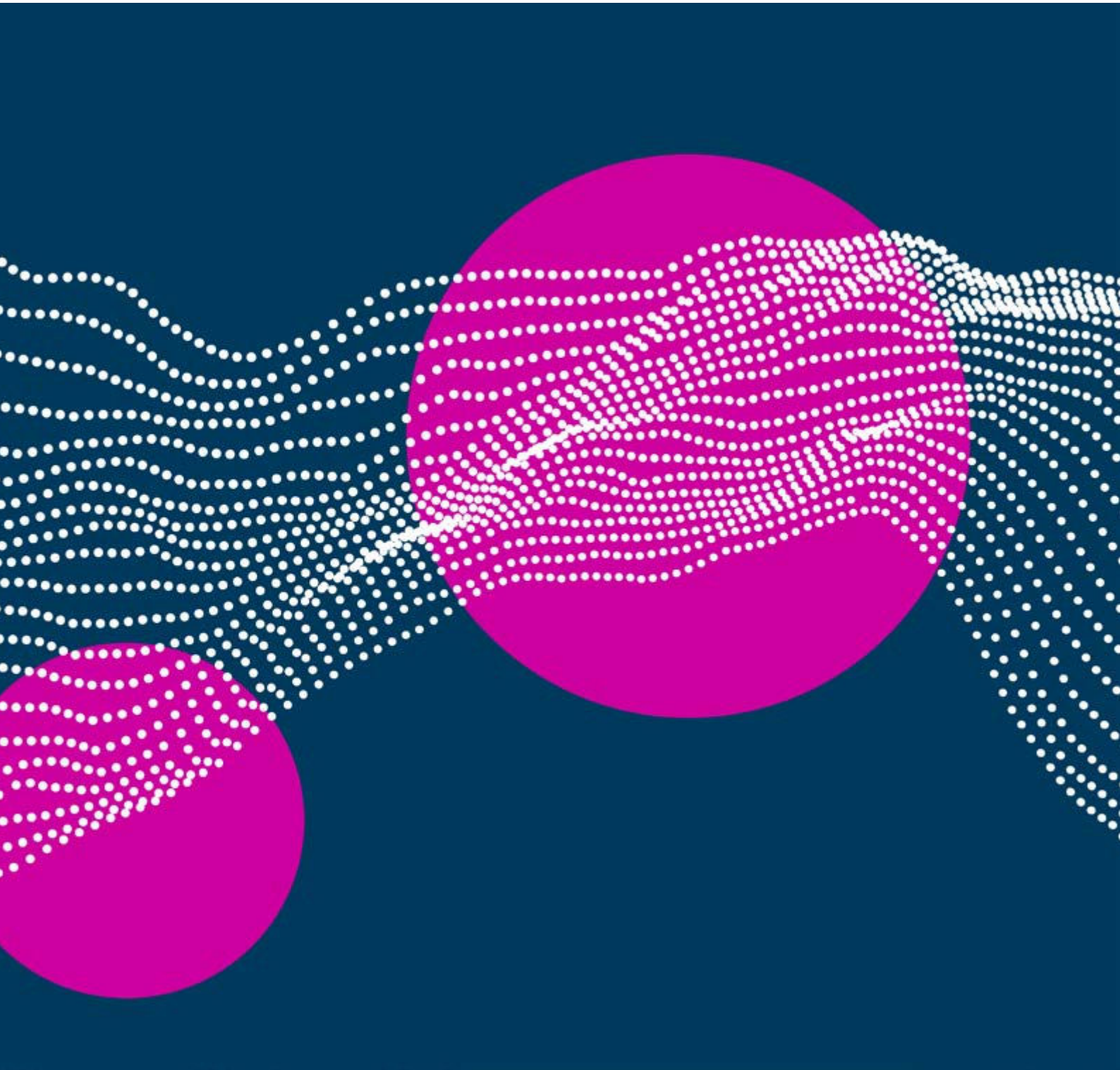
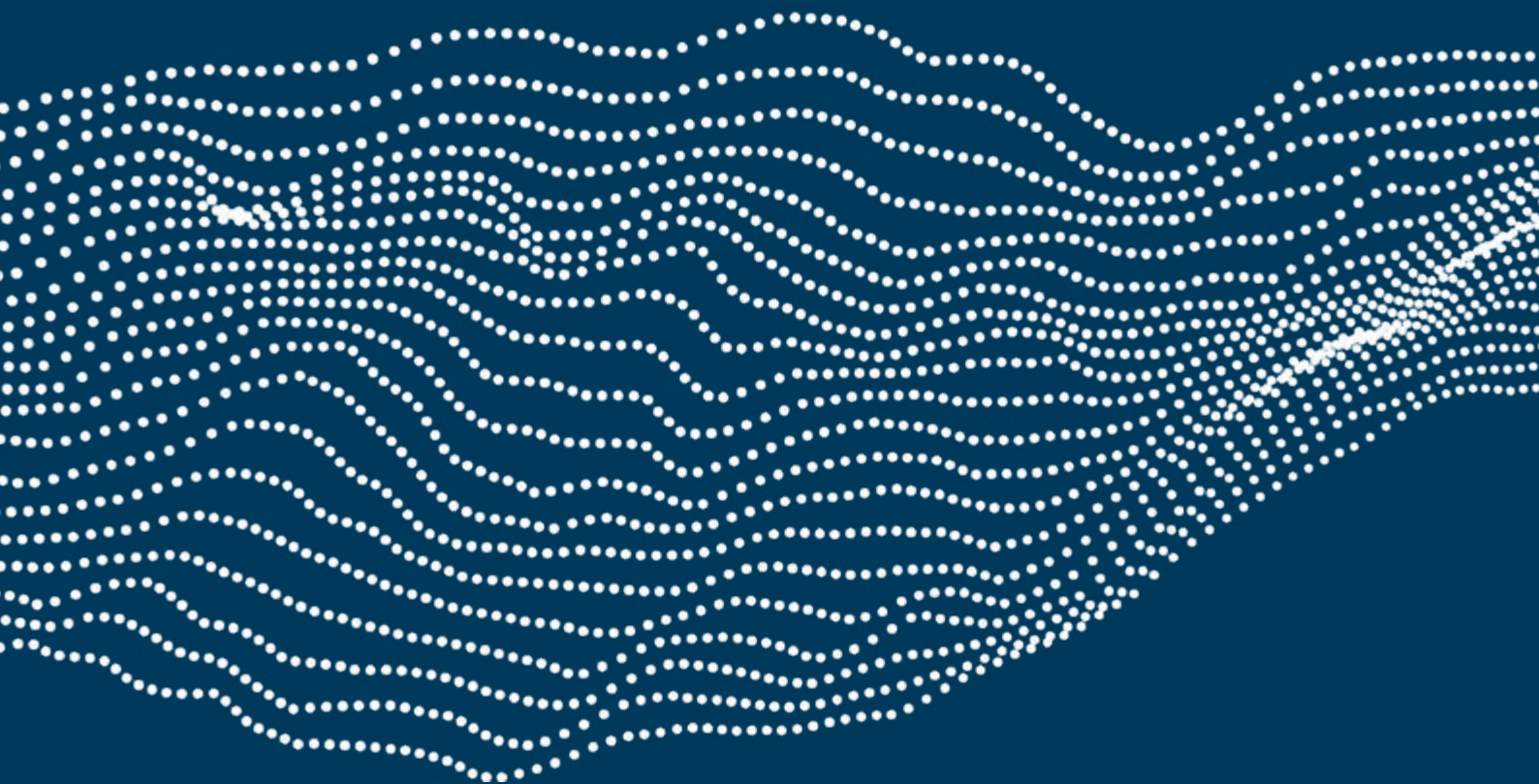


Annual Report 2019



Integrity
Respect
Courage
Collaboration
Focus



Contents

Introduction	2
Vision, Mission and Values	3
Acknowledgement of Country	3
Our Strategic Plan	4
The Need for Our Services	5
Chair's Report	6
CEO's Report	7
Highlights in 2019	8
Organisational Overview	10
Governance	10
Board Member Profiles	10
Organisational Chart	13
Our People	14
Working with Others	16
Housing Services, Tenant Participation and Community Engagement	18
Housing Services	18
Tenant Profile at 30 June 2019	19
Tenant Participation	20
Community Engagement	21
Quotes from our Tenants	22
2019 Annual Tenant Satisfaction Survey	23
Homelessness Support Services	24
South Western Sydney Single Women Homelessness, Accommodation and Support Service	24
Client Outcomes Homelessness Support Services	24
South Western Sydney Homelessness Response Service for People from Culturally Diverse Backgrounds	25
Donations	25
Service Collaboration and Partnerships	25
Client Quotes	26
Property Services Report	27
Highlights	28
Properties by Local Government Area	29
Financial Highlights	30
Financial Position	30
Cash Flow	30
Financial Performance	30
Key Financial Performance Indicators	32
Acknowledgements	33



Introduction

The Women's Housing Company (WHC) is a specialist provider of housing and homelessness services to women with and without children. With over 35 years of history, experience and commitment, the WHC has grown and expanded its services to provide crisis, transitional, social and affordable housing across Sydney, the Hunter and Coffs Harbour.

The WHC is a Tier 1 community housing provider, registered under the National Regulatory System for Community Housing and operates as a registered charity.

Funding is primarily received through a range of programs and sources. The NSW Government provides funding through the Department of Communities and Justice (formerly the Department of Family and Community Services) for the Community Housing Leasing Program, the Specialist Homelessness Services Program and one-off grants such as the Community Housing Innovation and Leverage Fund. The Land and Housing Corporation (LAHC) provides support through the allocation of properties for management by the WHC.



Our Vision

Achieving excellence in the provision of affordable housing for women

Our Mission

Providing high quality social and affordable housing and homelessness services for women

Our Values

Integrity – we work with integrity and empathy with our tenants and staff, and in relationships with others

Respect – we respect the rights of tenants, staff and community members

Courage – we embrace the new, standing up for what we believe to be right

Collaboration – we work together as a team and in partnership with others who share our vision, concerns and interests

Focus – we remain focused on our philosophy, strategy and priorities in a professional manner at all times

Acknowledgement of Country

The Women's Housing Company acknowledges the Gadigal people of the Eora nation as the traditional custodians of the land on which we operate and recognises their continuing connection to land, waters and culture. We pay respect to Elders past, present and emerging.



Our Strategic Plan

The WHC Strategic Plan 2017-2020 is the key document that communicates the organisation's goals and the actions needed to achieve these goals. The Strategic Plan is structured around our vision, mission, values and strategies. It contains three core strategies and high level guidance on how to achieve the strategy:

Quality Services

- Enhance the services offered to clients
- Advocate for more and improved services to clients
- Support tenant engagement

Sustainable Business

- Improve organisational capacity
- Promote excellence in governance

Sustainable Growth

- Promote new housing and homelessness solutions
- Participate in growth opportunities through tenders
- Partner with like-minded organisations

The Strategic Plan has served the organisation well, driving a focus on service delivery to applicants and tenants, modernising the organisation's operations and business sustainability, and ultimately achieving strategic growth.

Since the Strategic Plan was prepared, the WHC has seen significant change and growth, including portfolio growth to over 1,000 properties;* change to the Constitution; expansion of services beyond the Sydney metropolitan area; establishment of a new homelessness service; registration as a Tier 1 Provider; implementation of a new IT system; and launch of a new website.

The Board has endorsed a set of objectives and an approach for developing the next Strategic Plan 2020-2023 to ensure the WHC continues to provide high quality housing services for women, guides the organisation through the next period of growth, maintains and improves financial sustainability and remains a strong and independent specialist community housing provider.

*As at August 2019

The Need for Our Services

Women face great uncertainty in securing safe and affordable housing, and homelessness is emerging as one of the most wicked problems facing Australia. Two of the key drivers for homelessness are domestic violence and the lack of affordable housing, and these factors impact women of all ages.

Housing affordability in Australia, particularly in Sydney, is a major barrier. Sydney ranks as the second least affordable city in the world for home ownership and the private rental market has become unaffordable, particularly for singles. The National Rental Affordability Index shows a severely unaffordable private rental market for single aged pensioners and Newstart recipients. As a result, demand for social

housing and crisis assistance is far greater than the available supply. Often, only short term assistance is available and the waiting times for social housing mean many women have to wait years before they are offered housing.

The plight of older women has become more pronounced, supported by census data that shows a 31 percent increase

in the number of older women experiencing homelessness between 2011 and 2016. Australian women aged over 50 are at risk of financial and housing insecurity because they did not benefit from compulsory superannuation at the beginning of their working lives, were more likely to be in low paid work and have time out of the workforce to have children. These factors are a risk for younger women and, if unaddressed, will see increasing housing insecurity for women as they age.

The WHC provides a place to call home for vulnerable women and works to increase both community awareness and the supply of new housing. It was established in 1982 and is a company limited by guarantee, governed by an independent Board of Directors and regulated under national law as a Tier 1 community housing provider. As a specialist women's organisation with a focus on homelessness, the WHC operates specialist homelessness services in South Western Sydney which include a crisis refuge, transitional housing and outreach support. Social housing is managed through the statewide Housing Pathways system and a portfolio of affordable housing is targeted to key workers.

Housing solutions are needed across the housing continuum and the WHC works with other community organisations, government, industry and academia to highlight issues and promote sustainable policy, housing supply and innovation.



WHC Board of Directors, Back: Anna Grutzner (Deputy Chair), Alice Spizzo (Chair), Tasha Burrell
Front: Leanne Hillman, Maree Girdler, Jodie Blackledge

Chair's Report

This year, the WHC achieved a number of significant milestones and I am honoured to report on the highlights for 2019/20.

Demand for housing and homelessness services has never been greater and the WHC has worked tirelessly to advocate for more housing targeted at women. The plight of older women and women escaping domestic violence has been a major priority for us, especially in our advocacy work.

In this regard, I am pleased to report that we purchased new housing in Pendle Hill with a generous grant from the NSW Government, along with a contribution from the WHC. This new, purpose designed building will deliver housing for 22 women aged 55 years and over in late 2019. This collaboration is an excellent example of how additional new housing can be delivered for older women and we welcome more of this collaboration.

The highlights in 2019 include:

- An increase in the portfolio under management to over 850 properties, representing an increase of 14% for the year. In fact, this has increased to over 1,000 properties with the new Northern Beaches portfolio in August 2019.
- A doubling of our specialist homelessness services, with a successful tender for the South Western Sydney Homelessness Response Service for People from Culturally Diverse Backgrounds, established in late 2018.
- Expansion of services beyond metropolitan Sydney, taking on a new portfolio with properties in the Hunter and Coffs Harbour.
- The NSW Registrar of Community Housing determined that the WHC is a Tier 1 Community Housing Provider, a major achievement for a specialist women's organisation.
- Development approval granted by the NSW Land and Environment Court for a New Generation Boarding House.
- The Woolloomooloo Women's Housing Project was nominated for two prestigious UDIA NSW Awards during the year, which was great recognition for the NSW Land and Housing Corporation collaboration with the WHC. The project won the Award for Excellence in Affordable Housing and a Commendation for Small-Scale Infill Development, announced in early August 2019.
- Concerted transition planning with our partner Bridge Housing for the Social Housing Management Transfer (SHMT) of Northern Beaches social housing. The WHC signed a 20-year subcontract that underpins this important partnership between our organisations, supported by both Boards.



It's been quite a year of achievements and I'd like to sincerely thank the following for their support:

- NSW Government, particularly the Department of Communities and Justice and the Land and Housing Corporation
- Bridge Housing, our SHMT partner
- My fellow Board members for their ongoing commitment of time and expertise
- WHC staff for their drive, professionalism and passion.

Alice Spizzo

Chair, Women's Housing Company Ltd

CEO's Report

The focus for this year was growth and consolidation, and in presenting the CEO's report for 2019, I am pleased to report that the WHC achieved significant outcomes in both regards.

Housing and homelessness were recurring themes in the public domain, and the WHC participated in many events to highlight solutions for women. We participated on the National Older Women's Housing and Homelessness Working Group, releasing *Retiring into Poverty – A National Plan for Change: Increasing Housing Security for Older Women* at Parliament House in Canberra. We also worked with Bridge Housing, SGCH and Link Housing to develop the *Social Housing Service System Coordination Plan for Northern Sydney*, including establishing a Housing and Homelessness Group to coordinate work across Northern Sydney.

Key highlights for 2019

Quality services – we met or exceeded regulatory benchmarks and achieved 87% overall satisfaction with our services for 2019, based on the Annual Tenant Satisfaction Survey. Our performance was improved through the introduction of follow-up surveys immediately after repairs to properties, we also developed new policies and factsheets which are available on line and helped lead to more than 16,000 visits to our website over the year.

Growth – we took on a new Domestic Violence Housing portfolio of almost 100 properties, expanding our service delivery to the Hunter and Coffs Harbour. This portfolio supports women and their children that have experienced domestic violence. By August 2019, the WHC managed over 1,000 properties.

New housing – we worked with Blue Sox Developments to tailor a new building in Pendle Hill for older women, including a number of silver level accessible units to support ageing in place. We also worked with the NSW Land and Housing Corporation on the design of several New Generation Boarding Houses in Western Sydney for older women, due for completion in late 2020.

Homelessness – we exceeded our contracted targets for specialist homelessness services in South Western Sydney, providing crisis and transitional housing for single women. We also secured a new service targeting women from culturally and linguistically diverse backgrounds.

Social Housing Management Transfer Program – we worked with Bridge Housing to prepare for the transition of over 1,200 social housing tenancies in August 2019. Significant focus on tenant engagement and communications, as well as strong governance across the partnership and collaboration with other partners in Northern Sydney ensured a successful go-live in August 2019.

Woollahra Council – we established a new partnership to provide housing with support to women with children who have experienced domestic violence. Two families assisted to stay in Woollahra, close to schools, services and support networks.



Tenant engagement – an extensive focus on a program of events to ensure tenants are active, connected and stay well, particularly important with 56% of tenants aged 55 and over. This work was supported by generous funding and in-kind donations. We also enjoyed valuable input from the Tenant Advisory Group (TAG).

Our people – we undertook a Fit for Purpose Review, updated the organisational structure and established some new roles. We also updated the induction program for new staff to support our people. Positive responses to the Annual Staff Engagement Survey.

I am extremely proud of all we have achieved this last year, working cohesively across our locations and programs. I'd like to thank the Board for their incredible support and commitment, and their strategic leadership. I'd also like to thank the team at the WHC for their outstanding work and unwavering commitment this year.

A handwritten signature in blue ink, reading "Debbie Georgopoulos".

Debbie Georgopoulos
CEO, Women's Housing Company Ltd

Highlights in 2019

35+

Over 35 years experience, providing housing and homelessness support services to women



Attained Tier 1 Community Housing Provider status



Woolloomooloo Women's Housing Project wins UDIA NSW Award for Excellence in Affordable Housing and Commendation for Small-Scale Infill Development



Owns 111 properties with a market value of over \$50m



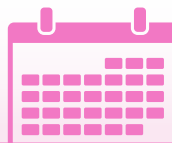
Growth to 851 properties under management
14% increase in portfolio



Expansion beyond metropolitan Sydney to the Hunter and Coffs Harbour



Net profit of \$1.49m for the 2018/2019 financial year



Total revenue of \$13.99m for the 2018/2019 financial year



Increased use of website
Over 16,000 visits for the year



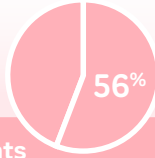
Commonwealth Stronger Communities Grants awarded to undertake garden, lighting and other common area upgrades at six blocks



Strong Governance
Board capability review and annual strategic planning



New staff induction program developed and delivered



56% of WHC tenants aged 55 and over



87% overall satisfaction with WHC services
Tenant Satisfaction Survey results exceed benchmark targets



Successful transition planning with our partner Bridge Housing for new portfolio in Sydney's Northern Beaches Social Housing Management Transfer Program



New housing for older women in Pendle Hill purchased through a NSW Government Grant and WHC funds



New homelessness service established in South Western Sydney, targeting people from culturally and linguistically diverse background



New partnership with Woollahra Council housing women with children escaping domestic violence, with specialist support provided by local agencies



Commenced STEP-To-Home program in partnership with Bridge Housing, Metro Community Housing and Neami National, providing housing and wrap around support to homeless people



Launch of *Retiring into Poverty - A National Plan For Change: Increasing Housing Security For Older Women* at Parliament House, Canberra by the National Older Women's Housing and Homelessness Working Group



Development approval granted by the NSW Land and Environment Court for a New Generation Boarding House



Fit for Purpose Review and updated organisational structure to support growth



Employee Engagement Survey 94% participation rate, with positive responses in relation to engagement and alignment with the organisation's values

Organisational Overview

Governance

The WHC is governed by a Board of Directors, elected by members in accordance with the Constitution. The Board comprises six members and meets monthly to provide strategic leadership and oversight in relation to the overall business, and make decisions pertaining to policy, finances, new business and risks. The Board approved the annual Operating Plan and Risk Management Plan, and monitored these through a quarterly reporting process.

The Board was extremely active throughout the year, approving a large number of new and updated policies, an updated Board Charter and Schedule of Delegations, and new programs funded through tenders and transfers. Growth has its own challenges and the Board diligently considered all opportunities with regard to strategic objectives, alignment with social purpose and impact on financial sustainability.

To ensure good governance, the Board undertook a capability review to identify skills, strengths and any areas for further training. The Board and senior staff held an annual strategic planning day, facilitated by an independent consultant,

to consider strategic issues and plan for the coming few years. In addition, the Chair and individual Board members represented the WHC at key events, consultations and high-level meetings to advocate for resources and responses to housing and homelessness, and to promote the organisation's work.

The Board supported the NSW Observership Program to support women to advance their governance skills and experience. This year, an Observer from Microsoft participated on the Board, attending meetings as a non-voting member and learning about non-for-profit governance, as well as making valuable links between Microsoft and the WHC.

With recent growth and expansion, including achieving Tier 1 status under the National Regulatory System for Community Housing, the Board commenced work to establish subcommittees, the first of which will be a Finance, Risk and Audit Committee. The Board also agreed an approach for developing the next Strategic Plan, including opportunities for stakeholder consultation and input.

Current Board members have a broad range of skills, expertise and networks which they bring to their governance roles, covering planning, affordable housing, legal, strategic finance, urban development, local government, social welfare, public relations and communications.



Alice Spizzo (Chair)

Alice joined the Board in mid-2008 and has held the position of Chair since March 2014.

Alice brings a wealth of experience and knowledge to her role as Chair, including managing risk, due diligence, governance and issues management. Alice is a Director at Landerer & Company and specialises in planning, environmental and administrative law and advises government, the business community and NGOs on a range of issues including developing social and affordable housing. Alice has diverse experience in government and the development industry as a lawyer, public policy adviser, executive and senior ministerial adviser including Chief of Staff to a NSW Minister for Health and Senior Policy Adviser to a NSW Minister for Urban Affairs, Planning and Housing.

Alice has represented the NSW Government on the Building Code of Australia Board and the former Department of Planning on the Honeysuckle Development Corporation Board.

Alice has a Bachelor of Laws, Bachelor of Arts, a Graduate Diploma in Urban Estate Management and a Graduate Diploma in Legal Practice. Alice is a graduate of the Australian Institute of Company Directors and also a member of the International Performing Writers Association Board.



Anna Grutzner (Deputy Chair)

Anna joined the Board in November 2013 and is the Deputy Chair.

Anna is a marketing communications specialist who brings over 20 years' experience working with government and not-for-profit organisations on major public policy and community initiatives. Anna has developed strategy and delivered communications for a range of community housing projects, including the recent Social Housing Management Transfer program. She also works in the public health policy space.

Anna is principal of Just Anna, a consultancy focusing on issues of social justice. She is a former political journalist in the federal parliamentary press gallery and was co-principal of a leading PR agency. Anna has a Bachelor of Arts (Hons) from the University of Melbourne, a Certificate IV in Training and Assessment and CELTA (Certificate of English Language Teaching to Adults).



Jodie Blackledge

Jodie joined the Board in April 2010.

Jodie has over 20 years experience in corporate finance and strategy development in financial services, investment banking and chartered accounting environments and brings established skills in corporate finance, financial analysis, accounting, strategy and program management to the Board. Jodie is the Chief Financial Officer and Chief Operating Officer at Fitzpatrick's Financial Group, a national advisory and wealth management firm specialising in estate planning, wealth preservation, financial management strategies and investment management.

Jodie has a Bachelor of Business (Accountancy) and a Graduate Diploma in Applied Finance and Investment, is a Chartered Accountant and a graduate of the Australian Institute of Company Directors.



Tasha Burrell

Tasha joined the Board in November 2013.

Tasha is a property development professional with over 20 years experience in residential and commercial property development in Sydney. Tasha brings extensive experience in implementing large scale urban renewal, housing and infrastructure projects to the Board including an in-depth understanding of the development industry and Sydney property market. Early in her career Tasha was a Project and Design Architect for a number of leading architectural firms, was a Development Manager at St. Hilliers Property and held the role of Program Director, Western Sydney at Urbangrowth NSW.

Tasha currently holds the position of Executive General Manager, Projects at Landcom.

Tasha has a Bachelor of Architecture (Hons) and has completed the Australian Institute of Company Directors program, Foundations of Directorship.



Leanne Hillman

Leanne joined the Board in March 2009.

Leanne has over 25 years experience in State Government and has extensive management and operational experience at a senior and executive level in the former NSW Department of Community Services. Leanne offers high level business planning, financial management and project management skills. Leanne represented the WHC on the Board of BlueCHP Limited until July 2016. BlueCHP Limited is a not-for-profit community housing company of which the WHC Ltd was a founding member.

Leanne has an Executive Masters in Public Administration Degree, a Bachelor of Social Studies and is a graduate of the Australian Institute of Company Directors.



Maree Girdler

Maree joined the Board in October 2015.

With over 25 years experience working in local government, Maree has extensive understanding of operational program development and management relating to a range of community and recreation programs and projects including affordable and social housing.

Over a 17 year period, Maree held various senior and executive management positions at Waverley Council and was responsible for managing Council's planning and reporting obligations in a number of community areas.

Maree successfully managed the DA process for multi-million dollar projects such as recreational facilities and learning centres and brings to the Board skills in program design and delivery, budget development, governance and strategic planning.



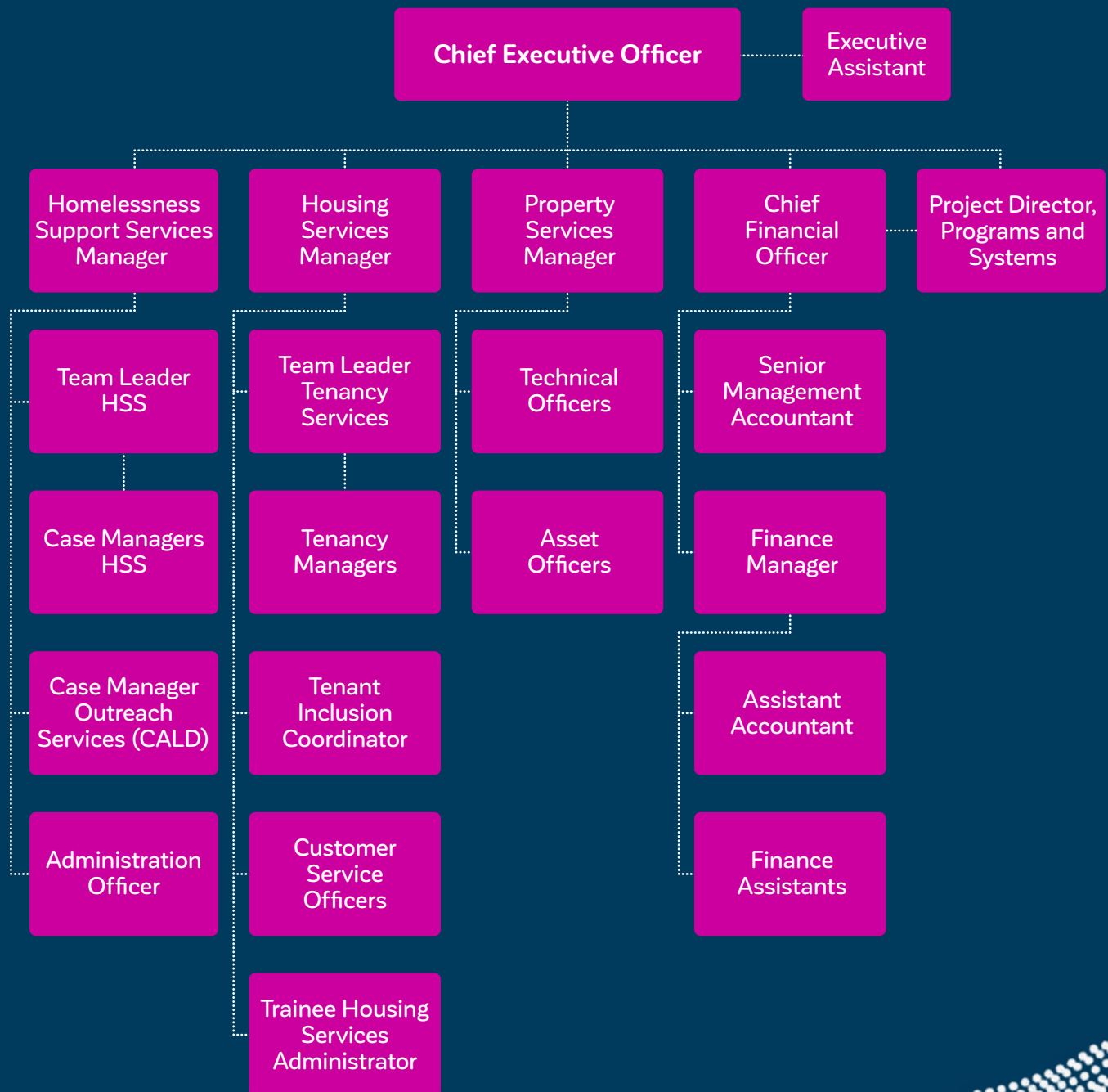
Sharanya Srikanth

In 2017, the WHC became involved with the Observership Program, a 12-month opportunity for individuals to experience sitting on a Not For Profit Board as an Observer.

In January 2019, Sharanya Srikanth joined the WHC Board as part of the Observership Program. Sharanya is currently the Cloud Marketing Lead at Microsoft Australia and is responsible for driving the go-to-market strategy and execution across cloud infrastructure, applications, data and artificial Intelligence for Small, Medium and Corporate customers.

As a recent graduate of the University of New South Wales with a Bachelor of Laws/Bachelor of Commerce, Sharanya is also deeply passionate about advocacy and social justice. She has previously worked at the Office of the Director of Public Prosecutions NSW and Aboriginal Legal Service (NSW/ACT), and remains actively involved in Microsoft's Reconciliation Action Plan Team, along with various "Women in Technology" initiatives.

Organisational Chart



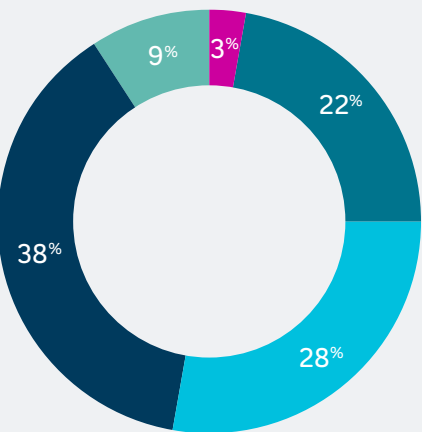
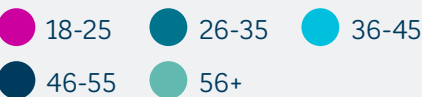
Our People

The WHC has 32 staff, working across three sites – Surry Hills, Liverpool and Brookvale. This is an increase from last year, reflecting growth in the number of properties under management and programs being delivered.

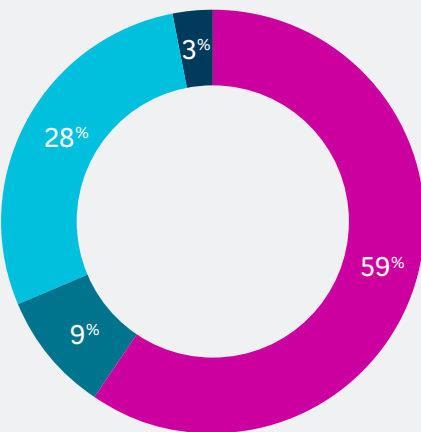
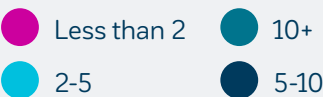
The team is diverse in terms of age, qualifications, cultural backgrounds and languages spoken. These skills and diversity contribute to our professional, dynamic and collaborative work environment, ensuring we are able to provide high quality social and affordable housing, and homelessness services for the women we support.

Statistical snapshot of our people

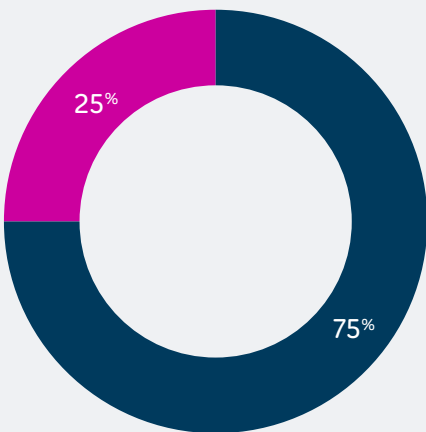
Age (years)



Tenure (years)



Work Life Balance

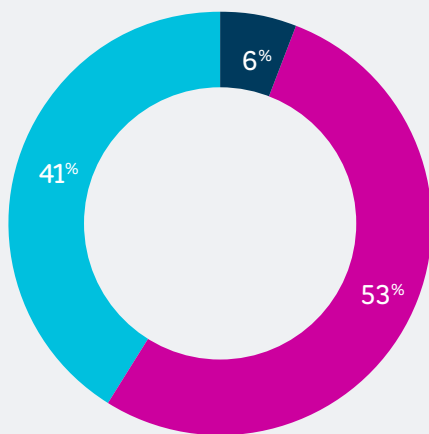




Senior Management Team – Erna Cameron, Debra Venables, Kathleen Cain, Debbie Georgopoulos, Kylie Lindsay and Lindy Ryan

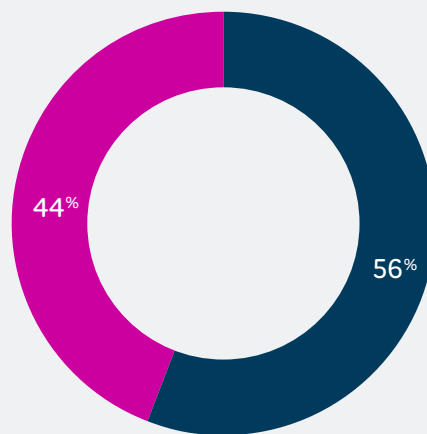
Languages Spoken

- English & 2 other languages
- English & another language
- English only



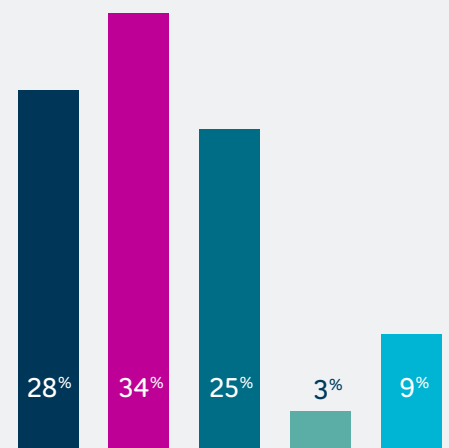
Cultural Background

- English Speaking
- Non-English Speaking



Highest Qualification

- Postgraduate
- Diploma
- High School Certificate
- Bachelor
- Certificate



Working With Others

Working with others is essential to addressing complex social issues, harnessing expertise from specialist agencies and collaborating on issues of common concern. The WHC has a range of formal and informal partnership arrangements in place and cultivates relationships where there is values alignment and common purpose.

Partnerships with not-for-profit service organisations

Social Housing Management Transfer Program

- Formal partnership between Bridge Housing and the WHC, to manage over 1,200 social housing properties in the Northern Beaches of Sydney from August 2019. The partnership is for a 20-year term whereby the WHC will manage 151 tenancies and provide expert input on domestic and family violence and older women's issues.
- Collaboration between SGCH, Link Housing, Bridge Housing and the WHC, supported by a formal Collaboration Framework. Together we developed the Social Housing Service System Coordination Plan for the Northern Sydney District.



Launch of the Social Housing Service System Coordination Plan for Northern Sydney

Specialist Homelessness Services Partnerships

- Formal partnerships whereby the WHC provides tenancy and asset management services, supported by a Joint Management Agreement. Partner organisations that provide support services include:
 - › Flourish Australia
 - › Jenny's Place
 - › Launchpad Youth Community
 - › Nova for Women and Children
 - › St Vincent de Paul Society

- › Warrina Domestic and Family Violence Services
- › Wesley Mission
- › Women's and Girls' Emergency Centre (WAGEC)
- › YWCA

Housing First Partnerships

The WHC delivers a number of Housing First programs providing secure supported housing for women experiencing long term homelessness, in partnership with Government, other community housing providers, and support services. These include:

- **Connect 100** - working with Domestic Violence Service Management, Mission Australia, Neami National and St Vincent de Paul Society; funded by the Department of Communities and Justice and the City of Sydney.
- **STEP to Home** - the Supported Transition and Engagement Program with Bridge Housing, Metro Community Housing and Neami National; funded by the Department of Communities and Justice.

Cross-sector partnerships

- **National Older Women's Housing and Homelessness Working Group** – chaired by the Mercy Foundation, the group comprises two representatives from each state and territory. The Group developed *Retiring into Poverty - A National Plan for Change: Increasing Housing Security for Older Women*, launched at Parliament House Canberra.
- **Sisters of Mercy** – formal partnership whereby the WHC provides tenancy and asset management services for property owned by the Sisters of Mercy North Sydney.
- **Kathleen York House** – formal partnership whereby the WHC provides asset management services for the 24 hour residential drug and alcohol rehabilitation program for women and their children, operated by the Alcohol and Drug Foundation NSW.
- **Blue Sox Developments** – successful partnership in two Communities Plus Neighbourhood projects in Western Sydney to deliver new social housing for women in mixed tenure developments, and new development under construction in Pendle Hill.
- **Woollahra Council** – funding partnership whereby the WHC provides tenancy management for women and children, escaping domestic and family violence. Families are currently being supported by Jewish Care.
- **Women's Community Shelters** – collaboration on projects addressing needs of mutual client groups.



UDIA NSW Awards - Alice Spizzo, Debbie Georgopoulos (WHC)
Anne Skewes and Hugh Phemister (NSW Land and Housing Corporation)

- **Real Estate Agents and property owners** – relationships with over 150 agents and individual property owners to establish private rental tenancies.

- **Share the Dignity, Quota International Ingleburn and other anonymous donors** – regular donations of personal care items.

Partnerships with donors and supporters

- **Sydney Community Foundation** – grants to support wellbeing programs at the Woolloomooloo Older Women's Hub, with corporate partners The Weir Anderson Foundation and Icenii.
- **Oz Harvest** - weekly delivery of fresh food for women supported by the WHC Homelessness Support Services.
- **National Dental Foundation** - major dental treatment provided by volunteer dentists in their private surgery for women supported by the WHC Homelessness Support Services.

Housing Industry Memberships

- Australasian Housing Institute
- Community Housing Industry Association (CHIA and CHIA NSW)
- Homelessness NSW
- Shelter NSW.

Housing Services, Tenant Participation and Community Engagement

Housing Services

During 2018-19, the WHC managed over 1,000 tenancies, providing accommodation to almost 1,400 people in transitional, affordable and social housing. This is a significant increase to the previous year, due to the portfolio taken on in October 2018, housing women with children escaping domestic and family violence. As a result, we have over 260 household members under 18 years of age.

This new portfolio of 100 properties is located across South West Sydney, Western Sydney, Newcastle, Lake Macquarie and Coffs Harbour. By taking on this new portfolio, our team has adapted well to managing a new tenancy type, Transitional Housing Plus – Domestic Violence, a doubling of the standard Transitional Housing portfolio, working with new support provider partners and operating in regional areas. These new challenges have been embraced by the team and we have welcomed our new tenants and their families, and continue to engage with them and their support providers to ensure sustainable tenancies.

The Transitional Housing Plus – Domestic Violence program is an extended form of supported housing for women with children experiencing domestic and family violence. Tenants are housed and supported for a maximum of five years, with subsidised rent increasing towards market rent over that time. Employment outcomes are required to meet financial commitments and exit into private housing at the end of the program. New partnerships have been developed to support this program, including Warrina Domestic



Members of the Tenant Advisory Group (TAG)

and Family Violence Services in Coffs Harbour, Jenny's Place and Nova for Women and Children in the Hunter region, and with Domestic Violence Service Management NSW in Sydney.

The additional Transitional Housing tenancies taken on in October 2018 have also provided the opportunity to forge new partnerships with Flourish Australia, Women's and Girl's Emergency Centre (WAGEC), Jenny's Place and Nova for Women and Children. All forms of transitional housing now make up 20% of all tenancies managed by the WHC.

The new STEP-To-Home program commenced in July 2018; a NSW Government funded program delivered in collaboration with Neami National, Bridge Housing and Metro Community Housing to address long-term homelessness through housing and wrap-around support. By 30 June 2019, the WHC was housing eight single women and one woman with dependent children under this program.

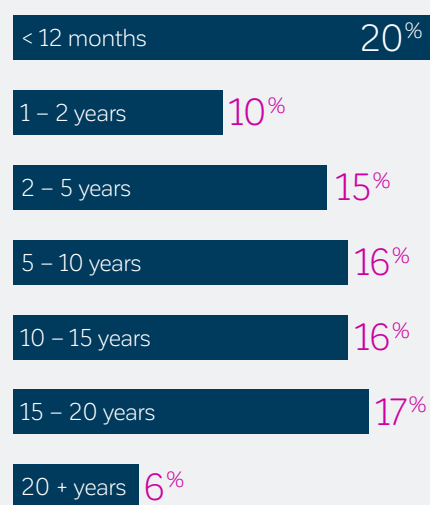
The WHC established a new partnership with Woollahra Council to deliver two units of housing within the Woollahra local government area. Women with children who are escaping domestic and family violence are able to stay safely in the area, close to community connections and support services. With support provision from Jewish Care, two women and their children are housed under this program, enabling the children to stay in local schools and childcare centres, and the women to continue their recovery in familiar surroundings.

To support our new programs and in line with our continuous improvement focus, a number of policies were updated or newly developed over the year and published on our website.

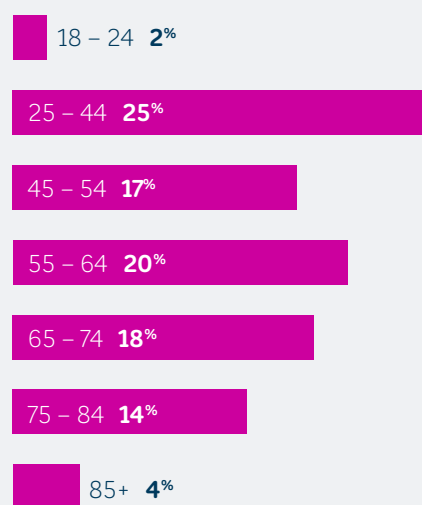
To assist with communicating new policies and programs to our clients and other stakeholders, a number of factsheets have been developed this year, published on our website and distributed to tenants.

Tenant Profile at 30 June 2019

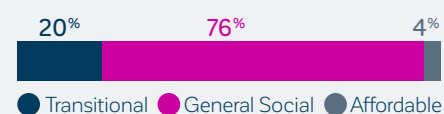
Length of Tenure



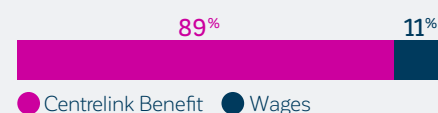
Age Group



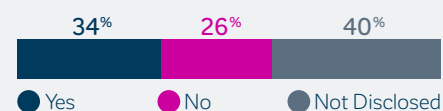
Tenancies by Type



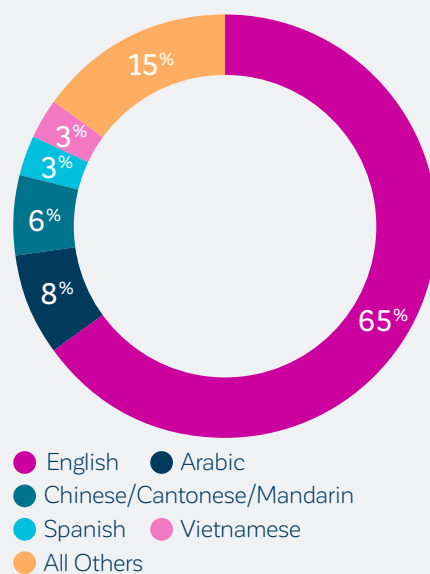
Main Source of Income



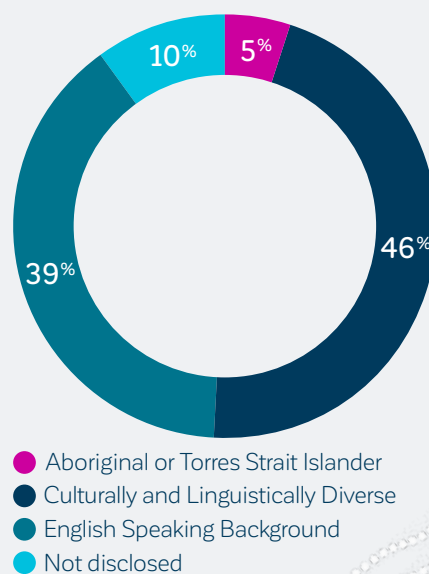
Tenants with a Disability



Main Languages Spoken



Cultural Identity



Tenant Participation

Our tenants were provided with many opportunities to participate in activities and events, enabling tenants to connect with their neighbours, other tenants of the WHC, and their local communities; an important element of social inclusion.

Several block meetings were held, providing tenants with an informal setting to discuss neighbourhood matters and share information about local services and facilities.

The Annual General Meeting was a key event for tenant involvement, with about 80 tenants, staff and guests from partner organisations attending in November 2018. In addition to the formal business, passionate women's rights activist Wendy McCarthy AO presented an engaging speech on 'Fifty Years as a Change Agent'. Members of the Tenant Advisory Group shared their experiences of participating in the TAG and showcased some beautiful jewellery made during recent workshops. With donations made by generous supporters, the afternoon ended with lucky door prizes.

The Woolloomooloo Older Women's Hub was well activated, with regular well-being activities including yoga, tai chi, healthy movements, and art therapy classes. Other activities included a session on smartphone tips, a jewellery making course and a photography safari, which took tenants to the Royal Botanic Gardens to practice their new skills. A number of the photos taken that day are now displayed in the Woolloomooloo Older Women's Hub.

We hosted an event for NSW Seniors Week in February. Tenants and staff enjoyed morning tea and a presentation by the Seniors Rights Service, followed by a Healthy Hearts cooking demonstration and BBQ.

International Women's Day was celebrated on 8 March, with tenants and staff sharing morning tea in the office, followed by a group outing to the Lady McIver Baths at Coogee.

Tenant's Day was held in late June. Almost 60 tenants came along to meet with friends old and new, and to hear from guest speakers including Good Shepherd with information on No Interest Loans, Legal Aid with information

on how to avoid scams, and Max Solutions with information about the Opportunity Pathways employment scheme. With donations made by generous supporters, the afternoon ended with lucky door prizes.

The Tenant Advisory Group (TAG) held regular meetings in various locations, providing all tenants an opportunity to attend. A key activity of the TAG was to assist planning of the many well-being and social activities conducted during the year. The TAG gave valuable input to the annual tenant satisfaction survey process and their review of the results assisted the development of the Operating Plan for 2019/20.

We issued quarterly newsletters to our tenants and other stakeholders, to provide updates on the activities of the WHC, to provide operational information such as how to lodge a repair request and how to make a complaint, and to advertise social outings, well-being activities, and to link tenants to community opportunities such as free TAFE courses.



WHC Tenants at a Block Meeting



WHC Tenants at Auburn Botanic Gardens

Community Engagement

A new 'Give Now' web-page was launched, with a link on our website, enabling friends, family and supporters to easily donate funds to the WHC. One-off and regular donations help us to provide high quality services to women on low incomes and to purchase new housing.

The Lived Experience Advocacy Project (LEAP) is a collective of WHC tenants aged 55 years and over, who have come together to give voice to the emerging crisis of homelessness amongst older women. Facilitated by Homelessness NSW, the group has been learning about the role of advocacy and the powerful difference lived experience can make. The group meets every two months at our Woolloomooloo Older Women's Hub.

In partnership with Bridge Housing, we conducted several early engagement activities to connect with the public housing tenants in Sydney's Northern Beaches

who would be transferred to the WHC in August 2019. We visited the Northern Beaches blocks to answer questions from tenants and explain the process of transferring their tenancies from government management to the WHC.

The Liverpool City Garden Project Team transformed the common area of a block, housing about 20 women aged 55 years and over. New raised garden beds were installed and planted, creating a budding community space for tenants to come together. The Royal Botanic Gardens Community Greening Team have continued to engage the tenants through workshops designed to encourage sustainability and build community.

The Liverpool City Garden Project Team is a collaboration between Liverpool City Police Local Area Command, Liverpool City Council, PCYC Liverpool, Department of Communities and Justice, South Western Sydney Local Health District, the Royal Botanic Gardens, University of NSW, Liverpool Women's Resource Centre and Bunnings Hoxton Park.

The WHC was awarded grant funding for six sites under the Stronger Communities Scheme by federal Members of Parliament the Hon. Anthony Albanese MP for Grayndler, the Hon. Chris Bowen MP for McMahon, the Hon. Craig Laundy MP for Reid, and the Hon. Tanya Plibersek MP for Sydney. Tenant consultations were held to determine the best use of these funds, resulting in common area upgrades such as improved lighting, paths, fences and garden landscaping. These six blocks are now more sustainable, liveable and secure, and the feedback from tenants has emphasised the increased sense of community.



Quotes from the Annual Tenant Satisfaction Survey



I'm so thankful to Women's Housing for providing a home for me when I had no money and nowhere to go. I have been with them for seven years during which time they have been so professional and caring to deal with.

I'm very grateful to be where I am and know I have the support of Women's Housing to enable me to continue living my life well. The staff are very supportive of my situation and this enables me to feel secure.

I would like to express my appreciation to the staff of Women's Housing Company for doing amazing work for their tenants, so I can feel safe, have less stress and generally can improve my life in many ways. Thank you.

My life has changed in all ways. I am living a full life something I couldn't imagine from where I was. As an older woman security and knowing if I face hard times I now can reach out and accept help. Thank you greatly.

I would like to thank the Women's Housing for if it wasn't for them, I would be unable to afford the things my growing children need, dance classes, high school fees, camp trips they need throughout school, uniforms and everyday living. Let alone a safe place and encouragement from the service. I know from my girls and I we are very appreciated for all the help and safety of contentment. Thank you all.

I'm very grateful I was housed as I was homeless living in a refuge. It has made me feel secure while working on mental health.

I have been able to start over 50s exercise with NDIS assistance due to being in safe, stable housing. My mental and physical health is improving because I can take small steps towards a better future thanks to Women's Housing. I feel like one day I may be able to work or study but right now I am healing from trauma because I have safe, secure housing. I am grateful for the existence of Women's Housing Company.

You provide an invaluable and greatly appreciated service to women - keep up the good work!!!

I am very happy since have moved to this place. Thank you so much to give a comfortable place so I don't feel depression no more about my life



Without the Women's Housing Company I would not be able to live near my mother who I love and provide care for. As an older lesbian, I might feel more socially isolated if I wasn't in Sydney. Thank you all for caring for all of us.

I am very thankful to Women's Housing Company as this house was a blessing for me when I move in this unit. It's very secure and perfect location for moving around without own transport. Thank you so much.

Women's Housing has helped me with my quality of life. They have been very helpful in issues over the past 20 Years.



2019 Annual Tenant Satisfaction Survey

The WHC encourages tenants to provide feedback on their experience of our services. Each year a formal satisfaction survey is conducted. The results are used to inform our priorities, continuously improve our services, and develop a better understanding of our tenants' needs.

Just over one third of our tenants responded to the survey. Pleasingly, the results met or exceeded all three tenant satisfaction measures


set by the National Regulatory System for Community Housing (NRSCH). Several indicators performed well by comparison with last year's survey results and when benchmarked against other community housing providers.


Overall, the results of this survey are very positive and a great reflection of the hard work of our staff to deliver quality services.


International research suggests that repairs and maintenance is the single most important driver of overall tenant satisfaction.

Our tenants' awareness of the WHC repairs response times and related satisfaction levels have increased since last year, following a concerted focus in our Property Services Team. However, when mapping tenant priorities against levels of dissatisfaction, this area is identified as needing continued improvement. Another area of focus for the coming year will be improving tenants' understanding of the complaints and appeals processes.


Annual Tenant Satisfaction Survey Key Result Areas


 NRSCH – thresholds 75%		
Overall satisfaction with housing services		87%
Overall satisfaction with the condition of the home		85%
Overall satisfaction with the repairs service		75%


 Repairs and Maintenance		
Requested property maintenance		75%
Aware of repairs response times		63%

 Complaints and Appeals		
Satisfied with WHC complaints handling processes		56%
Knew how to raise a complaint		54%
Knew how to appeal a decision		39%

 Home and Neighbourhood		
Satisfied with the location of the home		92%
Satisfied with the transport available in the local area		92%
Satisfied with the services available in the local area		88%

 Communication		
Made contact with WHC in the last 12 months		88%
Satisfied with the information and advice provided by staff		89%

 Tenant Engagement and Inclusion		
Satisfied with the way WHC involves tenants		83%
Satisfied that WHC listens to tenant views		77%

 General Wellbeing		
WHC home helps provide stability and security in life		90%
WHC home helps overall health and wellbeing		76%
Life has improved since living in a WHC property		79%

Homelessness Support Services

The WHC operates Homelessness Support Services in South Western Sydney, funded by the NSW Department of Communities and Justice, under the Specialist Homelessness Services (SHS) program. During the year the WHC expanded the homelessness support services. In June 2018, the WHC was successful in tendering for an SHS Outreach program in South Western Sydney to meet the needs of homeless and at risk people from culturally diverse backgrounds. We have recruited three additional case managers to deliver the new Outreach services to clients in the Liverpool and Fairfield local government areas.

The WHC now delivers two specific SHS programs:

South Western Sydney Single Women Homelessness, Accommodation and Support Service

This service focuses on single women over 18 years of age, without accompanying children, who are homeless or are at risk of homelessness. The target client groups are women experiencing domestic and family violence, mental health issues, substance misuse issues, and those exiting correctional centres or mental health facilities. The WHC is the lead and services are delivered in partnership with the Community Restorative Centre (CRC).

During the year, the service supported 177 clients, exceeding the contractual target of 164. The service had a consistently high demand for accommodation and operated at capacity for most of the year. The high demand for homelessness services in the District is reflected by the number of 'Unassisted Clients' recorded at 159. The service provided short-term crisis refuge accommodation to 23 clients. Of these, 3 clients had nil income and were supported until they were granted Permanent Residency

Annual Performance Data



177	Clients supported
214	Days average length of support
57%	Clients previously diagnosed with a mental health condition by a health professional
7%	Clients with problematic drug/substance use
2%	Clients exiting psychiatric unit
14%	Clients experiencing domestic and family violence
8%	Clients experiencing housing crisis (e.g. eviction)
35%	Clients from Culturally and Linguistically Diverse Backgrounds
19%	Clients identified as Aboriginal
33%	Clients exited a correctional facility

visas. Two young clients entered specialist youth housing programs directly from the crisis refuge, and two clients were approved for Start Safely and moved directly into private rental accommodation from the crisis refuge.

Client Outcomes Homelessness Support Services

During the year, 22 clients exited both crisis refuge accommodation

and transitional supported properties, of which 91% went into long term housing. Almost \$63,000 was paid to 10 clients from Justice NSW (Victims Services). These Compensation, Recognition and Relocation payments were made for incidents of domestic violence and sexual assault, with 3 of the 10 clients receiving payments of \$10,000 each in recognition of incidents of sexual assault.

South Western Sydney Homelessness Response Service for People from Culturally Diverse Backgrounds

This service focuses on assertive outreach and early intervention support for people from culturally diverse backgrounds. The priority client groups are single women; women with children experiencing domestic and family violence; and young people who are homeless or at risk of homelessness. The contractual annual target is 160 clients and the new service was fully operational in January 2019.

Donations

Vulnerable clients were assisted with the generous support provided by donors and supporters. The service received donations of clothing, cosmetics and toiletries which greatly assisted disadvantaged women who access our support services. We continued to receive weekly donations of fresh food from Oz Harvest and our longstanding relationship with Share the Dignity resulted in valuable assistance again this year.

Overall, the service has seen a reduction in the volume and range of donations this year, with previous donors advising they are struggling to meet the demand for charitable donations.

Service Collaboration and Partnerships

We acknowledge and thank our partners with whom we have worked collaboratively to achieve positive outcomes for clients. Collaboration and partnerships are vital to the work we carry out. This year, we have strengthened our relationships with local real estate agents, key government agencies and community organisations through regular service visits and

Annual Performance Data - January to June 2019

105	Clients supported
17	Clients had children in their care
35	Dependent children
59	Days average length of support

Main reason for seeking assistance:

43%	Domestic and Family Violence
18%	Housing affordability stress
6%	Inadequate or inappropriate dwelling conditions
7%	Mental Health issues
6%	Medical issues



Client Outcomes

13	Clients assisted with Brokerage to establish tenancies in the private market
4	Clients accepted into transitional housing for families
10	Clients approved for Start Safely and secured private rental accommodation
7	Clients secured private rental accommodation
3	Clients accepted offer for social housing

promotion of the new outreach service to CALD communities. Regular information sharing, along with developing new relationships and protocols with service providers maximises opportunities for all clients accessing our services.

Some of the agencies we have worked with in the District over the year are Anglicare, The Benevolent Society, Link2home, Domestic Violence Helpline, St Vincent De Paul Society DVRE Team, Bonnie Support Services Ltd, Liverpool Women's Health Centre, NSW government Department of Communities and

Justice, Green Valley Domestic Violence Services, NSW Service for the Treatment and Rehabilitation of Torture and Trauma Survivors, Immigrant Advice and Rights Centre, Settlement Services International, NSW Justice Victims Services, and Hume Community Housing.

The following highlights from the year illustrate the ways in which our homelessness support services make a difference to women's lives.

Mary's Story*

Mary was 68 years old when she first called Link2Home following a complex family breakdown. She had recently relocated from the North Coast to care for her ageing father but within months, found herself in an abusive situation. Mary was devastated at being homeless and estranged from family, at this stage of life. Upon calling Link2Home Mary was offered a bed at the crisis refuge and was linked to counselling. She soon moved on to transitional housing but continued to attend a Create and Relax Group at the refuge where she met women the same age who shared her experiences. Mary had finally found the stability she needed to decide whether she wanted to stay in Sydney or return to the North Coast. By the end of the year she was ready to move on, and accepted an offer of permanent housing in Grafton.

Susan's Story*

A referral was received through Link2Home for a young woman in crisis. Susan was 28 years old and had been living in temporary accommodation at a local motel. She had a complex history of drug use, incarceration, domestic violence, anxiety and depression and had already lost two social housing tenancies. Susan was offered a bed at the crisis refuge. During the four months she was there, Susan regularly spoke about case management support giving her the confidence to think clearly and advocate for herself. Susan was already paying off housing debts and actively started seeking supporting documents from doctors for her housing application. She approached her local Member of Parliament and even wrote to the Prime Minister's office. All of Susan's hard work paid off, when she was made an offer of permanent housing. For the first time in years, Susan is now living in her own home.

Sadaf's Story*

In 2018, the local Domestic Violence Response Enhancement (DVRE) referred a 30 year old who was heavily pregnant with twins for support. Sadaf, who had been living in Australia for a number of years, was yet to gain Permanent Residency. The complexity of her situation called for a coordinated multi-agency response. Case Managers worked closely with health professionals, child protection, immigration services and NSW Victims Services to ensure Sadaf had all the support she needed, and in early October, she gave birth to healthy twin girls. Case Managers continued to work with local agencies to source donations for Sadaf to set up a nursery in her transitional home. With support services in place, Sadaf was able to grow in confidence in her new role as a first time parent. She was granted Permanent Residency and received a compensation payment through the NSW Justice Victims Services which allowed her to buy a car. In June, Sadaf was approved for the Start Safely Rental Subsidy. She is now living safely in a private rental, and looking forward to a positive future for herself and her children

* Names have been changed

Client Quotes

"This service has provided me with the biggest peace through their support service. They have allowed me to feel safe and secure. First of all they gave me self-esteem with their case management, making me realise I am not the first person with problems and that I can achieve a fulfilling life with hard work. Their attitude towards every one of us allowed me to be involved in a new community, so I can also help others in the future. Their financial assistance has allowed me to be happy and part of society, the group once a fortnight is also a wonderful experience that allows us to socialise and feel part of something."

Mahtab

"The Women's Housing Company refuge has assisted me with every need and solved many of my problems at my hardest days in my life. They helped me with my housing needs and helped me get back on my feet and start a fresh new life. I can't thank you enough for everything you guys have done for me, your service and support is very highly professional and helpful, you and your team are awesome people. Thank you."

Aleyna

"I am grateful to the Women's Housing Company for helping me out in my hard time. I was pregnant when I got the unit and living that close to the hospital in that critical time was a blessing. I am thankful for all the workers especially Sogol, Liliana and Debra to help me in all matters and making it possible to move to a new place. Thank you for all the help and support."

Aysha

Property Services Report

In 2018-2019, the WHC delivered property services across 27 local government areas in metropolitan Sydney, the Hunter and Coffs Harbour. Our comprehensive range of services ensure our tenants live in properties that are safe and secure, and meet agreed property standards.



New housing under construction for older women in Pendle Hill

During the year the Property Services team focused on delivering services in partnership with our tenants, colleagues and contractors. To do this we carried out a Fit for Purpose review of the Property Services area leading to the expansion of our professional team incorporating the skills and experience necessary to deliver safe and secure homes for our growing and ageing tenant group.

The number of properties under management increased during the year, particularly through a new Domestic Violence Housing portfolio which resulted in the transfer of 97 properties on 1 October 2018. The Property Services Team managed the smooth transition of the properties, staging a program of "Catch-up Maintenance" work across the portfolio. Stage one of the program was completed by June 2019, consisting of 50 properties. Stage two of the program consisting of 47 properties is scheduled for completion by December 2019. The strong professional relationship

between the Property Services and Tenancy Services teams has enabled us to successfully deliver the Domestic Violence Housing portfolio program.

The WHC continued to experience increasing requests for maintenance across the portfolio. We delivered a \$2.6 million maintenance program. The overall maintenance work included responsive, planned, cyclical, structural and Domestic Violence Housing portfolio catch up maintenance projects. The maintenance program was delivered in response to property requirements, tenant requests and issues identified in the feedback from the annual property inspections.

Property inspections were undertaken on 270 properties as part of the cyclical inspection program. The results from the inspections have informed the planned maintenance program and the ongoing 20-year Asset Plan. The completed planned maintenance program for 2018-

2019 included ageing in place asset initiatives and general upgrading initiatives associated with the long term management and challenges of an ageing property portfolio. This year our Planned Works program included bathroom, kitchen, floors and general painting programs. At one Inner West location we successfully gained government funding for structural work to replace the old external rear fire stairs. As part of the Planned Works program, the Property Services team worked closely with Tenancy Managers and support workers to ensure the properties were maintained to meet both the tenant and the property requirements. This year, in response to tenant requests, we selected six locations to carry out garden upgrade initiatives with tenants through the Commonwealth Stronger Communities funding program.

During the year, we responded to 2,300 requests for repairs and maintenance services. In response to feedback from previous years, we worked closely with our contractors to improve the delivery of maintenance services, focussing on the quality of the work and improved service delivery timeframes for tenants. The results of the customer service survey reflects an improvement in all aspects of the tenant experience regarding maintenance services. The 2018-19 Annual Tenant Survey results revealed 75% of our tenants are satisfied with the results of their recent repairs and maintenance service. 86 % of tenants said they are satisfied with their home in general and 92% said they are happy living in their neighbourhood location.

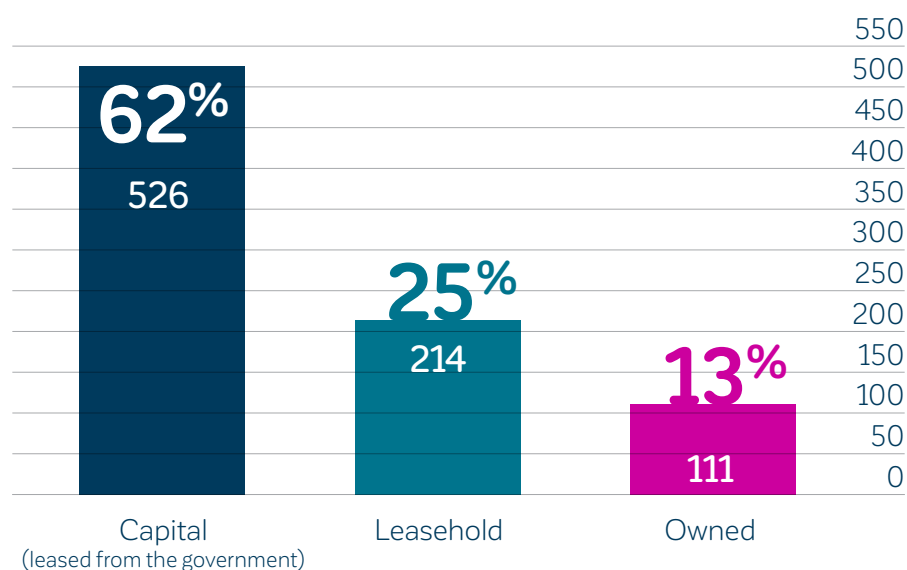
In line with our Operating Plan, the Property Services Team improved our work processes to cater for both our recent and future portfolio growth. Improved IT support and processes has meant we are better placed to manage the associated finance, maintenance and programming records across our growing property portfolio. The 20 Year Asset Plan has been reviewed to include the new Domestic Violence Housing portfolio, the new Northern Beaches portfolio consisting of 151 properties, and the proposed new acquisition of 22 units at Pendle Hill which are currently under construction.

Planning and design work has progressed for the delivery of proposed New Generation Boarding Houses at three sites in Western Sydney. The design work included providing the architects with ageing in place design initiatives and ideas for practical community spaces for tenant interaction. These projects will provide for an additional 24 specifically-designed ageing-in-place units. These projects are scheduled for completion in late 2020 and will provide much needed accommodation for older women.

The enhanced capacity of the Property Services Team, along with improved property management systems means the WHC is well placed to deliver a range of innovative social housing models of accommodation and incorporate new projects in the coming year to meet the housing needs of women.

Types of Properties and Numbers

851 Properties at 30 June 2019



In 2018/19 the WHC managed a range of property types including:

Capital (leased from government)

Properties leased from the NSW Land and Housing Corporation. The WHC is responsible for maintenance (excluding structural damage), allocation and tenancy management. An additional 97 Domestic Violence Housing properties were added to the portfolio during the year.

Leasehold properties

Properties leased from the private rental market. The WHC signs a Residential Tenancy Agreement

under the Residential Tenancies Act 2010 (NSW) and then subleases the property to eligible applicants from the NSW Housing Register. Nine new leasehold properties were added to the portfolio during 2018-19.

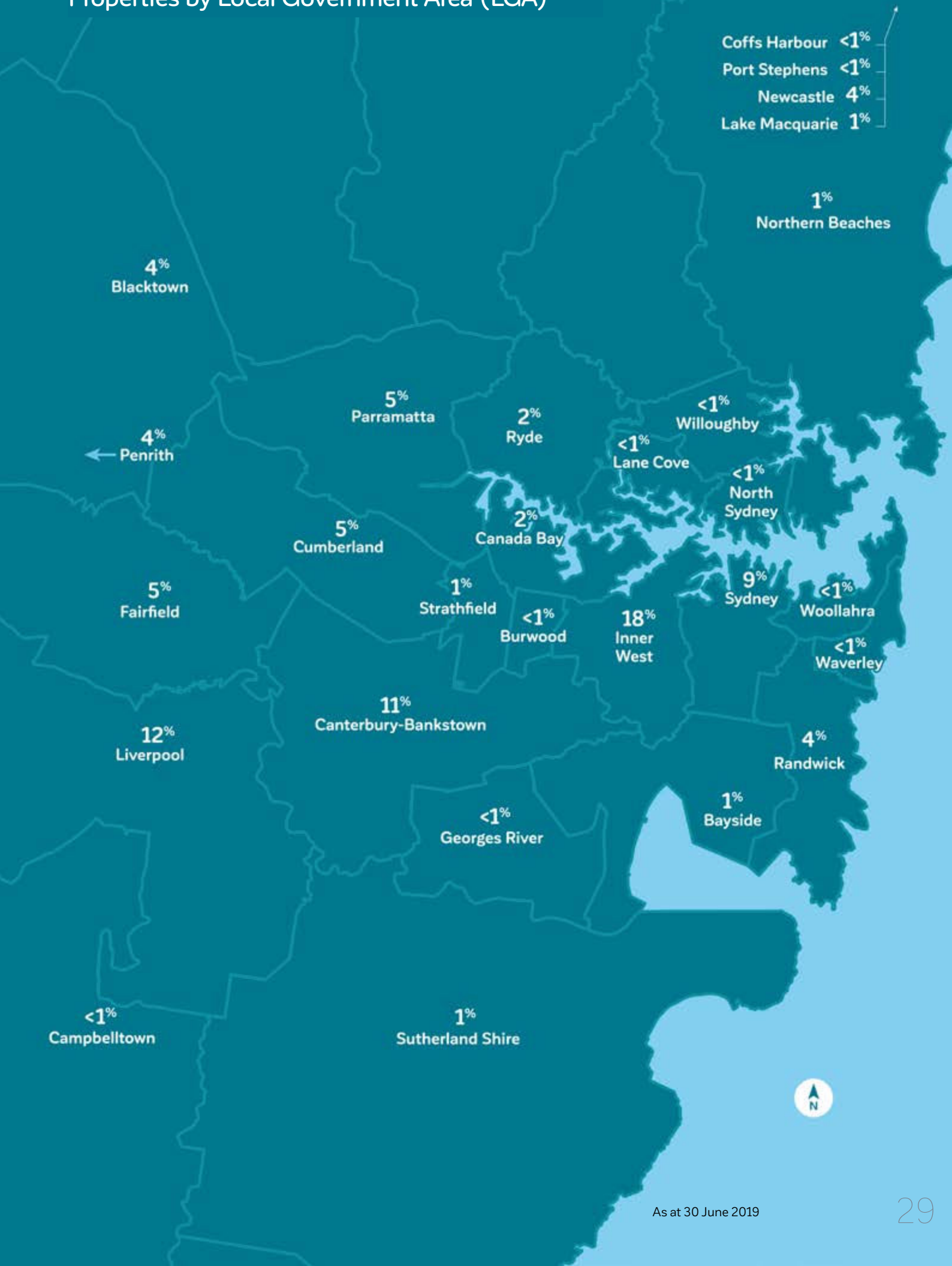
Owned

In 2011, the WHC was awarded title by the NSW Government to 100 properties, across 15 separate locations. As part of this award, the WHC is contracted and on target to deliver an increased property yield of 25 units by June 2021.

Highlights

- Delivery of Stage 1 of the maintenance program for the new Domestic Violence Housing portfolio. Catch-up maintenance work was completed on 50 properties, providing quality, safe and secure homes for families who have experienced housing stress and family violence. The close working relationship with colleagues in the Department of Communities and Justice was critical to this success.
- WHC completed a bathroom modification to assist an elderly tenant to remain in her home. During the upgrade work, the Property Services team worked with an aged care accommodation support worker to provide respite for the tenant while the upgrade work was completed in her home. This accommodation was welcomed by the tenant and allowed the bathroom modification to proceed. The successful partnership approach is now part of our working practice when planning upgrade work in the homes of elderly tenants.
- Improved customer service feedback was directly linked to improving relationships and regular communication, confirming our expectations and shared responsibilities with our contractors.
- Sharing ideas and feedback from our tenants and staff on design ideas for the layout of the proposed new generation boarding houses
- Transition planning for the 151 new properties in the Northern Beaches, along with our partner Bridge Housing.

Properties by Local Government Area (LGA)



Financial Highlights

Financial Position

The net asset position improved from \$24.42m to \$25.91m over the course of the financial year. Key changes were as follows:

Current Assets

The increase in total current assets over the year from \$20.28m to \$21.67m mostly reflects an increase in the balance of cash, cash equivalents and term deposits from \$19.58m to \$20.90m. The closing balance includes \$9.39m which has been reserved for the settlement of a property purchase at Pendle Hill.

The increase in trade receivables and other current assets of \$0.07m incorporates the impact of higher accrued interest and tenant arrears balances.

Non Current Assets

The modest decrease in the balance of property, plant and equipment (from \$12.74m to \$12.67m) reflects the depreciation of buildings, office equipment, motor vehicles and capitalised I.T. implementation costs.

The increase in the balance of non-current receivables & other non-current assets from \$0.31m to \$0.83m mostly reflects the \$0.49m deposit paid in regard to the purchase of property at Pendle Hill.

Liabilities

Current liabilities have increased from \$8.86m to \$9.18m. The balance at 30 June 2019 included a \$7m grant from the NSW government and a further \$1.07m of other deferred funding.

The modest increase in non-current liabilities from \$0.05m to \$0.08m reflects an increase in both the long service leave accrual and the provision for office make-good.

Cash Flow

Net cash inflow from operating activities

Net cash generated from operating activities amounted to \$1.92m for the financial year, however this included a non-recurring \$1m grant received from the NSW government.

Net cash from/(used in) investing activities

Cash flows from investing activities included a \$0.49m deposit paid in regard to a block of units at Pendle Hill and payments for other fixed assets of \$0.12m. Over the course of the financial year, the value of investments in term deposits decreased by \$9.69m.

Net cash from investing activities amounted to \$9.08m for the financial year.

Net increase in cash

When added to the opening cash balance of \$7.14m, the net cash flow for the financial year of \$11.01m resulted in a closing balance of \$18.15m. Most of this was invested in term deposits with maturities of less than 30 days at year end.

Financial Performance

Net Profit

The net profit increased by 130% compared to the previous financial year, reflecting the growth and diversification of operations and the impact of a non-recurring project conducted in conjunction with the NSW Government. The result also reflects a temporary minor reduction in planned maintenance of the existing portfolio.

The recent growth in operations is expected to have a positive impact on the profitability of the business in the longer term, however the level of profit generated in FY2019 is not necessarily indicative of longer term profitability.

Revenue

Revenue increased by 28% over the financial year, however \$1.15m of the increase was related to non recurring projects funded by the NSW Government. The remaining 18% increase relates to the larger housing portfolio under management, new leasehold programs, the homelessness service that was established during the financial year and the indexation of rent and funding.

Expenses

Costs increased by 22% compared to the previous year, reflecting additional tenancy and property management costs and additional administration costs associated with the growth and diversification of the business. The results for the year also included non-recurring costs associated with the workforce fit for purpose review conducted early in the financial year.

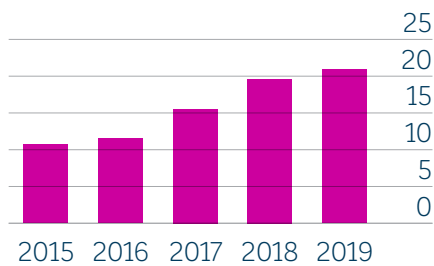
The table below contains a more detailed analysis of the financial performance for the year and provides a comparison to the previous year:

	For the financial year ended			
Sources of revenue	30 Jun 19 \$m	30 Jun 18 \$m	% change	
Rent from tenants	7.35	6.36	16%	The increase in rent revenue mostly reflects the additional rent revenue of approximately \$0.81m related to 111 properties added to the Company's portfolio under management during the year. It also reflects the indexation of rents and the full year impact of properties added to the Company's portfolio during the previous year.
Funding & subsidies from the government	5.85	4.03	45%	A significant portion of the increase reflects non-recurring projects funded by the NSW Government. The remainder of the increase includes \$0.39m related to a new homelessness service and \$0.15m of funding for new leasehold programs. Indexation of 2.5% was applied to recurrent NSW Government funding.
Interest on invested funds	0.47	0.31	51%	The increase mostly reflects higher interest-bearing balances, including government grants and other funds set aside for the procurement of additional housing.
Other sundry revenue	0.32	0.22	48%	The increase reflects higher re-charges to tenants, external grants, donations and other third party recoveries.
Total	13.99	10.92	28%	
Expenditure				
Repair and maintenance of properties	2.60	1.61	61%	The increase mostly reflects upgrade works required to properties transferred to the Company's management during the year. This was slightly offset by a reduction in planned maintenance related to the remainder of the portfolio under management.
Rent paid for leased properties	4.48	4.13	8%	The increase reflects additional rent expense of approximately \$0.15m associated with new leasehold programs, as well as the indexation of rents associated with existing programs.
Other property expenses	1.38	1.19	16%	The increase reflects rates, utilities and other costs associated with the expansion of the portfolio under management, as well as the indexation of costs related to existing properties. Costs such as property insurance and council rates are increasing faster than general inflation.
Staff wages, on-costs & contractor costs	2.70	2.20	23%	The increase reflects additional staff costs of \$0.19m associated with the new homelessness service, the indexation of wages for existing staff and an increase in the workforce associated with the growth in the community housing operations. FY2019 and FY2018 both included non recurring costs (being the costs associated with the workforce fit for purpose review and costs associated the implementation of a new I.T. system).
Other administrative expenses	1.34	1.14	18%	A large portion of the increase is associated with the new homelessness service and the increase in the portfolio under management. Other contributing factors include legal and consultancy fees associated with the acquisition of new properties, increased travel and accommodation costs related to properties in the Hunter and Coffs Harbour areas and increased recurring I.T. system costs (being both software licence fees and the amortisation of capitalised implementation costs).
Total	12.50	10.27	22%	
Profit	1.49	0.65	130%	

The above numbers are extracted from the audited Financial Report for the year ended 30 June 2019. This is available on our website www.womenshousingcompany.org or by contacting our office on 02 92811764 or contact@womenshousingcompany.org.

Key Financial Performance Indicators

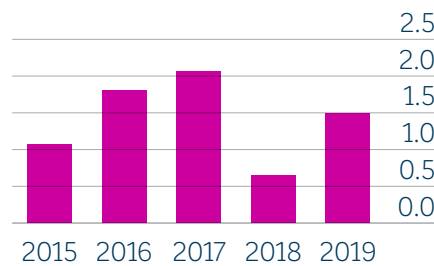
Cash balance at end of year (\$m)



The cash balance (inclusive of term deposits) at 30 June 2019 amounted to \$20.9 million, being an increase of \$1.3m on the previous year's balance.

The cash balance at 30 June 2019 includes approximately \$9.4m which has been reserved to complete the purchase of property that will be used to provide accommodation for older women. A further \$6m has been set aside for the procurement of other properties, which will satisfy the Company's obligation to the NSW Government to increase the supply of affordable housing.

Net Profit (\$m)

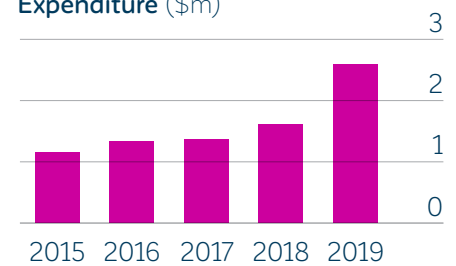


This graph illustrates the excess of revenues over expenses.

The result for the year ended 30 June 2019 reflects significant recent diversification and growth within both the community housing and homelessness services. It also reflects the revenue associated with a non-recurring project undertaken on behalf of the NSW Government.

The results for the years ended 30 June 2016 and 2017 have both been impacted by other non-recurring positive items.

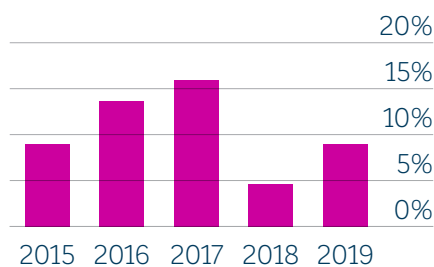
Repairs and Maintenance Expenditure (\$m)



The Company's expenditure on the maintenance of properties reflects a commitment to ensure that they are safe, secure and kept to an appropriate standard.

The increase for the year ended 30 June 2019 mostly reflects the circa \$1.1m of upgrade works required to properties transferred to the Company's management during the year. While a similar amount is forecast for the year ending 30 June 2020, this is not indicative of required expenditure for subsequent years.

Profitability Margin (%)

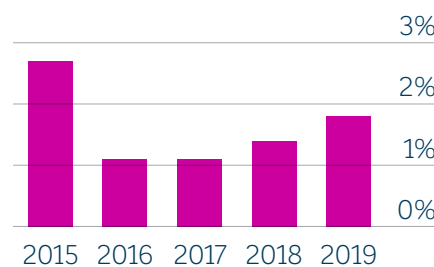


This graph illustrates the ratio of Earnings before Interest, Tax, Depreciation and Amortisation (EBITDA) over Operating Revenue.

The result for the year ended 30 June 2019 was positively impacted by the growth and diversification of operations, as well as additional revenue associated with a non-recurring government project.

The results for 2016 and 2017 were both positively impacted by positive non-recurring items. In contrast, 2018 was negatively impacted by non-recurring costs associated with new I.T. systems.

Vacancies and Voids (%)

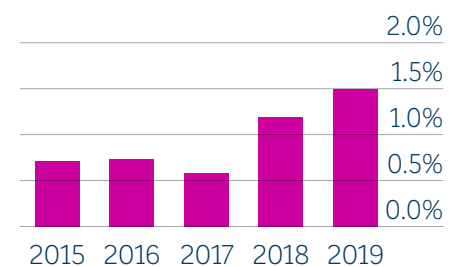


This graph illustrates the number of rental days lost due to voids and vacancies as a percentage of the total available days.

The result for the year ended 30 June 2019 reflects a large number of properties that were transferred to WHC in an untenable state, as well as a large number that needed significant upgrade work after transfer. For the remainder of the portfolio, the rate of 1.1% reflected an improvement compared to the 2018 result. This is a key area of focus for the management team.

The result for 2015 reflected the impact of the Going Home Staying Home reforms.

Rent Arrears (%)



This graph illustrates the value of rent arrears at the reporting date as a percentage of the rent revenue charged to tenants over the preceding financial year.

The June 2018 arrears balance was temporarily higher than usual, while the June 2019 balance was negatively impacted by a high level of arrears related to the portfolio transferred to WHC's management during the year. A more modest rate of 0.8% applied to the remainder of the portfolio under management.

Although the value at June 2019 is well within the industry benchmark of 2.5%, this is nonetheless a key area of focus for the management team.

Acknowledgements

The WHC worked with many individuals, groups and organisations throughout the year. Many people kindly donated their time and expertise on a probono basis, others provided generous donations and funding, others contributed specialist knowledge and expertise. The ongoing support provided by our partners assists us to effectively and proficiently deliver our programs, that in turn make a huge difference to the women we support throughout the year.

AccessEAP
Australasian Housing Institute
Blooming HR
Blue Sox
Bonnie Support Services Ltd
Bridge Housing
Business Network Solutions
City of Sydney
Community Housing Industry
Association NSW (CHIA NSW)
CompliSpace
Deep Space
Department of Communities and Justice (DCJ)
Domestic Violence Helpline
Domestic Violence Service Management NSW
Elton Consulting
Emoceen Studios
Flourish Australia
Federal Members of Parliament (Stronger Community
Grants)
Hon. Anthony Albanese, MP for Grayndler
Hon. Chris Bowen, MP for McMahon
Hon. Craig Laundy, MP for Reid
Hon. Tanya Plibersek, MP for Sydney
Grant Thornton
Good Shepherd Microfinance
Holding Redlich
Homelessness NSW
Hoolihan Consulting
Housing Appeals Committee
Housing Information Solutions
Hume Community Housing
Impact Group
Jenny's Place
Jewish Care
Joanna de Pree
Land and Housing Corporation (LAHC)
Launchpad Youth Community
Legal Aid
Lee Road Consulting
Link2Home
Link Housing
Liverpool City Garden Project Team
Liverpool Women's Health Centre

Jobs Australia
Mary Perkins
Max Solutions
Mercy Foundation
Metro Community Housing
Microsoft
Miller Group
Mission Australia
Neami National
National Dental Foundation
Nova for Women and Children
NSW Justice Victims Services
NSW Service for the Treatment and Rehabilitation
of Torture and Trauma Survivors
Oz Harvest
Registrar for Community Housing
Royal Botanic Gardens Community Greening
SDM
Seniors' Rights Service
Settlement Services International
SGCH
Share the Dignity
Shelter NSW
Sisters of Mercy, North Sydney
South West Sydney Local Health District
Social Ventures Australia
St Vincent de Paul Society
Stanton Dahl Architects
Susan Ryan AO
Sydney Community Foundation
TAFE NSW
The Ponds High School
Urbis
Warrina Domestic Violence Services
Weir Anderson Foundation
Wendy McCarthy AO
Wesley Mission
West Connect Domestic Violence Services
WHC contractors for repairs and maintenance
Women's and Girl's Emergency Centre
Women's Community Shelters
Woollahra Council
Work Ventures
YWCA



Women's Housing Company ABN 38 002 704 056

Suite 901, Level 9, 418A Elizabeth Street, Surry Hills, NSW 2010

T (02) 9281 1764 or 1300 942 111 (outside Sydney) **E** Contact@womenshousingcompany.org

www.womenshousingcompany.org.au