



# ANNUAL REPORT

2023



# Corporate Values

Collaboration  
Courage  
Focus  
Integrity  
Respect

## **Acknowledgment of Country**

*The Women's Housing Company acknowledges the Traditional Owners of country throughout NSW and recognises their continuing connection to land, water and culture. We pay respects to their Elders past, present and emerging.*



# Contents

Message from the Chair	2
Message from the CEO	3
New role of WHC Patron	4
Introduction	5
Strategy and Governance	6
Strategic Plan 2020-2025	7
Highlights in 2023	8
Our People	10
Organisational Chart	14
Increasing Housing Supply	16
Addressing Homelessness through our Services	18
Supporting Women to Independence	20
Working with Others	22
Tenant and Community Engagement	24
Housing Services	26
Property Services	28
Homelessness Support Services	30
Financial Summary	32
Acknowledgements	36



# Message from the Chair

**The Women's Housing Company has achieved significant outcomes in this reporting period and as the Chair, I'm proud to share our highlights. It was a year of growth, collaboration and partnerships for the organisation, and maintaining our focus given the challenging external environment and increasing costs.**

The Board expanded this year with the recruitment of three new Directors. Alice Robinson was part of the Observership Program in 2022 and we were very pleased that she was welcomed to the Board as a Director. Katrina Smithson and Vivienne Skinner also joined the Board in November 2022, and all participated in a thorough induction program.

With an expanded Board, it was also time to refresh the subcommittee structure. The Board Audit and Risk Committee terms of reference were reviewed, and Jodie Blackledge continues as Chair. A new People, Remuneration and Culture Subcommittee was established to focus on our workforce, commencing in late 2023.

A new area of focus is philanthropy and a Fundraising and Marketing Subcommittee was also established, with Co-Chairs Sharanya Srikanth and Alice Robinson.

Strategic priorities were reviewed at an annual strategic planning day between the Board and Executive team. One of the key priorities this year is supporting our people, focusing on development and wellbeing, and ensuring our people are engaged and equipped to undertake their roles in an ever more complex environment.

For the first time in the organisation's 40-year history, a new role of Patron was created with the Hon Ros Kelly AO taking this on. Ros is passionate about opportunities for women and solving homelessness, as well as being a strong advocate and creative thinker. She has spent time getting to know the Board and team, as well as working with us on a



Alice Spizzo

strategy to engage with philanthropy and corporate donors. It's a new area for the Women's Housing Company and we are confident that there is a good connection between community concern for women's homelessness and the good work of our organisation.

I'd like to acknowledge and thank my fellow Directors and Patron for their tireless work this year. I'd also like to thank the team who work so hard to achieve results for the people we assist. They are dedicated, professional and tireless in their roles. I'd also like to thank the NSW Government, other partners, funders and supporters for their support throughout the year.

## **Alice Spizzo**

Chair, Women's Housing Company Ltd



# Message from the CEO

**I'm proud to present the CEO update for 2023 – a year where we faced great uncertainty in our operating environment and as a Company, we ensured our focus was on quality service delivery, expanding our housing portfolio and advocacy.**

Cost of living increases, labour and material shortages, and increases in private rent and property values all had an impact on the Women's Housing Company budget and program of work for the year. In addition, demand for more crisis and long-term housing for women increased this year.

More than ever, our work this year focused on the things that matter most to our tenants, our clients experiencing homelessness, and our team.

## Key highlights for 2023

- Announcement that our Crisis Refuge in South Western Sydney will be rebuilt – increasing capacity from 4 to 10 places for women.
- Awarded Australian Service Excellence Standards (ASES) Accreditation following a rigorous assessment process by an independent assessor.
- Purchased a new block in Bankstown, providing a home to 7 women and purchased and refurbished 3 blocks in Canterbury Bankstown, providing a new home for 24 women and their children. These were co funded by the Women's Housing Company and the NSW Government. Total - 31 units.

- Finalised negotiations with the NSW Government and Blue Sox Developments for a new 59-unit project in South Granville – management over 20 years and purchase of some of the units.
- Undertook our first solar panel project on an existing block, with funding and expertise from SCT Consulting.
- Launched our first Empowerment through Employment Program, with over 100 tenants engaged.
- Awarded another \$5m Community Housing Innovation Fund grant by the NSW Government that will go toward the purchase of new housing in 2024.
- Led a project on the feasibility of establishing a Common Ground for Women in Sydney, with funding from the Mercy Foundation.

Our work is somewhat unique – we manage finite resources to provide housing, case management, and support programs for women who have experienced some of life's greatest challenges. We operate as a business in that we are responsible for a portfolio of over 1,200 properties, and a multitude of specialist programs with varying budgets, complexity and accountabilities.



Debbie Georgopoulos

Safe, secure and affordable housing is the basis for everything else in life and in that sense our work is absolutely about people. Supporting women who are our tenants, supporting women who need housing, and providing opportunities for employment, social connection and wellbeing.

This is all done by an amazing team of committed professionals who balance 'heart and head' every day in their jobs. I couldn't be more proud and grateful to the team at the Women's Housing Company. And to our amazing Board and Patron who give their time to support us and ensure effective governance, planning and strategic leadership.

**Debbie Georgopoulos**  
CEO, Women's Housing  
Company Ltd



# New Role of Women's Housing Company Patron

The Women's Housing Company has appointed as its new Patron a high-profile woman with a passion for addressing the risk of homelessness facing many women.



The Hon. Ros Kelly AO speaking at the WHC Empowerment through Employment Event

“

*I want to be part of the solution and galvanise others to act, by helping the Women's Housing Company to meet head-on the housing crisis of our time. This means securing funds and expanding the Company's capacity to deliver more homes and to do so faster because today's need is so great and growing daily.*

”

The Hon Ros Kelly AO

The Hon Ros Kelly AO is working with the Board and leadership team to create awareness of the challenges women face in the housing market, raise the profile of the Women's Housing Company and help pursue opportunities to expand our work and social impact.

Ms Kelly is a former member of the House of Representatives where she served from 1980 to 1995, holding various ministries at a time when women were just starting to be heard in the corridors of power in Canberra. She has been a Director on a number of not-for-profit Boards and has a long standing commitment to supporting women.

Since taking on the role, Ms Kelly has spent time with Directors, staff and tenants, including visits to social housing, getting to know our work. She is an uplifting speaker and has made time throughout the year to speak at Women's Housing Company events, sharing her journey and

challenges and reminding women about selfcare and wellbeing. She has also provided encouragement, ideas and support for a fundraising strategy – early days for the Women's Housing Company with more work to be done to connect with people in the community who want to help.



The Hon. Ros Kelly AO speaking to the WHC Team



# Introduction

The Women's Housing Company is a Tier 1 community housing provider, registered under the National Regulatory System for Community Housing and operates as a charity. It is also accredited under the Australian Service Excellence Standards.

The housing market this year was one of the most challenging and the Women's Housing Company was at the forefront of addressing women's homelessness, supporting women, expanding our housing portfolio and advocating for more affordable housing solutions.

The Women's Housing Company delivered crisis accommodation, transitional medium-term housing, social housing for women on very low incomes and affordable housing for key workers on moderate incomes.

Services were in very high demand given the housing affordability crisis, coupled with a host of factors that impact women in particular. These include domestic and family violence, disproportionate caring and family responsibilities, cost of living pressures, concentration in lower paid jobs and lower rates of superannuation at retirement.

As the largest women's housing organisation in Australia, advocacy was a key focus, together with NSW and National Industry bodies to all levels of Government.

## The statistics in 2023

On every measure, Australia is in the midst of a housing crisis and the impact is being felt by individuals and families in NSW, particularly Sydney.

- Sydney meets key metrics for chronic unaffordability.
- Sydney's median property price is over 13.3 times the median income, up from 8.3 a decade ago.
- 35.3% of Sydney renter households experience rental stress.
- Sydney is ranked the second least affordable city for home ownership in the world, after Hong Kong.
- NSW has the longest waiting list for social housing in Australia – almost 56,000 as at 30 June 2023 and this increased to almost 57,500 in the three months to September.
- The average waiting time for general social housing increased by 40% in the last 12 months.
- In 2021-22, 60% of people seeking assistance from Specialist Homelessness Services in NSW were women. Services in NSW were forced to turn away an average of 24 requests per day from women, nearly three times the number of unassisted requests received from men.
- More than half of unmet requests for assistance from women were for short-term or emergency accommodation (51%) and other housing (32%).

# Strategy and Governance

**The Women's Housing Company is governed by a skills-based Board that meets throughout the year to provide strategic direction, strong governance, risk management and support to the management team.**

An open recruitment process was held for new Directors and there were three new appointments – Katrina Smithson, Vivienne Skinner and Alice Robinson. This is part of the Board's succession planning process.

A new role of Patron was established and the Hon Ros Kelly AO took on this honorary role to promote the work of the Company and solutions to women's homelessness.

A number of Sub-committees support the Board including:

- Board Audit and Risk
- People, Remuneration and Culture (new)
- Fundraising and Marketing (new).

A Strategic Planning Day was held during the year, facilitated by Dr Rachel Trigg from Polygon Strategy. The focus was on consolidating our services and operations, and supporting our people following a period of significant change and growth.



Women's Housing Company Board of Directors (Alice Robinson on Maternity Leave)

The Women's Housing Company successfully completed annual compliance reporting under the National Regulatory System for Community Housing (NRSCH) and achieved accreditation under the Australian Service Excellence Standards (ASES) with input from the Board into this inaugural process.

The Board considered and approved key policies and plans to ensure sound governance, accountability, and risk management. Key areas such as privacy, and gifts and benefits were among a number of areas covered.

Directors also attended various events throughout the year, representing the Women's Housing Company at industry meetings and conferences, along with events involving clients and tenants. Connecting with the work of the organisation was engaging and gratifying for Directors, creating a link between strategic governance, values and purpose.





# Strategic Plan 2020-2025

The vision and purpose for the Women's Housing Company are at the centre of our Strategic Plan. They are the two pillars around which this, and future plans, are developed and set our long term direction.



## Vision

Empowering women to improve their lives through the provision of housing that is affordable



## Purpose

Providing quality, safe, and stable housing and homelessness services for women

## About Us

The Women's Housing Company is a registered Tier 1 not-for-profit community housing provider under the National Regulatory System for Community Housing. We focus on providing safe, secure and affordable housing and homelessness services to single women and women with children. With over 35 years of history and experience, the Women's Housing Company has grown and expanded our services to provide crisis, transitional, social and affordable housing.

## Strategic Objectives

The objectives are the five key areas we will prioritise over the next five years to progress our vision and achieve our purpose. The strategies are high level activities that will be critical for achieving our objectives. More detailed actions under each strategy will be provided in our yearly business plans.



### Quality services

Providing safe and stable housing and homelessness services for women



### Enhanced wellbeing

Linking clients to the support they need to improve their lives



### Purposeful growth

Increasing the supply of housing and homelessness services for women



### Impactful advocacy

Leading voice in advocating for women's housing and homelessness services



### Sustainable business

Continuing financial and operational sustainability

# Highlights in 2023



Three new Directors appointed to the WHC Board

Secured \$5m Community Housing Innovation Fund (CHIF) grant for next housing project

Marked 40 Years of Service

The Hon Ros Kelly AO appointed Patron

Provided evidence to NSW Upper House Inquiry into Homelessness and Older People

Decision to redevelop the WHC refuge with increased capacity

Project to look at feasibility of establishing a Common Ground for Women in Sydney



## Finance

Over \$20m invested in residential property



Own 189 properties with a market value of over \$80m

Net assets of over \$49m at 30 June 2023

Uplift in property value from Development Application at West Ryde crystallised



## Tenancy/Property

Over 1,500 household members

Settled the purchase of a new unit block in Bankstown



Provided new homes to 263 women and their children

Over 1,200 properties under management

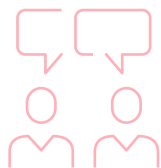
11% increase in properties managed

Purchased 3 new unit blocks in Canterbury Bankstown

48 new social and affordable properties under ownership

First solar panel project on existing social housing block installed





## Community Engagement

77% overall satisfaction with WHC services



5 new common rooms established for residents, furnished by ReLove

International Women's Day celebrated at Royal Botanic Gardens



Let's Get Digital Program launched to improve digital equity, funded by Sydney Community Foundation

33% of tenants responded to Annual Tenant Satisfaction Survey

81% of tenants believe life has improved since moving into WHC property

Empowerment through Employment Program established, with over 100 tenants engaged; funded by NSW Women and Be Kind Sydney

New community gardens established for residents in 2 blocks with Community Greening



## People and Culture

Inaugural People and Culture Manager appointed

Rolled out improved safety devices for front line staff

New Probation Policy implemented

New Performance Management and Review Policy implemented

Onboarding experience for new employees updated



## Homelessness

Australian Service Excellence Standards Accreditation awarded to Homelessness Support Services

New Partnership with Thread Together, providing new clothing for clients in urgent situations



WHC Homelessness Support Services assisted 336 clients in South Western Sydney

New Homelessness Support Services policies – Access to Services Policy, Client Diversity Policy, Client Feedback Policy, Client Rights Policy and Complaints and Appeals Policy

Started distributing 'Escape Bags' to clients escaping violence



# Our People



Women's Housing Company Senior Management Team

As a company that delivers essential services to women who at times have experienced very difficult circumstances, we recognise that our people are our greatest asset. Our professional team delivers quality services with care and compassion. We are committed to supporting our workforce to have the skills and capability to be effective in their roles and to feel connected, empowered and fulfilled.

The wellbeing of our people is a key priority and with this in mind, we created a new People and Culture Manager (PCM) role. In 2023, our new PCM focused on creating a Wellbeing Program, as well as supporting managers to attract new talent (where new roles have been created or where staff have left) and supporting the onboarding of new staff. The PCM's priorities over the coming year will

include strengthening collaboration between teams; implementing wellbeing initiatives; and training and development of our workforce.

The Women's Housing Company team comprises 42 staff members, operating across three sites - Surry Hills, Liverpool and Brookvale. Given that several staff work part time, the full-time equivalent number of staff is 38.7.

#### Other highlights over 2023 included:

- New policies and procedures including: Probation Policy, Performance Management and Review Policy, and a “How to Guide” to ensure employees get the most out of their Performance Development Program discussions.
- Enhanced processes for people leaving the company, to ensure we are capturing their feedback via an exit interview process that allows us to identify opportunities to improve retention and engagement.
- Improved onboarding of employees - the Corporate Induction process has been refined and role specific training journals have been created for positions, to ensure new staff are provided with a solid foundation for their development.
- New gifted leave day - all employees now receive a day off on their birthday and we’ve received very positive feedback regarding this initiative.

#### New People, Remuneration and Culture Board Sub-Committee

The importance of a strong corporate culture and support for our workforce was recognised through the establishment of a new People, Remuneration and Culture Board Committee (PRACC). The objective of the PRACC is to

assist the WHC Board in fulfilling its statutory, corporate governance and oversight responsibilities relating to the people, remuneration and culture of the organisation. The PRACC will work collaboratively to develop and implement strategies, policies, and initiatives that foster a positive and inclusive organisational culture, attract and retain talented individuals, and ensure the wellbeing and professional development of staff members.

#### Staff Survey 2023

We were pleased with the following results from our annual staff survey:

- 93% of employees believe they have good working relationships at the Women’s Housing Company
- 92% believe the Women’s Housing Company is an ethical place to work
- 89% are clear about their roles at the Women’s Housing Company
- 84% believe they experience job satisfaction at the Women’s Housing Company.

It’s pleasing to note that our 2023 survey results demonstrated an improvement in two areas where the 2022 results were less than ideal, being safety and grievance handling. The survey also identified areas for improvement, particularly collaboration, and work is underway to strengthen practice in this key area.



Women’s Housing Company Customer Service Team

#### Work Health and Safety at the Women’s Housing Company

Safety is of paramount importance at the Women’s Housing Company and as such, we have implemented several new initiatives in this area. SafeTCard devices have been rolled out to all front-line staff. This device is simple to operate and feedback has been overwhelmingly positive thus far. A SafeTCard escalation procedure has been implemented, as well as a number of other procedures that serve to protect our employees both in the office and out in the field.



## Training

Our employees attended a variety of training programs throughout the year. Our front-line Housing Operations team completed training in customer service, a program designed to provide our staff with the confidence to be truly client centric. Our front-line staff participated in child protection mandatory reporter training and our Homelessness Support Services team attended a Domestic Violence and Sexual Assault Awareness workshop, as well as trauma informed practice training in Suicide Intervention Skills. These are extremely relevant training programs to ensure staff are up to date with best practice in these areas. Several Homelessness Support Services staff attended the Annual Domestic and Family Violence Conference which was very valuable.

Jodie Blackledge, (Director and Chair, Board Audit and Risk Committee) organised two specialists from Fitzpatrick's Private Wealth to present at an interactive luncheon for our employees. It was a very informative session, covering practical ways to budget and the importance of superannuation for women and helped focus everyone on planning for short and long term goals and wellbeing.

Learning and development remains a key focus for the coming year.

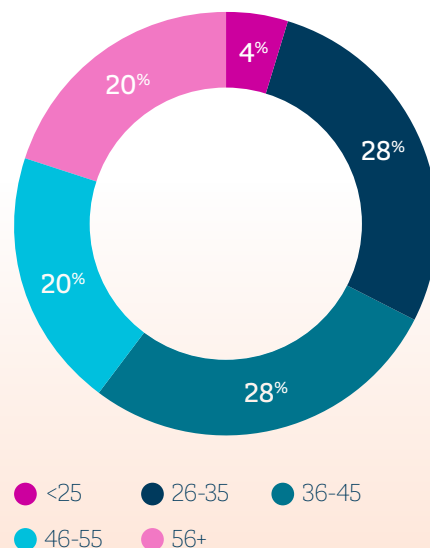
## Business Planning

Our entire team got together in May for our annual business planning session, where employees were able to discuss and agree our priorities for the coming year. We workshopped what we should keep doing, what we should stop doing and what we should start doing. It was a fantastic opportunity for our otherwise dispersed workforce to get together, share ideas and have some fun planning for the year ahead.

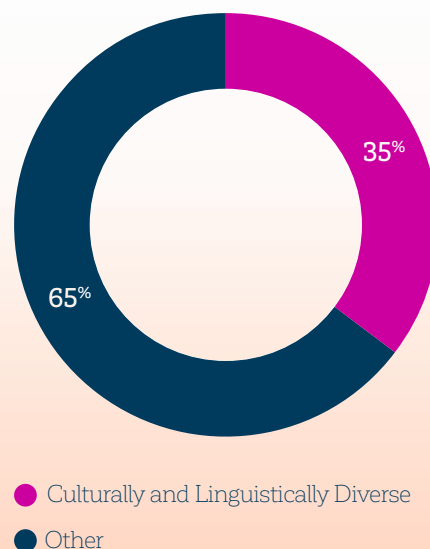
## Statistical Snapshot of Our People

Diversity is a strength and is embraced at the Women's Housing Company. Employees come from different cultural backgrounds, speak multiple languages and range in ages. Our workforce is also well qualified in their respective field, with almost all employees holding a qualification at Diploma, Bachelor or Post Graduate level. We are proud of the differences amongst us - they add to our organisational culture and assist in providing quality services to the people we support.

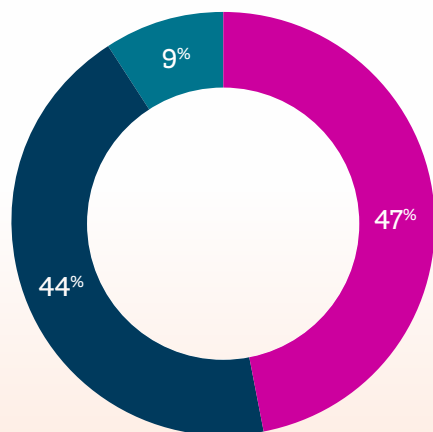
Age (Years)



Cultural diversity

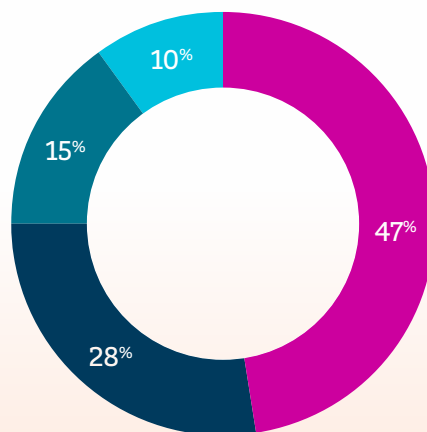


Languages spoken



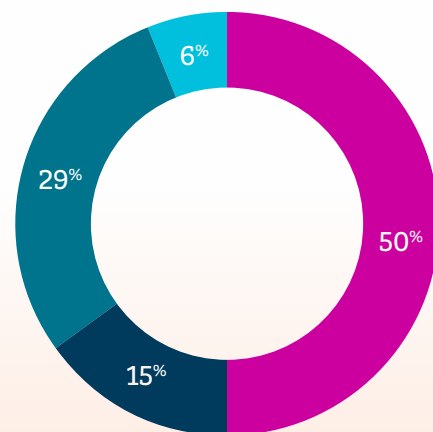
- English only
- English & another language
- English & two other languages

Tenure (Years)



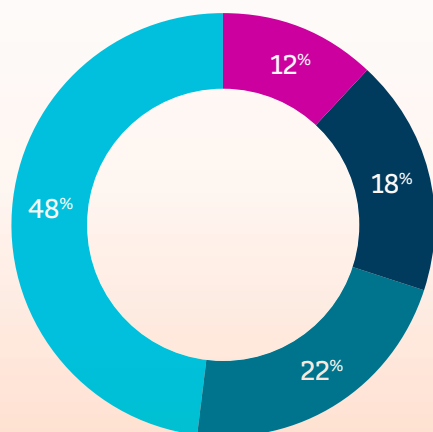
- Less than 2
- 2-5
- 5-10
- 10+

Highest qualification



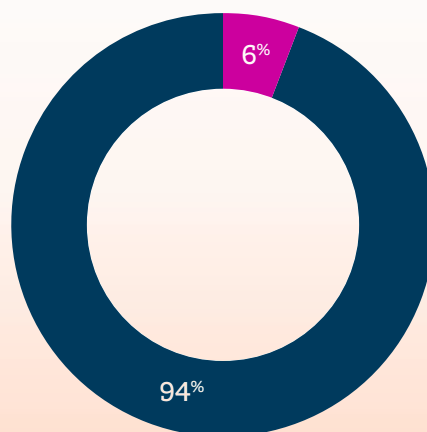
- Degree plus Post Graduate qualification
- Bachelor Degree
- Diploma or Certificate VET
- High School Certificate

Basis of employment



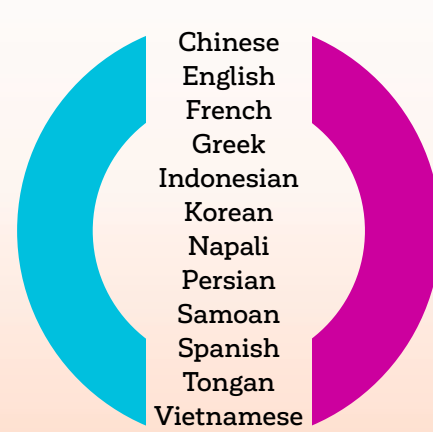
- Fixed Term Part-time
- Permanent Part-time
- Fixed Term Full-time
- Permanent Full-time

Living with a disability

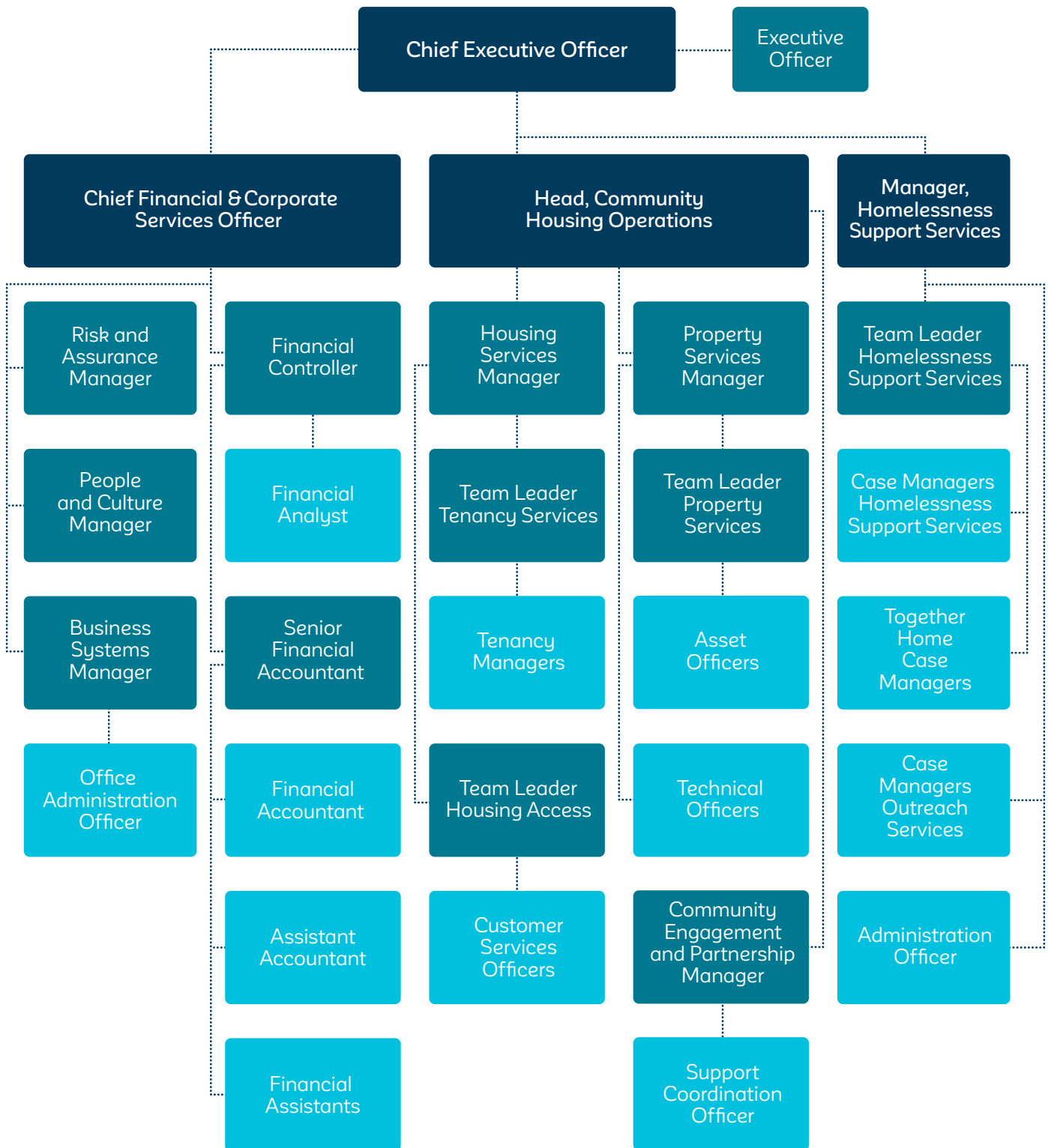


- Yes
- No

Languages spoken at home



# Organisational Chart



Executive Team
  Senior Management Team
  All Staff



# Increasing Housing Supply

2022-23 was a year of significant growth for the Women's Housing Company, with a portfolio increase of 11% due to new properties under both ownership and management.

In FY2022, the Women's Housing Company was awarded over \$12m from the NSW Government in capital grants for the purchase and delivery of additional social and affordable housing. Three blocks were purchased, refurbished and tenanted in FY2023 and represent a significant increase in the organisation's asset base.

## **ARHSEPP Canterbury-Bankstown Project**

A 6 unit block in Lakemba was purchased for affordable housing, offering 2 bedroom affordable units for women and their children. Significant works were undertaken to refurbish this block before units were let, including roof and gutter replacement, electrical upgrades, external paint, new doors, letter boxes, balustrades and balconies, landscaping and fencing. Internally, all units were freshly painted and flooring, fire doors, locks, and kitchen and bathrooms were upgraded where needed.

## **Community Housing Innovation Fund – Safe Housing for Women Project**

A block was purchased in Wiley Park with the remainder of this grant following purchase of a property at Bankstown in FY2022. This 8 unit block was purchased and also refurbished prior to tenanting. The front of the property received a significant uplift, refreshing the balconies and balustrades,



WHC LAHC Partnership - New Housing in Blacktown LGA

as well as a number of internal upgrades to the property, with tenants moving into their new homes in April 2023.

## **Together Home Capital Transition Program**

This 10 unit block in Lakemba was purchased with the assistance of a Together Home Capital grant. As with the other purchases, this block was refurbished and refreshed before tenants moved in during March 2023. This block received bright new balconies to give a whole new look to the brick frontage, as well as significant internal renovations and landscaping.

All three blocks were officially opened by the Hon. Rose Jackson AO, NSW Minister for Housing and Homelessness at an event involving residents, Directors, staff, builders and other partners.

## **New Generation Boarding House Program**

The NSW Homelessness Strategy 2018-2023 included a commitment to deliver more housing for older women. The NSW Land and Housing Corporation's (LAHC) New Generation Boarding House (NGBH) Program was subsequently developed, with all twelve designated sites awarded



to the Women's Housing Company for management, recognising our expertise as a specialist housing provider for women. All properties will be managed under a 20-year lease arrangement with LAHC, and will see a total of 102 new units delivered for women over the age of 55.

Following the delivery of two blocks in FY2022, a further 4 blocks were completed in FY2023.

The Women's Housing Company has worked closely with LAHC to provide feedback on the design of these blocks, keeping in mind best practice design for older women. All blocks have accessible common areas including a kitchen and outdoor space for use by residents.

## South Granville

The Women's Housing Company took over management of our largest block to date at South Granville in June 2023. The block of 59 studios, 1 and 2 bedroom units is part owned, part managed on behalf of LAHC. The block provides a combination of social and affordable housing, and offers security and common area amenities including a beautifully furnished common room for the community of single women. Community development activities have commenced with more planned at the block to ensure this new community flourishes.



New Social and Affordable Housing in Cumberland LGA



WHC LAHC Partnership - New Housing in Canterbury Bankstown LGA



# Addressing Homelessness through Our Services

**Our Housing First Programs** continue to be a success thanks to strong partnerships with Specialist Homelessness Services and Neami National. These programs operate through subleasing arrangements whereby properties are sourced from the private rental market and can be matched to the individual needs of clients.

## **Together Home Program**

A total of 49 women have been housed with the Women's Housing Company through the Together Home program, which has been operating for 3 years.

We continue to work with our in-house Homelessness Support Services to provide our Together Home clients with wrap around support to ensure they can sustain their tenancies. The program's success is evidenced through 88% of tenancies sustained or clients leaving into another form of secure housing (positive exit).

The Women's Housing Company is proud to be part of this statewide program that is vitally important for women who are homeless or at risk of homelessness.



Tenants Walking through Redfern After NAIDOC Week Event

## **STEP To Home Program**

The Supported Transition and Engagement Program (STEP), in partnership with Bridge Housing, Metro Community Housing and Neami National has also proved to be a positive and effective program for homeless women. This program allows those who have been sleeping rough to secure long-term housing and access the wrap around support that they require to sustain their tenancies. Many of these clients have never had their own tenancy before, therefore the effective management of this program is critical to ensuring that we do not have tenants returning to homelessness.

In addition to programs funded by the NSW Government, the Women's Housing Company also delivers tailored responses to the needs of local women that are not otherwise met through the existing housing system. Two outstanding examples are our domestic and family violence programs delivered with Local Government.

## **Woollahra Council Domestic and Family Violence Accommodation and Support Program**

Woollahra Council provides funding for our Domestic and Family Violence Accommodation and Support Program to support women and their children escaping



Women's Housing Company Team at the Liverpool Community Day

domestic and family violence. This unique program was established by the Council and the Women's Housing Company to respond to local needs. The Program does not seek to duplicate the social housing system but rather seeks to address the shortage of affordable housing in the Woollahra Local Government Area that is available to women and their children escaping domestic violence, who are not eligible for longer term social housing. The Program assists local residents by providing a secure, medium-term housing option that allows them to leave unsafe situations whilst being able to stay in their community, close to schools and support networks.

Since commencing the program, we have been able to assist 14 women and 22 children into secure accommodation with support from local services.

### **Randwick City Council Transitional Housing Program for Women and Children**

Following on from the success of the Woollahra program, Randwick Council has funded a pilot program with the Women's Housing Company to deliver a local response for women and their children escaping domestic and family violence in Randwick.

Three tenancies commenced in FY2023 for local women and their children, providing safe and secure housing, along with support from local services.





# Supporting women to independence

While safe and secure housing is the foundation that allows women to focus on other priorities and goals in life, the Women's Housing Company recognises that we have a role to play in improving wellbeing and supporting tenants to greater independence. Empowerment and opportunity are key drivers and the focus of a number of new initiatives this year.

## Empowerment Through Employment Program

Funded by Be Kind Sydney and NSW Women, we launched our employment program - Empowerment through Employment - in September 2022. The launch was very successful, with over 60 women attending the event that included presentations from multiple employment agencies.

The program comprised workshops run over a period of time focused on building skills, improving self-confidence and wrap-around support.

Over 100 women engaged with the program during the year, representing a significant proportion of our tenant community. The program was focused not only on training and employment, but on addressing the underlying challenges that women face in entering study or work. These challenges can include health issues, caring responsibilities, lack of technical skills, and limited access to work attire. In addition, a major barrier for women can be lack of self-confidence. The program aimed to address these challenges through focussing on:



EmpowerHer Event Supported by Katie's

- Interview skills
- Starting a business
- Resume writing
- Career planning
- Mentoring
- Connecting to culture through cooking
- Technical skills

Workshops were delivered in partnership with community organisations, including:

- Ability Options
- Evolve Housing
- WAGEC
- BreakThru
- Habitat Women
- Metro Assist

As a result of the program, 12 women entered work or study, while 76% reported feeling more confident about entering employment.

This program will continue in the coming year thanks to continued funding from Be Kind Sydney.

## Let's Get Digital

The Let's Get Digital program, funded by the Sydney Community Foundation, allowed us to support many older tenants in getting online safely and confidently. We engaged almost 30 tenants in group workshops and one-to-one sessions with a digital literacy mentor, and subjects included:

- Safety First Online
- Accessing MyGov and Service NSW
- Online Hobbies
- Online Banking



International Women's Day Celebration at the Royal Botanic Gardens

## EmpowerHer

This year to celebrate Mother's Day, the Women's Housing Company hosted EmpowerHer, an event delivered for our tenants in partnership with Katie's, the clothing brand. The event was designed to focus on feeling good and building confidence through self-care.

Over 65 women attended the event. Our Patron, the Hon Ros Kelly AO gave a motivational opening address to attendees, followed by styling tips from Sonia Miller, General Manager at Katie's. Every tenant received a free gift bag which included a complete seasonal outfit from Katie's, along with hair styling, a new look from a local makeup artist and professional shot photographs for all the women who attended.



Women Receiving Gifts at EmpowerHer Event





# Working with Others

**Effective partnerships are key to delivering on our strategic priorities, particularly delivering Quality Services and Enhanced Wellbeing. We do this by working with partner organisations with whom we share purpose and values.**



Community Housing Industry Association NSW Conference 2023

## Housing Partners

- Social Housing Management Transfer Program – partnership with Bridge Housing to manage all social housing in the Northern Beaches. In addition, we also work closely with Bridge Housing, Link Wentworth and SGCH to deliver social housing services and ensure service system coordination across the Northern Sydney District.
- STEP to Home – partnership with Bridge Housing, Metro Community Housing and Neami National to deliver STEP To Home, a Housing First program for people who are homeless or at risk of homelessness.

## Advocacy

### Ageing on the Edge (AotE) Coalition

- This is a coalition of over 140 organisations and supporters, working together to address housing and homelessness related issues for older people.
- The Women's Housing Company is a member of the AotE Working Group along with the NSW Older Women's Network, Council on the Ageing (COTA) NSW, Mercy Foundation, Uniting, Shelter NSW and the Women's Electoral Lobby.
- In 2022, the Coalition made a joint submission to the NSW Parliamentary Inquiry into older people and homelessness, making a number of recommendations.
- In 2023, the Women's Housing Company gave evidence at the NSW Parliamentary Inquiry into Homelessness in Older People hearings to further support these recommendations, as well as showing the committee around a social housing block and meeting older residents to share their experiences.
- Some recommendations have been implemented, including the removal of rent seeker diaries. Other recommendations are being explored for implementation by the NSW Government.

## Industry Bodies

- Community Housing Industry Association NSW - WHC CEO is Board Director
- PowerHousing Australia - WHC is a member and the CEO is a Board Director

## Transitional Housing Partners

These are formal partnerships with Specialist Homelessness Services, providing tenancy and property management services, supported by formal Memorandums of Understanding. Tenancies range from 6 months to 5 years dependent on individual needs and the nature of the program.

### Support partner organisations include:

- Flourish Australia
- Jenny's Place
- Nova for Women and Children
- St Vincent de Paul Society
- Launchpad Youth Community
- Warrina Domestic and Family Violence Services
- Wesley Mission
- Women's and Girl's Emergency Centre (WAGEC)
- YWCA

### Specialist Support Providers

- Woollahra Housing Program - we work with Woollahra Municipal Council to deliver a local response to women and children fleeing domestic and family violence. So far 12 women and 22 children have been supported by the Program. Local partner agencies that provide support to residents of the Program are:
  - Jewish Care
  - The Deli
  - Bondi Beach Cottage
  - Lokahi and
  - The Junction



A WHC Common Room Furnished by ReLove

These agencies nominate families into the program and provide ongoing support, planning and referrals. MOUs are in place with all support agencies.

- Randwick Housing Program – we work with Randwick Council to deliver a similar local response to women and children escaping domestic and family violence. Currently, 3 women and their children are being assisted through the program and are being supported by local partners:
- Bayside Women's Shelter
- Lokahi



# Tenant and Community Engagement

The past year was an opportunity to re-invigorate engagement with the Women's Housing Company community following several years of COVID-19 restrictions.

Our Tenancy Advisory Group (TAG) meetings resumed face-to-face, and we gathered across Sydney to connect and check in with tenants on the company's performance and discuss opportunities for improvement. We began adding educational elements and variety to our TAG meetings, for example, a breast self-examination class led by the Bankstown Women's Health Centre.

Our annual 'Your Say Day' brought tenants together to co-design solutions and opportunities highlighted in our Annual Tenant Satisfaction Survey, which resulted in an Action Plan for the coming year.

Another regular event was our International Women's Day, which for the first time was held at the



Tenant your Say Day 2023

Royal Botanic Gardens Sydney with a picnic, art stations, meditation, and private tours of the grounds. We were also lucky to be joined by Denise Ora, Chief Executive Officer of the Royal Botanic Gardens who provided some reflections and words of encouragement on wellbeing, connection and public spaces.

With multiple new properties being added to our portfolio, there was also the addition of five new community rooms, important spaces for a sense of community to be created and fostered. Thanks to support with furnishing the spaces from ReLove, the rooms became colourful extensions of the women's homes to gather with each other, friends and family. We have been able to use these rooms as well as other existing common rooms to deliver events such as tenant art sessions and a mother's networking group.

As we move into the coming year, we are excited about continuing to strengthen tenants' sense of community and expand opportunities to use women's empowerment as a vehicle for independence and agency.



Tenants Enjoy their Community Garden, with thanks to Community Greening.





## Tenant Satisfaction Survey

Our annual tenant satisfaction survey provides valuable feedback from tenants on our services as well as reporting on our performance against the National Regulatory System for Community Housing (NRSCH) benchmarks. Designed to receive feedback on the quality of our services and inform service improvement, we use an independent third party, the Community Housing Industry Association NSW, to undertake the survey on our behalf. These results are then benchmarked against 47 community housing providers across NSW and are compared against previous years' results.

This year, some key NRSCH performance results trended down, however, overall satisfaction and satisfaction with the condition of homes continued to score above benchmark. Key areas of focus for the coming year are communication, repairs and maintenance, information provision and tenant ability to influence.

Importantly, four in five tenants continue to report that their quality of life improved when joining the Women's Housing Company and is 7% above the CHIA NSW benchmark of 74%, making it one of the better-performing indicators compared to peer organisations. With the introduction of new programs and initiatives, we look forward to maintaining this score.



Women's Housing Company International Womens Day workshop



Let's Get Digital Launch, with Sydney Women's Fund Patron, Lucinda Brodgen AM



# Housing Services



Official Opening of New Housing in Canterbury Bankstown with the Hon. Rose Jackson

## New Tenancies

The Women's Housing Company experienced a year of significant growth as our portfolio size increased by just over 11%. The majority of these properties were new builds and represent real and welcome growth in NSW social housing stock. This generated a lot of work for the Housing team as we focused to arrange viewings and allocations of new homes to women in greatest need. The year saw a record number of new tenancies for the Women's Housing Company, with 263 new tenancies commencing over the course of the year.

As at 30 June 2023, the Women's Housing Company owned or managed just over 1,200 properties, providing accommodation for over 1,500 women and children.

The New Generation Boarding House Program continued to deliver, with the company taking on the management of an additional 4 blocks, securing permanent accommodation for older women across Revesby, Seven Hills and Peakhurst.

The Women's Housing Company also increased our affordable housing portfolio taking on 30 new affordable units located in our

largest complex in South Granville. This is the greatest increase in our affordable housing portfolio to date and is a welcome relief for women battling a record increase in private rents in Sydney, with a 28% increase recorded in June 2023 compared to a year earlier.

These additional affordable properties provide safe, stable, and affordable homes to working women who are on a low to moderate income, supporting key workers.





## Service Improvement

The Women's Housing Company is committed to continuous improvement in relation to our services, in line with our strategic priority of Quality Services.

In delivering our core services, the organisation's focus is squarely on providing stable housing and support necessary to sustain tenancies. This year we rolled out Empowerment Plans for tenants.

These plans are designed to support tenancy sustainment by identifying risks and are developed in partnership with tenants. The plans are strengths and goals-focused, with clear actions and identified referral pathways to improve tenancy sustainment and empower tenants to achieve their goals.

The Women's Housing Company Operations division undertook customer service training to ensure

all staff members were aligned and clear on the organisation's Customer Service Charter and communication expectations.

And with growth in the portfolio came growth in the team, with a number of new roles created to ensure staff resources are commensurate with the portfolio size and the team is equipped to deliver quality services.



The Empowerment through Employment Launch



# Property Services

The Women's Housing Company experienced many of the challenges faced by the broader community in relation to increasing prices, shortages of materials and demand for trades. Extreme weather added an additional layer of complexity as we worked hard to catch up on maintenance from previous COVID affected years, respond to requests for responsive repairs, refurbish new blocks purchased from the private market, and take on additional maintenance with extra Government funding.

It was a year that required more patience and resolve than usual, and we were very grateful to our tenants for their patience and cooperation.

- The Women's Housing Company completed \$1.28m worth of Planned Maintenance in 171 units and 32 associated common areas. Typically, the external work included painting, roof and gutter upgrades, intercom security upgrades, garden upgrades and improved drainage services. Internal planned maintenance included painting, new floor coverings, kitchen and bathroom upgrades and general improvements to unit amenities.
- In addition, the Property Services Team delivered another \$811.1k of upgrade works across 43 units at ten locations, funded by the NSW Land and Housing Corporation Capital Maintenance Program. Works included new kitchens, bathrooms, roofs and internal and external painting.



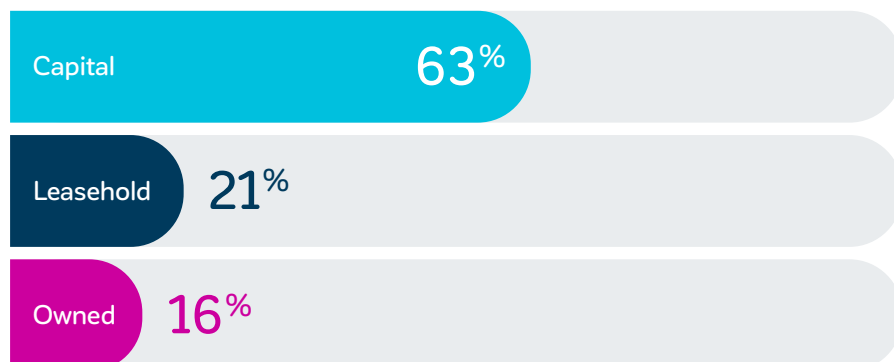
WHC LAHC Partnership - New Housing Project in Western Sydney for Older Women

- The unprecedented weather conditions during the previous year resulted in a larger than usual proportion of repair works being undertaken to roofs, gutters and drainage services this year.
- 166 property inspections were completed as part of the cyclical maintenance program. This was less surveys than planned due to the availability of our surveyor, reflecting overall demand for professional services and delays.

Properties not inspected as scheduled were rolled over to FY2024. The property inspection reports inform our 20-year Asset Plan and identify planned maintenance for future years.

- The Property Services team works closely with all other teams, including colleagues in the Tenancy Services team, community engagement and partnerships, and the Finance team to coordinate internal and external facing work.

## Types of Properties



Examples include block meetings with residents along with Tenancy Managers and vacant cross-team meetings to ensure vacant repairs are completed on time and within budget.

- The Property Services team delivered work associated with 3,339 Work Orders during 2022-2023. In response to feedback from our tenants, we worked closely with our contractors to resolve the high level of repair enquiries over the year.
- The Annual Tenant Satisfaction Survey has presented some varied messages for our property services. While 79% of tenants reported being happy with the condition of their home and happy with their neighbourhood, only 71% of tenants reported they are satisfied with their Repairs and Maintenance, down from 72% the previous year and below the NRSCH benchmark of 75%. To address the reduced satisfaction reported in the annual survey, the Women's Housing Company reviewed our Customer Services standards, and provided additional customer service training and support to staff.



WHC LAHC Partnership - New Housing Project in Western Sydney for Older Women

**1,206**

Properties as at 30 June 2023

**26**

Number of LGAs properties in





# Homelessness Support Services

The Women’s Housing Company Homelessness Support Service is comprised of two Specialist Homelessness Services operating a crisis refuge, transitional housing and outreach case management. It is a separate specialist division within the company.



Homelessness Support Services Team at Casula Powerhouse Client Outing

This year, the Homelessness Support Service went through the inaugural Australian Service Excellence Standards (ASES) accreditation process which was a major exercise and a strategic priority for the organisation. The result was extremely positive, the service achieving accreditation first round.

The service was also successful in being included as one of the refuges to be redeveloped by the NSW Government in line with its Core and Cluster Model. The redevelopment will result in a new 10 room refuge in a central Liverpool location to

accommodate more than double the current number of clients and new office accommodation for the team. The redevelopment will be fully funded by the NSW Government.

The service jointly supported 336 clients with services such as crisis refuge accommodation for single women, transitional supported housing, case management, brokerage assistance and outreach services.

The Women’s Homelessness Support and Accommodation Program supported 175 clients

### Clients

8	Clients accommodated in the crisis refuge
28	Clients accommodated in transitional supported housing
11	Clients accepted offers of social housing
2	Clients purchased property
16%	Aboriginal

Main Reasons for seeking assistance:	
36%	Domestic and Family Violence
14%	Housing Affordability Crisis
63%	Clients diagnosed previously by a health professional with a mental health condition
35%	Clients currently receiving mental health services
143	Clients were not able to be assisted







Ogharvest Weekly Delivery to Homelessness Services

## Culturally and Linguistically Diverse Outreach Program supported 161 clients

Main Reasons for seeking assistance:	
18%	Domestic and Family Violence
30%	Housing Affordability Crisis
44%	Clients diagnosed previously by a health professional with a mental health condition
25%	Clients currently receiving mental health services
40	Clients were not able to be assisted

While the number of clients assisted was significant, the large number of clients who were not able to be assisted this year is concerning and reflects the general lack of affordable housing, coupled with the increase in women's homelessness of which domestic and family violence is a main cause.

## Case Study

Sandra (not real name), 63 years of age, was living in unsuitable boarding house accommodation when she was referred to the service and accepted a bed in the crisis refuge. Sandra has a significant cognitive impairment which affects her every day life - she suffers from memory loss, confusion, and has limited capacity to understand housing options and make informed choices regarding her future. Sandra had been placed under the NSW Trustee and Guardian over 25 years ago.

Sandra stayed in the crisis refuge for six months. Throughout this period the Case Managers assisted with brokerage to buy clothing, scheduled appointments for medical issues, and gathered documentation to support a social housing application which was priority approved. Having no literacy prevented Sandra from fully participating in many aspects of everyday life, such as accessing public transport, using a mobile phone, shopping, and attending necessary appointments. Sandra's Case Manager supported her to

start walking to the local Westfield shopping centre close to the refuge, to explore some of the shops, and to find a new local GP.

Sandra moved from the crisis refuge to a transitional supported property. She was initially overwhelmed by the prospect of living alone, she felt vulnerable, however stated it was the first time she had a place to call her own. The service provides outreach support to Sandra as she requires, assisting with appointments and referrals to other services. Sandra has attended domestic violence counselling and recently attended a community group at the local women's health centre with the support of her Case Manager. The property was reallocated to long term social housing for women over 55 years of age, and as Sandra was eligible, she is now able to continue safely living in her unit for the long term.

### Our Clients words :

*I am finding the service very helpful, they are helping me feel more confident in addressing my housing issues - Crisis Refuge Client, 38 years old*

*Excellent service, very happy with the service, I feel very supported, they help me with accommodation and everything I need, and because they listen to my problems and help me find a solution – Transitional Supported Housing Client, 34 years old*

*The service is excellent, they have done wonders for me, I don't have the words to explain – Client, 65 years old*

# Financial Summary

## Financial Performance

The Women's Housing Company recorded a surplus of \$14.48m in FY23, being \$13.93m higher than for the previous year. The increase reflects non-recurrent Government funding of \$12.13m for property acquisitions in FY23, as well as the \$2.78m profit generated by the sale of a block of units. The FY23 net profit result was also negatively impacted by \$0.21m by the AASB16 Lease Accounting Standard. When adjusted for these non-recurrent items, the net profit result was a modest loss of \$0.22m. This loss reflects:

- The earlier and higher indexation of costs as compared to income
- A significantly higher depreciation charge associated with the larger owned property portfolio.

Revenue from tenants increased by \$0.77m or 7%, reflecting larger owned and leased property portfolios, as well as an increase in the average rent generated per property. Government funding for housing and homelessness services increased by \$1.17m or 19%, reflecting indexation as well as \$1.01m of non-recurring Government funding in FY23. Other operating income grew by \$0.15m, mainly due to insurance recoveries. When adjusted for non-recurring funding, Operating Revenue grew by 6%, being slightly higher than the growth in the portfolio under management.

Property repair and maintenance costs were \$0.91m higher than for the previous year, mostly reflecting an upgrade program funded by the NSW Government. Non-critical planned lifecycle maintenance was scaled back slightly to manage resources, and responsive repairs increased by \$0.09m or 11%. Rents paid for leased residential properties increased by 3%, reflecting the tight Sydney rental market. Meanwhile, other property expenses rose by \$0.38m or 19%, driven by the indexation of costs such as insurance, utilities and rates, as well as the larger portfolio under management (4%). Bad and doubtful debts were \$0.13m higher than for the previous year, reflecting higher tenant arrears due to cost-of-living pressures.

Staff costs increased by \$0.58m or 15%, which reflected both the indexation of wages as well as the full-year impact of the new roles created or temporarily unfilled in FY22. Other administration expenses also grew by \$0.32m compared to the previous year. A significant portion of this increase was associated with recruitment costs and due diligence expenses.

When adjusted for non-recurring costs, Operating expenses increased by 6%, being consistent with the increase in adjusted Operating Revenue.

## Financial Position

Net Assets improved significantly over the year, from \$34.7m at 30/6/22 to \$49.18m at 30/6/23. Key changes included:

- Cash, cash equivalents and bank term deposits collectively decreased by \$12.24m, mostly reflecting the purchase of 48 properties
- Other current assets increased by \$0.29m, reflecting GST receivables from the property purchase in Q4 FY22
- The book value of land and buildings increased by \$18.43m, reflecting the newly acquired properties
- Other non-current assets increased by \$4.6m, reflecting a reassessment of the Right of Use Assets for leased properties
- Current liabilities decreased by \$6.96m, mostly reflecting the recognition of non-recurrent funding for property acquisitions
- Non-current liabilities increased by \$3.56m, mostly reflecting an increase in lease liabilities associated with leased residential properties.

## Cash Flow

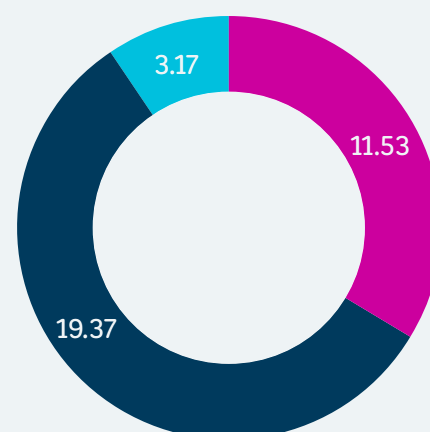
There was a net decrease in the balance of cash and cash equivalents of \$12.24m over the financial year, mostly reflecting the purchase of residential property.

Net cash generated by operating activities was \$10.28m, including a non-recurring capital grant and other grants that were received in advance of the delivery of associated services by the company.

Other cash flow changes worth noting included:

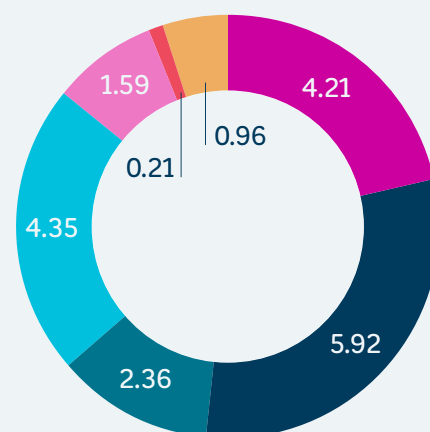
- \$3.75m was received from the proceeds of property sales
- \$20.13m was paid for the purchase of residential properties

## Income (\$m)



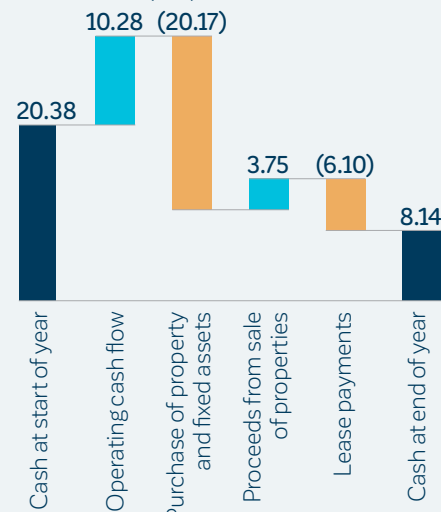
- Revenue from tenants
- Revenue from government
- Interest and other income

## Expenses (\$m)



- Repair and maintenance of properties
- Rent paid for leased properties
- Other property expenses
- Staff wages, on-costs & contractor costs
- Other administration expenses
- Lease accounting impact
- Depreciation & amortisation

## Cash flow (\$m)



Note that references to Financial Performance have been adjusted for the impact of AASB16 Lease accounting standard

## Financial Performance compared to previous year

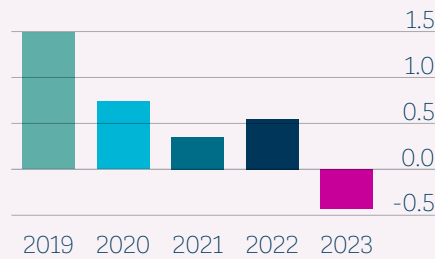
The table below contains a more detailed analysis of the financial performance for the year and provides a comparison to the previous year:

(\$'m)	For the financial year ended			Commentary
	30 June 23	30 June 22	% change	
Revenue from tenants	11.53	10.76	7%	4% of the increase reflects the larger portfolio under management in FY23. An increase of 3% reflects the indexation of rent charged to tenants, net of higher vacancies during the year.
Program funding from Government	7.24	6.07	19%	The increase mostly reflects the annual indexation of funding, as well as \$1.01m of non-recurrent funding from the NSW Government in FY23.
Other operating income	0.33	0.18	78%	The increase reflects higher insurance recoveries this year.
<b>Total operating revenue</b>	<b>19.10</b>	<b>17.01</b>	<b>12%</b>	
Repair and maintenance of properties	4.21	3.30	-28%	A large portion of the increase in FY23 relates to property maintenance funded by a Government program and other works covered by an insurer. Higher responsive repairs were experienced in FY23 as a result of extreme weather, vacant works upon the turnover of tenancies, and ongoing labour challenges.
Rent paid for leased properties*	5.92	5.74	-3%	The increase predominantly arises from higher rents when compared to the previous year, attributable to challenging rental market conditions in Sydney. As at June 2023, the weighted average monthly rent paid was 10% higher than at June 2022.
Other property expenses	2.36	1.98	-19%	The increase reflects the indexation of property insurance, rates and utilities, as well as a larger portfolio under management. Bad and doubtful debts were likewise higher than last year.
Staff wages, on-costs & contractor costs	4.35	3.77	-15%	The increase mostly reflects the indexation of wages for existing staff, the full year impact of newly created/vacant roles during the previous year, and additional new roles created in FY2023 (such as the People and Culture Manager).
Other administration expenses*	1.59	1.27	-25%	A significant portion of the increase relates to higher recruitment costs associated with staff turnover. Other factors included due diligence expenses, legal fees, consulting fees and a ramp up in tenant participation activities and costs.
Lease accounting impact	0.21	0.01	-2000%	Timing difference impact of the AASB16 Lease Accounting Standard, resulting in higher lease expenses during the earlier years of leases. The FY23 impact reflects an increase in the weighted average remaining life of the leases, as well as an increase in average rental costs.
<b>Total operating costs</b>	<b>18.64</b>	<b>16.07</b>	<b>-16%</b>	
<b>EBITDA*</b>	<b>0.46</b>	<b>0.94</b>	<b>-52%</b>	
Govt. funding for property purchases	12.13	-	0%	Non-recurrent Government funding for property acquisitions.
Depreciation and amortisation	(0.96)	(0.43)	-126%	The increase mostly reflects properties added to the Company's portfolio during the year.
Interest income	0.07	0.04	75%	The increase reflects both higher interest-bearing bank balances and higher interest rates during FY23.
Profit on sale of fixed asset	2.78	-	0%	Profit from the sale of a block of units.
<b>Net profit</b>	<b>14.48</b>	<b>0.55</b>	<b>2529%</b>	

\*Adjusted for AASB16 Lease Accounting Standard

## Key Performance Indicators

### Net Profit (\$m)



This graph illustrates the excess of revenues over expenses, excluding the impact of grants for property acquisitions and profit on sale of properties.

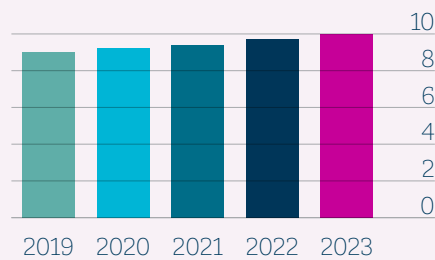
Several factors impacted the 2023 result:

- Various expenses such as insurance, rates, utilities, and staff costs rose at a faster rate than revenue
- Higher recruitment costs related to staff turnover
- High volume of tenancy turnovers resulted in additional costs, including property repairs
- Higher bad and doubtful debts
- A larger owned property portfolio led to higher depreciation charges
- The AASB16 Lease Accounting Standard had an adverse impact.

Additionally, the following factors influenced historic results:

- Improved results in 2019 reflected Government stimulus funding for property upgrades
- 2021 results were negatively impacted by the refurbishment of newly acquired properties.

### Rent Revenue per Property (\$k)



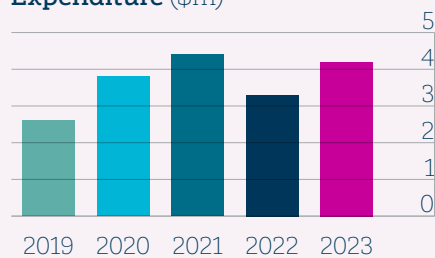
This graph illustrates rent revenue per property per annum.

Given that most of our properties are occupied by single person households, the average rent we collect is lower than for other community housing providers. This in turn constrains our ability to cover costs, and hence is a KPI that we carefully manage.

Although average tenant rents increased by 5% over FY23, the average rent charged for the year of \$10k per property was only 3% higher than for FY22. The difference was attributable to higher vacancy rates.

It is worth noting that the escalation of tenant rents over the last three years has struggled to keep pace with the indexation of expenses, particularly maintenance, insurance and wages costs.

### Repairs and Maintenance Expenditure (\$m)



Expenditure on the maintenance of properties reflects a commitment to ensure that they are safe, secure and kept to an appropriate standard.

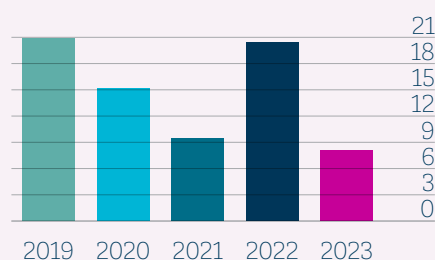
Except for FY22, a portion of property maintenance expenditure has been supported by Government stimulus or similar programs. The increase in 2021 also reflects approximately \$0.64m spent on the upgrade of a newly acquired block of units.

The \$0.91m increase from FY22 to FY23 can be attributed to:

- \$0.75m of capital works funded by a non-recurring NSW Government program in FY23
- Higher responsive repair costs.



### Cash & Term Deposit Balances (\$m)



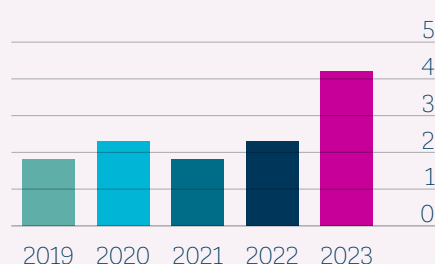
This graph illustrates the aggregate value of cash, cash equivalents and term deposit balances at the end of each financial year.

The cash balance (inclusive of term deposits) at 30 June 2023 amounted to \$8.14 million, a decrease of \$12.24m from the previous year's balance.

The decrease mostly reflected cash outflows of \$10m for the purchase of four blocks of units, partially offset by a \$3.75 inflow from the sale of a block of units.

The general reduction in the balance of cash and cash equivalents over the last 5 years reflects the purposeful strategy of investing surplus funds into property purchases to provide additional housing solutions.

### Vacancies and Voids (%)



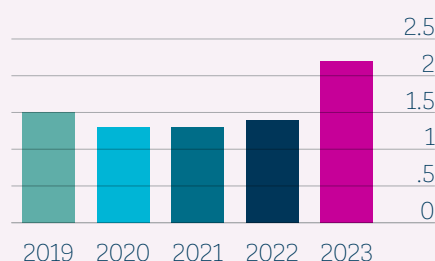
This graph illustrates the number of rental days lost due to vacancies and voids as a percentage of the total available days.

COVID-related lockdowns in FY21 resulted in lower rates of tenancy turnovers and hence reduced vacancy rates, whereas the easing of restrictions resulted in higher tenancy turnovers in both FY22 and FY23.

The figures for FY20, FY21 and FY23 were adversely impacted by periods when tenants could not be assigned to newly acquired properties due to property upgrade work.

When adjusted for the impact of upgrade works on newly acquired properties, the FY23 rate would otherwise have been 3.1%. This KPI continues to remain an area of focus for the Women's Housing Company.

### Rent Arrears (%)

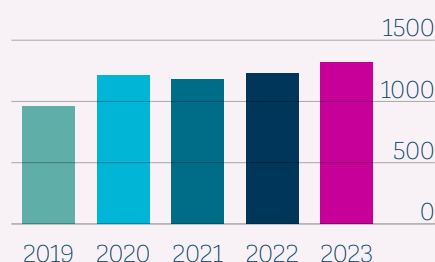


This graph illustrates the value of rent arrears at the reporting date as a percentage of the rent revenue charged to tenants over the preceding financial year.

The higher balance in FY19 reflected a high level of arrears for transitional tenancies that had recently been transferred to our management. This KPI improved for FY20 and FY21 as a result of focused attention and management.

The arrears rate of 2.2% at June 2023 was significantly higher than historic performance, reflecting both cost-of-living pressures for tenants, as well as staff turnover within the tenancy team. Although the FY23 result is within the industry benchmark of 2.5%, it is nonetheless a key focus area for the tenancy team in 2023.

### Number of Tenancies Managed



This graph illustrates the total number of tenancies managed during the year, including tenancies that have concluded each year.

The rise in the number of tenancies managed and hence the people assisted each year reflects the expansion in properties and programs under management. More specifically:

- The FY20 result reflects the transfer of 151 properties and associated tenancies to the Company's management as part of the NSW Government's Social Housing Management Transfer Program
- The FY23 result reflects the provision of additional housing through the acquisition of 5 new blocks, as well as the transfer to the Company's management of 4 New Generation Boarding Houses and other properties owned by the NSW Government.

The 2023 result also reflects higher than usual tenancy turnovers in FY23.

# Acknowledgements

A huge thank you to the many individuals, groups, and organisations that supported the work of the Women's Housing Company throughout the year. We're grateful for the many generous contributions to our work, including funders, pro bono partners, and donors.

AON Risk Services Australia	Flick	Muslim Women Australia	Sheridan
APS Foundation	Flourish	Neami National	Sisters of Mercy, North Sydney
Asgard	Fresh Living	Nova for Women and Children	Skilled Health
Assett Group Services	Get Threaded	NSW Department of Communities and Justice	SLR Consulting Australia Pty Ltd
Attache	Gem Woods	NSW Justice Victims Services	Social Ventures Australia
Australasian Housing Institute	Holding Redlich	NSW Land and Housing Corporation	Sony Music Publishing
Banksia Academy	Homelessness NSW	NSW Service for the Treatment and Rehabilitation of Torture and Trauma Survivors	South Western Sydney Local Health District
Beaumont Consulting	Housing IS	NSW Young Lawyers Society	St Vincent de Paul Society
Belinda Knierim, Blur Projects	H&R Cleaning	NSW Women's Week	STOPline
Bitar M Construction	Iceni Group	NSW Young Lawyers	StrataSense
Bonnies	Icon Projects Group	O'Learys Electrical	Strong Teams Consulting
Brand Data	JB Glamorgan Pty Ltd	Older Women's Network	Street Smart
Brian Pender	Jenny Teh	Oz Harvest	Success Works
Bridge Housing	Jenny's Place	PCYC Liverpool	Surroundscape
Buoyancy	Lina L	Phillips Builders	Swaab
Business Network Solutions	Lisa Fields	Phoenix Continuity Services Pty Ltd	Sydney Gutter Cleaning
Cande x-change	JLL Australia	Phoenix Fire	Sydney Community Foundation
City of Sydney	Kathleen York House	Polygon Strategy	Thread Together
Colin Biggers & Paisley	Katie Angus Hair & Beauty	PowerHousing Australia	Two Good Co
Community Housing Industry Association NSW	Kellie Anne Cummings	NSW Registrar for Community Housing	Urbis
CompliSpace	Knight Frank Australia	Randwick Council	Vinnies
Credwell	La Luna Lifestyle	Re-Love	WAGEC
Deep Space	Launchpad Youth Community	Rentokill	Warrina Domestic and Family Violence Specialist Services
Dentons	Lee Road Consulting	Rescue U Plumbing	Well Done
Doric Property Inspections	Link2Home	Richard Lloyd Recruitment	Wesley Mission
Dressed for Success	Link Housing	Royal Botanic Gardens Community Greening Team	WHC contractors for repairs and maintenance
DVSM	Liverpool City Council	The Royal Botanic Gardens	WLANSW
ECSTRA Foundation	Liverpool City Police Local Area Command	Scribbled	Women's and Girls Emergency Centre
ETFSure	Liverpool Women's Health Centre	SCT Consulting	Women's Community Shelters
Flourish	Liverpool Catholic Club Quilters	SDM	Woollahra Council
Gilchrist Connell	Lockett	SGCH	WorkVentures
Good360	Jobs Australia	Share the Dignity	YWCA
Good Shepherd ANZ	Mercy Foundation	Shelter NSW	Zen Meditation
Grant Thornton	Metro Assist		
Green Valley Domestic Violence Services	Microsoft Australia		
Fiona Arnold	Mikaela Jenkinson		
Fitzpatrick Wealth	Mosaic Brand		





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

**T** 02 9281 1764 **F** 02 9281 0148 **E** [contact@womenshousingcompany.org](mailto:contact@womenshousingcompany.org)

**[www.womenshousingcompany.org](http://www.womenshousingcompany.org)**

