



# St George Community Housing

Annual Report 2006



### In loving memory

We are sad to announce that our beloved tenant, Mr. Lindsay Martin, passed away in mid-November 2005 following his attendance at our scheduled Tenant Advisory Group (TAG) meeting. Mr Martin was a model SGCH tenant for seven years, residing in one of our leasehold properties in Gymea. He was a well-known member of the Sutherland and St. George communities as an active social welfare worker. Not only was Mr Martin an active member of the TAG, he was previously an office bearer of the Sutherland Shire Tenant Council, an active member of the Gymea Community Information Centre, as well as working tirelessly for the Youth Off the Streets organisation. He was known by the local community as a friend to everyone.



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For more information regarding St. George Community Housing, please visit [www.sgch.com.au](http://www.sgch.com.au)

# Contents



SGCH: A brief history	02
Mission Statement	03
Accreditations & Awards	04
2006 Highlights	05
Organisational Profile	06
Chairman's Report	07
CEO's Report	08
Educational Bursaries	12
Tenant Advisory Group Report	14
Report Card	15
Port Jackson Supported Housing Project	16
Working with our Agency Partners	17
Statement of Corporate Governance	18
Meet the Board	20
Senior Staff Profiles	22
Summary Financial Statements	24
Directors' Report	25
Discussion & Analysis of Financial Statements	26
Auditor's Independence Declaration	26
Statement of Financial Performance	27
Statement of Cashflows	27
Statement of Financial Position	28
Notes to Concise Financial Report	29
Directors' Declaration	30
Independent Auditor's Report	30
Referral Agencies	31

## Welcome

Hoan nghênh • Soo dhawoow • Dobrodoshli • Bienvenidos  
Khush amaadiid • Kalos orisate • Hos geldiniz • Dobro došli • Soo dhawoow  
Haere mai • Suswaagatam • Balle • Chào mung • Malo e lava mai



St. George Community Housing Co-operative Limited

# A Brief History

2006

- A record surplus of \$1.1 million for the year
  - Revenue exceeded \$12 million
  - Established a reserve of \$1.5 million for future planned maintenance
  - Number of properties under management increased to around 1,300 properties
- 

2005

- Achieved a Type I Grade A ranking in the NSW Performance Based Registration System
  - Over 1,000 properties under management
  - Revenue exceeded \$10 million
  - Inauguration of the St. George Community Housing children's education bursary scheme
  - Celebrated 20 years of continuous service to the community
- 

2004

- Awarded three-year accreditation against the National Community Housing Standards
  - Introduction of the Debt Incentive Scheme, Tenant Incentive Scheme and No-Interest White Goods Loan Scheme for tenants
- 

2001

- Awarded three-year accreditation against the National Community Housing Standards
- Participated in the Pilot Community Housing External Appeal System

2000

- 389 properties under management
- 

1998

- Introduced skill-based board of directors and Executive Officer position
- 

1996

- Adopted the NSW Federation of Housing Associations "Code of Practices" for housing associations
- 

1995

- Achieved growth status
  - 66 properties under management
- 

1988

- 58 properties under management including 53 leasehold and five capital properties
- 

1985

- Mr Frank Baker was the founding Chairman of the organisation
- Established in 1985 as a transient community housing provider for public housing applicants waiting to be housed by the Department of Housing

# Mission Statement

St. George Community Housing is committed to delivering high quality, professional housing services to our tenants and applicants and supporting the communities in which we live.

We believe that our tenants, applicants and our local communities are our top priorities.

Through our housing services, St. George Community Housing aims to:

- assist tenants to solve their housing difficulties by providing quality, low cost and affordable housing solutions;
- be responsive to community needs;
- encourage tenant involvement; and
- achieve the highest standards of accountability, efficiency and community service.

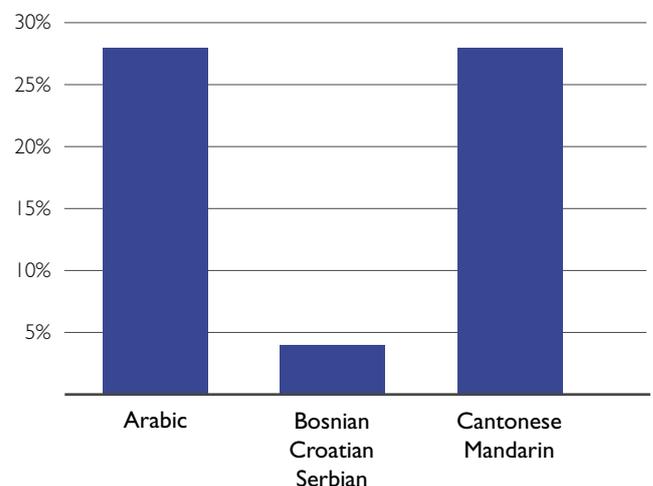


## OUR TENANTS

### Alexandra

Alexandra has been living in Newtown for the past four months. She shares her home with Johnny, her pet bird. Alexandra is of South American origin and enjoys some of the finer things in life such as her favourite tea, Yerba, drunk from a vessel called a mate.

Main community languages spoken by NESB applicants





## Accreditation & Awards

St. George Community Housing (SGCH) has achieved the highest possible ranking two years in a row under the NSW Performance Based Registration System implemented on July 1, 2005. Our ranking was Type I Grade A, with no or minor concerns raised for each of the nine outcomes of assessment.

SGCH is also a full three-year accredited community housing provider, meeting or exceeding all National Community Housing Standards.

St. George Community Housing is proud of the recognition it has received from the wider community housing sector for both our service and management practices.

These awards include:

2006

**WINNER**

NSW Award for Overall Excellence in Community Housing

**COMMENDATION**

NSW Award for Excellence in Services to Tenants

**COMMENDATION**

NSW Award for Excellence in Organisational Management and Governance

2005

**COMMENDATION**

National Award for Excellence in Community Housing for Organisational Management

**FINALIST**

National Award for Overall Excellence in Community Housing

2004

**WINNER**

NSW Award for Excellence in Service to Tenants including Tenant Participation

**WINNER**

NSW Award for Excellence in Organisational Management and Governance

**COMMENDATION**

NSW Award for Overall Excellence in Community Housing

2003

**FINALIST**

National Award for Excellence in Community Housing for Corporate Governance

**FINALIST**

National Award for Excellence in Community Housing for Organisational Management

2002

**WINNER**

NSW Award for Excellence in Community Housing for Governance and Organisational Management

2001

**WINNER**

National Award for Overall Excellence in Community Housing

# 2006 Highlights



## OUR TENANTS

### Mr and Mrs Robinson

Mr and Mrs Robinson are members of the SGCH Tenants Advisory Group and have lived in a unit complex in Lavinia Street, Merrylands, for the past three years. Mr Robinson is a retired star of stage and screen and was a professional tap dancer. Mrs Robinson is still involved in supervising HSC examinations.

St. George Community Housing in 2006 has marked a number of significant achievements, including:

- Achieving Type I Grade A ranking in the NSW Performance Based Registration System
- Winner of NSW Award for Overall Excellence in Community Housing
- Commendation in the National Award for Overall Excellence in Community Housing
- A record surplus of \$1.1 million for the year
- Revenue exceeded \$12 million
- Established a reserve of \$1.5 million for future planned maintenance
- Number of properties under management increased to around 1,600 properties
- The Bonnyrigg Partnerships that SGCH is a participant of was short listed as one of three proponents for the first public private partnership to provide redevelopment, community renewal and tenancy management services of the Bonnyrigg Public Housing Estate
- SGCH was appointed manager of the Port Jackson Supported Housing Program to manage high level of supported tenancies in the inner city areas
- SGCH was successful in being an approved provider under the large scale tenanted Housing Stock Transfer (HST) Program. The program will run to 30 June 2008
- 278 new tenancies were signed up with applicants or transferred tenants
- Growing the number of partnerships with support agencies to 49 (2005 – 30 partnerships) which targeted 12 client groups
- Implementation of the St. George Community Housing children's education bursary scheme for qualifying tenants – 25 bursaries were awarded in 2006
- Expanding our community housing services to Liverpool, Fairfield, Parramatta and inner city local government areas



St. George Community Housing Co-operative Limited

# Organisational Profile

St. George Community Housing Co-operative Limited (SGCH) was established in 1985 as a community-based, non-profit government-funded community housing provider in order to provide affordable, secure and appropriate community based housing for people on low and moderate incomes in the Sydney metropolitan area. As the largest community housing provider in NSW (with approximately 1,600 properties as at September 2006), SGCH has a particular focus on encouraging tenant and community participation in the delivery of quality services to all our stakeholders.

The organisation has a strong focus on housing linked with support and as a result has established many service arrangements with a range of agencies to assist people who require support to access and maintain permanent housing that meets their needs. These 49 support agencies focus on ATSI, homeless people, the elderly, people affected by the criminal justice system, refugees and people from non-English speaking backgrounds, as well as people living with HIV/AIDS, people with a disability, people with complex needs, people with mental illness, women escaping domestic violence and youth at risk.

SGCH has made and continues to make significant investment in infrastructure, organisational development and human resources to meet the expanding needs of the community housing sector in NSW.



Above: St. George Community Housing tenants from the Woonah Street block enjoying an informal Christmas function together.

## The organisation's vision for its service is:

“To deliver high quality, professional and affordable housing services to tenants and applicants within the local community by being responsive to their needs, encouraging tenant and community participation and ensuring the highest standards of accountability and efficiency”

SGCH is incorporated under the Co-operatives Act and regulated by the NSW Registrar of Co-operatives. SGCH once again this year achieved the highest ranking under the NSW Performance Based Registration System implemented on 1 July 2005 – Type I Grade A. SGCH is also a full three-year accredited community housing provider. The organisation has been formally registered under the Housing Association's Code of Practice and the Housing Appeal Committee, accepting the responsibility for meeting the expectations within the Code and providing tenants and other stakeholders an avenue of independent review of the organisation's activity.

SGCH has had the privilege of being the winner of a number of national and state awards for excellence in various aspects of community housing since 2001.

SGCH is managed by a board of directors elected by the members of the Co-operative at the annual general meeting. The SGCH board has up to seven members who offer themselves for service on the basis of their expertise in housing and asset management including legal, accounting, finance, business, social welfare and tenant professionals. There are 18 staff, including both full and part-time employees.

The organisation receives recurrent funding from the Office of Community Housing and the Department of Ageing, Disability and Home Care. Additional revenue comes from tenant rents, capital funded housing projects, investments and fee for service assignments.

The current applicant and tenant profiles reflect the highly diverse and multicultural local community of the suburbs within which the organisation works and includes groups with specific support needs.

St. George Community Housing Co-operative Limited

# Chairman's Report



As we begin our 22nd year of serving the community, it is fitting that I commence my report by acknowledging the St. George Community Housing team for their continuous and unfailing efforts in putting the welfare of our tenants first. 2006 was a year of change, as we focused on consolidating our management processes.

The ongoing improvement process of our management team earned us recognition from our peers when we were awarded the 2006 NSW Award for Overall Excellence for Community Housing Management. Our Performance Based Registration was also renewed by the Office of Community Housing with the continuation of our Type I, Grade A rating. All this was made possible by the dedication and passion of our SGCH team.

We move closer to a decision of our bid for the Bonnyrigg Living Communities Project. By the time of our annual general meeting in November 2006, we will know whether our consortium, Bonnyrigg Partnerships, has been successful in securing this important community renewal project. Our delivery of tenancy services for this project will enable our team to work closely with a number of highly credentialed community renewal service providers. This will further enhance the community renewal skills of our team, with flow-on benefits to SGCH tenants.

In the CEO's report you will read of our growth in the number of properties under management and of our operational successes. I would like to highlight a significant project that the Office of Community Housing has entrusted to us – the Port Jackson Supported Housing Project. This project targets tenants with high needs with a project objective of eventually transitioning these supported tenants to independent living. Our core competencies and history of working with support agencies for the welfare of tenants will ensure that we will meet the demands of this project. The focus on "community" is what SGCH is all about.

Our inaugural presentation of 25 children's education bursaries by our Housing Minister, the Hon. Cherie Burton MP, touched many hearts judging by the feedback from recipients. We will continue to work with our tenants to manage our operating expenses to support the education bursaries program. This investment in the children of our tenants is an investment in the future of our community.

To our joint venture partners and support agencies, we value our relationships and will continue to work with you in an open and honest manner.

We continue to work closely with the Office of Community Housing and other funding agencies and thank them for their support and funding during the year.

## Corporate matters

Three non-executive directors will retire at the next AGM and, being eligible, will seek re-election for a further term.

In August 2006, one of our directors, Salah Kahil resigned and Natasha Bernabei was appointed by your board to fill the casual vacancy. On behalf of the board and members, we thank Salah for his contributions during his term as a director of the company. Natasha's experience in property management and development make her a welcome addition to the board.

The 2006 AGM of our company may be the last one held as a Co-operative. Members will shortly be requested by postal ballot to convert the incorporation of our company to be "a company limited by guarantee" in accordance with the Corporations Act. This will ensure a higher level of corporate governance and accountability required of the board and of the management, commensurate with our future scale of operations. The proposed new company constitution will increase the number of volunteer non-executive directors from seven to nine. When the new constitution is approved by members, nominations shall be called to appoint an additional director from our tenants.

The board has further strengthened SGCH management with the creation of a Chief Financial Officer's role as part of our corporate development, as we move towards the management of over 2,000 properties. An appointment will be announced shortly.

## Acknowledgments

Despite the many strategic projects and operational demands during the year, our CEO Patrick Yeung and his management team continued to deliver record operational results in terms of financial surplus, growth of our property portfolio and the number of new tenants successfully housed. Patrick and his team at SGCH continue to make it happen for our tenants and stakeholders, and we thank them wholeheartedly. Thanks are also extended to members of the Tenant Advisory Groups for their active participation in the company and their constructive feedback.

To my colleague directors, your support is appreciated. A special thank you to Steve Kouris, for his counsel regarding the corporate structure, and to the Bonnyrigg committee of directors.

2007 will be a watershed year for our company; a year where our property portfolio will include a tenanted housing precinct of some 165 dwellings. We remain committed to our mission and core values of serving our tenants and our community.

**A. (Tony) Ho**  
Non-executive Chairman



St George Community Housing Co-operative Limited

# Chief Executive Officer's Report

The 2006 year was a year where we put in place the necessary foundation blocks to prepare the company for the rapid growth expected in the near term. We are now well prepared and in a good position to achieve one of our key strategic objectives of being a mega housing company and managing 3,000 properties by 2011. This will ensure that our expanded housing service delivery model can benefit a larger group of applicants and tenants. Our major projects included:

- In August 2005 the Bonnyrigg Partnerships that SGCH is a participant of was short listed as one of three proponents for the first public private partnership to provide redevelopment, community renewal and tenancy management services of the Bonnyrigg public housing estate
- In April 2006, we were appointed manager of the Port Jackson Supported Housing Program
- In May 2006 we were successful in being an approved provider under the large scale tenanted Housing Stock Transfer (HST) Program. The program will run to 30 June 2008

During 2006 we achieved a number of milestones, including:

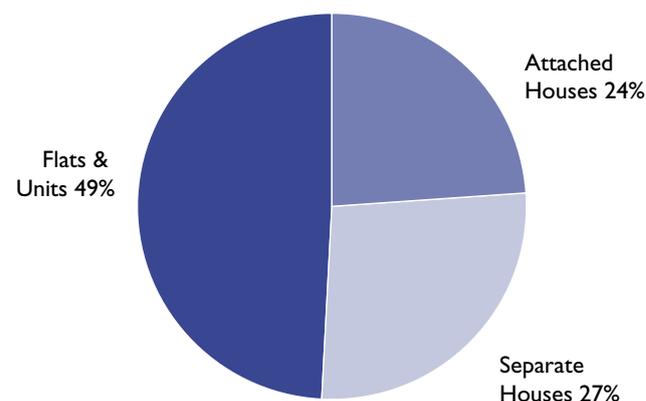
- growing the number of partnerships with support agencies to 49 (2005 – 30 partnerships) which targeted 12 client groups – the primary focus is helping those in need
- renewing our Type I Grade A ranking in the NSW Performance Based Registration System for the second consecutive year
- expanding the number of properties we manage to 1,282 as at 30 June 2006 – allowing us to expand our services to our communities
- increasing our revenues to around \$12 million – providing greater resources to assist our tenants and stakeholders
- recording a surplus for the year of around \$1.1 million (2005 – \$0.6 million), with end of the year retained profits of \$1.4 million. This was after setting aside \$1.5 million as a reserve for future planned maintenance – a continuation of our continuous improvement management processes
- implementation of the St. George Community Housing children's education bursary scheme for qualifying tenants – to assist families with the ever-increasing cost of educating their children

## Responsive and Accountable

At St. George Community Housing we are responsive to the needs of our tenants and stakeholders and recognise that we must be open and accountable to them. To do this we:

- have 275 tenant and 59 non-tenant members of the Co-operative from a diverse range of backgrounds
- had a tenant director on our board
- conduct an annual tenant satisfaction survey to understand how we are performing and what we can do to improve services
- publish newsletters at least three times a year to keep tenants and stakeholders updated of issues that affect them directly as well as ones that affect the Co-operative
- seek feedback from tenants on the repair services they receive after the repairs are completed
- operate a two-tier appeal process which allows a pragmatic and positive approach to resolving complaints and appeals
- coordinate Block Tenants' Meetings in housing complexes to address concerns and neighbourhood issues
- resource the Tenant Advisory Groups to allow them to provide comments on housing management policies and issues
- work with the Tenant Advisory Groups to manage the White Goods Loan Scheme which allows tenants to apply for an interest-free loan of up to \$500 with a six-month repayment period
- work with the Tenant Advisory Groups on the selection of bursary recipients for the St. George Community Housing children's education bursary scheme
- continue our Tenant Incentive Scheme to reward tenants who maintain their tenancy in accordance with their lease
- sponsor local tenant participation activities

## Housing types





## OUR TENANTS

### Ahmad & Amira

Ahmad and Amira, along with their cat, Max, have been SGCH tenants for the past eight years in Bass Hill. They came to Australia 36 years ago and enjoy having regular family gatherings at home. They are enjoying their retirement and are keen vegetable gardeners.

We believe a key component of effective community housing management is the active participation of tenants in all aspects of our business. We have implemented policies regarding Tenant Participation, Good Neighbourhoods and Working with the Community. We actively promote these policies and facilitate a range of tenant participation activities.

#### Housing Services

We pride ourselves on being a tenant focused, all-inclusive community housing provider, with a particular focus on housing linked with support.

#### Access and Allocation

During the year we received 353 applications for housing (2005: 488), with the number of eligible applicants decreasing to 1,373 at 30 June 2006 (2005: 1,462). We were able to house more applicants because of the increase in housing stock and a reduction of new applications lodged for the year. All new applicants were invited to attend an interview in our offices and assessed by two housing managers based on their housing requirements and needs.

#### Tenancy Management

The challenge of tenancy management in community housing is dealing with tenants who are unable or unwilling to pay their rent. Our focus has always been, and continues to be, helping our tenants to maintain their tenancies and working with support agencies to achieve this wherever possible. The majority of our tenants with rent arrears have entered into repayment agreements and periodical payments through Centrepay direct debit arrangements.

We must, however, as a last resort evict tenants and during 2006 we regrettably had to do this on two occasions (2005 – two evictions).

During 2006 our tenancy management achieved:

- a low level of rent arrears of 0.5% (2005 – 0.5%) of total rent, compared with the sector benchmark of 4%
- a vacancy rate of 0.8% at 30 June 2006 (2005 – 0.5%), compared with the sector benchmark of 2%

The marginal increase in vacancy rate was attributed to the higher number of capital properties transferred from the Department of Housing. The vacancy period is historically higher during the initial tenancy sign up.

#### Asset Management

We are committed to providing quality property management services and have established effective asset management strategies that enable us to sustain and enhance our tenants' overall wellbeing.

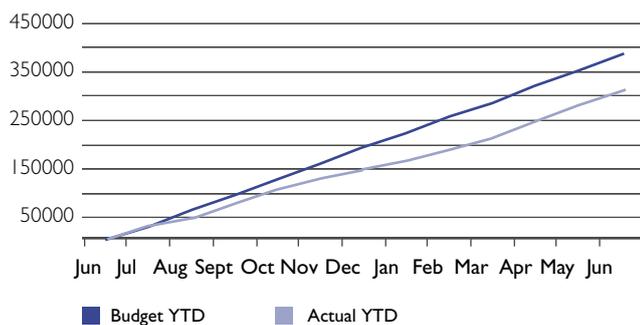
In addition to the Department of Housing standard, we provide the following for our tenants:

- security screen doors
- security intercom access for unit blocks
- installation of blinds

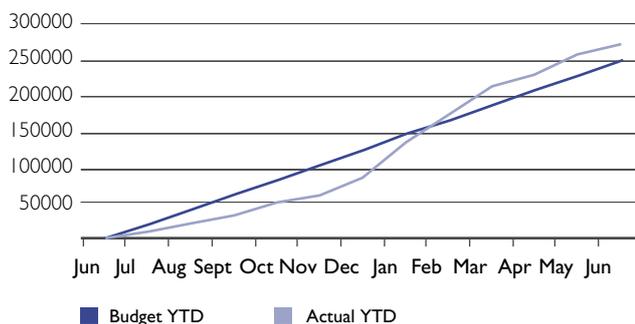
During 2006 our asset management achievements included:

- the update of our 20-year Asset Management/Maintenance Plan
- implementation of a three-year registration system for contractors to carry out repairs and maintenance
- a lower-than-budgeted responsive repairs and maintenance costs with the savings being expended in higher-than-budgeted cyclical planned maintenance

#### Routine repairs & maintenance expenditure 2005/06



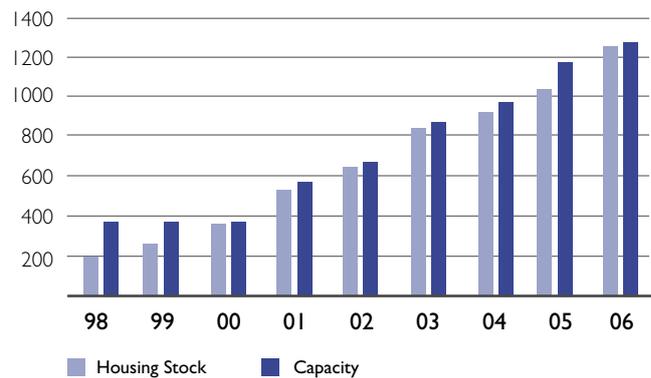
#### Cyclical maintenance expenditure 2005/06



#### Service Development – Housing Stock

At 30 June 2006, the number of properties under management had increased to 1,282 (2005: 1,067) giving us the opportunity to provide housing for more tenants. Our investment in human resources in 2005 has enabled us to manage the rate of growth in properties with a marginal rate of growth of the management team.

#### Housing stock & management capacity



#### Funding Sources

Our primary source of external funding continues to be the Office of Community Housing (OCH) and we acknowledge and thank them for their ongoing support of our activities. We are, however, continually working to expand our sources of funding and during 2006 received funding and management fees from the following:

- the Department of Ageing, Disability and Home Care property and tenancy management for the Inner West Affordable Housing Program administered by the Centre for Affordable Housing
- property and tenancy management for the Port Jackson Supported Housing Program funded by the Department of Housing
- SEPP10 contributions directed to be paid to St. George by Kogarah Council

It is noted that SEPP10 contributions received are set aside specifically for the provision of additional affordable housing within the Kogarah local government area.

#### Finance Management

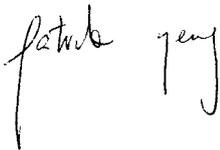
Our surplus for the year was a record of \$1.1 million (2005 – \$0.6 million). The increase in surplus is attributed to greater economies from the growing number of properties under management and a large saving from the reduction of capital contribution that we were required to provide to the Office of Community Housing. The reduction was the result of a review of the Community Housing Leasing Program (CHLP) where a more equitable formula for the sector was struck.

In accordance with our CHLP funding agreement, we are responsible for the ongoing maintenance of the capital properties transferred to us. To provide clarity of our commitments and based on our forward planned maintenance program we have set aside a reserve of \$1.5 million for future planned maintenance. The reserve together with our retained earnings is our equity as disclosed in the financial statements.

### Organisational Management

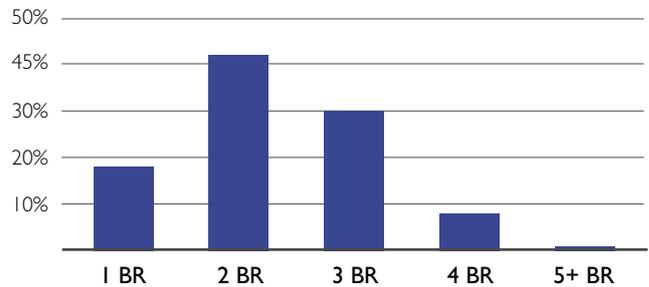
Our team of dedicated staff at St. George Community Housing are integral to the success of the organisation. The partnerships they have developed with our tenants and other stakeholders is a key component in the successful and effective management of a community housing organisation like SGCH. The cultural diversity of our staff team provides the organisation with access to 14 community languages, which allows us to more effectively respond to the needs of our tenants and applicants.

In closing, I would like to pay tribute to the immense efforts made by our tenants, stakeholders, directors and staff members for contributing to the success of St. George Community Housing over the past year. We have made a positive difference to the lives of many families and individuals and we look forward to doing so in the years to come.

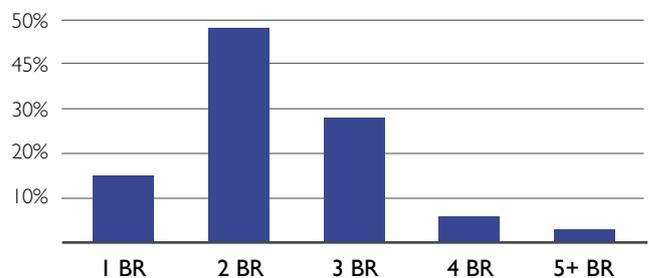


**Patrick Yeung**  
Chief Executive Officer

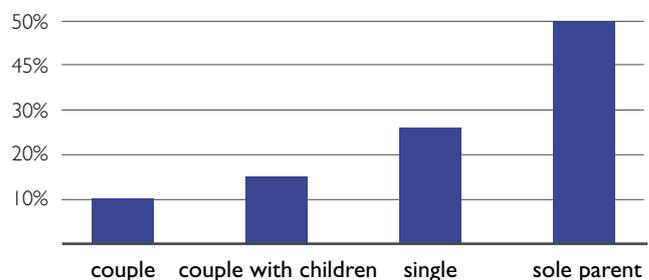
### Applicants by bedroom category



### Properties by bedroom type



### Tenants by household types



## Bonnyrigg Living Communities Project

Bonnyrigg Living Communities Project is the first public private partnership to redevelop an existing public housing estate.

The key features of the project include:

- a sustainable mix of public & privately owned housing
- tenancy management services to be provided by a registered community housing provider
- place management approach for the community

The detailed proposal was submitted in March and the winning bid will be announced in November 2006.

Bonnyrigg Partnerships have four participants:

- Becton Group is the lead participant. Becton will be responsible for Design and Construction and for carrying out infrastructure improvements to the estate.
- St. George Community Housing will be responsible for managing the tenancies.
- Spotless Group will be responsible for facilities management including infrastructure and tenants' maintenance.
- Westpac is the financier to the project.



# SGCH 20th Anniversary Bursary Scheme

Right: The Housing Minister, the Hon. Cherie Burton MP, with SGCH bursary winners



As part of the 20th Anniversary Celebrations, St. George Community Housing set up an ongoing education bursary fund in order to help SGCH tenants pay for the continuing costs of education of their children.

This year there were a total of 25 bursaries: 10 bursaries of \$400 and \$800 each for primary and high school recipients respectively, and five bursaries of \$1,200 each for university or college recipients.

On Tuesday 20th June 2006 at the Kogarah Council Chambers, The Hon. Ms. Cherie Burton MP Minister for Housing, the Minister assisting the Minister for Health (Mental Health) and Member for Kogarah presented the cheques to the winning students.

Also in attendance were Ms Leslie Fuller and Mr Robert Carr, Tenant Advisory Group members of the Bursary Selection panel; Maura Boland, Executive Director of OCH; Patrick Yeung, CEO and Tony Ho, Chairman.

A special thanks to Mr Evans Hutchins, Acting General Manager Kogarah Council, for accommodating the presentation ceremony in the Council Chambers.

The objectives of the bursary are to:

- To assist children of tenants that have good scholastic results to further their education
- To encourage children of tenants to pursue education as a way of fostering and developing a successful future career
- To share with tenants who uphold and respect their tenancies with SGCH our appreciation of their contribution to SGCH
- To commemorate the 20th Anniversary of the founding of SGCH.

Published below, with permission, is an excerpt from the moving speech that bursary recipient Anaahi Latunipulu made at the ceremony:

“As a previous candidate of the Higher School Certificate, which I completed in the end of 2005 at the Jannali High School, I was faced to make a decision to either continue with my academic studies or find an occupation that would further assist my family needs. When I received a university offer I immediately accepted this offer to continue on with my studies as I found it as an opening door to a lifelong occupational opportunity when completed. Thus I am currently studying at the University of Wollongong and am undertaking a Bachelor of Nursing Degree. Within the last five to six months of tertiary education I have recognised that it is different to secondary education and university life has various demands that arrive at a certain cost. A cost that I myself knew would be difficult to meet. For this reason I took a chance and completed a bursary application form and now I am standing here surprisingly and amazed to actually receive such an award.

Being the eldest of 9 children where 8 of us attend school I have grown and learnt to continue on with my education and sacrifice important necessities required for my course of study so that an equal balance between my brothers and sisters education will be achieved. And unfortunately I am also unable to provide certain expenses asked of me. This St George Housing Bursary will further assist me to continue on with my academic studies and for this I am so grateful and appreciative.”



## Bursary winners

### Primary students

Lina El Afshal	Harcourt Public School (Year 1)
Nadine Nanouh	Penshurst Public School (Year 1)
Hassan Droubi	Penshurst Public School (Year 2)
Rowan Doskey	Yarrawarra Public School (Year 2)
Ryan Doskey	Yarrawarra Public School (Year 3)
Vicky Wu	Mortdale Public School (Year 4)
Ramy Elads	GyMEA Bay Public School (Year 5)
Christian Melnik	Caringbah North Public School (Year 5)
Cyril Tanoi	St Gabriel Primary (Year 5)
Ahmed Nanouh	Penshurst Public School (Year 6)

### Secondary students

Peter Dempsey Beckett	St Patrick's College Sutherland (Year 7)
Adele Brown	St George Christian School (Year 7)
Batoul Jebeile	Moorefield Girls High (Year 7)
Anna Stelpanova	St George Girls High (Year 7)
Mark Tanoi	Marist College Kogarah (Year 7)
Christian Tjioman	Casmir Catholic College (Year 7)
Avelina Ferreira	Bethany College (Year 10)
Mary Girgis	Blakehurst High (Year 10)
Beau Allen	Engadine High (Year 11)
Nagwa Elads	Kirrawee High (Year 12)

### Tertiary students

Mouhamed Taleb	Institute of TAFE
Anaahi Latunipulo	Wollongong University
Fatima Kanneh	Australian Catholic University
Nadia Elads	Wollongong University
Naimo Jama	Institute of TAFE

Left: The Hon. Cherie Burton MP with SGCH bursary winners



# Tenants Advisory Group (TAG) Report

The past year has been an exciting one for St. George Community Housing (SGCH) tenants, with the celebrations for the SGCH 20th Anniversary taking place throughout 2005.

The celebrations included a 20th anniversary celebration dinner and a family fun day at Luna Park, to which all tenants and their families were invited. The events were fantastic and a real credit to the staff that organised them. It was wonderful to see SGCH tenants and staff coming together to celebrate 20 years of SGCH's contribution to the community. TAG members and other tenants who attended these events had a great time and many memories were created.

The White Goods Loan Scheme continued this year. This scheme allows eligible tenants to borrow up to \$500, interest free, to go towards the purchase of white goods for their home. This venture has been an enormous success with applicants being assisted to purchase items such as refrigerators and washing machines. All loans have been paid in full and the TAG is now preparing to assess another round of applications.

The TAG is also discussing the formation of a social committee to plan social events for tenants. Over the next two meetings we will look at options for outings, the cost of such events and what sort of outings other tenants would enjoy. TAG members have been talking to members of other tenant groups to share good ideas for our social club.

Members of the TAG share our experience and knowledge with staff to help in formulating policy and procedure. This year we were asked to contribute to some housing management policies and our feedback regarding access to the office was sought by staff.

A highlight of the year was the inaugural SGCH Educational Bursary Scheme presentation. The ongoing Educational Bursary Scheme was set up to assist SGCH tenants with the cost of educating their children and TAG members were included in assessing the applications for the children's bursaries. Members of the TAG also attended the presentation held at the Kogarah Council Chambers on 20th June 2006. The cheques were presented to the 25 successful applicants by Minister for Housing, the Hon. Cherie Burton. The ceremony was lovely and concluded with a beautiful speech by one of the recipients, Anaahi Latunipulu, which brought a tear to many an eye.

In our September TAG meeting, we were introduced to Sally Mannering who is the new Senior Housing Manager. Sally and Dennis Cafe (Asset Manager) discussed SGCH's involvement in the Stock Transfer Program, which will mean that the Department of Housing transfer around 300 properties to SGCH management. TAG members have been asked to assist the staff at meetings with prospective new tenants and share their experiences with them.

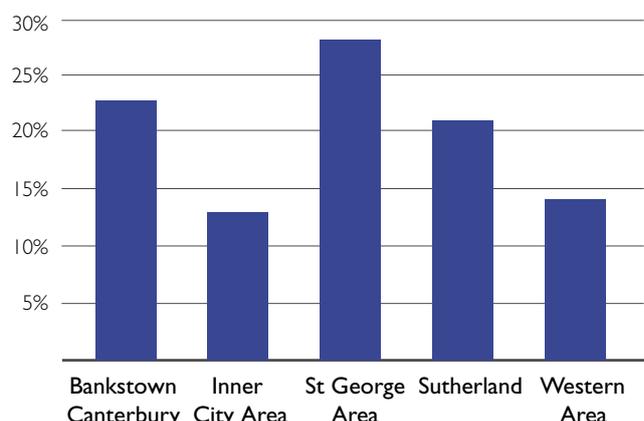
We are now looking forward to our Christmas meeting where we will celebrate the end of another busy and successful year for SGCH and make plans for the year to come.

**Leslie Fuller & Hanie Ayyad**  
**Joint Chair**  
**St. George Community Housing**  
**Tenant Advisory Group**

## Housing stock by LGA's

Ashfield	1.41%	Kogarah	8.22%
Auburn	3.18%	Leichhardt	2.03%
Bankstown	7.43%	Liverpool	0.44%
Botany	1.68%	Marrickville	4.42%
Burwood	0.18%	Parramatta	3.36%
Canterbury	15.56%	Randwick	0.18%
City of Sydney	3.18%	Rockdale	7.96%
Fairfield	1.95%	Strathfield	0.09%
Holroyd	5.31%	Sutherland	21.22%
Hurstville	12.20%		

## Housing stock by area





# Report Card

## Key Performance Indicators

### Tenant Satisfaction

Overall satisfaction with the organisation

2006	2005
87.0%	86.0%

### Service Development

Increases in housing stock

215	116
-----	-----

Number of partners

49	30
----	----

Supported tenancies

39.0%	28.0%
-------	-------

### Finance Management

Staff Management Cost ratio

8.9%	8.4%
------	------

Operating Cost ratio

3.8%	3.3%
------	------

Cash at end of year

\$2.8M	\$1.6M
--------	--------

Net profit

\$1.1M	\$0.6M
--------	--------

Reserve for future planned maintenance

\$1.5M	\$0.0M
--------	--------

Retained Profit

\$1.4M	\$1.7M
--------	--------

## Housing Management

Arrears

2006	2005
0.5%	0.5%

Market rent loss via vacancy

0.8%	0.5%
------	------

Number of tenants exiting the service because of Possession Order enforcement

2	2
---	---

## Human Resources

Ratio of staff to lettable properties

1:68	1:65
------	------

Number of full time equivalent staff

16.2	15.8
------	------

While delivering housing services, we are often allowed an insight into the lives of the people we serve.

Don and Zara wrote to thank their housing manager for her assistance to their family and a story unravelled.

“Thank you for helping our daughter-in-law and darling granddaughter to find a home... [before this] they were paying \$270 per week rent. We lost our only son (Peter) at 38 and this was a great shock and then trying to come to terms with Sally and Bianca not feeling secure in many ways was very stressful.”

Don and Zara had been tenants of SGCH for three years. Their son and daughter-in-law, Peter & Sally, were applicants on the waiting list for housing. When Peter became incurably ill last year, the need for secure affordable accommodation for the couple and their young daughter became an increasing priority. Following Peter’s passing, a property became available and Sally and Bianca moved in.

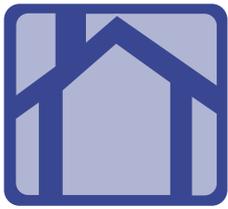
One week later, SGCH staff visited. The family is obviously still struggling to come to terms with their loss and they are grieving but Don makes plans for a veggie garden while his wife and daughter-in-law look on. Bianca proudly shows us the pictures of her Daddy and tells us that she would like a trampoline from Santa.

Sally wrote, “For the first time in a long time, I feel secure.”

We are privileged to work with such a spirited and resilient extended family. Their support of each other and effort to readjust and cope is a lesson to all.



L to R: Sally, Zara, Bianca and Don



# Port Jackson Supported Housing Program



**Above:** A refurbished inner city PJSHP property **Left:** The Housing Minister, the Hon. Cherie Burton MP with guests at the opening of the building.

Port Jackson Supported Housing Program (PJSHP) aims to assist people with supported housing needs that cannot be met through existing housing options, such as public housing, mainstream community housing, temporary supported accommodation or in the private rental market.

To achieve this, PJSHP provides tenancies to people who require ongoing support to live independently in social housing. The program has formal partnerships with registered support agencies that deliver support to clients who are accommodated through the PJSHP.

Originally the program was managed within the Department of Housing. In June 2005, St. George Community Housing (SGCH) became the interim housing managers of the PJSHP, then in April 2006 the Minister for Housing announced that SGCH was appointed the permanent manager. This is an exciting program, one which will not only provide supported housing to those who need it but will also improve the links between housing and support services to better meet the needs of all our tenants.

An integral component of the program are the working relationships between SGCH and our support partners. This provides an opportunity for those tenants that are most at risk are supported in maintaining their tenancies.

## SUPPORT PARTNERS

- AIDS Dementia & HIV Psychiatry Service (ADAHPS)
- Australian Chinese Community Association
- Barnardos Australia
- Bobby Goldsmith Foundation
- Claffy House
- Community Restorative Centre
- General Geriatrics Rehabilitation Service (GGRM)
- Kirketon Road Centre
- Marian Centre
- Matthew Talbot
- Mercy Arms
- New Horizons
- Paraquad
- Probation & Parole Service
- ROAM Communities
- Rozelle Hospital
- Spinal Cord Injuries Australia
- Ted Noffs Foundation
- The Salvation Army Oasis Youth Support Network
- The Station Limited
- Theba Young Women's Service
- Uniting Care Aging Sydney Region
- Youth Off The Streets

# Agency Partners



St. George Community Housing works with over 50 different referral agencies that allow tenants to access the specialist support services they need to maintain independent living. These partnerships have been further strengthened by SGCH's involvement with the Port Jackson Supported Housing Program.

## A MISHI Success Story

One of St. George Community Housing's Mental Illness Supported Housing Initiative (MISHI) ventures with Sydney West Area Health Service has provided some great outcomes for our clients. These positive outcomes have been reported by the support team involved and by a current tenant of one of the properties.

Samantha has bipolar disorder. Prior to commencing her tenancy with SGCH, Samantha lived in a series of boarding houses and was in and out of hospital. Samantha says that being able to have her own tenancy has increased her independence.

"I have learnt how to manage my money to pay my rent and bills," she says. "I am more careful with my appointments and medications because I have now got so many reasons to stay well."

Samantha also enjoys having more space to call her own.

"Before I just had one room with other people's stuff. Now I have some of my own furniture that I have collected and done up...it makes me feel proud."

Samantha hopes to be able to manage to move into a tenancy in the private market next year but says that she would like to stay near to where she is living now in Parramatta, saying "It is a great location and I feel safe, people are trustworthy and my neighbours are great."

The support provider involved has informed us that Samantha's living skills have improved tremendously since she commenced the program. Samantha has not been hospitalised for eight months and she has been consistently compliant with her medication regime.

## CLAFFY HOUSE working with PJSHP

Claffy House is a crisis refuge providing accommodation for women and children who are homeless and/or fleeing domestic violence.

This service has been involved with the Port Jackson Supported Housing Project (PJSHP) since its inception. The partnership with PJSHP is crucial for clients residing at Claffy House.

Women and children from this service, who are accessing accommodation through PJSHP, have high complex needs and in the past were unable to maintain tenancies or did not have the skills to live independently.

Currently there are five families living independently in Port Jackson Housing. To give an example of one family:

A woman and her three children resided at Claffy House; they were initially referred for domestic violence. The woman had a moderate intellectual disability as did two of her children. She had never lived independently with her children and had gone from her parents' home to living with a partner who was abusive. She had limited skills that prevented her from living independently.

She now lives in Port Jackson property and, with specialist services supporting her and her children, is able to live independently. This family has benefited greatly from accessing PJSHP.

The partnership between Claffy House and PJSHP has meant that women and children have the best possible opportunity to address their issues and develop the skills required to maintain independent living.

We look forward to our continuing partnership with the Port Jackson Supported Housing Project.

**Vivian Facchin, Manager, Claffy House**

## ADAHPT – working with the Port Jackson Supported Housing Project

The AIDS Dementia & HIV Psychiatry Team (ADAHPT) has worked as a preferred partner with the Port Jackson Supported Housing Project (PJSHP) since 2004. When SGCH successfully secured the tender for the PJSHP, ADAHPT continued the existing partnership. This alliance has to date strengthened the ability of ADAHPT team members to successfully undertake case management with HIV positive

clients with disabilities. All tenancies remain occupied and this in turn has led to marked improvements in the ability of the clients to achieve the outcomes listed in their support plans. The increase in the level of community housing for ADAHPT's complex clients has not only strengthened the level of care and support offered but also increased the quality of life for several clients with complex needs.



# Statement of Corporate Governance Practices

## ROLE OF THE DIRECTORS

The St. George Community Housing (SGCH) Board of Directors is responsible for Corporate Governance matters relating to all facets of SGCH. It has established principles by which both the board and management operate to ensure that business is carried out in the best interests of members and other stakeholders, with proper sharing of responsibilities between the directors and management.

The board is responsible for adopting business plans and budgets and the approval of longer-term strategic plans for the Co-operative, delegating management of the business and the implementation of board strategies and plans to the chief executive officer. The directors oversee and review corporate goals, strategies, policies and performance of the Co-operative. Other board responsibilities include reviewing the appointment and remuneration of the chief executive officer and overseeing the general remuneration policy within the Co-operative. The board also reviews and approves major capital expenditure, acquisitions and funding issues and oversees the audit and compliance functions.

In performing its duties, the board takes into account the responsibilities of the Co-operative to meet specific obligations imposed either as a matter of law (contractual or otherwise) or any relevant regulations.

## ETHICS

St. George Community Housing adheres to the highest ethical standards and strives to operate to best business practices. SGCH is registered under the Housing Association's Code of Practice, and accepts the responsibility for meeting the expectations within that code. It has adopted and published a Code of Conduct, which sets out standards for appropriate ethical and professional conduct for directors, all of whom have a copy of the statement. The Code of Conduct states:

- A director must act honestly, in good faith and in the best interests of the Co-operative as a whole.
- A director has a duty to use due care and diligence in fulfilling the functions of office and exercising the powers attached to that office.
- A director must use the powers of the office for a proper purpose, in the best interests of the Co-operative as a whole. A director must recognise that the primary responsibility is to the Co-operative's members as a whole but should, where appropriate, have regard to the interests of all stakeholders of the Co-operative.
- A director must not make improper use of information acquired as a director.
- A director must not take improper advantage of the position of director.
- A director must not allow personal interests, or the interests of any associated person, to conflict with the interests of the Co-operative.
- Pursuant to the Corporations Law, a director in the discharge of his or her duty may rely on "business judgement" provisions of the Act where directors, in good faith, can rely on advice received from executive managers of the Co-operative.
- Confidential information received by a director in the course of carrying out his or her duties remains the property of the Co-operative and it is improper to disclose it, or allow it to be disclosed, unless that disclosure has been authorised by the Co-operative or the person from whom the information is provided or is required by law or regulatory authorities.
- A director has an obligation at all times to comply with the spirit as well as the letter of the law and with the principles of this Code of Conduct.

## BOARD COMPOSITION

The board currently comprises seven non-executive members (including the chairman). The chief executive officer is not a member of the board but is invited to attend all board meetings. Senior managers are also invited to attend board meetings. The Rules of the Co-operative state that there shall be a board of seven (7) directors.

At each annual general meeting two or three directors are required to retire as directors, but are eligible for nomination and re-election.

## BOARD FINANCE COMMITTEE

The board has delegated certain powers to a finance committee which assists the board with decision-making, supervision and control. The committee is responsible for helping the board to monitor the control and management of significant business and financial risks, the quality of financial reporting and compliance with statutory and regulatory requirements and codes of conduct. It also recommends to the board the appointment of an external auditor, approves audit plans and reviews audit reports.

The board Finance Committee comprises two non-executive directors. The Co-operative's external auditor is invited to attend board meetings where appropriate.

## DIRECTORS' RIGHTS

Directors have the right, with the approval of the chairman or a resolution of the board, to seek legal or external advice at the expense of the Co-operative, to allow them to perform their duties, or in connection with an application in relation to any proceedings in which a court grants relief to the person under the Corporations Act.

## INDEMNIFICATION AND INSURANCE OF DIRECTORS AND OFFICERS

To the extent permitted by law, the Co-operative indemnifies every person who is or has been an officer of the Co-operative against any liability for costs and expenses incurred by that person in defending any proceedings in which judgement is given in that person's favour, or in which the person is acquitted, or in connection with an application in relation to any proceedings in which the court grants relief to the person under the Corporations Act.

During the financial year the Co-operative has paid an insurance premium in respect of a contract insuring each of the directors of the Co-operative named in this report and executive officers against all liabilities and expenses arising as a result of work performed in their respective capacities, to the extent permitted by law. The directors have not included details of the nature of the liabilities covered or the amount of the premium paid in respect of the directors' and officers' liability and legal expenses insurance contracts as such disclosure is prohibited under the terms of the contract.

### Directors' meetings during the year ended 30 June 2006

	Number of meetings held	Number of meetings attended
Anthony Ho	11	10
Anne Johnston	11	8
John Dorrian	11	3*
Bill Chant	11	11
Salah Kahil	11	4**
Sam Lawrence	11	11
Steven Kouris	6	6***

\* Granted three months Leave of absence

\*\* Resigned in 7 August 2006

\*\*\* Appointed 22 November 2005



## Meet the Board



### **Anthony Ho**

B Com (UNSW), CA, FCIS, FAICD

Chairman

Member of the Finance Committee

Anthony Ho joined the SGCH board in November 2002 as treasurer. He was appointed chairman in February 2003.

Before joining the SGCH board Anthony was executive director at Arthur Yates & Co Limited, retiring from this position in April 2002. Since that date, Anthony has developed his career as a company director. Anthony was previously a partner at Cox Johnston & Co, Chartered Accountants (since merged with Ernst & Young). He has held Chief Financial Officer and executive director roles with several public and large private companies including Downtown Duty Free Pty Limited, Galore Group Limited, the Edward H. O'Brien group of companies and Volante Group Limited.

Anthony is a member of the Institute of Chartered Accountants in Australia and a Fellow of both the Chartered Institute of Company Secretaries and the Australian Institute of Company Directors. Anthony is currently a director of Brazin Limited.

### **Anne Johnston**

Grad. Dip. Personnel Management

Vice-chairperson

Anne Johnston joined the SGCH board in November 2003 and was appointed vice-chairperson in February 2004.

Anne has been a director at American Express Australia Ltd for over ten years and has 20 year's experience in the human resources field. Some of Anne's career achievements include managing major restructuring initiatives across Asia, managing the staffing for the Olympic Games in Sydney in 2000, creating a national guide for American Express managers relating to all aspects of human resources, and implementing a diversity program focusing on the recruitment of people with disabilities into American Express Aust. Ltd.

Anne is also a HR consultant for a member-based not-for-profit community organisation.



### **John D Dorrian**

BA (Macq) FCA, MAICD

Treasurer

Member of the Finance Committee

John Dorrian joined the SGCH board in April 2003 and was appointed treasurer.

John is a Managing Director with Deutsche Bank AG and Head of its Infrastructure Group with responsibility for Asia and Australia. Prior to that he was Chief Financial Officer of the Spark Infrastructure Group.

John has over 25 years of senior experience in finance and investment and extensive experience in the management of major funds and investments across a wide range of industries. He has been actively involved as a director of a number of organisations including Melbourne Airport, retail, transmission and generation businesses and Australia's largest cattle company.

John is currently a director of Spark Infrastructure Management Limited, Powercor and CitiPower in Victoria and ETSA Utilities in South Australia. He is treasurer of the Connell's Point Rovers Football Club.



**Bill Chant**

B E (Mechanical) (UOW), P Eng, Certificate III in Photography  
Non-executive director

Bill Chant has been a non-executive director of the SGCH board since November 2003. Bill, a project manager and engineer at SOFRACO, works on projects for both commercial clients and the Australian Department of Defence. Prior to this, as a façade engineer for the CSIRO, Bill worked overseas on major international developments including the Dubai International Airport and the Tokyo Mid-Town project. Bill's professional experience includes; senior analyst at Cardno; support engineer at Strand7; and design engineer at the ANSTO Nuclear Mechanical Unit. In 2003, Bill was a part-time project housing officer for the Ryde Housing Co-op.

**Sam Lawrence**

B Soc. Wk. (Sydney), Dip Soc. Sc (Welfare)  
Non-executive director

Sam Lawrence has been a non-executive director of the SGCH board since April 2004. Sam is a community program officer with the Department of Community Services (DOCS) and has extensive experience in social justice and welfare. Before joining DOCS, Sam was the Coordinator for Centacare's SAAP program, one of SGCH's agency partners.



**Steven Kouris**

B Ec, LLB (Macq), LLM (UNSW)  
Non-executive director



Steven Kouris joined the SGCH board as a non-executive director in November 2005. Steven is a lawyer with experience in both private and corporate practice. He has worked for major national firms such as Mallesons Stephen Jaques and Allens Arthur Robinson, and also as an in-house corporate counsel. Steven is a specialist commercial/corporate adviser and offers strategic counsel. He also specialises in commercial disputes, including construction, commercial property and project related disputes, with an emphasis on resolving them in a cost-effective fashion. He has also worked on large and complex transactions (including Public Private Partnership projects), drafting and negotiating project and related documents. Steven has also provided legal services on a voluntary basis to the Arts/Law and Marrickville Legal Centres in Sydney.

**Natasha Bernabei**

B Arch (UNSW)  
Non-executive director

Natasha Bernabei joined the SGCH board as a non-executive director in August 2006. Natasha holds a degree in architecture and has extensive experience in policy development and implementation with various NSW government organisations including the Departments of Commerce and Public Works and Services. Natasha is currently working with RailCorp to develop and implement their Property Division Strategic Plan, Business Model and Outsource Arrangements. Natasha has previously served on the NSW Management Board of the National Association of Women in Construction.



**Salah Kahil**  
B.Sc (Hons) Biotechnology, Dip of App Sc  
Non-executive director November 2003–August 2006



Salah Kahil is a laboratory technician at Douglass Hanly Moir Pathology. Salah is a tenant of SGCH and joined the board in 2003 in order to represent other SGCH tenants. Salah has superior negotiation and problem-solving skills and uses these to communicate on an advisory level to liaise with members of the wider community. Salah's volunteer work is extensive and not limited to his SGCH involvement. Salah was formerly a Committee Member for St. George Accommodation for Youth, a Liaison Officer for the Community Relations Commission, a Peer Educator for Hawkesbury Area Health Services (UWS, Sydney) and a Social Worker Assistant for Southern Sydney Youth Refuge.



## Senior Staff Profiles



**Patrick Yeung**  
M Soc. Sc. (Urban Studies), Dip. in Urban & Regional Planning,  
Grad. Cert. in Housing Management & Policy, B Soc Wk, Dip. in Soc Wk  
Chief executive officer since 1998

Patrick Yeung has been CEO of SGCH since April 1998. Since this date, the number of properties under management has increased from 125 to 1,282. Despite this rapid level of growth, under Patrick's management, the organisation has continued to provide quality services to tenants, support agencies and community.

Patrick has been working in the social housing sector for 14 years, previously with the Department of Housing in various senior staff positions, including strategic planning and asset management. Prior to social housing, Patrick worked in the social welfare field for more than nine years, focusing on communities in need.

Patrick lives in the Sutherland Shire with his wife and two daughters and speaks two community languages, Cantonese and Mandarin.

**Suzan Shuhaiber**  
B Com. (Bus. Administration)  
Finance and Administration Manager since 2001  
Administration Support Officer from 1999–2001



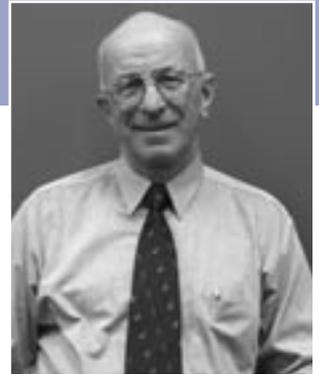
Suzan Shuhaiber joined SGCH in March 1999 with a strong commitment to assist and help the community and the people in need. She believes working within a community with wide cultural diversity brings great work achievement and satisfaction.

In 2001, Suzan was appointed Finance and Administration Manager for SGCH and, working closely with the CEO, has seen the Co-operative through a period of rapid growth. Suzan has 20 years of local and overseas experience in various accounting and business administration positions. Suzan is strongly committed and dedicated to SGCH, managing an administration team of eight to provide a high quality service to the community.

Suzan lives in the St. George area and speaks one community language, Arabic.

**Dennis Cafe**

B. Sc (Tech) in Civil Engineering UNSW, LGE, P. Eng  
Senior Housing Manager (Asset/Change Management) since 2004



Dennis’s extensive career in engineering and management began in 1959. He has worked for various local councils as a deputy and chief engineer and was general manager of Woollahra Council from 1993-1994.

Dennis has represented local government on numerous specialist and statutory committees and task forces at regional, state and federal levels. Since leaving local government in 1994, Dennis has assisted organisations as a management consultant in both the private and public sector. This includes several years as general manager setting up a multidisciplinary maintenance company with clients in the manufacturing and service utility industries. He also lectures postgraduate subjects at UTS and has worked on numerous professional development programs in Infrastructure Asset Management.

Dennis lives with his family in Sutherland Shire. In his spare time, he trains to compete in triathlons and enjoys spending time with his 15 grandchildren.

**Sally Mannering**

B Nursing (final year)  
Senior Housing Manager (Housing Services)



Sally was appointed senior housing manager at SGCH in July 2006. Prior to this, Sally gained six years experience in community housing working for the Central Tablelands Housing Association (CTHA) based in Orange. Prior to working in community housing, Sally held a variety of administrative and nursing positions both in her local community and while living in London. Sally’s previous experience is in the areas of youth housing, working with women and children affected by domestic violence and homeless families with children. Sally worked with CTHA during a period of rapid growth and was responsible for the implementation and review of support agreements, policy review and staff development, as well as managing a portfolio of properties in Orange and the surrounding areas. Sally has a seven-year-old son and lives in the inner west.

**Liza Sloan**

Senior Housing Manager (Port Jackson Supported Housing Program)



Liza joined St. George Community Housing in March 2006 as a housing manager for the Port Jackson Supported Housing Program (PJSHP). In June she was appointed Senior Housing Manager for PJSHP. Liza has previously worked for local government as a community youth worker and for various community-based youth organisations. She has over 14 years experience working with at risk young people. Prior to working in community housing, Liza was employed for eight years as a case manager for a medium- to long-term semi-supported housing service for homeless young people. After a period overseas Liza commenced working in community housing. Through the development of working partnerships with a wide range of support agencies, Liza looks forward to the continued development and growth of supported housing in the sector.



# Summary Financial Statements

to 30 June 2006

Statement of Financial Performance		2006 (\$)	2005 (\$)
<b>How much we...</b>	<b>Where does all the money come from?</b>		
...charged tenants for living in the properties	Rents	5,680,885	4,815,940
...charged tenants & landlords for utilities etc.	Services charges	220,734	305,770
...received from governments	Gross Grants received	5,706,404	4,834,928
...received from investment of surplus funds	Interest	117,619	64,706
...received from other activities	Other	35,070	67,514
		<b>11,760,712</b>	<b>10,088,858</b>
	<b>Where does all the money go?</b>		
...contribution back to government	Capital contribution	(339,200)	(475,576)
...spent renting properties	Rents paid	(6,691,459)	(6,157,247)
...spent on property rates & utilities	Rates and utilities	(627,660)	(533,534)
...spent on maintaining the properties	Maintenance	(745,654)	(704,636)
...spent on other property & tenant expenses	Insurance, depreciation & other expenses	(587,705)	(465,829)
...spent providing services to tenants	Management expenses	(1,648,895)	(1,167,467)
		<b>(10,640,573)</b>	<b>(9,540,289)</b>
...have kept to help with future activity	<b>SURPLUS FOR THE YEAR</b>	1,120,139	584,569
...have retained of previous years' surpluses	Retained profits brought forward	1,684,291	1,099,722
...have transferred to Reserve for PMP	Transfer to Reserve for Planned maintenance program	(1,458,300)	–
...have retained to help with future activity	<b>RETAINED PROFITS CARRIED FORWARD</b>	<b>1,346,130</b>	<b>1,684,291</b>
<b>Statement of Financial Position</b>			
...were owed by our tenants and others	Debtors	1,107,792	809,768
...had in the bank	Cash assets	2,773,971	1,559,219
...had paid for furniture and equipment	Property, plant and equipment	53,682	156,798
...owed to suppliers & others within the next year	Current liabilities	(1,103,865)	(821,024)
...owed to others beyond the next year	Non current liabilities	(27,150)	(20,470)
		<b>2,804,430</b>	<b>1,684,291</b>
...have retained to provide for future planned maintenance nance program	Reserve	1,458,300	0
...have retained for future activities	Retained profits	1,346,130	1,684,291
		<b>2,804,430</b>	<b>1,684,291</b>

The above is an extract from the full audited accounts. A Concise Financial Report is included in this annual report. A copy of the full financial report and auditor's report will be sent to any member, free of charge, upon request.

# Directors' report



Your directors present their report on the Co-operative for the year ended 30 June 2006.

The names of the directors in office at any time during or since the end of the year are:

Anthony Ho	Chairperson
Anne Johnston	Deputy Chairperson
John Dorrian	Treasurer
Bill Chant	Director
Salah Kahil	Director (resigned 7 August 2006)
Sam Lawrence	Director
Steven Kouris	Director (appointed 22 November 2005)
Natasha Bernabei	Director (appointed 22 August 2006)

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

The profit of the Co-operative for the financial year amounted to \$1,120,139 (2005 \$584,546).

The Co-operative is exempt from income tax.

The operations of the Co-operative were favourably affected by revenue from the increase of properties under management and increase in other income. Total revenue increased by 16.6% to \$11,760,712. The economy of scale achieved from the growth of properties under management, in part, contributed to an increase in the Co-operative's profit from ordinary activities.

No significant changes in the Co-operative's state of affairs occurred during the financial year.

The principal activity of the Co-operative during the financial year was the provision of housing assistance to low to moderate income earners.

No significant change in the nature of these activities occurred during the year.

No matters or circumstances have arisen since the end of the financial year, which significantly affected or may significantly affect the operations of the Co-operative, the results of those operations, or the state of affairs of the Co-operative in future financial years. The organisation is heavily involved with many government agencies. Any change in government policy may impact on the way the organisation conducts itself.

Other than environmental regulations managed by local government pertaining to residential properties, the Co-operative's operations are not regulated by any significant environmental regulation under a law of the Commonwealth or of a state or territory.

No indemnities have been given during or since the end of the financial year for any person who is or has been an officer or auditor of the Co-operative. Directors' and officers' insurance premiums are paid by the Co-operative.

No person has applied for leave of a court to bring proceedings on behalf of the Co-operative or intervene in any proceedings to which the Co-operative is a party for the purpose of taking responsibility on behalf of the Co-operative for all or any part of those proceedings.

The Co-operative was not a party to any such proceedings during the year.

A copy of the Auditors' Independence Declaration, as required under section 307C of the Corporations Act 2001, is set out on page 26.

Signed in accordance with a resolution of the Directors:

Director:

Director:

Dated this 24th day of October 2006



# Discussion and Analysis of the Financial Statements

## **Basis of preparation of this Concise Financial Report**

The financial statements and disclosures in the concise financial report have been derived from the 2006 financial report of St. George Community Housing Co-operative Limited.

A copy of the full financial report and auditors' report will be sent to any member, free of charge, upon request.

The discussion and analysis is provided to assist members in understanding the concise financial report. The discussion and analysis is based on St. George Community Housing Co-operative Limited financial statements and the information contained in the concise financial report.

## **Statement of Financial Performance**

The profit from ordinary activities for the year is \$535,570 higher than the results of 2005. This can be attributed to an 18% increase in Government funding and an 18% increase in rental income.

## **Statement of Financial Position**

Total assets increased by \$1,409,660 to \$3,935,445 representing an increase of 56%. The increase was largely due to increased profitability, a result of the increased growth of the organisation.

Total liabilities increased by \$289,521 to \$1,131,015 representing an increase of 34%. The increase was due to the growth of the organisation and an increase in provision for employee entitlements leave.

## **Statement of Cashflows**

Cash flow improvements during the financial year were a result of increased government funding and rent collections.

## Auditor's Independence Declaration

### **UNDER SECTION 307C OF THE CORPORATIONS ACT 2001 TO THE DIRECTORS OF ST. GEORGE COMMUNITY HOUSING CO-OPERATIVE LIMITED**

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2006 there have been:

no contraventions of the auditor's independence requirements as set out in the Corporations Act 2001 in relation to the audit; and no contraventions of any applicable code of professional conduct in relation to the audit

Haywards Accountants  
John G. Newton, ACA, Registered Company Auditor:

Dated this 24th day of October 2006

# Statement of Financial Performance

for the year ended 30 June 2006



	Note	2006 (\$)	2005 (\$)
Revenues from ordinary activities	2	11,760,712	10,088,858
Property expenses		(8,991,678)	(8,316,444)
Employee benefits expenses		(1,066,447)	(835,556)
Depreciation and amortisation expenses		(17,380)	(41,494)
Other expenses from ordinary activities		(565,068)	(310,795)
<b>Net profit attributable to the Co-operative</b>		<b>1,120,139</b>	<b>584,569</b>

## Statement of Cashflows

for the year ended 30 June 2006

	2006 (\$)	2005 (\$)
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Receipts from tenants and others	11,532,020	9,661,923
Payments to suppliers and employees	(10,414,016)	(8,654,962)
Interest received	117,619	64,706
Interest paid	(1,268)	(1,715)
<b>Net cash inflow from operating activities</b>	<b>1,234,355</b>	<b>1,069,952</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Payment for property, plant and equipment	(14,290)	(16,373)
<b>Net cash outflow from investing activities</b>	<b>(14,290)</b>	<b>(16,373)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Repayment of borrowings	(5,313)	(5,335)
<b>Net cash outflow from financing activities</b>	<b>(5,313)</b>	<b>(5,335)</b>
<b>Net increase in cash for the year</b>	<b>1,214,752</b>	<b>1,048,244</b>
Cash at beginning of year	1,559,219	510,975
<b>Cash at end of year</b>	<b>2,773,971</b>	<b>1,559,219</b>



# Statement of Financial Position

as at 30 June 2006

	Note	2006 (\$)	2005 (\$)
<b>CURRENT ASSETS</b>			
Cash and cash equivalents		2,773,971	1,559,219
Receivables		1,107,792	809,768
<b>TOTAL CURRENT ASSETS</b>		<b>3,881,763</b>	<b>2,368,987</b>
<b>NON-CURRENT ASSETS</b>			
Property, plant and equipment		53,682	156,798
<b>TOTAL NON-CURRENT ASSETS</b>		<b>53,682</b>	<b>156,798</b>
<b>TOTAL ASSETS</b>		<b>3,935,445</b>	<b>2,525,785</b>
<b>CURRENT LIABILITIES</b>			
Payables		1,019,124	765,616
Interest-bearing liabilities		3,759	5,313
Provisions		80,982	50,095
<b>TOTAL CURRENT LIABILITIES</b>		<b>1,103,865</b>	<b>821,024</b>
<b>NON-CURRENT LIABILITIES</b>			
Interest-bearing liabilities		4,940	8,699
Provisions		22,210	11,771
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>27,150</b>	<b>20,470</b>
<b>TOTAL LIABILITIES</b>		<b>1,131,015</b>	<b>841,494</b>
<b>NET ASSETS</b>		<b>2,804,430</b>	<b>1,684,291</b>
<b>EQUITY</b>			
Reserve	3	1,458,300	–
Retained earnings	3	1,346,130	1,684,291
<b>TOTAL EQUITY</b>		<b>2,804,430</b>	<b>1,684,291</b>

# Notes to the Concise Financial Report

for the year ended 30 June 2006



## 1. Basis of Preparation of the Concise Financial Report

The concise financial report has been prepared in accordance with Accounting Standard AASB 1039: Concise Financial Reports and the Corporations Act 2001.

The financial statements, specific disclosures and other information included in the concise financial report are derived from and are consistent with the full financial report of St. George Community Housing Co-operative Limited. The concise financial report cannot be expected to provide as detailed an understanding of the financial performance, financial position and financing and investing activities of St. George Community Housing Co-operative Limited as the full financial report.

The financial reports of St. George Community Housing Co-operative Limited comply with all Australian equivalents to International Financial Reporting Standards (AIFRS) in their entirety.

The accounting policies have been consistently applied by St. George Community Housing Co-operative Limited and are consistent with those of the previous financial year.

The Co-operative has developed a planned maintenance programme for Capital Properties held pursuant to the funding agreement with the NSW Office of Community Housing. This programme will be funded from current cash balances and anticipated future operating surpluses.

	2006 (\$)	2005 (\$)
<b>2. Revenue</b>		
Operating activities:		
Rental income	5,680,885	4,815,940
Government grants	5,706,404	4,834,928
Interest	117,619	64,706
Reimbursement – tenants and landlords	220,734	305,770
Other income	35,070	50,967
Insurance recoveries	–	16,547
	<b>11,760,712</b>	<b>10,088,858</b>

	Retained Earnings (\$)	General Reserve (\$)
<b>3. Statement of changes in equity</b>		
Balance July 2004	1,099,722	–
Net profit for year	584,569	–
<b>Balance 30 June 2005</b>	<b>1,684,291</b>	<b>–</b>
Balance July 2005	1,684,291	–
Net profit for year	1,120,139	–
Transfers to reserve for future planned maintenance	(1,458,300)	1,458,300
<b>Balance 30 June 2006</b>	<b>1,346,130</b>	<b>1,458,300</b>

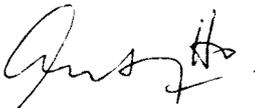


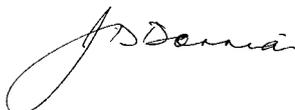
## Directors' Declaration

In the directors' opinion the concise financial report of St. George Community Housing Co-operative Limited for the financial year ended 30 June 2006, as set out on pages 24 to 29:

- (a) complies with Accounting Standard AASB 1039: Concise Financial Reports; and
- (b) has been derived from and is consistent with the full financial report of St. George Community Housing Co-operative Limited.

This declaration is made in accordance with a resolution of the Directors.

Director: 

Director: 

Dated this 24th day of October 2006

## Independent Auditor's Report

To the St. George Community Housing Co-operative Limited, Department of Ageing, Disability and Home Care and NSW Department of Housing

### Scope

We have audited the concise financial report of St. George Community Housing Co-operative Limited for the year ended 30 June 2006, as set out on pages 24 to 29 in order to express an opinion on it to St. George Community Housing Co-operative Limited members, the Department of Ageing, Disability and Home Care and the NSW Department of Housing. The Co-operative's directors are responsible for the financial report.

Our audit has been conducted in accordance with Australian Auditing Standards to provide reasonable assurance whether the concise financial report is free of material misstatement. We have also performed an independent audit of the full financial report of St. George Community Housing Co-operative Limited for the year ended 30 June 2006. Our audit report on the full financial report was not subject to any qualification.

Our procedures in respect of the audit of the concise financial report included testing that the information in the concise financial report is consistent with the full financial report, and examination on a test basis, of evidence supporting the amounts, discussion and analysis, and other disclosures which were not directly derived from the full financial report. These procedures have been undertaken to form an opinion whether in all material respects, the concise financial report is presented fairly in accordance with Accounting Standard AASB 1039: Concise Financial Reports.

### Audit Opinion

In our opinion, the concise financial report of St. George Community Housing Co-operative Limited for the year ended 30 June 2006 complies with Accounting Standard AASB 1039: Concise Financial Reports.



**Haywards Accountants  
John G. Newton, ACA,  
Registered Company Auditor:**

Dated this 24th day of October 2006

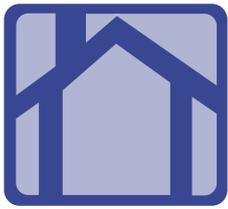
# Referral Agencies



The following organisations refer their clients to St. George Community Housing and provide specialist support for SGCH applicants. Support agencies with which SGCH has a formal service agreement are highlighted in bold.

SGCH is proud to be associated with each of these support agencies

- A Women's Place – Mission Australia  
**Aftercare**  
**AIDS Dementia & HIV Psychiatry Service (ADAHPS)**  
**Al Zahra Muslim Association**  
 Amelia House
- Ammberly's Single Women's Refuge  
 Anglicare Macarthur Liverpool Region  
 Anglicare Migrant Services  
**Anglicare Lisgar Youth Support Program**  
 Auburn Hospital & Community Health Services
- Auburn Migrant Resource Centre**  
 Australian Arabic Communities Council  
 Australian Chinese Community Association NSW  
 Australian Turkish Social and Cultural Trust  
 Australian Vietnamese Welfare Association
- Bankstown Community Health Service  
 Bankstown Chinese Baptist Church  
 Bankstown Family Support Service  
 Bankstown Women's Refuge and Resource Centre  
 Baulkham Hills and Holroyd Migrant Resource Centre
- Barnardos Australia**  
 Bethlehem House  
**Bobby Goldsmith Foundation**  
 Bolwara House Transitional Centre  
 Bondi Road Women's Health & Family Planning
- Bonnie Women's Refuge  
 Bosnian Information & Welfare Centre  
 Bringa (Manly-Warringah) Women's Resource Centre  
 Burnside Family Learning  
 Burwood Community Welfare
- Butler Lodge  
 Cancer Care Centre  
 Canterbury Bankstown Migrant Resource Centre  
 Canterbury Community Health Centre  
 Canterbury Family Support
- Catherine Villa  
**Civic Residentials**  
**Centacare – Young Women's Supported Accommodation Program**  
 Centrelink
- Church of the Living god  
 City Women's Hostel  
**Claffy House**  
 Combined Pensioners & Superannuants  
 Association of NSW  
 Coptic Orthodox Church
- CRC Justice Support**  
 CRS Australia  
 Cronulla Community Health  
 Dalmar-Wesley Mission
- Delvena Women's Refuge  
 Department of Housing  
 Department of Community Services – Hurstville  
 Department of Community Services – Sutherland  
 Department of Corrective Services – Long Bay
- Department of Corrective Services – Mulawa  
 Department of Corrective Services – Parklea  
 Department of Corrective Services – Silverwater
- Detour House  
 Dolores Refuge
- Edward Eager Lodge  
 Entity  
 Erin's Place  
 Ethnic Child Care, Family & Community Services  
 Fairfax House-Sydney City Mission
- Fairfield Migrant Resource Centre  
 First Light Care  
 Foley House  
 Foster House Community Housing  
 Outreach Program  
 General Geriatrics Rehabilitation Service
- Gladstone Hall Health Services  
 Gosford Emergency Accommodation Services  
 GROW  
 Greek Community Aid & Information Service  
 GyMEA Community Aid & Information Service
- Handicapped Children Centre NSW House With No Steps**  
 Hurstville Community Health  
**Independent Community Living Association**
- Inner West Family Support  
 Islamic Council of NSW  
 Jacaranda Cottage  
 Jannalli Family Centre  
 Jean's Place
- Kirketon Road Centre**  
 Killara Women's Refuge  
 Kogarah Uniting Church  
 Liverpool Migrant Resource Centre  
 Lone Parent Family Support Service
- Lucan Care**  
 Macedonian Australian Association of Sydney  
 Maltese Community Welfare & Development Service  
 Macarthur Migrant Resource Centre  
**Marian Centre**
- Marian Villa Women's Refuge  
 Mathew Talbott Hostel and Outreach Services  
 Medically Acquired HIV & Hep. C Resource Centre  
 Men's Support Accommodation  
**Mercy Arms**
- Mudgin-Gal Aboriginal Corporation  
**NAISDA**  
**NEAMI**  
 NESH  
**New Horizons**
- Northern Sydney Youth Support Service
- Oasis Youth Support Network**  
 Office of Protective Commissioner  
 Options – Youth Housing Association  
 Orana Lodge – The Salvation Army
- Ozanam Centre – St Vincent de Paul Society  
 Pacific House  
 Padstow Community Care  
 Paraquod  
 Parramatta Mission
- Peakhurst Community Health Centre  
 Phoebe House
- PRA**  
**Probation & Parole Service**  
 Randwick Family Support Service
- Red Cross  
**Richmond Fellowship**  
 Riverwood Community Centre  
**ROAM Communities**  
 Rockdale Community Health Centre
- Royal Hospital for Women  
 Rozelle Hospital  
 S.T.A.R.T.T.S. – Auburn  
 S.T.A.R.T.T.S. – Carramar  
 Samaritan House
- Serbian Orthodox Welfare Association  
**Shire Wide Services for Youth**  
 Shoalhaven Community Housing  
 Smith Family  
**South Eastern Sydney Area Health Service**
- South West Child Adolescent & Family Services  
 South West Women's Housing  
**South Western Sydney Area Health Service**  
 Southern Sydney Regional Tenant Resource Service  
**Southern Sydney Youth Refuge**
- Spinal Cord Injuries Australia  
**St. George Accommodation for Youth Service**  
**St. George Area Intellectual Disability Services**  
 St. George Backstop Family Support Service  
 St. George Counselling Centre
- St. George Division Mental Health Service**  
 St. George Lebanese Joint Committee  
**St. George Migrant Resource Centre**  
**St. George Women's Housing Company**  
 St. Mary's House
- St. Michael's Family Centre  
 Stepping Out Housing Program  
 Street Smart Drop-In Centre  
 Sutherland Community Health Service  
**Sutherland Division Mental Health Service**
- Sutherland Shire Family Support  
 Ted Noffs Foundations  
 Theba Young Women's Service  
**The Benevolent Society NSW**  
 The Deli Women & Children Centre
- The Kogarah Storehouse-Uniting Church  
 The NSW Spanish & Latin American Association  
**The Station**  
 The Twenty Ten Association Inc.
- Uniting Care Aging Sydney Region
- Vincentian Village  
 Wagga Wagga Women's Refuge  
 Walla Mulla Family & Community Support  
 Warringah Women's Refuge
- Wayback Committee  
 Wentworth Area Health Team  
**Wesley Mission Community Housing**  
**Western Sydney Area Health Service**  
**WISH**
- Wollongong Women's Housing  
 Women's Housing Company  
**Youth Off The Streets**  
 YWCA Crisis Accommodation



## SGCH in 2006

**Clockwise from top left:**

The SGCH team at Luna Park for our 20th Anniversary Family Fun Day in October 2005; The SGCH team and guests learn new skills together at the 20th Anniversary Celebration Dinner; Representatives of Becton, St George, Spotless and Westpac signing the MOU and term sheets for the Bonnyrigg project; Tenant members and guests attending the annual general meeting in 2005; Staff welcoming tenants to the activity hall at Luna Park during the 20th Anniversary Family Fun day.





[www.sgch.com.au](http://www.sgch.com.au)