



Annual Report

2015-2016





Chairperson's Report

WELCOME TO THE 2015/16 ANNUAL REPORT FOR COAST TO COUNTRY HOUSING COMPANY.

Firstly my thanks to my fellow board members and the Staff and supporters of Coast to Country Housing for a successful year; a year of not only significant changes but also one of consolidation and reinforcement of Coast to Country's purpose and direction.

From a change perspective we have had three Directors stand down from the Board due to work commitments requiring their relocation away from Townsville. This included our past Chairman Andy Froggatt, along with Steve Joslin and Bernard Ho. On behalf of the Board I would like to extend our thanks to Andy, Steve and Bernard for their contribution and wish them all the best for the future.

Additionally, the sector itself is experiencing some uncertain times with the State Government re-evaluating their position on social housing. However in saying that, our CEO, Marsha Zuhorn and I met with the Department in Brisbane and Coast to Country was well received and recognised as a leader in the sector. The ambiguity regarding the Government's position was clarified, which provides both opportunity and encouragement for the future of our Company.

The flagging Townsville economy and resultant downward pressures provides daily challenges for not only Coast to Country but the entire social sector. However our CEO, Marsha and her team are working hard to meet and address these challenges as they arise.

Recently the Board and Management met to review the Company's Strategic Plan and the desired direction. As a result, The Company's Vision and Mission statements were realigned to more accurately reflect what Coast to Country desires to achieve.

Our Mission of 'Provide a Pathway Home' now more accurately reflects that the Coast to Country Housing Company's charter is to not only provide social and

affordable housing but to also act as an enabler for people to achieve their own individual goals.

Also during the year, we have strengthened our Corporate Governance processes and implemented a 'Dashboard' reporting format, which clearly highlights the Company's performance against agreed Critical Success Factors and Key Performance Indicators. I am pleased to report that the company is not only performing well against these internal measures but is also outperforming the industry, as measured against 'House Keys 2015'.

In conclusion, I'd like to thank everyone again for their continued support and we look forward to a successful year ahead.

Chris Barnes CHAIRPERSON



Annual Survey Results

COAST TO COUNTY'S ANNUAL CLIENT SURVEY WAS CARRIED OUT IN SEPTEMBER 2016

Coast To Country Housing Company's Staff:

96% of clients said that C2C staff are **polite and respectful**

92% of clients said that C2C staff are **knowledgeable and able to assist their queries**

94% of clients are satisfied that they are kept **well informed about their tenancies**

95% of clients are **happy with the services that Coast to Country provides**; the National Regulatory System (NRS) target is $\uparrow 75\%$; the Industry comparison is 90.77%

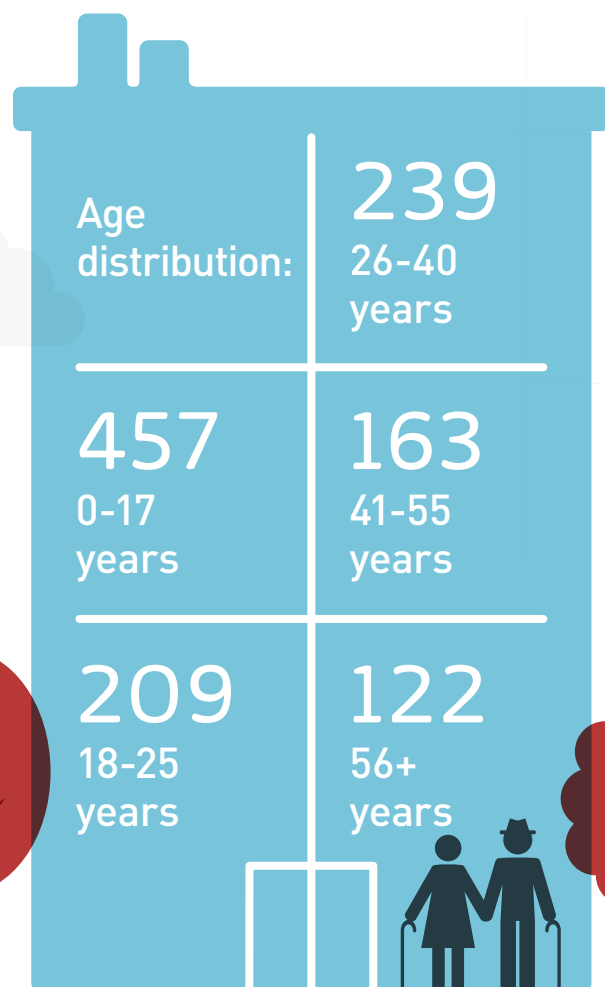
Property Satisfaction:

89% of clients are **satisfied with the condition of their properties**; NRS target $\uparrow 75\%$

96% of clients are **happy with the property they were offered**

Client Demographic

2015/16



National Regulatory System Reporting Results

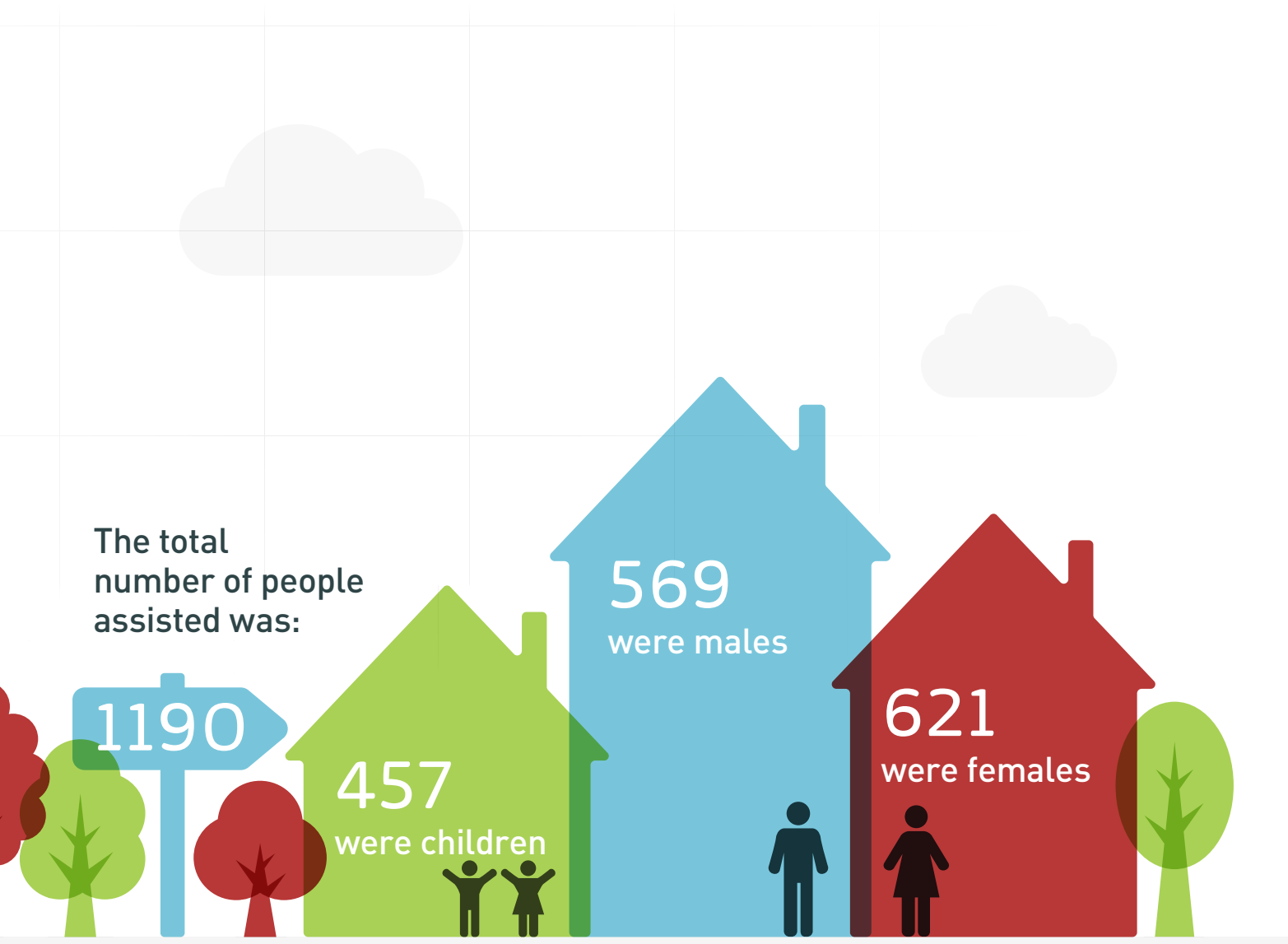
- 100% of maintenance was completed on time; NRS target ↑ 80%
- 100% of urgent maintenance was completed on time; NRS target ↑ 90%
- 100% property inspections were completed ontime (frequency of inspections is every 3-6 months)

As at June 30, 2016:

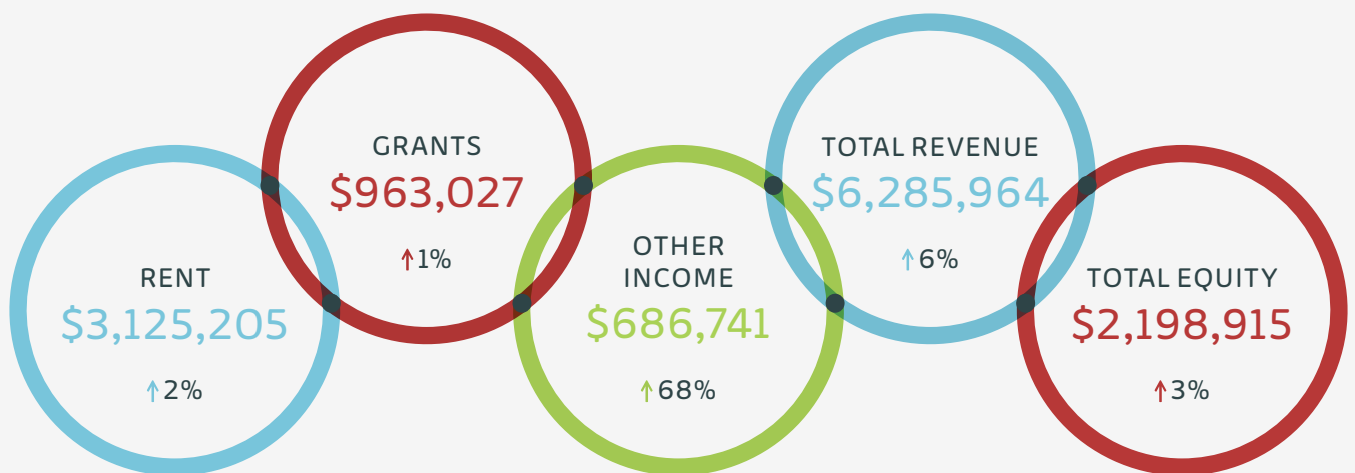
JUST 3.34% of C2C clients were more than 7 days in rent arrears; C2C benchmark is 5%

ONLY 0.77% of C2C clients were more than 28 days in rent arrears

C2C's vacancy turnaround average was 17.7 days; the industry standard is 40.93 days. This means on average, families were housed 23 days sooner through C2C compared to other housing providers



Financial Report



METRIC	REPORT YEAR (2016)	PREVIOUS YEAR (2015)	% CHANGE	4 YEAR TREND
RENT	\$3,125,205.00	\$3,052,980.00	↑2%	
GRANTS	\$963,027.00	\$956,880.00	↑1%	
PROPERTY MANAGEMENT FEES	\$1,510,991.00	\$1,537,135.00	↓-2%	
OTHER INCOME	\$686,741.00	\$407,814.00	↑68%	
TOTAL REVENUE	\$6,285,964.00	\$5,954,809.00	↑6%	
EMPLOYEE BENEFITS EXPENSE	\$918,297.00	\$928,100.00	↓-1%	
DEPRECIATION	\$83,919.00	\$113,167.00	↓-26%	
OTHER EXPENSES	\$5,173,474.00	\$4,703,804.00	↑10%	
TOTAL EXPENSES	\$6,175,690.00	\$5,745,071.00	↑7%	
NET SURPLUS/LOSS	\$110,274.00	\$209,738.00	↓-47%	
CASH AT THE END OF THE YEAR	\$2,187,213.00	\$2,348,053.00	↓-7%	
TOTAL ASSETS	\$2,607,352.00	\$3,070,062.00	↓-15%	
TOTAL LIABILITIES	\$408,437.00	\$932,951.00	↓-56%	
TOTAL EQUITY	\$2,198,915.00	\$2,137,111.00	↑3%	



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