlights including some major tender wins, and some substantial growth in the company's profile as a thought leader and influencer of housing policy.

But I would like to begin the substance of this report by focusing on our core business. Compass is unique in the community housing sector for having a clearly defined approach to socially regenerative tenancy and property management which incorporates assumptions from social science and well-honed practice over many years. We refer to this as the People, Place, Performance approach (PPP).

The PPP philosophy is central to all areas of operation and is the theoretical underpinning behind all of Compass value-add programs.

The PPP approach is operationalised through:

- People-focused programs which help deliver sustainable tenancies, social regeneration and increase social and economic participation.
- Place making initiatives which strengthen people's sense of connection to their homes, neighbourhoods and communities.
- A performance based approach to asset management which ensures housing assets are strategically optimised to meet demand and maximise returns.



As a socially regenerative community housing provider, we believe our role extends far beyond simply providing accommodation so it was pleasing to see another great result in our annual tenant satisfaction survey. Across the organisation, overall tenant satisfaction was a remarkable 93 per cent, up from 92 per cent last year. 91 per cent of tenants also reported being satisfied with the overall condition of their homes and 93 per cent indicated they were satisfied with Compass' additional support services.

I'm pleased to report that our community development activities went from strength to strength this financial year. Over the past year we held 46 separate tenant engagement events, including six large tenant forums across NSW that engaged with 359 tenants. Our proprietary Tenant Specialist tenancy management model continued to deliver dividends with more than 500 tenants receiving referrals to appropriate support services, 28 commencing employment, 108 commencing volunteering and 242 being linked with education or vocational training.

Compass was also able to invest more than \$1.2 million in upgrades to social housing complexes thanks to funding provided by the NSW Government under the Social Housing Community Improvement Fund. These funds have improved the lives of tenants by upgrading common areas, installing new outdoor BBQ areas, updating landscaping and installing new lighting and security systems.

Compass' innovative Grow a Star youth mentoring and scholarship program marked its fifth anniversary this past year with another crop of great outcomes. Over the past year the program helped 72 young people from disadvantaged backgrounds follow their academic, sporting and artistic dreams. Among the highlights this year was a VIP visit to Hunter Stadium where two of Grow a Star's talented young soccer players enjoyed Christmas lunch with some of the Newcastle Jets players. In last year's annual report we featured a profile of Kaitlyn Robinson from Queensland who had been able to re-join the Australian Girls' Choir thanks to Grow a Star sponsorship. It gives me great pleasure to report that Kaitlyn has



continued to deliver on her promise and this year took part in an extensive tour of the USA with the Australian Girls Choir, once again funded by the Grow a Star program. A full report on the Grow a Star program is featured on page 79 of this Annual Report.

At Compass we are committed to making sure our tenants have a voice and are actively engaged in their communities. In pursuit of this goal, this year we created the Compass Tenant Involvement Panel (CTIP). Through the CTIP, tenants have the ability to provide feedback and ideas directly to senior management and the board of directors. I would like to offer my thanks to former tenant Mark O'Dwyer for his leadership of the newly formed group.

Compass' ongoing commitment to improving the lives of its tenants was recognised with a number of industry awards in 2016-17. At the Australian Business Awards, Compass was honoured with awards for Community Contribution and Business Innovation, as well as picking up an Employer of Choice award for the third year in a row. Compass also picked up Australasian Housing Institute Awards for Excellence in Social Housing and Leading Asset Management, while I was honoured to receive an award for Outstanding Achievement. At the Hunter Business Awards Compass took home the top prize for Excellence in Business 20+ while I was humbled to be awarded the prize for Business Leader of the Year.

Our organisation's capabilities were also recognised by the NSW Government this year with Compass being awarded a number of new contracts which will see our portfolio of properties under management increase from 4514 currently, to around 7000 by 2020. Significant among these tender wins were a successful bid to take on the management of approximately 1800 existing social housing dwellings in the Hunter and New England regions, a new contract to deliver 600 new social and affordable properties in the Hunter and Central Coast regions under the Social and Affordable Housing Fund and the transfer of tenancy and asset management of 99 group homes for people with disabilities.

The SAHF program is perhaps particularly noteworthy as it is the first initiative of its kind for the Australian social housing sector. Under our innovative development model, Compass will lease completed properties for a period of 23 to 25 years and handle all tenancy and property management and associated services. Owners will receive guaranteed market rent payments from Compass for 52 weeks a year with no vacancies and an annual CPI based adjustment. It's a win-win situation in that it offers opportunities for investors and developers at the same time as providing more housing for vulnerable people, as well as supporting construction jobs and activity. In our previous Annual Report we noted the expansion of Compass operations into New Zealand. Over the past year we have consolidated a portfolio of 72 furnished one bedroom units in the South Auckland suburbs of Mangere and Papatoetoe, and are working closely with the Ted Manson Foundation on projects that will deliver an additional 153 social housing dwellings for vulnerable Auckland families over the next few years. Compass NZ has also been actively pursuing further growth opportunities under the New Zealand Government's Social Housing Reform Programme.

Also overseas, Compass community development work in Vanuatu is progressing at remarkable pace. Two community hubs have been established, one on Tanna Island, the other on Efate. Both have been constructed to withstand category 5 rated storms. Among other things the completed facilities will enable local villagers to access education and healthcare services as well as social activities and other forms of entertainment. I am particularly proud that Compass tenants in Australia have contributed to the funding of these projects via our Tenants for Vanuatu (T4V) Committee (which now has 30 members), and even more so that T4V committee member Christine Madden from Dubbo is travelling to Vanuatu to participate in the official opening along with Compass Chairman Kwesi Addo and Executive Manager of Tenant Communications & Engagement James Cameron.



Our efforts in Vanuatu are part of a broader agenda to expand our reach into the Asia Pacific. This transition will entail both housing provision and humanitarian and social development activities. Taking Compass forward into a global role will require effective governance that complies with current best practice and ensures the quality of its services in each jurisdiction match those achieved to date in Australia. Globally, there are estimated to be more than 6000 truly international non-government organisations (INGOs) operating across a wide range of service areas, charitable causes and aid programs. However, only 2,400 are recognised by the Economic and Social Council of the UN (ECOSOC). Compass's pre-existing special consultative status with ECOSOC will serve as a firm foundation for future growth in this area.

While our core business is the delivery of tenancy and property management, we are equally committed to improving social housing outcomes by influencing government policy.

In 2016, Compass became one of only two Australian community housing providers to participate in the United Nations Habitat III conference at which the Australian Government endorsed the New Urban Agenda, a 20 year roadmap that aims to help countries rethink how they plan and manage urban development. Eager to ensure momentum wasn't

TOTAL INVESTED IN UPGRADES TO SOCIAL HOUSING COMPLEXES

\$1.2 MILLION

PROPERTIES UNDER MANAGEMENT BY 2020

7000

TENANT SATISFACTION INCREASED FROM 92%

93%

SEPARATE TENANT ENGAGEMENT EVENTS THIS YEAR

46

lost, this year we took the initiative to convene an international conference in Melbourne at which at which experts from across the globe could meet to discuss strategies to ensure the agenda is implemented, both here and across the broader Asia Pacific region.

The conference, *Implementing the New Urban Agenda*, was held in Melbourne on the 4th and 5th of May 2017 and was attended by more than 200 delegates from across the globe including:

- Dr Joan Clos - Executive Director and Under Secretary General of United Nations Habitat
- Hon Angus Taylor MP - Assistant Minister for Cities and Digital Infrastructure
- Anthony Albanese MP - Shadow Minister for Transport and Infrastructure
- Prof Jason Coburn - Director of the Centre for Global Healthy Cities, University of California, Berkeley
- Dr Tim Williams - CEO, Committee for Sydney

You will find a full report on the NUA Conference on page 99 of this Annual Report.

Our commitment to the New Urban Agenda is motivated by the recognition that Australia is still a long way from fulfilling its obligation to provide its citizens with access to adequate and affordable housing. While there are those whose social and economic circumstances mean they will always require the support of organisations like Compass, runaway housing costs mean many others who don't necessarily come within the reach of the social housing system nevertheless continue to experience extreme housing stress. Meanwhile, far too many are forced to endure inappropriate or unsafe accommodation or placed at risk of homelessness. While it can no longer be said that housing is not on the political agenda, there is nothing resembling a consensus and as such we are still a very long way from a lasting solution. You can read more about Compass' advocacy for the creation of a more equitable

housing system on page 101. For now however, I would like to conclude this report by reaffirming our organisation's commitment to the creation of a more equitable housing system. Community housing providers are on the front line of our nation's housing crisis and we have a vital role to play. I look forward to seeing our organisation playing a central role not just in supporting those in immediate need, but also in working with our colleagues and partners in the sector, and with governments of all levels, to help create the policies that will make our vision for all people to have access to safe and affordable housing a reality.

As we move into the first year of our new strategic plan, we do so on the back of unprecedented success in growth opportunities - growth that will be consolidated in the coming years. Delivering on our commitments will require more staff, new systems and practices, all the while keeping hold of the culture of care, resilience and innovation that characterises our organisation. This strategic plan may look aspirational. That's because it is. We have no choice but to be ambitious because our work matters. We believe in housing as a human right and we will work to deliver on that human right both at home and abroad.

**GREG BUDWORTH**  
GROUP MANAGING DIRECTOR

FOR AND ON BEHALF OF COMPASS'  
MANAGEMENT TEAM

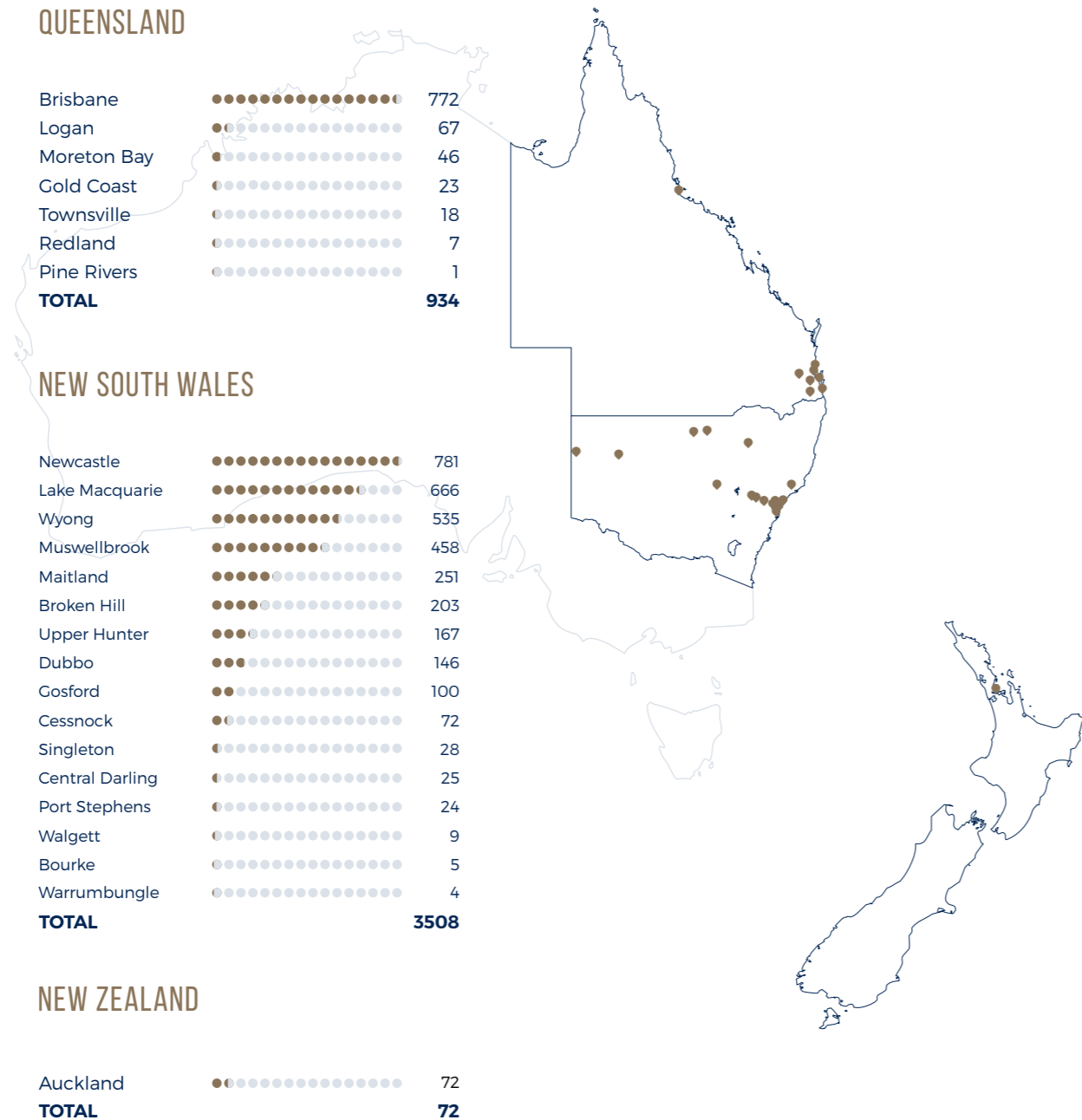


# REPORT CARD 2017

KEY PERFORMANCE INDICATORS	2017	2016	2015	2014
<b>TENANT SATISFACTION</b>				
Overall satisfaction with the organisation	93%	92%	91%	89%
Satisfaction with ways in which Compass involves tenants	92%	91%	90%	90%
Satisfaction with ways in which Compass communicates with tenants	90%	88%	89%	87%
<b>SERVICE DEVELOPMENT</b>				
Total properties managed as at 30 June	4514	4418	4473	3317
Total properties managed under Housing NSW programs	2912	2894	2900	2881
<b>FINANCIAL MANAGEMENT</b>				
Cash at end of year	\$11.4M	\$8.8 M	\$8.7 M	\$23.9M
Net Profit	\$14.1M	\$15.7M	\$199.0 M	\$21.9M
Net Operating Profit (ex capital grants/contributions)	\$1.7M	\$5.1 M	\$4.0M	\$8.4 M
Retained Profit	\$334.8M	\$320.6M	\$345.7M	\$192.4 M
<b>HOUSING MANAGEMENT &amp; MAINTENANCE</b>				
Arrears	1%	2%	2%	2%
Tenant income	\$39.2M	\$37.8M	\$36.2M	\$30.0M
Combined maintenance expenditure	\$8.6M	\$6.6 M	\$7.0 M	\$5.4M
<b>REPAIRS AND MAINTENANCE COMPLETIONS</b>				
Number of requests raised	24,125	24,062	21,192	15,040
Number of requests completed	23,196	24,441	20,208	14,457
<b>HUMAN RESOURCES</b>				
Number of full time equivalent staff	119.78	131.46	130.49	85.94
Training Spend	\$143,637	\$136,498	\$108,000	\$116,000

# OUR ASSETS

## PROPERTIES BY LOCAL GOVERNMENT AREA



## PROPERTIES

BY PROPERTY SOURCE	QLD	NSW	NZ
Capital (government owned)	460	1465	
Fee for Service	254	199	72
Leasehold (privately owned, government funded)	221	420	
Owned	8	1415	
<b>TOTAL</b>	<b>934</b>	<b>3508</b>	<b>72</b>

BY ASSISTANCE TYPE	QLD	NSW	NZ
Affordable Housing	254	548	
General Housing	192	2695	72
Transitional Housing	485	94	
Indigenous Housing	-	137	
Other Government	3	25	
Crisis Accommodation	-	9	
<b>TOTAL</b>	<b>934</b>	<b>3508</b>	<b>72</b>

## NUMBER OF PROPERTIES OWNED BY COMPASS 1423

NUMBER OF PROPERTIES OWNED IN NSW	1415
SHGF and NRAS government initiatives	229
Vested title from Housing NSW	1018
Vested leveraging	150
Boarding House New Generation	18

## NUMBER OF PROPERTIES OWNED IN QLD 8

Equity ownership	8
------------------	---

## NUMBER OF PROPERTIES MANAGED ON BEHALF OF OTHER ORGANISATIONS 3091

FFS (private & AHO)	525
Leasehold	641
NSW LAHC	1465
DHPW	460



# ACQUISITIONS AND DEVELOPMENT

COMPASS CONTINUES TO DELIVER ADDITIONAL DWELLINGS TO ITS ASSET PORTFOLIO THROUGH A VARIETY OF PROGRAMS PROVIDING MUCH NEEDED ADDITIONAL HOUSING FOR THOSE IN NEED. THESE DWELLINGS HAVE ASSISTED IN PROVIDING DIVERSE AFFORDABLE AND SOCIAL HOUSING INCLUDING SPECIALIST HOUSING OPTIONS FOR SENIORS AND PEOPLE WITH A DISABILITY.

From 2009 through to 30 June 2017, Compass has delivered an additional 397 Compass owned affordable and social housing dwellings, with a further 18 dwellings currently in construction and another development in the early planning stage.

The additional housing provided is a product of the ongoing commitment from state and federal governments to the provision of housing for people in need along with the strong partnerships between Compass and local developers and builders.

These dwellings have been delivered through various government funding schemes including the federal government's Nation

Building Economic Stimulus Plan, the joint state and federal National Rental Affordability Scheme, the federal government's Supported Accommodation Innovation Fund and earlier schemes such as the Debt Equity Scheme and the Affordable Housing Innovation Fund.

We are excited to report that this year Compass was awarded a number of new contracts and one of these being the NSW Social and Affordable Housing Fund (SAHF) which will deliver another 600 social and affordable housing properties over the next three years. The SAHF program is the first initiative of its kind for the Australian social housing sector. Under our innovative development model, Compass will deliver these additional properties through partnering with the developers and investors through long term leases of the completed properties for a period of 23 to 25 years. Compass is working closely with a number of developers in the planning and delivery of these properties and will handle all tenancy and asset management.

In New Zealand, Compass NZ has partnered with the Ted Manson Foundation on projects that will deliver an extra 153 social and affordable dwellings across two sites in West Auckland and the Auckland CBD.

## WYOMING CENTRAL COAST

Compass worked with a local developer to deliver a quality unit complex of 9 one bedroom units for seniors approved under the State Environmental Planning Policy (Housing for Seniors or People with a Disability) 2004. The development is contemporary in design, complete with quality fittings and all units are accessible in design. This complex is in a quiet community by Wyoming on the Central Coast, located close to services and transport options with regular buses and trains running to Newcastle and Sydney.

These dwellings were delivered through leveraging from dwellings received under the federal government's Nation Building Economic Stimulus Plan.







## RAYMOND TERRACE PORT STEPHENS

Compass worked with local developer Bamreta to deliver a complex of 14 one bedroom units. The development is contemporary in design, complete with high quality environmental fittings and finishes and is located within a vibrant community 300m from the CBD of Raymond Terrace in Port Stephens offering a myriad of employment opportunities, services, shopping and transport options.

These dwellings were delivered through leveraging from dwellings received under the federal government's Nation Building Economic Stimulus Plan.





# OUR HOUSING & OUR PEOPLE

COMPASS IS AUSTRALIA'S LEADING COMMUNITY HOUSING PROVIDER WITH MORE THAN 4500 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 community based organisations for households on low incomes or who would otherwise struggle to find suitable accommodation.

While community housing is similar to government managed public housing in many respects, what sets community housing providers apart is an increased focus on tenant and community engagement.

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.

Compass is registered under the National Community Housing Regulatory System as a Tier 1 provider and holds full accreditation under the National Community Housing Standards.

## JACKIE MUSWELLBROOK

Imagine living in a caravan at a public showground with your partner and daughter for six years. That was the reality for Jackie Iri, her husband John and daughter Elly May.

The family was paying market rent for housing and couldn't keep their heads above water. So, they decided as a short term measure to live in a caravan to try and save some money.

Jackie says she and her family were luckier than others living at the showground. At times the showground was overloaded with people with nowhere to go. Some were just in tents and they had to move when the show came to town.

The Iris were able to find a very cheap second-hand caravan for their daughter to use as her own room.

"She was growing up and we were always having to go in and out of the caravan to give each other some space and privacy."

But it was very hot in the summer and cold in the winter. The family had to use the shower and toilet block in the showground. A few months became six years and high local rents meant getting back into the private rental market was near impossible.

With her husband's health deteriorating the family decided they had to apply for a social housing property. John has type 2 diabetes, nerve deficiencies and arthritis; conditions made worse by his housing arrangements.

Jackie's voice brightens when she's asked what it felt like to be given the keys to a house.

"It was such a great feeling; awesome," Jackie says.

"My daughter was rapt. Having the house has changed her. She is happier; she's doing better at school and within herself."

She admits having a permanent place to live was a huge relief and says the family hasn't looked back. John's health is worsening but its impacts are easier to manage in a house rather than a van. He's planted a vegetable garden out the back and a flower garden and shrub hedge out the front.

**"LIFE IS SO MUCH BETTER."**

"We've been able to do some little things to make a big difference to the house. We couldn't do anything like that living at the showground."

"We look after the house like it is our own because we know that if we pay our rent and do the right thing we have the safety and stability of a home for life."

**"THE PEOPLE I WAS DEALING WITH WERE VERY DOWN TO EARTH; REALLY GOOD. AND NOW WHEN THEY COME AROUND, THEY TALK TO US LIKE REAL PEOPLE, NOT JUST LIKE TENANTS. WE HAVE GOOD CONVERSATIONS AND WE HAVE A LAUGH. WE DON'T SEE THEM AS THE LANDLORD, WE SEE THEM AS PEOPLE."**



”  
*It was such a great feeling ... my daughter was  
rapt. Having the house has changed her. She  
is happier, she's doing better at school and  
within herself.*

*Jacqueline*





## JASPER BRISBANE

Most days you will find Jasper and her beloved cattle dog Ruby at one of the many parks surrounding her home in Brisbane's inner south.

These days she says she feels at peace, however it wasn't always that way.

Before finding stability in her new home, Jasper led a colourful life that included attending school in the cultural melting pot of 1970s Malaysia, an itinerant young adulthood that saw her working in some of the dustiest outback towns in Australia and, she isn't afraid to admit, a couple of periods in hospital being treated for PTSD, depression and anxiety.

"I grew up in an abusive household, and it's hard not to carry those things with you," she says.

"After I left home, I moved around a lot. I worked as a cook and was able to get jobs pretty easily. I worked on Great Keppel Island, in Goondiwindi... at one point I even moved to Boggabilla where I got a job as a cook in a roadhouse." She laughs, pauses, then says: "I don't recommend it."

After moving back to Brisbane, Jasper lived in a series of share houses but says the environment wreaked havoc on her mental health.

"I would try to work or study but eventually things would fall apart," she says. "Childhood memories would keep coming up and I couldn't keep them down. It was like being on a merry-go-round."

”

"I LOVE MY LITTLE HOUSE. IT REALLY FEELS LIKE HOME AND IT ALLOWS ME TO LIVE A PEACEFUL EXISTENCE. RUBY LOVES IT AS WELL. WE RIDE DOWN TO THE PARK MOST DAYS AND SHE HAS A BALL. THIS IS THE MOST CONTENT I'VE BEEN IN A VERY LONG TIME."

Jasper secured her property with Compass after being put in touch with the transitional housing team during a stay in hospital.

"At first I was in a transitional unit in Mount Gravatt which was OK but not ideal. Since moving to my new place though, things have been perfect.

"It's just a really nice area. The river is at the end of my street. Indooroopilly Reach is just across the river and there are a million parks for Ruby.

"I get out much more than I used to. I see more. I feel really stable now. I can start to rebuild other areas of my life."

Jasper's new-found stability has enabled her to reconnect with the Sweet Freedom Singers, a local choir she had performed with in the past.

"We rehearse once a week and perform a couple of times a term. A few years ago we got to perform in front of the Dalai Lama at conference called Happiness and its Causes which was pretty amazing.

"My new home has allowed me to start rebuilding other areas of my life. As well as the choir I've started teaching a class at the gem club I'm involved with.

"I love my little house. It really feels like home and it allows me to live a peaceful existence. Ruby loves it as well. We ride down to the park most days and she has a ball. This is the most content I've been in a very long time."

”  
*As soon as I opened the door and  
walked into my new home I had a  
feeling of utter peace. I immediately  
thought, "I've found my place."*

*Jasper*





## SHAE

Shae Northcote has a sparkling smile, contagious giggle and a positive outlook. The Compass home in which she lives is immaculate and adorned with photos of her beautiful four year old daughter. Shae sits on a lounge amongst perfectly placed cushions, dappled sunlight illuminating her face. On this lovely morning it is easy to forget that Shae has been through hell.

An abusive eight year relationship had left Shae with a lack of confidence, poor self-esteem and a feeling of deep isolation. In the eighth year of the destructive relationship, joy came into Shae's life with the birth of her daughter. Her arrival sparked a resolve in Shae that had long been buried under layers of mental and physical domestic violence.

Shae's dogged determination to create a better life for herself and her child set her on a path of self-discovery, self-improvement, study and ultimately to a peaceful life that is now full of hope and attainable goals.

The first step in her path to a better life saw Shae secure a safe and affordable home with Compass. She then set about equipping herself with information and assistance from the many support services that would help her break free from her past.

Shae enrolled in parenting and self-help programs, she attended healthy relationship classes and received specialised victims counselling.

Empowered and brimming with a new found confidence, Shae enrolled in TAFE and quickly achieved Statements of Attainment in Community Service and Mental Health, and Alcohol and Other Drugs courses. Shae then went on to complete a Certificate IV and Diploma in both subjects. As part of her studies, Shae volunteered at a centre that delivers family support and outreach services. It wasn't long before Shae realised that she had found her calling.

"I had found my niche" Shae says. "I knew where my heart was, and that was to give back."

Shae intends to continue to volunteer where she can, but now has her sights on a full-time career in community service, possibly in social or community housing. She has first-hand experience in the value of securing safe and appropriate housing and would like to be in a position where she can help others find the same.

"Finding somewhere affordable to live is vital especially after fleeing a DV situation" says Shae. "People in that situation are vulnerable, scared and often left with debts and bills carried over from their past relationship. I know I was.

"I want to encourage and inspire people. I have the lived experience. There is a lot of fear initially but small steps. You achieve something then you reset your goals and go for the next."

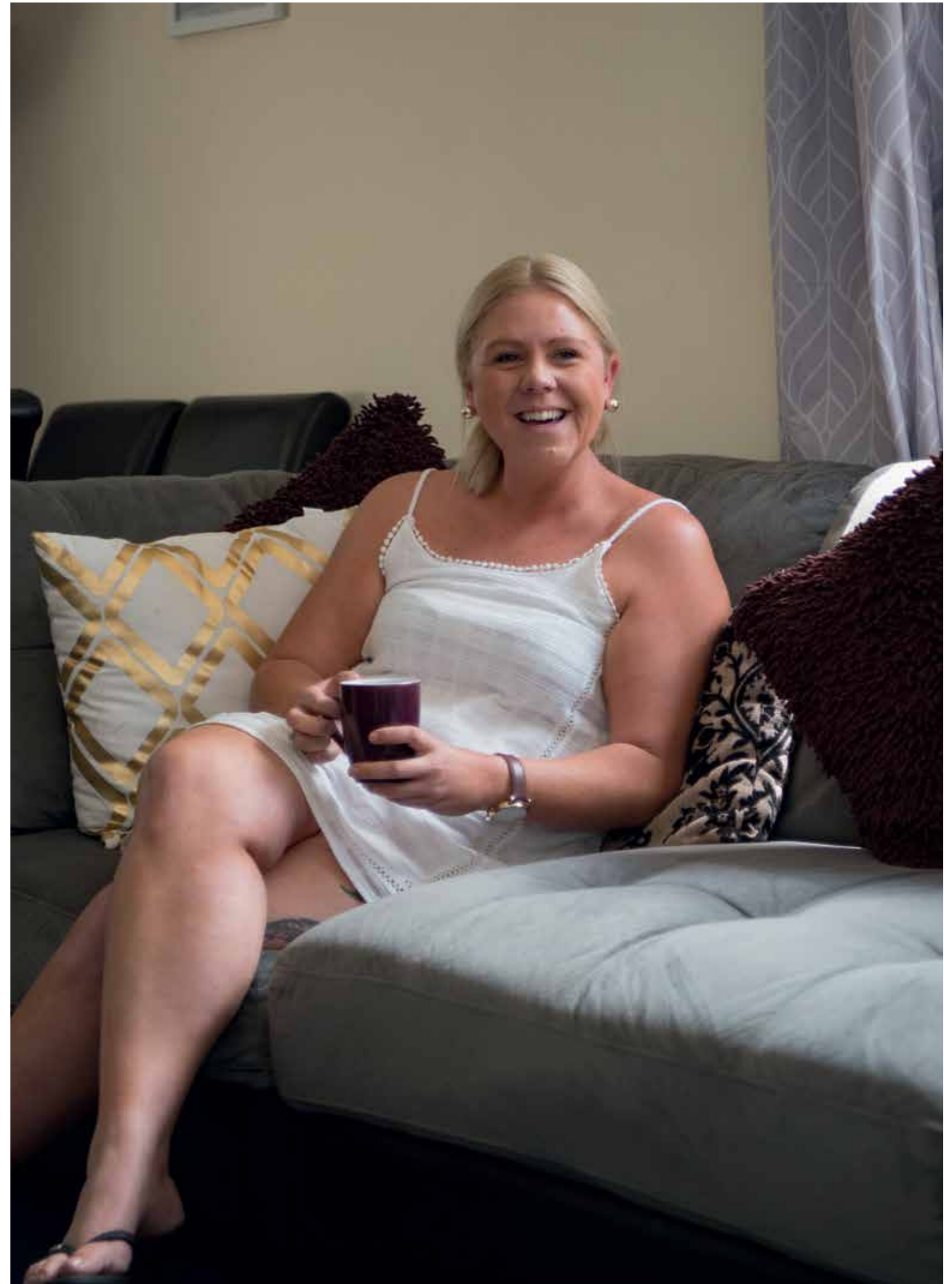
**"I HAVE GOALS, A 10 YEAR PLAN IN PLACE AND I KNOW THAT EVERYTHING IS ACHIEVABLE."**

”

”

*You never know which door will lead you towards your dreams until you have the courage to walk through it.*

*Shae*



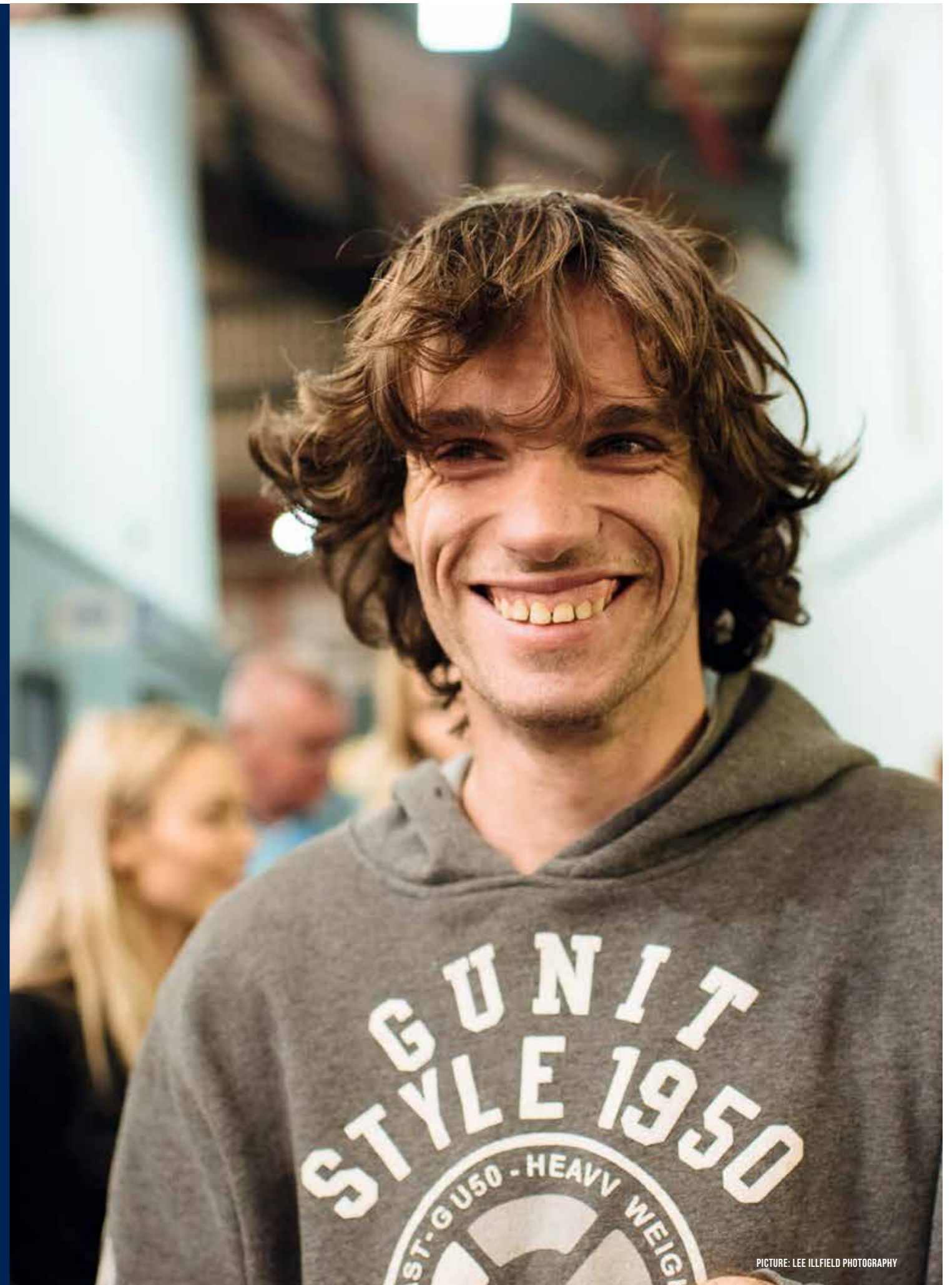


## SUPPORTED HOUSING

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.



PICTURE: LEE ILLFIELD PHOTOGRAPHY

## GARY NEWCASTLE

Gary Brown is turning his life around and his Compass Housing home plays a big part in his recovery.

He's been a Compass tenant since 2011. Before that Gary was living in a boarding house and had been homeless in between stints in prison. A crippling addiction to crystal methamphetamine meant Gary had turned to crime to pay for his habit. He's been clean for a number of years now.

"Having my own place has played a big part in my recovery," Gary says. "It is quiet and near the train station and I am very happy there," he says. "It has helped me to be independent and to focus on getting work and studying."

"Before I had my home I was always meeting and living with other people who were struggling with addiction or carrying out crime."

Gary works for a local transport company, a job he says he loves. He has also travelled to Sydney this year to complete a course in construction as well as other qualifications. "Having a home makes it much easier to study and hold down a job."

Gary has also taken to running as it helps "keep me on the straight and narrow."

Since April 2014 he has completed 14 marathons and ultra-marathons. He says running keeps his mind focused and his body healthy. "Running gives me energy and a natural high."

He is not just running for himself. Through his participation in marathons Gary has raised more than \$10,000 for local charities Ronald McDonald House, Soul Cafe, and the Samaritans.

**"I USED TO TAKE FROM THE COMMUNITY,  
NOW I WANT TO GIVE BACK TO THE  
COMMUNITY."**

”

Gary isn't just giving back by raising funds. To repay them for the ongoing support he receives, Gary has volunteered for the Samaritans. As in previous years, he was also at this year's Hunter Homelessness Connect Day bright and early helping set to set up.

Gary also wants to do talks to help young kids avoid getting into drugs and how to break free from addiction. He says people need to reach out for help and find their own way to break the cycle.

"It's never too late to turn your life around."



”

*Having my own place has played a big part in my recovery it has helped me to be independent and to focus on getting work and studying.*

*Gary*

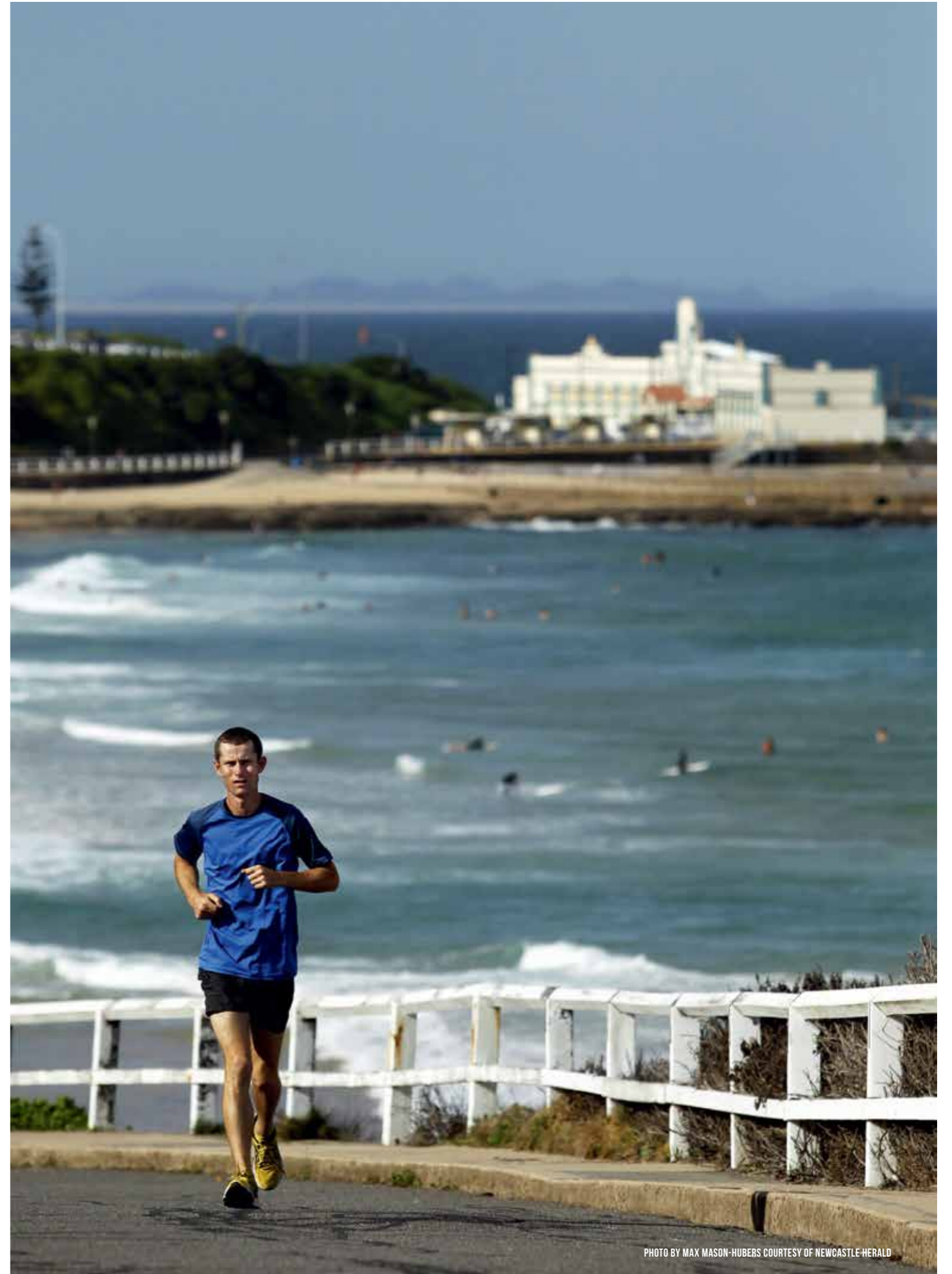


PHOTO BY MAX MASON-HUBERS COURTESY OF NEWCASTLE HERALD

## 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.

### SPECIALIST DISABILITY ACCOMMODATION GROUP HOMES TRANSFER

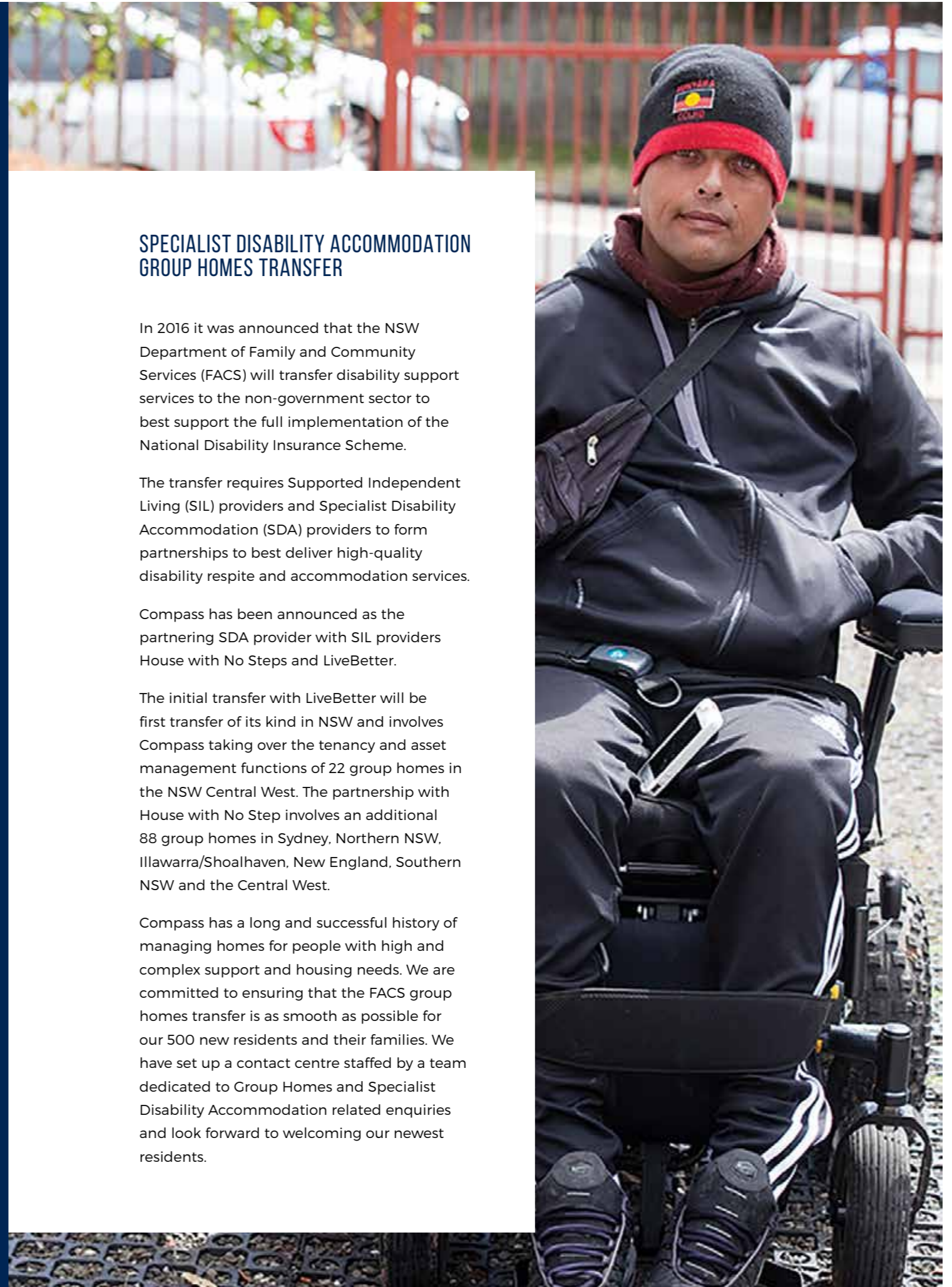
In 2016 it was announced that the NSW Department of Family and Community Services (FACS) will transfer disability support services to the non-government sector to best support the full implementation of the National Disability Insurance Scheme.

The transfer requires Supported Independent Living (SIL) providers and Specialist Disability Accommodation (SDA) providers to form partnerships to best deliver high-quality disability respite and accommodation services.

Compass has been announced as the partnering SDA provider with SIL providers House with No Steps and LiveBetter.

The initial transfer with LiveBetter will be first transfer of its kind in NSW and involves Compass taking over the tenancy and asset management functions of 22 group homes in the NSW Central West. The partnership with House with No Step involves an additional 88 group homes in Sydney, Northern NSW, Illawarra/Shoalhaven, New England, Southern NSW and the Central West.

Compass has a long and successful history of managing homes for people with high and complex support and housing needs. We are committed to ensuring that the FACS group homes transfer is as smooth as possible for our 500 new residents and their families. We have set up a contact centre staffed by a team dedicated to Group Homes and Specialist Disability Accommodation related enquiries and look forward to welcoming our newest residents.





## 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.

By providing stable accommodation for key workers and 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.

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

In addition to the government funded programs, Compass also manages 90 affordable units in Brisbane's inner west under a unique privately funded housing program.

Rents are capped at 74.9 per cent of market rent, and must comprise less than 30 per cent of the tenant's weekly income.



## CHAD NEWCASTLE

Opportunity and respect are two words that Chad Davis uses a lot when describing the past three and half years he has been a tenant of Compass Housing.

The 47 year old says it was some unfortunate life circumstances that meant he ended up in transitional housing. It was while staying in the boarding house that he found the Salvation Army, who helped him to start to turn his life around.

Chad started volunteering for the Salvos and now works for them.

But he says it was having his own home that gave him the stability to move his life forward.

"I was studying for my Diploma in Community Services when I moved into my Compass home," Chad says.

"It is hard to focus and to do things for yourself when you are couch-surfing or you don't feel safe," he says.

"A home meant there was one less barrier."

Just like he has done with the Salvos, Chad is taking every opportunity to be part of something bigger with Compass. Chad is a member of

Compass' new Tenant Involvement Panel. He is also a committee member for Compass' Big Ideas to End Homelessness project.

He says he once saw a homeless person in Sydney who had a sign that read "When you think somebody should do something, remember you are somebody".

”

**"WE ALL NEED TO BE A PART OF SOMETHING, NOT APART FROM IT AND COMPASS IS ALSO OFFERING ME THOSE OPPORTUNITIES TO TRY AND MAKE A DIFFERENCE IN THE CITY I WAS BORN AND BRED IN."**

"Having a home is fundamental for people and anyone could end up needing assistance through either their life choices or no fault of their own."

"I really appreciate my home."

"We all need a home, not just a place to live."

"My life has changed and I am loving life. My Compass home is a big part of my new life."



”

*Opening that door gave me stability, independence, and the opportunity for continued growth. It meant greater responsibilities that provided new freedom.*

*Chad*



PICTURE: SANDRA HENRI PHOTOGRAPHY



## ADDRESSING HOMELESSNESS

DESPITE THE EFFORTS OF THE MANY SPECIALIST HOMELESSNESS SERVICES ACROSS THE COUNTRY, TOO MANY PEOPLE CONTINUE TO FALL THROUGH THE CRACKS.

According to Homelessness Australia, on any given night one in 200 Australians are homeless. More than 17,000 of those are children under the age of 10.

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 cannot afford to rent privately. For many, a robust social housing sector is the only thing standing between them and the street.

Figures from the most recent National Social Housing Survey indicate the experience of Compass tenants is not unique. In fact 16 per cent of community housing tenants have experienced homelessness in the previous five years.

Compass works closely with local homelessness support services in all jurisdictions to help people experiencing homelessness transition into stable long-term accommodation. Details of some of Compass' homelessness initiatives are detailed below.



PICTURE: LEE ILLFIELD PHOTOGRAPHY





PICTURE: LEE ILLFIELD PHOTOGRAPHY

## HUNTER HOMELESS CONNECT 2017

COMPASS WAS ONCE AGAIN PROUD TO SUPPORT THE ANNUAL HUNTER HOMELESS CONNECT DAY (HHCD) HELD AT THE NEWCASTLE BASKETBALL STADIUM ON THE 1ST AUGUST 2017.

Those experiencing homelessness, at risk of becoming homeless and many who are doing it tough were welcomed and provided access to a range of services including housing, financial advice, health checks, eye tests, vaccinations and haircuts, as well as clothing and blankets.

The event has been held in Newcastle since 2009 and is delivered in an environment that maintains dignity, fosters a culture of connectedness and encourages a sense of being a valued member of the community.

For the fourth year running, Compass has provided a coordinator to lead a volunteer workgroup through the many months of planning the huge event. The group consisted of representatives from services including TAFE, Newcastle City Council, Matthew Talbot Homeless Service, St Vincent de Paul Society,



PICTURE: LEE ILLFIELD PHOTOGRAPHY



PICTURE: LEE ILLFIELD PHOTOGRAPHY





## LOGAN HOMELESS CONNECT

EARLIER THIS YEAR COMPASS' QUEENSLAND OPERATIONS TEAM ATTENDED THE LOGAN HOMELESS CONNECT DAY WHICH WAS FACILITATED BY THE LOGAN HOUSING AND HOMELESSNESS NETWORK.

Compass staff distributed more than 200 care packs to attendees who were also able to access free health check-ups, optometry services, employment and housing referrals as well as clothing, linen, blankets, personal items and haircuts.

According to Homelessness Australia almost 20,000 people are homeless in Queensland, including more than 1500 who are sleeping rough.

Department of Human Services, FACS, Legal Aid, NSW Sport, Newcastle City Library, Hunter New England Health, Uniting Care, Samaritans, Hunter Water, Catholic Diocese, Jenny's Place and Port Stephens Family and Neighbourhood Services.

While the need for this event in the region continues to grow, the number of local services who support it are also on the rise. With over 90 service providers and 80 registered volunteers, there were approximately 1500 people on the ground in all capacities.

Students from the Cert IV Mental Health Community Service faculty at Hunter TAFE again conducted a survey of guests to gain an insight into the extent of homelessness in the region.

The data for 2017 indicated that once again women outnumbered men amongst those seeking assistance. With a large proportion of attendees currently housed, but experiencing housing distress, 5.5 per cent identified as not having a safe place to stay that night, an increase in 2 per cent from 2016. People who were sleeping rough also jumped from 3 per cent in 2016 to 7 per cent this year.

## THE MOST POPULAR REASONS GIVEN FOR ATTENDING THE EVENT WERE:





## THE BIG IDEAS HOMELESSNESS NETWORK

In March 2017, Compass hosted a public event in Newcastle, Ending Homelessness: The Big Ideas, where a group of speakers presented to the community on existing concepts in ending homelessness in our region. A survey was then sent to attendees of the event and the homelessness sector in general, to ascertain their interest in supporting and/or contributing to these concepts. Results of the survey were analysed and a community collaborative steering group was formed to continue the momentum.

The group is currently in the process of launching several campaigns to reduce homelessness in our local region. One of these campaigns is the development of a community pledge to focus interest, advocate for change and coordinate the many efforts required to achieve the ambition. The pledge will be launched in early 2018 with the aim to encourage businesses and individuals to join with a collective objective to end homelessness in the region.



## THIS WAY HOME

The This Way Home project is a transitional housing model that continues to help people experiencing homelessness develop the skills necessary to sustain tenancies in order to move into independent accommodation. The specialised program utilises the assistance of partner agencies to provide holistic wraparound services within the Compass tenancy to help tenants with complex needs 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, Family and Community Services, NOVA, Jenny's Place, Matthew Talbot Homelessness Services (St Vincent de Paul), Samaritans, Baptist Care, Wesley Mission, Mission Australia, Wandiyali, and Allambi.



## SUPPORTED BOARDING HOUSE WARATAH

Compass works in partnership with Matthew Talbot Homelessness 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.

This year, tenants at the complex were the first in the country to receive access to a new mental health first aid course being delivered through Compass in partnership with Lifeline. The new program is designed to empower residents to recognise the early warning signs of mental illness or suicide and teach them how to connect themselves, and their neighbours, with the right kind of help.

## SUPPORTED BOARDING HOUSE ADAMSTOWN

The Compass Boarding House at Adamstown is made up of 18 units for people who identify as having a disability.

The complex is operated under a transitional housing program with tenants remaining in residence for up to two years during which time they are assisted to build living skills with the goal of transitioning to independent accommodation.

Tenants at the complex are supported by disability support provider House with No Steps. As well as receiving tailored day-to-day support, tenants also have access to group programs like cooking classes to improve living skills, as well as recreational activities to foster a sense of community and inclusion.



### RENT IT KEEP IT

Compass' Housing Pathways team runs regular sessions for people who are at risk of homelessness, or in transitional properties, and who have limited experience in the private rental market or have had a poor tenancy history in the past. The sessions are designed to educate people about all aspects of the rental process and cover topics including applying for housing, property care and managing expenses.

PICTURE: LEE ILLFIELD PHOTOGRAPHY





# OUR COMMUNITY

COMPASS FIRMLY BELIEVES THAT COMMUNITY HOUSING IS ABOUT BUILDING COMMUNITIES JUST AS MUCH AS IT IS ABOUT PROVIDING HOUSING. WE'RE DEDICATED TO MAKING SURE OUR TENANTS HAVE A VOICE AND ARE ACTIVELY ENGAGED IN THEIR COMMUNITIES.

We offer a wide range of community development activities across Queensland and New South Wales all of which are underpinned by the same desire to promote social inclusion, economic opportunity and community cohesion.

## COMPASS HUBS

ONE OF COMPASS' MOST SUCCESSFUL PROGRAMS HAS BEEN THE CREATION OF COMMUNITY HUBS IN BROKEN HILL AND THE CENTRAL COAST.

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 a number of 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.

Both the *123 Hub* and *The Meeting Place* offer a unique service to our tenants and their local community by providing a local and welcoming space to participate in community events and access specialist services. Each hub has established programs based on the needs of tenants and the community.





## THE 123 COMMUNITY HUB

The 123 Hub was established in late 2015 after Compass staff in the remote New South Wales town of Broken Hill identified the neighbourhood around Creedon Street as a suitable location for a community hub due to its distance from facilities, and high concentration of social housing. The facility is designed to reduce antisocial behaviour by offering positive lifestyle activities for local residents as well as serving as a central point for support agencies to provide outreach services.

Highlights at the 123 Hub last year included the Deadly Dads men's cooking group, the Strive to Drive learn to drive course and the Mutawintji Heritage Tour.



## STRIVE TO DRIVE CASE STUDY

One of the goals of the Hub is to provide organisations like Centacare with a base to deliver programs that help improve the economic and social outcomes of the local community. That's exactly what Strive to Drive does. The program is designed to help local residents who might struggle to obtain their learner's permit prepare for their Driver Knowledge test.

For most people, getting their driver's licence is their ticket to independence. That's even more important when you live in remote areas without access to regular public transport.

Something as simple as getting your licence can have a major impact on everything from your job prospects to your ability to meet family obligations.

Since commencing earlier this year almost 40 locals have participated in the program.





## THE MEETING PLACE

The Meeting Place is a community hub managed by Compass on the New South Wales Central Coast. It is a central place for the local community that offers local residents access to a range of outreach services and community development activities that boost social cohesion and participation.

Activities and programs on offer at The Meeting Place are based on tenants and community needs and are designed to support practical life skills and to provide access to services, material and aid. The Meeting Place also offers a range of social activities for all ages.

Importantly, The Meeting Place and all services delivered there are not restricted to Compass tenants but can be accessed by the whole community.



## MARKET DAY

Roughly 100 people attended the Meeting Place's inaugural market day to help raise money for Compass' Tenants for Vanuatu program.





### THE SHACK SHOP

The Shack Shop was opened at the Meeting Place in 2015 and aims to provide emergency relief and low cost goods to community members facing hardship. In 2016 -17 the Shack Shop provided groceries to up to 40 people every week. Food is sourced from Foodbank New South Wales and donations from local businesses. The Shack Shop is staffed by volunteers and all funds go straight back into the purchase of additional supplies, making the program completely self-sufficient.

### THE SECONDBITE PROGRAM

In Australia, we throw away an unbelievable amount of perfectly edible food every day.

The SecondBite program redistributes surplus fresh food to community food programs around Australia. Food is donated by farmers, wholesalers, markets, supermarkets, caterers and events. This high-quality surplus food is redistributed to community food programs that support people in need.

Through SecondBite, Compass has established MOUs with Coles and a local bakery which has resulted in fresh fruit, vegetables, bread and cakes being made available to members of the community at no cost, five days a week.





# 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 providing motivated young people the opportunity to fulfil their potential, the program is a genuine source for positive change. Importantly, Grow a Star is not based on a welfare mentality. Rather than taking a one size fits all "blank cheque" approach, Grow a Star utilises an innovative targeted investment model, specifically tailored to the applicant's own ambitions and goals.

By enabling young people to pursue their passions, the program helps foster habits and behaviours that can set young people up for life. The benefits of participating in Grow a Star are frequently far broader than the accomplishment of a participant's short term goals. For many participants the mentoring on offer through the program represents the first time anyone outside their immediate family has demonstrated any sort of belief in their abilities and, even more importantly, has shown them a genuine pathway via which they can achieve their goals. 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 future prospects both in terms of their sporting, artistic or academic goals and their roles as members of the community in general.

Since its launch in 2012, Grow a Star has assisted more than 200 young people to pursue their academic, sporting or artistic goals. This year, Grow a Star marked its fifth anniversary and we saw another crop of great outcomes. Over the past year the program helped 72 young people from disadvantaged backgrounds follow their academic, sporting and artistic dreams.

NUMBER OF PARTICIPANTS CURRENTLY ACTIVE

30

NUMBER OF YOUNG PEOPLE SPONSORED - SINCE 2012

239

STAFF CONTRIBUTIONS - SINCE 2012

OVER \$30,000

SPONSORSHIP GIVEN - SINCE 2012

OVER \$675,000

## KALLAN CENTRAL COAST

This year, 15 year old Kallan went to the National Disability Championships for ten pin bowling. He came away with the Open Masters Title with a swag of eight medals. The NSW team he bowls in won the shield for the third consecutive year and he has just been selected as a member of the 2018 NSW Disability Team.

His mum, Lee, says the Grow a Star program has been instrumental in helping Kallan to get to this top level. Three years ago the program helped him get to the national championships in Melbourne. Funding was made available to help Kallan obtain better coaching for six months.

Kallan now travels from his home on the Central Coast to Warners Bay near Newcastle to train for five hours a week.

Kallan is on the Autism spectrum. It has been tough for him battling bullying and stigma. He says bowling is his happy place. Lee says bowling has helped Kallan improve his social skills, make friends and be active.

**“IT HAS ALSO SHOWN HIM AND OTHER KIDS THAT IF YOU PUT YOUR MIND TO IT, YOU CAN DO ANYTHING.”**

”

She and Kallan don't have much family around. Lee says the support from Grow a Star Coordinator, Shane Marshall, and Compass Housing has been important for both of them.

“To have other people show an interest in you and support you in reaching your goals has been so beneficial for Kal.”

Back in the bowling alley, Kallan is averaging an impressive around 200 or more. Amazingly, he has bowled four perfect 300 games. Since 2015 he has won more than 50 medals. His achievements in the sport helped him to earn a place in the Central Coast Queen's Baton Relay for the 2018 Gold Coast Commonwealth Games.

Kallan has attended several clinics with visiting American Professional Bowling League champions. They say he has the talent to realise his dream of bowling in the USA.

Kallan is one of 200 young people helped by Grow a Star over the past five years. He is truly growing into a star ten pin bowler and great young man.



”

Without the support from Grow a Star I wouldn't have been able to go to the Australian Junior Nationals. Having Shane's support has also been a big help.

Kallan



PICTURE: SANDRA HENRI PHOTOGRAPHY

## LLEYTON NEWCASTLE

A highlight for 14 year old Lleyton Richards this year was receiving a personal letter from Aussie tennis legend Ken Rosewall. Lleyton had won the medal named after the eight times Grand Slam singles winner. He was selected as best and fairest from 241 players in the Inter-district league in Sydney. Lleyton won every match; he didn't drop a set.

Lleyton picked up a racquet when he was 10. His mum Lisa says he is good at most sports but tennis is a passion for him.

He and his mum relocated from Gloucester to Newcastle in NSW, in part to help Lleyton access coaching without having to drive a long number of hours each week. It is tough financially for Lisa to fund the coaching, equipment, tournament fees and travel costs associated with top level tennis. As a kid from regional NSW it is hard to access the capital city tournaments required for seeding and next level match practice. Lisa drives Lleyton to Sydney weekly and has also driven to Adelaide when Lleyton played there.

The Grow a Star program helped Lleyton start an initial exercise physiology program. Lisa says that program has made a world of difference to Lleyton's game and enabled him to develop the strength to compete against older players whilst also reducing injury risk.

"Lleyton has improved out of sight since doing that program on top of the great coaching he receives in Newcastle, including from former tour professional Trudi Musgrave."

”

**“IF IT WASN'T FOR GROW A STAR WE WOULD HAVE NEVER HAVE GOT STARTED WITH THAT CONDITIONING PROGRAM; I JUST COULDN'T AFFORD IT”.**

"It was also nice that Grow a Star Coordinator Shane Marshall has come to watch Lleyton play too."

Lleyton has gone on to be the No. 1 NSW player in the U14s and to play in the country Australia Foundation Cup. He also plays in the Hunter region's High School Open team despite his young age.

Lisa says Lleyton is a humble kid but he has big dreams. His next goal is to start playing International Tennis Federation junior tournaments, which he can do when he turns 15.

He and his mum spend their evenings when Lleyton is not training delivering pamphlets and local newspapers to try and raise additional funds to support his tennis.

Look out for another young man called Lleyton, who could well be starring in Australian and international tennis tournaments in the very near future.



”  
*Lleyton has improved out of sight... if it wasn't for Grow  
a Star we would have never got started with the strengthening  
& conditioning program, a program designed specially for  
him, I just couldn't afford it.*

*Lisa*



PICTURE: SANDRA HENRI PHOTOGRAPHY

# GROW A STAR

## - WHERE ARE THEY NOW?

**ZOE**  
NEWCASTLE

Two years ago we reported on Grow a Star participant Zoe Khan, a talented athlete and, at that time, an aspiring police officer.

Unfortunately, Zoe's passion for football interfered with her career plans when injuries forced her to undergo two knee reconstructions and put an end to her ambitions of joining the police force.

Not to be deterred Zoe has recently secured a highly sought-after role as an Aboriginal Business Support Officer through the NRL School to Work program.

"The School to Work program helps indigenous students in years 11 and 12 make the transition from high school to work or tertiary education," she says.

"As a Business Support Officer I'm based at NRL House in Sydney but I get to help out with the workshops and career development sessions we run at schools. We use football as a platform to help the kids engage with things like setting goals and career development."

"We also help them with things like resume writing and job applications."

Zoe says her goal now further her career with the NRL by becoming a School to Work project officer.

”

“I’VE RECENTLY STARTED DOING A CERT IV IN YOUTH WORK. I LIKE THE IDEA OF HELPING STUDENTS DEVELOP THE SKILLS AND STRUCTURE THEY NEED TO BE ABLE TO FOLLOW THEIR DREAMS.”



”  
*I benefited greatly from Shane's help through the Grow a Star program; he helped me gain the equipment I needed to proceed through to year 12, and helped me fulfil my ambitions on the sporting field.*  
Zoe



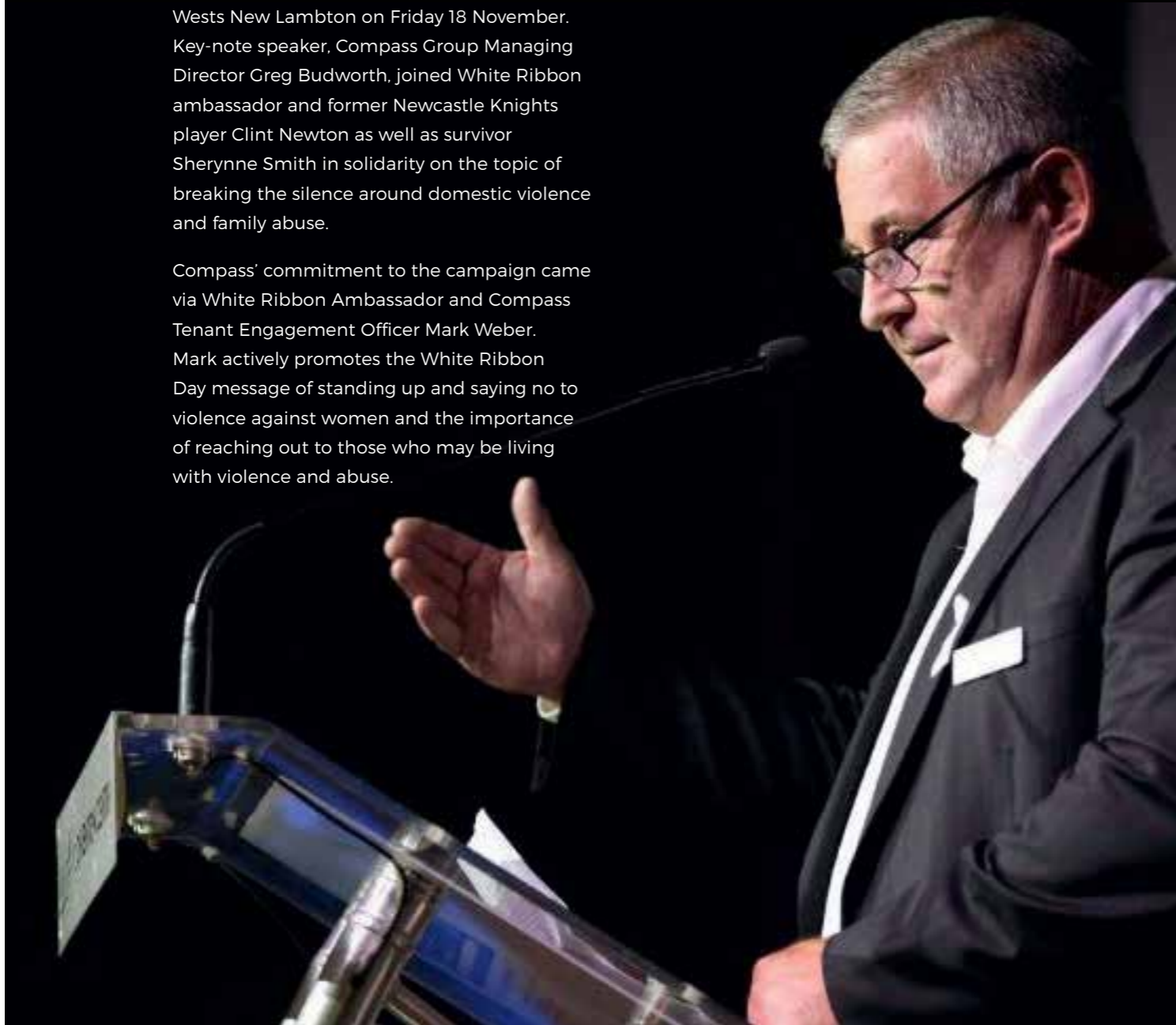


## WHITE RIBBON DAY

White Ribbon Day is the world's largest male-led movement to end men's violence against women. This year in addition to pledging absolute support for the campaign and becoming a White Ribbon Workplace, Compass made a significant financial commitment to the White Ribbon Day Breakfast in Newcastle.

The White Ribbon Day Breakfast was held at Wests New Lambton on Friday 18 November. Key-note speaker, Compass Group Managing Director Greg Budworth, joined White Ribbon ambassador and former Newcastle Knights player Clint Newton as well as survivor Sherynne Smith in solidarity on the topic of breaking the silence around domestic violence and family abuse.

Compass' commitment to the campaign came via White Ribbon Ambassador and Compass Tenant Engagement Officer Mark Weber. Mark actively promotes the White Ribbon Day message of standing up and saying no to violence against women and the importance of reaching out to those who may be living with violence and abuse.



## IN THE HOUSE

IN THE HOUSE IS A COMMUNITY BUILDING PROGRAM DESIGNED TO ENGAGE TENANTS IN A FUN ENVIRONMENT THAT SERVES AS A SOFT ACCESS POINT TO SUPPORT AND A SAFE ENVIRONMENT FOR DEVELOPING NEW SKILLS.

The In the House program took a new direction this year. Whereas in previous years the emphasis had been on art-based collaboration and community building, this year the focus evolved to helping tenants develop skills around the house. As in previous years tenants were given opportunities to mingle with our support partners, but instead of capturing ideas on canvas, we got creative with pop up spring cleans and maintenance workshops.

Our partner agencies took the spotlight this year, with Micah Projects joining the In the House program in Brisbane. Their new state of the art mobile health clinic was a welcome addition to Compass' outreach strategy. Tenants were given health checks by qualified nurses from the Mater Hospital in their own neighbourhood.

In NSW one major highlight was a group decision to apply for funding to paint a large mural on the side of a building that is a notorious target for graffiti. Pending council approval, the showcase will be an artwork the entire community can enjoy.

### BY THE NUMBERS:

REFERRALS TO EDUCATION AND TRAINING COURSES	14
TENANTS BECAME ACTIVE VOLUNTEERS WITHIN COMPASS	5
RECEIVED EXTERNAL AGENCY HOUSING SUPPORT/ADVOCACY DURING THE EVENTS	23
TENANTS REFERRED TO AND ENGAGED WITH DISABILITY SERVICES FOR ASSISTANCE WITH THE NDIS APPLICATION PROCESS	12
SUCCESSFUL FUNDING APPLICATIONS FOR HOUSING UPGRADES	2



## TENANT INCENTIVE SCHEME

Compass' Tenant Incentive Scheme (TIS) was established in 2013 to recognise tenants who take pride in their homes and are up-to-date, even in advance, with their rental payments. Since then, hundreds of people have been rewarded in acknowledgement of their excellent tenancy performance.

The scheme has proven to be a great incentive for tenants and a fantastic opportunity for the Compass team to actively identify then reward residents who have gone above and beyond in their tenancy.

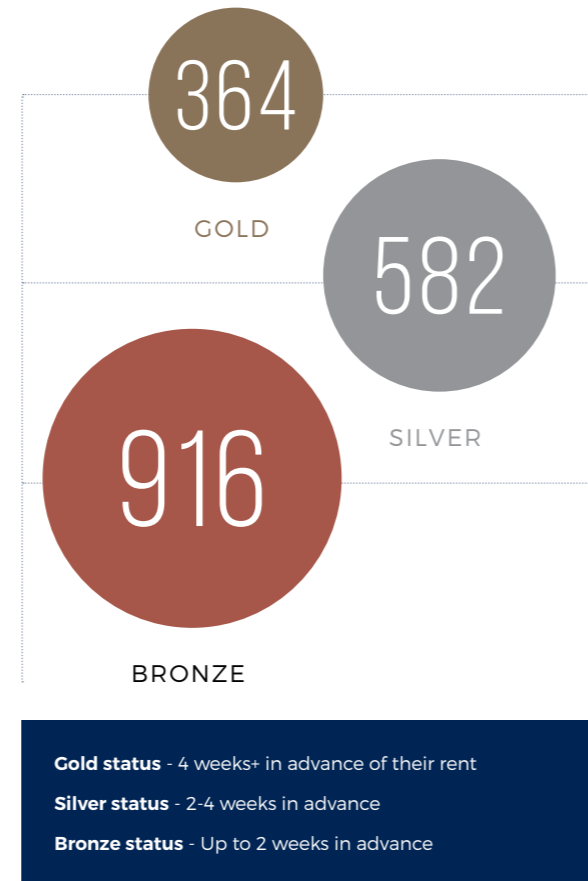
TIS winners are selected then given a ranking based on rent, bond and invoice payments and their fulfilment of their lease agreement through property care and maintenance.

In 2016-17, TIS cash winners were randomly selected from an all-time high of 1862 eligible tenants. Of the eligible, 364 tenants achieved Gold status, 582 achieved Silver status and 916 achieved Bronze status.

This year a total of \$24,000 was awarded in the form of cash prizes and vouchers to tenants from Broken Hill to the Hunter and from South East Queensland to the Central Coast. The winners were presented with a certificate and their prize at special events held in their honour hosted by Compass branches. The scheme is funded by the interest earned from tenants rents paid in advance.

TIS winner Chad Davis has an exemplary record of property care and enjoys a great relationship with the Compass Newcastle branch team. Chad is proactive in his tenancy and has this year applied and successfully become a member of the Compass Tenant Involvement Panel (CTIP). Through CTIP Chad will work with other Compass tenants to provide feedback, ideas and solutions on specific areas of interest and concern to all Compass tenants.

## IN 2016-17, TIS CASH WINNERS WERE RANDOMLY SELECTED FROM AN ALL-TIME HIGH OF 1862 ELIGIBLE TENANTS







## SHOUT OUT - SUICIDE AWARENESS

In an Australian first, Compass recently commenced a mental health and suicide prevention awareness program for its 9,500 tenants.

The Shout Out program has been funded by the NSW Government through the Department of Health's Suicide Prevention Fund until June 2020.

Shout Out is part of our broader community development programs that help tenants to improve their lives and to help them participate fully in the community. The program will include a general awareness campaign for tenants as well as training for frontline staff and tenants to recognise and respond to suicidality and mental health issues.

It will involve suicide prevention strategies that have strong evidence base, in line with the new LifeSpan Integrated Suicide Prevention recommendations.

In delivering the program, Compass will be working with local expert suicide prevention and mental health organisations including LifeSpan Newcastle, Lifeline Hunter Central Coast, Hunter New England Central Coast Primary Health Network and Everymind (formerly Hunter Institute of Mental Health). The recently released 2016 national suicide data shows eight lives are lost to suicide in Australia every day. About 100,000 Australians experience suicide ideation each year. Suicide remains the leading cause of death for all Australians aged between 15 and 44.

## PARTNERSHIPS

### PARTNERSHIPS WITH SUPPORT PROVIDERS ARE CRUCIAL IN ENSURING WE COLLECTIVELY PROVIDE THE BEST QUALITY SERVICES AND OPTIONS TO IMPROVE THE OUTCOMES FOR OUR TENANTS.

Currently Compass has support partnerships with more than 50 organisations across all jurisdictions through memorandums of understanding and contractual arrangements as well as more informal ad-hoc partnerships. These support arrangements extend across a network which includes non-government organisations as well as key government agencies.

Compass believes in the value of seeking out the expertise of relevant service providers to allow us to develop and deliver programs that support tenants' capacity to sustain their tenancy and improve their economic and social participation. In seeking to draw upon the expertise of local services Compass routinely convenes focus groups in order to workshop effective engagement and support strategies for tenants.

Notable examples of Compass' commitment to partnerships include:



### PLACE ACTION PLAN.

The Deep Place method is an innovative approach to community sustainability and economic renewal designed by Compass' Knowledge Manager, Professor David Adamson OBE, to address issues in locations where long-term economic inactivity has become normalised and where poverty and disadvantage have become entrenched.

The method has been applied in the social housing community of Muswellbrook South, with contributions from Department of Premier and Cabinet, Department of Health, Department of Education, Newcastle University and Muswellbrook Council. The Deep Place study proposes a range of actions to improve the social and economic integration of Muswellbrook South residents. Compass is now actively engaged in the CREATE 'collective impact' partnership for Muswellbrook LGA and will ensure that the actions identified for Muswellbrook South are part of the wider change program.

### BRISBANE MOBILE HEALTH CLINIC

Thanks to a partnership between Compass, Micah Projects, Brisbane City Council and the Mater Hospital, tenants in three social housing complexes in Brisbane now have access to the latest healthcare technology and advice.

As well as access to free health check-ups, tenants also receive a BBQ lunch and general tenancy and housing support.







# NEW URBAN AGENDA CONFERENCE

In late 2016 Compass was privileged to be a part of the United Nations Habitat III Conference. The event was attended by more than 30,000 delegates from across the globe and concluded with all member nations, including Australia, committing themselves to New Urban Agenda (NUA), a 20 year road map to help countries rethink how they plan, manage and live in cities.

IT WAS A GREAT EVENT, A CREDIT TO ALL INVOLVED IN ITS ORGANISATION AND AN OUTSTANDING RETURN ON INVESTMENT. I AM KEEN TO CONTINUE TO SUPPORT THIS WORK WHEREVER POSSIBLE.

- CONFERENCE SPONSOR

Eager to make sure momentum wasn't lost, Compass, with support from the Victoria Department of Land, Water and Planning, RMIT University, Monash University, EAROPH, Unity Housing and CoDesign Studios, set about convening a conference here in Australia that would bring together leading minds from around the world to discuss the challenges of implementing the NUA, both at home and abroad, and take the first steps on the road to implementation.

The Implementing the New Urban Agenda Conference took place on the 3rd to 5th May 2017, at the Melbourne Convention and Exhibition Centre and explored a wide ranging agenda to identify the key issues that nations will confront in implementing the New Urban Agenda.

Compass' Knowledge Manager, and lead conference convenor, Professor David Adamson OBE produced a marvellous program which attracted more than 200 delegates from 11 countries and featured presentations from a number of high profile contributors including:

- Dr. Joan Clos - Executive Director and Under Secretary General of the United Nations Habitat program
- The Hon Angus Taylor MP - Assistant Minister for Cities and Digital Transformation
- The Hon Anthony Albanese - Shadow Minister for Transport and Infrastructure
- Prof. Jason Coburn - Director of the Centre for Global Healthy Cities, University of California, Berkeley.
- Dr Tim Williams - CEO, Committee for Sydney
- Jude Munro - Chair - Victoria Planning Authority
- Professor Darryn McEvoy - Climate Change Adaptation Program, RMIT University

In addition to housing issues, contributors explored a range of interrelated topics including transport infrastructure, climate change adaptation and access to health services. Implementing the NUA is about creating policies that improve how cities are formed, how land is used and how resources are managed, with the goal being to make sure our cities work for all residents, not just for the privileged few.

Following on from the conference, the organising partnership has consolidated to form a Standing Conference for New Urban Agenda Implementation in the Australasia and Pacific region. The Standing Conference will organise intermediate events and the bi-annual main conference as well as provide a member based network.

IT WAS A GREAT PLEASURE TO MEET ALL OF YOU AND BE INSPIRED BY THE IDEAS... I HAD NO HESITATION IN TELLING MY COLLEAGUES IT WAS ONE OF THE BEST CONFERENCES I'VE EVER BEEN TO!

- UN SUSTAINABLE DEVELOPMENT SOLUTIONS NETWORK DELEGATE

THE CONTENT WAS REALLY INTERESTING AND IT WAS GREAT TO SEE BOTH SIDES OF POLITICS SUPPORT THE AGENDA. GOOD TO SEE COMPASS CONTINUING TO DEMONSTRATE THOUGHT LEADERSHIP IN THE AREA.

- CONFERENCE SPONSOR





# TOWARDS A NATIONAL HOUSING STRATEGY

In 2016, Compass' Knowledge Manager, Professor David Adamson OBE, in consultation with peak bodies, leading housing providers and academic experts, authored a discussion paper entitled Towards a National Housing Strategy. The paper provided a detailed analysis of the current crisis in the Australian housing system and set out a range of options to remedy the key issues, not least of which is the enormous shortfall in social housing.

Towards a National Housing Strategy was launched in Sydney on the 10th of May 2016 at an event hosted by the Committee for Sydney and PricewaterhouseCoopers (PwC). The launch

was followed by a symposium in Canberra on where many of the contributors met to refine the key recommendations of the report into a Ten Point Action Plan.

The failure of housing to become an election issue at the July 2016 federal election and the absence of a voice for housing in the newly appointed cabinet prompted an attempt to develop a collaborative campaign involving the wider housing sector and related peak bodies. With support from the New South Wales Federation of Housing Associations, sufficient funding was raised to commission Essential Media to conduct research to determine



public attitudes to housing issues. The research findings have formed the basis of a planned national campaign to raise public awareness of housing issues and solutions.

Compass is now part of a consortium of housing providers, housing peak bodies and homelessness peak bodies in the coordination and delivery of a national campaign for housing solutions called Everybody's Home. Based largely on the Compass Towards a National Housing Strategy, the campaign will promote public and political support for solutions to the crisis of social and affordable housing for low to moderate income households.

The campaign will launch formally in February 2018 and be designed by Essential Media. The key campaign messages are:

- A call for a National Housing Strategy to deliver 500,000 social and affordable homes over 10 years
- A commitment to end homelessness
- A review of tax incentives to promote home ownership and affordable rental supply
- A review of Commonwealth Rental Assistance and other pension and benefit levels to ensure incomes support rental affordability
- Stronger rights and lifting of minimum standards to better support tenants





# INTERNATIONAL ACTIVITIES

## NEW ZEALAND OPERATIONS

This first full year of providing tenancy and asset management services has been an important milestone for Compass Housing Services New Zealand Limited (Compass NZ). We have established strong foundations with our tenants, government agencies, our peers in the community housing sector and a number of strategic partners. We have a clear strategic plan of what we are seeking to achieve and an action plan of how we can make a difference for the people and the places in which we work and the sector more broadly in New Zealand.

We have had a rewarding first year of operations as we were able to lease 72 brand new, high quality, well located studio apartments that are furnished and offer free electricity, water and Wi-Fi for tenants in South Auckland. We have set a new benchmark in the provision of high quality community housing and have a number of other projects in the pipeline to keep innovating and changing perceptions of community housing. For example, our partnership with the Ted Manson Foundation will deliver mixed tenure and mixed use developments in West Auckland and the Auckland CBD. This partnership will provide a great place to live and an inclusive community irrespective of whether residents rent or own their house. The properties will be tenure blind so will be indistinguishable; they will include community hubs onsite and are well located next to transport, retail and employment opportunities. These projects will provide a social and economic catalyst for the areas in which they are located.

Within our existing operation in Auckland, we have a range of age, gender and ethnicities

with over thirteen countries represented. The tenants are empowered to take ownership of their community and this is evidenced in projects and initiatives that they have taken ownership of, using materials they sourced and combining their collective skills and knowledge. For those who need assistance we have partnered with the Red Cross and have provided homes to new migrants from Sudan, Kiribati, Iran, Syria, Thailand, Vietnam and Myanmar. We are pleased that with a secure home they are now engaged in employment, skills training and apprenticeship programmes. Located in South Auckland we have 51 per cent of tenants who identify as Maori and 35 per cent from Tonga, Samoa and Cook Islands. Working with tenants from different cultures has provided insight into the cultural importance of housing design and layout.

As a third sector organisation we cannot operate in a political vacuum. We act within and react to government policies and agendas. Compass NZ actively participated in the previous Social Housing Reform Programme and at this stage await decisions and policies which will shape the next twelve months of community housing in New Zealand.

The New Zealand Government has signalled an ambitious plan for 100,000 new houses in New Zealand and acknowledged the importance of affordable housing. Compass NZ has the skills, knowledge and partnerships in place to become an active participant in assisting the Government. However more importantly we want to be active in ensuring that social inclusion, economic participation and environmental sustainability are embedded in this new housing agenda.





## LEONARD'S STORY

Leonard had been a successful businessman, with two thriving enterprises on the go, before a devastating diagnosis changed his life forever. The diagnosis was vascular disease and the prognosis was dire. Leonard was suddenly facing the prospect of losing a limb to save his life.

**“IT HAPPENED SO FAST, DIAGNOSED ON A MONDAY, LIMB REMOVED ON THE APPROACHING FRIDAY.”**

The impact of the experience was traumatic for Leonard to such an extent that he lost his home and businesses. Within six months of the operation, Leonard was living with depression, “couch hopping” and not doing anything positive with his life. He became homeless and a wanderer.

Leonard had been on the Ministry of Social Development Housing Register for 12 months when he got the call from Compass to view a potential home at Central Avenue, Papatoetoe. The call was timely for Leonard as he finally had the opportunity to make some big and positive decisions about his life.

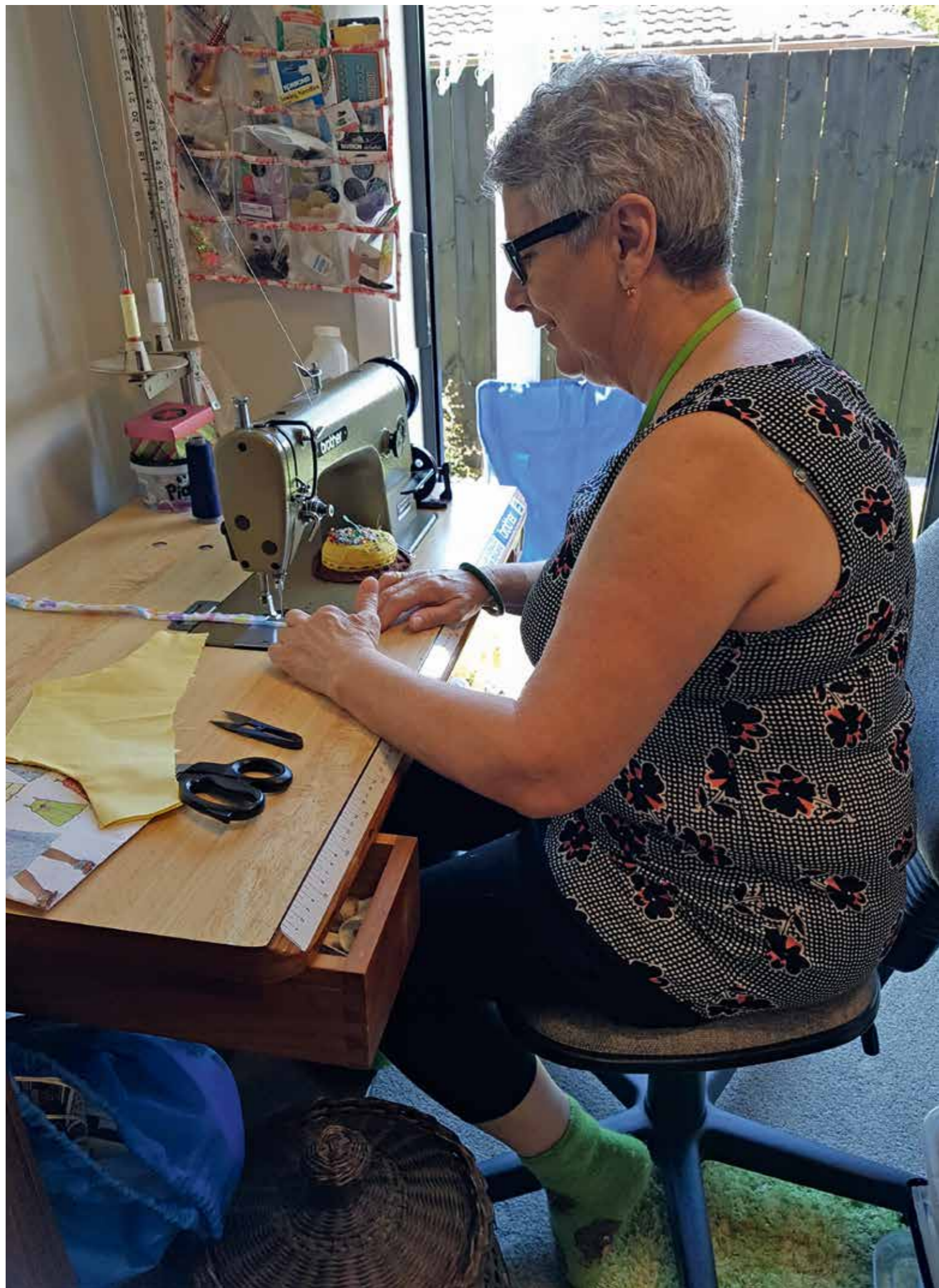
Compass offered him a home and support. The stability of having a safe, affordable apartment has enabled Leonard the opportunity to refocus and rebuild his life.

Leonard is seen as a role model and leader at the Central Avenue complex. He offers advice and support to the other tenants and is involved in the Tenant Advisory Group. He willingly shares his wealth of building knowledge with others and has made outdoor furniture and co-designed an outdoor BBQ and social area at the complex. He has worked with the other tenants to create a community garden.

Leonard is now back at work part-time as a construction supervisor. He is mentoring young people in the construction industry and is able to offer part-time work to some of the other tenants in the complex. Compass staff report that they have seen an remarkable change in the men who have been given the opportunity to participate in part-time work, men who would otherwise be sitting in their units keeping to themselves.

Leonard has worked tirelessly to empower himself and others. It will soon be time for him to move from the complex and continue his mission towards a self-sufficient, prosperous future.





## DEBBIE'S STORY

Debbie has lived most of her life in West Auckland, growing up in the very diverse community of Kelston. Debbie has two daughters and four grandchildren whom she loves dearly. One of her daughters lives in Australia on the Gold Coast and the other lives in West Auckland.

Debbie's move to Papatoetoe was met with some apprehension because she had to leave her family and the community that she had always known. However, when the opportunity arose to be one of the first people to move into a brand new furnished unit, Debbie jumped at the chance. It has now been 22 months since Debbie moved into the Compass Housing complex and she hasn't looked back.

**"I REALLY LIKE BEING HERE NOW,  
EVERYTHING IS WITHIN WALKING  
DISTANCE."**

”

"People are friendly and I am involved in activities like the Green Dollar Exchange where I sew things for people who, in exchange, make or build things for me."

Debbie is a proud member of the Tenant Advisory Group through which she has the opportunity to discuss and offer her opinion on matters relating to living in the Compass Housing complex. Debbie loves being involved in the group because she gets to interact with, and support other tenants. Debbie feels that this support is reciprocated, not only by the other tenants but Compass staff as well.

Debbie is a seamstress by trade but is not well enough to work full-time. Debbie loves to make clothing, does craft work, cross-stitch and does alterations work to get a little extra income. She is currently making clothing for a wedding and really loves making clothes for her grandchildren.



## VANUATU

**IN MARCH 2015, THE MOST POWERFUL CYCLONE EVER TO HIT THE PACIFIC RIPPED THROUGH THE ISLANDS OF VANUATU, CAUSING WIDESPREAD DESTRUCTION AND LEAVING TENS OF THOUSANDS OF PEOPLE HOMELESS.**

As the tiny island nation set about the massive clean-up task, Compass partnered with Liberty for the Nations to provide emergency shipments of food, clothing, bedding cookware and tools. In the weeks and months that followed, Compass and Liberty for the Nations formulated a plan help the shattered community heal by constructing two new community hubs and a performance space in the communities of Freswota in Port Vila and Louniel on Tanna Island.

Through the efforts of Compass' Tenants for Vanuatu Committee, in-kind donations and pro-bono work from Australian tradies, construction is now almost complete on two brand new community centres. Both have been constructed to withstand category 5 cyclones.

As well as providing shelter during future storms, the completed facilities will enable local villagers to access education and healthcare services as well as providing a central hub for social activities and other forms of entertainment.

The Louniel community centre will be known as the New Generation Community Centre & Cyclone Refuge. A solar panel provides enough power for lighting and the 15 amp input will allow a generator to provide power during storm recovery operations.

The community of Freswota in Port Vila is one of the most important and diverse communities in Vanuatu. It's more than 7000 residents include representatives from all 82 of Vanuatu's inhabited islands. In addition to a community hall, the new facility in Freswota will also feature an outdoor stage, to replace a previous structure destroyed by Cyclone Pam. The new stage is the first in Vanuatu to be accessible by people with a disability.

The new facilities are scheduled to be opened in late November 2017 by the Vanuatu Minister for Lands Ralph John Regenvanu.





# FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2017

DIRECTORS' REPORT .....	112
AUDITORS' INDEPENDENCE DECLARATION .....	122
CONSOLIDATED BALANCE SHEET .....	124
STATEMENT OF CHANGES IN EQUITY .....	125
STATEMENT OF CASH FLOWS .....	126
DIRECTORS' DECLARATION .....	127
INDEPENDENT AUDIT REPORT .....	128

ABN 84 002 862 213

The financial statements and other specific disclosures have been derived from Compass Housing Services Co Limited (the company's) full financial statements for the financial year. Other information included in the Summary of Financial Statements is consistent with the company's full financial statement.

The Summary of Financial Statements do not, and cannot be expected to, provide as full an understanding of the financial performance, financial position and financing and investing activities of the company as the full financial statements.

A copy of the company's 2017 full financial statements, including the independent audit report, is available to all members and will be sent to members without charge upon request.

## 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 2017. 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  
Geoffrey Kiel (not re-elected 23 November 2016)  
Kerry Skellern (not re-elected 23 November 2016)  
Susan Williams  
Brian Wrice (resigned 5 December 2016)

The following persons held office as directors of Compass Housing Services Co Ltd from appointment to the date of this report, unless otherwise disclosed:

Elena Potenza (elected 23 November 2016) (resigned 24 November 2016)  
Barry Martin (appointed 12 December 2016)  
Brad Webb (appointed 12 December 2016) (resigned 23 December 2016)  
Paul Hughes (appointed 4 April 2017)  
Michael Page (appointed 4 April 2017)  
Jennifer Roberts (appointed 4 April 2017)

## 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 and Lake Macquarie for New South Wales and in the areas of Logan and Greater Brisbane for Queensland and in South Auckland for New Zealand.

We acknowledge the funding support provided to Compass Housing Services Co Ltd by NSW Family and Community Services through grant subsidies for the Community Housing Leasing Program to lease properties from the private market for the provision of community housing.

We acknowledge the funding support provided to Compass Housing Services Co Ltd and our wholly owned subsidiary Compass Housing Services Co (Queensland) Ltd by the Department of Housing and Public Works through grant subsidies for the Community Rent Scheme Program.

## DIVIDENDS

The company is a not for profit organisation and is prevented by its constitution from paying dividends.

## REVIEW OF OPERATIONS

The consolidated results from ordinary activities before tax for the year amounted to \$14,186,241 (Prior year: \$15,740,521).

## SIGNIFICANT CHANGES IN THE STATE OF AFFAIRS

During the year the business commenced operations in New Zealand, undertaking tenancy services for 70 social housing properties in South Auckland. Also during the year the Queensland Government elected to cancel the Logan Renewal Initiative. This project was cancelled during the transition-in phase before tenancy management operations commenced.

During the year the Group has had success with a number of tenders lodged which will have a positive impact on future performance. The group successfully tendered to provide 600 properties under the Social and Affordable Housing Fund (SAHF), these properties will be constructed over the next three years with the first properties expected to be available for tenants in financial year 2019. The group joined with Live Better and also with House with No Steps to provide tenancy and asset management services for group homes under lease from Ageing Disability and Home Care (ADHC) and has been awarded a total of 104 group homes with 520 tenants. Tenancy and asset management for these properties will commence during financial year 2018. Compass Housing Services Co Ltd and Blue CHP Ltd formed a joint venture entity, Home 4 Life Ltd, and was awarded the tender to build up to 78 group homes to relocate 390 tenants in NSW. Subject to finalisation of the Project Delivery Deed, these properties are expected to take up to 2 years to build and occupancy will commence in financial year 2019.

## EVENT SINCE THE END OF THE FINANCIAL YEAR

In October 2017, the group was advised it had been awarded 1726 residential properties in Cessnock, Taree, Singleton and Muswellbrook as part of the NSW government Social Housing Management Transfer (SHMT) tender. Tenancy and asset management is forecast to commence during the 2019 financial year.

## ENVIRONMENTAL REGULATION

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

## INFORMATION ON DIRECTORS

### PAUL JOHNSON

#### QUALIFICATIONS

Retired CEO of a Financial Institution. Certified Practising Accountant - CPA, Graduate Member of the Australian Institute of Company Directors - GAICD, Member of the Australian Computer Society - MACS, Diploma of Financial Services from the Australian College of Commerce and Management.



#### EXPERIENCE

Involved in the Community Housing Sector as a Director since 2008. Paul is a retired Chief Executive of a financial institution with over 27 years' experience as a senior executive in the financial services and not-for-profit sectors in Australia.

#### SPECIAL RESPONSIBILITIES

Chair of Board (to 30 June 2017), Chair of the Remuneration Committee, Member of Nomination and Governance Committee, Member of Audit Risk & Compliance Committee. Chair of Compass Housing Services Co. (Queensland) Ltd, Compass Housing Services Co. (New Zealand) Ltd, Logan City Community Housing Limited, Director of Home4Life Limited.

### KWESI ADDO

#### QUALIFICATIONS

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



#### EXPERIENCE

Non-Executive Director with 13 years' experience in community housing. Legal practitioner with over 10 years' experience primarily in the areas of commercial and construction law in private practice and in-house with global engineering consultancy firms (advising on all aspects of major infrastructure projects, including joint ventures and alliances), with additional experience in commercial and civil litigation, debt recovery and insolvency, privacy, tax and employment law. Author in the area of intellectual property, as well as authoring 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 Board (since 1 July 2017), Chair of Nominations and Governance Committee, Director of Compass Housing Services Co (Queensland) Ltd, Director of Compass Housing Services Co (New Zealand) Ltd.





## GREG BUDWORTH

### QUALIFICATIONS

Group Managing Director of Compass Housing. Masters in Business Administration (MBA), Masters in Business (MBA), and other tertiary qualifications in Project Management, Business Management, Workplace Safety and Workplace Training. Graduate Member of the Australian Institute of Company Directors.

### EXPERIENCE

Group Managing Director of Compass Housing Services Co Ltd. He is currently a member of PowerHousing Australia, the primary industry representative organisation for the majority of Australia's largest community housing providers, a Director of the Australasian Housing Institute and 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.

### SPECIAL RESPONSIBILITIES

Group Managing Director, Director of Compass Housing Services Co. (Queensland) Ltd, Compass Housing Services Co. (New Zealand) Ltd, Logan City Community Housing Limited, Director of Home4Life Limited.



## SUSAN WILLIAMS

### QUALIFICATIONS

Member Australian Institute of Company Directors (MAICD), Fellow Certified Practising Accountant (FCPA) Fellow Governance Institute of Australia (FGIA), Fellow Institute of Chartered Secretaries and Administrators (FCIS), Master of Business Administration (International Business), Graduate Diploma of Applied Corporate Governance, Bachelor of Arts (Accounting), Registered Tax Agent.

### EXPERIENCE

Involved in the community housing and disability sectors as a non-Executive Director since 2008. 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. Currently operates a business providing corporate governance services.

### SPECIAL RESPONSIBILITIES

Deputy Chair, Chair of Audit, Risk & Compliance Committee, Deputy Chair of Compass Housing Services Co. (Queensland) Ltd.



## BARRY MARTIN

### QUALIFICATIONS

(appointed 12 December 2016)

Member Australian Institute of Company Directors (MAICD). Diploma of Business - Employment Plus.

### EXPERIENCE

Non-Executive Director with experience in business development, contract management, projects, business planning and relationship management.

### SPECIAL RESPONSIBILITIES

Member of Remuneration Committee Nominations and Governance Committee, Director of Compass Housing Services Co (Queensland) Ltd.

## MICHAEL PAGE

### QUALIFICATIONS

(appointed 4 April 2017)

Member Australian Institute of Company Directors (MAICD). Bachelor of Engineering (Civil) University of Sydney

### 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, CEO and Board member of variety of infrastructure, health and social infrastructure related PPP's and assets, and not-for-profit organisations.

### SPECIAL RESPONSIBILITIES

Member of the Audit, Risk and Compliance Committee, Director of Compass Housing Services Co (Queensland) Ltd, Director of Compass Housing Services Co (New Zealand) Ltd.



## JENNIFER ROBERTS

### QUALIFICATIONS

(appointed 4 April 2017)

Fellow of the Australia Institute of Company Director (FAICD). 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. 10 years as a private consultant in economic, strategy and property. 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.

### SPECIAL RESPONSIBILITIES

Member of the Nominations & Governance Committee, Director of Compass Housing Services Co (Queensland) Ltd.



## PAUL HUGHES

### QUALIFICATIONS

(appointed 4 April 2017)

Bachelor of Commerce (Accounting Major) 1983 Newcastle University. AICD Company Directors - Fellow. Myers Briggs Type Indicator Professional Accreditation Program (MBTI).

### EXPERIENCE

Over 17 years' experience as a Non-Executive Director of Unlisted Public Companies, NFP's and government organisations. Has developed a range of specialised skill sets including Governance, Risk, Strategy Development, Stakeholder Relations and Finance.

Paul's leadership roles span over 30 years, with 20 years in local government senior management, ranging from Community and Recreation Services to Corporate and Business Services.

Paul has had extensive dealings with all levels of Government. This includes participating in a number of local, state and Commonwealth government reviews and committees. He is currently the principal of a consultancy to various tourism, government, wine industry and aviation clients as well as offering individual coaching and mentoring support.

### SPECIAL RESPONSIBILITIES

Member of the Remuneration Committee, Director of Compass Housing Services Co (Queensland) Ltd.





## KERRY SKELLERN

### QUALIFICATIONS

(not re-elected 23 November 2016)

Non Executive Director of the Whiddon Group and Chair of Hornsby Ku-ring-gai Community Transport; Fellow and Graduate of the Australian Institute of Company Directors; Graduate Diploma in Business Administration, Bachelor of Engineering, and Bachelor of Science.

### EXPERIENCE

Non-Executive Director with over 8 years of experience in the NFP sector across aged care, community transport and community housing organisations. Executive career of over 25 years in large Corporates, including P&L accountable general management and strategic sales & marketing. Tertiary qualifications in Chemical Engineering, Science and Business Administration.

### SPECIAL RESPONSIBILITIES

Chair of Board (to 23 November 2016), Member of Audit, Risk & Compliance Committee, Member of the Nomination and Governance Committee, Member of the Remuneration Committee.



## GEOFFREY KIEL

### QUALIFICATIONS

(not re-elected 23 November 2016)

Doctorate of Philosophy, and a Bachelor of Commerce (Hons) majoring in Marketing; Director of Mater Medical Research Institute; Honorary Professor, Australian Catholic University; Emeritus Professor, University of Queensland; Governance and Strategy consultant.

### EXPERIENCE

Extensive academic career including Senior Deputy Vice-Chancellor, University of Notre Dame Australia; managing director of two large management consulting firms; chair and director of several boards; 40 years extensive consulting experience; senior facilitator at the Australian Institute of Company Directors.

### SPECIAL RESPONSIBILITIES

Chair of the Remuneration Committee, Member of the Nominations & Governance Committee.



## BRIAN WRICE

### QUALIFICATIONS

(resigned 5 December 2016)

Post Graduate Diploma in Financial Service Management.

### EXPERIENCE

An Executive Manager with 30 years' experience within the financial services sector, not-for profit sector and utilities. Experience encompasses product management, customer service, operational transformation, program management, strategy, people management, stakeholder engagement and compliance.

### SPECIAL RESPONSIBILITIES

Chair of Nominations and Governance Committee, Chair of Compass Housing Services Co (Queensland) Ltd (to 5 December 2016).

## BRAD WEBB

### QUALIFICATIONS

(appointed 12 December 2016,  
Resigned 23 December 2016)

Master of Management, Macquarie Graduate School of Management (MGSM), 2008. Graduate Certificate in International Health (Distinction), Curtin University of Technology, 2004. Company Directors Course Diploma, Australian Institute of Company Directors, 2002. Bachelor of Business (Accounting and HRM), University of Southern Queensland, 1998. Implementing Strategy Program, Mt Eliza Executive Education, 2015. Advanced Negotiation and Influence Strategies for Managers, Mt Eliza Executive Education, 2007. Corporate Governance, Australian Institute of Company Directors, 2002. Commercial Negotiation, Australian Institute of Company Directors, 2002. Myers Briggs Type Indicator® (Team Building), Australian Psychologists Press, 1998. Myers Briggs Type Indicator®, Australian Psychologists Press, 1998. Member, AVVRC Medical Education Team (Ho Chi Minh City, Vietnam). Founding Committee Member, PULSE. NSW Justice of the Peace.

### EXPERIENCE

An experienced and strategic Senior Executive, who has successfully developed and implemented strategic plans integrating diverse concepts and ideas into demonstrated organisational outcomes. Consistently built constructive relationships with boards, both as an Executive and as a Director, to articulate an organisation's strategic and operational direction, implementing entrepreneurial solutions that deliver sustainable growth and profitability.



## 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 2017, and the numbers of meetings attended by each director were:

	TOTAL BOARD MEETINGS ATTENDED		NOMINATIONS COMMITTEE		REMUNERATION COMMITTEE		APPEALS COMMITTEE		ARC COMMITTEE		AGM COMPASS		COMPASS BOARD		COMPASS NZ BOARD		COMPASS QLD BOARD	
	A	B	A	B	A	B	A	B	A	B	A	B	A	B	A	B	A	B
Paul Johnson	28	28	6	6	2	2	4	5	8	8	1	1	15	15	6	6	7	7
Kerry Skellern	4	4	2	2	2	2	0	0	3	3	1	1	4	4	0	0	0	0
Greg Budworth	24	28	4	6	2	2	0	0	5	8	1	1	13	15	6	6	5	7
Kwesi Addo	15	15	4	4	0	0	0	0	3	3	0	1	15	15	0	0	0	0
Geoffrey Kiel	2	4	2	2	2	2	0	0	0	0	1	1	2	4	0	0	0	0
Brian Wrice	8	8	2	2	0	0	0	0	0	0	1	1	5	5	0	0	3	3
Susan Williams	17	19	0	0	2	2	0	0	7	7	0	1	13	15	0	0	4	4
Barry Martin	7	7	4	4	0	0	2	5	0	0	1	1	7	7	0	0	0	0
Brad Webb	1	1	0	0	0	0	0	0	1	1	0	0	1	1	0	0	0	0
Jennifer Roberts	3	4	0	0	0	0	0	0	0	0	0	0	3	4	0	0	0	0
Paul Hughes	2	4	0	0	0	0	0	0	0	0	0	0	2	4	0	0	0	0
Michael Page	4	4	0	0	0	0	0	0	0	0	0	0	4	4	0	0	0	0
Elena Potenza	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

## REMUNERATION REPORT

The directors are pleased to present your Compass Housing Services Co Ltd's 2017 remuneration report which sets out remuneration information for the company's non-executive directors, executive directors and other key management personnel.

### (a) Details of remuneration

The following table shows details of the remuneration received by the directors of the group.

TOTAL REMUNERATION FOR 2016-17 INCLUDING SUPERANNUATION \$'000	
BOARD	
Kwesi Addo	23
Susan Williams	27
Brian Wrice	8
Geoff Kiel	8
Kerry Skellern	25
Paul Johnson	46
Barry Martin	16
Brad Webb	2
Jennifer Roberts	5
Paul Hughes	5
Michael Page	5
<b>Total</b>	<b>170</b>

## INSURANCE OF OFFICERS

During the financial year, Compass Housing Services Co Ltd paid a premium of \$9,463 (2016: \$21,000) 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 10 and forms part of the Directors' Report.

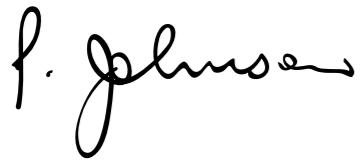
## ROUNDING OF AMOUNTS

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 dollar.

## 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.



**PAUL JOHNSON**  
DIRECTOR



**KWESI ADDO**  
DIRECTOR

Newcastle  
23 October 2017

## AUDITOR'S INDEPENDENCE DECLARATION

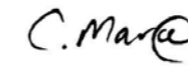
Under Section 307C of the Corporations Act 2001 To the Directors of Compass Housing Services Co Ltd and Controlled Entities.



### Auditor's Independence Declaration

As lead auditor for the audit of Compass Housing Services Co Ltd for the year ended 30 June 2017, 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  
23 October 2017

**PricewaterhouseCoopers, ABN 52 780 433 757**  
Level 3, 45 Watt Street, PO Box 798, NEWCASTLE NSW 2300  
T: +61 2 4925 1100, F: +61 2 4925 1199, [www.pwc.com.au](http://www.pwc.com.au)

Liability limited by a scheme approved under Professional Standards Legislation.



## CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

for the year ended 30 June 2017

	CONSOLIDATED ENTITY	
	2017 \$'000	Restated 2016* \$'000
<b>Revenue from continuing operations</b>	<b>52,350</b>	46,988
Other income	<b>1,414</b>	2,618
Fair value adjustment to investment property	<b>12,504</b>	12,743
Tenancy and property management expenses	<b>(31,324)</b>	(26,184)
Administration expenses	<b>(19,249)</b>	(18,754)
Finance expenses	<b>(1,510)</b>	(1,670)
<b>Profit for the year</b>	<b>14,185</b>	15,741
<b>Total comprehensive income for the year</b>	<b>14,185</b>	15,741

## CONSOLIDATED BALANCE SHEET

for the year ended 30 June 2017

	CONSOLIDATED ENTITY	
	2017 \$'000	Restated 2016* \$'000
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	<b>11,447</b>	8,800
Trade and other receivables	<b>5,413</b>	7,052
Financial assets at fair value through profit or loss	<b>11,491</b>	11,276
Other current assets	<b>1,182</b>	1,037
<b>Total current assets</b>	<b>29,533</b>	28,165
<b>NON CURRENT ASSETS</b>		
Other financial assets	<b>87</b>	127
Property, plant and equipment	<b>3,804</b>	2,932
Investment properties	<b>350,039</b>	333,151
Intangible assets	<b>337</b>	295
Other non-current assets	<b>2</b>	2
<b>Total non-current assets</b>	<b>354,269</b>	336,507
<b>Total assets</b>	<b>383,802</b>	364,672
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Trade and other payables	<b>7,745</b>	4,927
Borrowings	<b>2,422</b>	2,423
Provisions	<b>531</b>	503
Other current liabilities	<b>1,079</b>	2,357
<b>Total current liabilities</b>	<b>11,777</b>	10,210
<b>NON CURRENT LIABILITIES</b>		
Borrowings	<b>37,126</b>	33,764
Provisions	<b>111</b>	95
<b>Total non current liabilities</b>	<b>37,237</b>	33,859
<b>Total liabilities</b>	<b>49,014</b>	44,069
<b>Net assets</b>	<b>334,788</b>	320,603
<b>EQUITY</b>		
Other reserves	<b>115,089</b>	115,089
Retained earnings	<b>219,699</b>	205,514
<b>Total equity</b>	<b>334,788</b>	320,603

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

## CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

for the year ended 30 June 2017

	ASSET REVALUATION RESERVE	VESTED CAPITAL ASSETS RESERVE	VESTED SURPLUS RESERVE	RETAINED EARNINGS *	TOTAL EQUITY
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Balance at 1 July 2015 (restated)</b>	75	110,101	4,913	189,773	304,862
<b>Total comprehensive income for the year</b>	-	-	-	<b>15,741</b>	<b>15,741</b>
<b>Balance at 30 June 2016</b>	<b>75</b>	<b>110,101</b>	<b>4,913</b>	<b>205,514</b>	<b>320,603</b>
<b>Balance at 1 July 2016</b>	75	110,101	4,913	205,514	320,603
<b>Total comprehensive income for the year</b>	-	-	-	<b>14,185</b>	<b>14,185</b>
<b>Balance at 30 June 2017</b>	<b>75</b>	<b>110,101</b>	<b>4,913</b>	<b>219,699</b>	<b>334,788</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 2017

CONSOLIDATED ENTITY

	2017 \$'000	Restated 2016* \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Receipts from customers (inclusive of goods and services tax)	<b>46,165</b>	41,989
Payments to suppliers and employees (inclusive of goods and services tax)	<b>(52,666)</b>	(47,703)
Interest income	<b>213</b>	407
Interest paid	<b>(1,561)</b>	(1,670)
Receipt from grant	<b>13,061</b>	9,214
<b>Net cash inflow from operating activities</b>	<b>5,212</b>	2,237
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchase of financial assets	<b>(8,115)</b>	-
Payments for property, plant and equipment	<b>(899)</b>	(497)
Payments for intangibles	<b>(278)</b>	(179)
Proceeds from sale of financial assets	<b>8,089</b>	-
Payment for investments	-	(335)
Proceeds from sale of property, plant and equipment	-	1
Payments for investment properties and WIP	<b>(4,748)</b>	-
<b>Net cash (outflow) from investing activities</b>	<b>(5,951)</b>	(1,010)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Proceeds from borrowings	<b>4,593</b>	-
Repayment of borrowings	<b>(1,233)</b>	(1,079)
<b>Net cash inflow (outflow) from financing activities</b>	<b>3,360</b>	(1,079)
<b>Net increase in cash and cash equivalents</b>	<b>2,621</b>	148
Cash and cash equivalents at beginning of financial year	<b>8,800</b>	8,652
Foreign exchange gain	<b>26</b>	-
<b>Cash and cash equivalents at the end of the financial year</b>	<b>11,447</b>	8,800

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

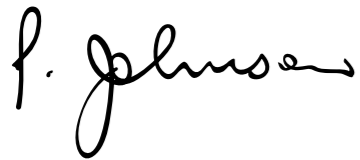


## DIRECTORS' DECLARATION

In the directors' opinion:

- (a) the financial statements and notes set out on pages 11 to 37 are in accordance with the Australian Charities and Not-for-Profit Commission (ACNC) Act 2012, including:
  - (i) complying with Accounting Standards, the Australian Charities and Not-for-Profit Commission (ACNC) Act 2012 and other mandatory professional reporting requirements, and
  - (ii) giving a true and fair view of the consolidated entity's financial position as at 30 June 2017 and of its performance for the financial year ended on that date, and
- (b) there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of directors.



**PAUL JOHNSON**  
DIRECTOR

Newcastle  
23 October 2017

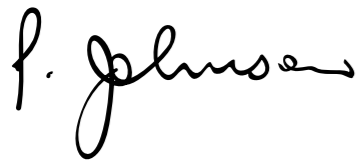


**KWESI ADDO**  
DIRECTOR

## DIRECTOR'S DECLARATION

In my opinion:

- (a) the consolidated statement of comprehensive income and notes set out on pages 11 to 37 give a true and fair view of all income and expenditure of Compass Housing Services Co Ltd with respect to fundraising appeals;
- (b) the consolidated balance sheet gives a true and fair view of the state of affairs with respect to fundraising appeals;
- (c) the provision of the Charitable Fundraising Act 1991, the Charitable Fundraising Regulation 2015 under the Act and the conditions attached to the authority have been complied with for the year ended 30 June 2017; and
- (d) the internal controls exercised by Compass Housing Services Co Ltd are appropriate and effective in accounting for all income received and applied by the organisation from any of its fundraising appeals.



**PAUL JOHNSON**  
DIRECTOR

Newcastle  
23 October 2017

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



### Independent auditor's report

To the members of Compass Housing Services Co Ltd

#### Our opinion

In our opinion:

The accompanying financial report of Compass Housing Services Co Ltd (the Company) and its controlled entities (together the Group) is in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission (ACNC) Act 2012*, including:

- (a) giving a true and fair view of the Group's financial position as at 30 June 2017 and of its financial performance for the year then ended
- (b) complying with Australian Accounting Standards - Reduced Disclosure Requirements and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2013*.

#### What we have audited

The Group financial report comprises:

- the consolidated balance sheet as at 30 June 2017
- 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 notes to the consolidated financial statements, which include a summary of significant accounting policies
- 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 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 opinion.

#### Independence

We are independent of the Group in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

PricewaterhouseCoopers, ABN 52 780 433 757  
Level 3, 45 Watt Street, PO Box 798, NEWCASTLE NSW 2300  
T: +61 2 4925 1100, F: +61 2 4925 1199, www.pwc.com.au

Liability limited by a scheme approved under Professional Standards Legislation.



#### Other information

The directors are responsible for the other information. The other information obtained at the date of this auditor's report comprises the Director's Report included in the Annual Report, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards - Reduced Disclosure Requirements and *Australian Charities and Not-for-profits Commission (ACNC) Act 2012* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the ability of the Group to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

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

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at: [http://www.auasb.gov.au/auditors\\_responsibilities/ar3.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar3.pdf). This description forms part of our auditor's report.



#### Report on the requirements of the NSW Charitable Fundraising Act 1991 and NSW Charitable Fundraising Regulations 2015

We have audited the financial report as required by Section 24(2) of the NSW Charitable Fundraising Act 1991. The directors of the group are responsible for the preparation and presentation of the financial report in accordance with the Charitable Fundraising Act 1991 (NSW) and the NSW Charitable Fundraising Regulations 2015. Our responsibility is to express an opinion on the financial report based on our audit.

#### Auditor's Opinion

In our opinion, in all material respects:

- a. The financial report of Compass Housing Services Co Ltd and its controlled entities is prepared and associated records have been properly kept, during the financial year ended 30 June 2017, in accordance with:
  - i. sections 20(1), 22(1-2) and 24(1-3) of the NSW Charitable Fundraising Act 1991; and
  - ii. sections 10(6) and 11 of the NSW Charitable Fundraising Regulations 2015; and
- b. money received as a result of fundraising appeals activities conducted by the company during the year ended 30 June 2017 has been properly accounted for and applied in accordance with the above mentioned Acts and Regulations.

#### Matters relating to the electronic presentation of the audited financial report

This auditor's report relates to the financial report of Compass Housing Services Co Ltd for the year ended 30 June 2017 included on Compass Housing Services Co Ltd's web site. The directors of the Company are responsible for the integrity of Compass Housing Services Co Ltd's web site. We have not been engaged to report on the integrity of this web site. The auditor's report refers only to the financial report named above. It does not provide an opinion on any other information which may have been hyperlinked to/from the financial report. If users of this report are concerned with the inherent risks arising from electronic data communications they are advised to refer to the hard copy of the audited financial report to confirm the information included in the audited financial report presented on this web site.

PricewaterhouseCoopers

PricewaterhouseCoopers

Caroline Mara  
Partner

Newcastle  
23 October 2017