



# Creating Homes

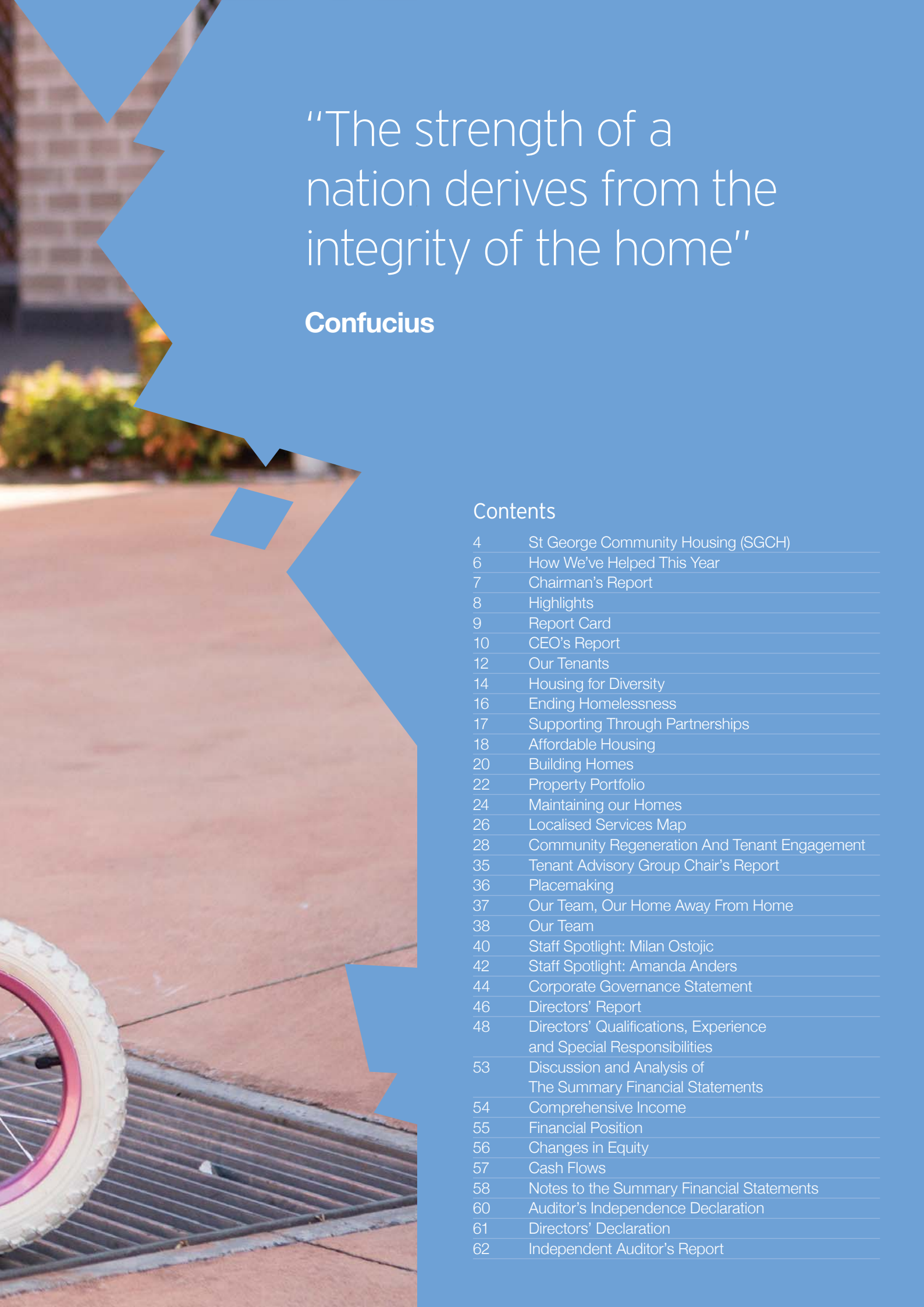
St George Community Housing Limited  
Annual Report 2012



ST GEORGE COMMUNITY HOUSING







“The strength of a nation derives from the integrity of the home”

**Confucius**

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# St George Community Housing (SGCH)

Welcome to our home...

## A Bit About 'Our Place'

Organisations such as ours exist to reduce social and economic disadvantage through the provision of secure, affordable and sensitively managed housing for people with very low to moderate incomes. As a not-for-profit organisation, any income we receive is reinvested to increase the supply of quality, affordable homes throughout the Sydney metropolitan area.

As a leading community housing provider, we also play a vital role in raising awareness about the issue of homelessness and advocating for the supply of more affordable housing.

In the last year, through the establishment of our Development and Construction department, we have begun to create our own homes – fit for purpose and environmentally sustainable – in line with our newly adopted Ecologically Sustainable Development (ESD) plan. With our four strategic priority areas: leadership, responsiveness, excellence and innovation driving all that we do, our focus is on delivering social outcomes through the establishment of effective business and commercial practices. That is, “better lives, stronger communities through affordable, quality housing”.

## Did You Know?

### Homelessness

There are over 105,000 people who are homeless in Australia on any given night of the year<sup>1</sup>.

### Housing purchase

In the last 10 years, house prices increased by 263%, while after-tax income increased by only 95%<sup>2</sup>.

### Housing stress

In Australia in 2007–08, almost half of all low-income households in the private rental market were in ‘rental stress’, spending more than 30% of their income on housing and facing difficulties meeting basic living costs<sup>2</sup>.

### Social housing

At 30 June 2012, there were a total of 55,479 eligible applicants waiting for a home in social housing in NSW<sup>3</sup>.

### Housing stock

In comparison to similar countries, Australia has quite a small percentage of public, community and Aboriginal housing properties available – approximately only 5% of all housing stock. In contrast, countries such as the United Kingdom have approximately 20% of all housing stock devoted to social housing<sup>4</sup>.

<sup>1</sup> Australia Census 2006 (most recent)

<sup>2</sup> National Shelter

<sup>3</sup> NSW Housing Pathways

<sup>4</sup> Flood J and Baker E, (2010), Australia's changing patterns of home ownership, Issue 133 December, Australian Housing and Urban Research Institute.

Our head office is located in Hurstville. We acknowledge the traditional owners of this land, the Bidjegal clan of the Eora nation.



**SUPPORT**



**ACCOUNTABILITY**



**RESPECT**



**INTEGRITY**

Our story began 27 years ago when a man named Frank Baker had a passion for providing housing and short-term accommodation for people with low incomes who were waiting for Government Housing properties. With fewer than 25 properties in the St George area, two staff and a local management committee, St George Community Housing (SGCH) began its journey operating from the back verandah of the home of one of its founding members.

Today, we are recognised as the largest provider of community housing in NSW, providing housing services to almost 8,000 individuals in over 4,198 homes that we own or manage. Our accelerated growth and capacity has helped us to further achieve our vision.

## Our Vision

Better lives, stronger communities through affordable, quality housing.

## Our Purpose

To reduce social and economic disadvantage through the provision of secure, affordable and sensitively managed housing for people with low and moderate incomes.

## Our Values

### ■ Support

A business environment that is caring and provides support and encouragement to everyone involved in managing, delivering and using our services.

### ■ Accountability

Being transparent and accountable to our stakeholders for our actions and decisions, and being collectively and individually professional in the way we conduct business.

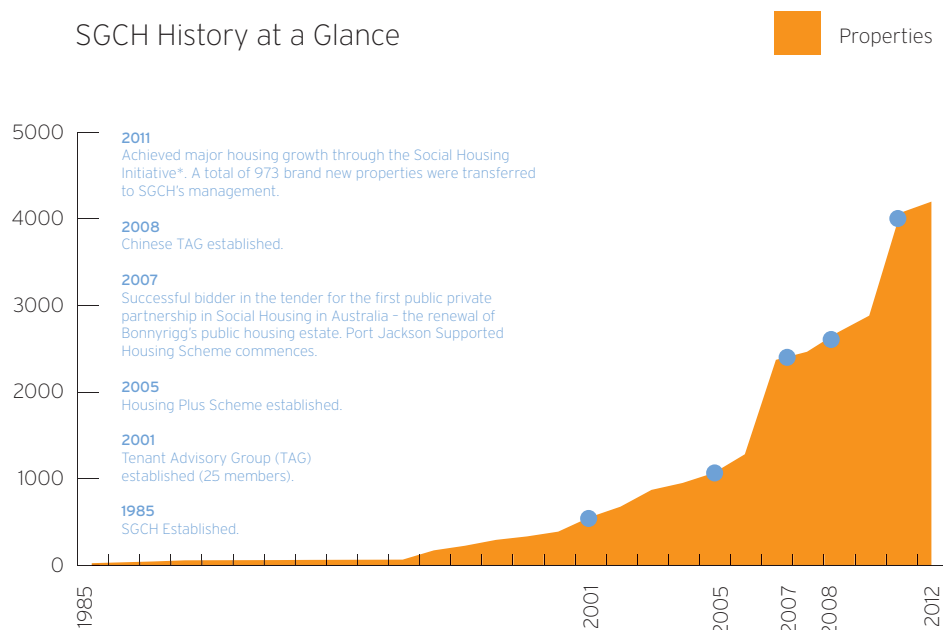
### ■ Respect

For the unique contribution of our staff and partners, and for clients, whatever their circumstances, as well as willingness to listen to and gain understanding of others.

### ■ Integrity

Being honest, open and appropriate in our communications with others, understanding and meeting our governance and management responsibilities.

## SGCH History at a Glance



\* Social Housing Initiative refers to the Nation Building Economic Stimulus Plan



## How We've Helped This Year

We've been busy...

- Raising the profile of the sector, and working to reduce the stigma associated with social housing by using our unique position as one of the country's largest Community Housing Providers to educate people about homelessness and affordable housing in Australia.
- Campaigning for more affordable housing, and urging government to reconsider housing policy.
- Ending homelessness by housing people on very low to moderate incomes in quality, affordable homes.
- Fostering thriving communities where people feel connected, safe, valued and engaged through numerous community development initiatives and events.
- Overcoming social exclusion or disadvantage by facilitating economic independence, providing bridges back into the community and opportunities for education and skills development.
- Working with special populations (Aboriginal and Torres Strait Islander peoples, children and families, Culturally and Linguistically Diverse (CALD) communities, people with disabilities, women, seniors and young people) to ensure that those with special or complex needs are linked with support, and that the homes we create are fit for purpose and culturally appropriate.
- Addressing locational disadvantage through the supply of localised services and community regeneration initiatives.
- Empowering tenants through Tenant Advisory Group initiatives, which allow them to develop powerful self-advocacy skills, improve their knowledge of tenancy issues, and influence SGCH decisions.
- Developing and implementing an Ecologically Sustainable Development (ESD) plan that proposes a range of initiatives for reducing our carbon footprint. It addresses the areas of water, waste, land, heritage, sustainability, biodiversity, climate, energy and air.





# Chairman's Report

Dennis Cafe

The 2011-2012 financial year has been hugely successful for us. We achieved our full three-year accreditation. This accreditation is vital for us as it demonstrates to external bodies that we provide high quality housing and property services for our tenants, and that we are a well-managed and governed organisation. It is also critical for us as we apply for funding, and tender for future contracts to expand our services to the homeless.

On the financial front, the surplus for the year was \$13.9 million (2011: \$254.4 million), largely as a result of the properties that were gifted to us in 2010 through to 2012, which we will use to provide more housing. These properties were gifted as part of the Social Housing Initiative that the Federal Government initiated following the global financial crisis.

Since 2009, SGCH's prudential management has resulted in a growth in cash balances from \$6.4 million to \$19.6 million. This has been achieved through careful fiscal management and the various strategic initiatives that the company has followed. In the same period, total assets have grown from \$35.9 million to \$316.3 million.

This growth has occurred in order to position SGCH for the next stage in its evolution. We have progressed negotiations with financial institutions to the point, where in 2012-2013, an agreement on terms for a significant loan will be made. These funds will allow us to deliver on our commitment to Government and further achieve our vision by building more Affordable Housing properties. Within the business, SGCH has also established a Development and Construction division, so that we have the skills to manage and efficiently deliver the Affordable Housing construction program that we have embarked upon.

This year, SGCH has also registered a further company limited by guarantee to facilitate security arrangements for the loan facility that is being raised. This new company will be the face of our Affordable Housing business and in the years to come it will be the vehicle by which SGCH expands and grows.

Another significant achievement for SGCH in the year was enhancements to our tenant engagement. We now have over 350 tenants who are members of the Tenant Advisory Group (TAG). We have held a record number of tenant events this

year, and worked hard to promote community and consult tenants about important decisions that will affect them. The recent state and national recognition of the performance of the TAG reflects the sacrifice and commitment of all involved in this community activity.

The Board and Management have continued to apply the governance framework set in place in 2010/2011. In particular, strategic planning sessions were held to consider the future and discuss how the business should be structured in order to take advantage of likely changes whilst effectively managing risks.

The issues we have considered include the hesitation that has occurred within the State Government with regard to community housing organisations, the likely establishment of the Australian Charities and Not for profits Commission (ACNC), the progress towards a National Regulatory System and the National Affordable Housing Agreement (NAHA) between the State and Federal Governments. We are mindful of the impact that State and Federal initiatives can have on our business and its risk profile. As a result, we have actively engaged with both State and Federal Governments to keep them informed about our business model and operations.

I wish to congratulate and thank the Board, management and staff of SGCH for their personal contribution to the successful year we have experienced. I would specifically like to thank our CEO, Nazha Saad for her vision and commitment to SGCH. I would also like to personally congratulate her on recently becoming a National Fellow of the Institute of Public Administration of Australia. This is an extremely high honour and reflects the outstanding contribution Nazha has made to public service.

If 2011-2012 is seen as the year we established the platform, 2012-2013 will be the year we add solidity by developing more Affordable Housing. The business is ready and able to make this happen. I look forward to the next steps and ask that you continue to support us.



Yours sincerely  
**Dennis Cafe**

# Highlights

## Satisfaction Ratings

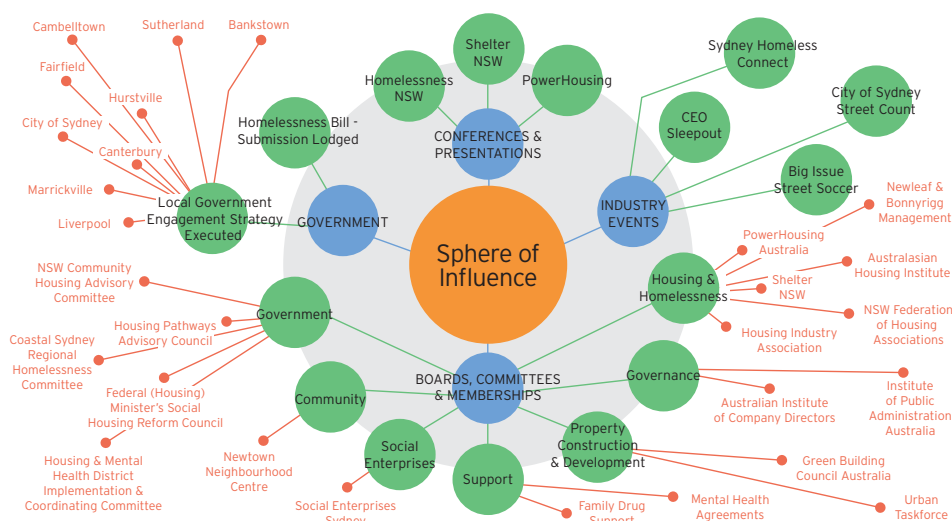
- Staff satisfaction rate: 81%
- Tenant satisfaction rate: 82%
- Support partner satisfaction rate: 74%
- Tenant satisfaction rate – Newleaf Communities (Bonnyrigg): 84%

## Service Delivery

- Average number of face-to-face enquiries by applicants and tenants at our office per month: 506
- Average number of phone enquiries at our office per month: 4,400
- Number of people housed this year: 264, including:
  - ▶ 82 who were previously homeless
  - ▶ 115 seniors
  - ▶ 25 priority transfers

## Awards and Recognition

- 2012 National Australian Housing Institute (AHI) Award for NSW Tenant Led Initiative Team Award (Highly Commended - Tenant Advisory Group)
- Winner of the NSW 2012 Australasian Housing Institute Award for Professional Excellence:
  - ▶ NSW Tenant Led Initiative Individual Award (Winner – Leonie Hoare)
  - ▶ NSW Tenant Led Initiative Team Award (Winner – SGCH Tenant Advisory Group)
  - ▶ NSW Leading Practice Award: Community Regeneration Framework (Highly Commended)
- Grocon Award for Best Master Planned Community: Newleaf – Bonnyrigg Living Communities Project (NSW)
- Becton wins the Property Council Innovation and Excellence Award for Newleaf Bonnyrigg (Consortium partner)
- SGCH's CEO, Nazha Saad, honoured as National Fellow of Institute of Public Administration of Australia



SGCH tenants and staff at the Australasian Housing Institute 2012 Award Ceremony



AHI Tenant Led Initiative Individual Winner, Leonie Hoare



Newleaf Bonnyrigg



Our Strategic Plan articulates our vision, mission, purpose and values. It sets out our priority areas and intended outcomes, over the next three years, in our four result areas.

## 1 Responsiveness

### This year we:

- Introduced new programs to increase the quality of customer engagement and improve our responsiveness to enquiries.
- Implemented our new Tenant Engagement Strategy, ran a range of skills workshops, and involved tenants in think tanks that gave them the opportunity to have their say about decisions impacting them.
- Introduced new community room facilities and programs.
- Provided localised services to tenants by setting up satellite and outreach offices in selected Local Government Areas.
- Reviewed business systems and workflows and modified these where needed.
- Implemented a plan to improve the safety of our tenants in the bushfire-prone Menai area that details community education initiatives and simple property works to be completed, such as gutter cleaning.

## 2 Innovation

### This year we:

- Established an Innovation Framework.
- Designed a new Seniors' Hub at Smart Street, Fairfield in consultation with residents, tenants and service networks.

- Targeted applicants with support needs and began developing a Neighbourhood Planning Model to measure outcomes of our Community Regeneration Framework.
- Successfully negotiated a lease for a complex of 32 apartments in Smail Street, Ultimo, and gained approval to transfer National Rental Affordability Scheme (NRAS) entitlements to this building, making it more affordable.

## 3 Excellence

### This year we:

- Exceeded annual operational plan targets.
- Retained Class 1 registration.
- Achieved our full three-year accreditation.
- Established a Development and Construction division and developed a Service Delivery Plan to ensure achievement of our investment commitments.
- Applied the AS/NZS ISO3100:2009 risk management standard.
- Implemented comprehensive organisational performance management reporting, data collection systems and infrastructure.
- Received an overall staff satisfaction rating of 81%, an increase of 7% from the previous year.
- Aligned all position descriptions with current Work Health and Safety legislation.

- Completed leadership journey development programs.
- Achieved an overall tenant satisfaction rating of 82%.
- Developed and implemented our intranet, 'The Hub'.

## 4 Leadership

### This year we:

- Developed and implemented targeted communications, marketing and stakeholder engagement plans.
- Participated and presented at a number of industry events, as well as State and National stakeholder forums, to keep abreast of negotiations and influence policy discussions.
- Were awarded NSW Australasian Housing Institute awards for Tenant Led initiatives (individual and team categories) and a Leading Practice Award for our Community Regeneration Framework.
- Were the number one fundraising not-for-profit in the Vinnies CEO Sleep Out (nationally). We were also ranked 8th on the NSW leader board, out of all organisations participating.
- Adopted an Ecologically Sustainable Development plan, under which we are developing initiatives for our tenants and for our offices to help reduce utility bills and environmental impact.

# CEO's Report

Nazha Saad



**It has been said “home is the nicest word there is”, and for very good reason. The word ‘home’ implies so much more than just bricks and mortar. It signifies the idea of belonging; a place of comfort, safety and warmth – where memories are made and life is shared with family, friends and neighbours. At St George Community Housing we believe that having a place to call ‘home’ is a basic human right. A home not only provides safety and shelter, but also exists as a stable environment from which one can access employment and training, participate in community, build relationships and a life for oneself and one’s family. As T.S. Eliot once said “home is where one starts from” – it is the fundamental basis for us all.**

Last year we experienced the most significant period of growth we have ever been through. As a result of Government initiatives, our housing portfolio increased exponentially and we were able to deliver more homes, for more people. One year on, our rate of growth has slowed, but this has allowed us to focus our efforts on consolidation and delivery of our investment commitments.

As we have cemented our growth, it has been necessary for us to establish a number of governance and corporate initiatives, including the establishment of a Development and Construction division, financing facility, new company structure and internal audit function.

In the last year, we have also reviewed and changed our organisational structure, systems, processes and practices to cope with the rapid increase to our size and scale. Given everything that we have experienced, these changes were necessary to produce efficiencies and ensure we were able to deliver professional and seamless services.

Through the restructure of our Property Services and Housing Services teams, we have created a more cohesive environment that enables improved productivity, customer service and consistency of performance. A key focus for us has been on repairs and maintenance and the development

of our Total Asset Management plan, to ensure that the homes we provide are well maintained. By integrating divisions, bedding down our custom-built enterprise resource planning software, and designing systems to effectively manage risk, we have created a more seamless approach to serving our tenants.


In growing so rapidly, it has been pivotal for us to remain tenant centric in all that we do. To ensure we stayed abreast of the tenant experience, we launched “Your Home, Your Voice”, an initiative that saw us engage with over 300 tenants through focus groups and surveys. This gave us the chance to hear their preferred ways of being involved or engaged with our organisation, and this has informed all of our future plans.

One of the most important things we have done this year is focus on the provision of localised services, community projects, tenant groups and support networks. We have opened new offices in Campbelltown, and set up outreach offices at Namatjira and Menai in order to cater for the needs of tenants who need to meet Housing Managers, but may live outside of the Hurstville area, or have mobility issues. The opening of new offices is part of our Growth and Consolidation Strategy, which ensures that we remain flexible and responsive to our tenant needs, particularly when there is a large proportion of SGCH tenants in one Local Government Area. We have also placed an increasing emphasis on fostering community through local initiatives such as Neighbour Day and various community development projects across Sydney.

“One team, one voice” has been our key mantra across the organisation, with the intention of embedding a culture where we all work together as one, and go the extra mile for each other and the people we serve. We consistently work hard to ensure that our tenants are at the heart of everything we do and that our SARI values – support, accountability, respect and integrity – drive our decision making and behaviour.

Our focus on achieving “better lives, stronger communities” can also be seen through our advocacy work. As a leading housing provider, we believe that we have a responsibility





to raise awareness about the issue of homelessness and housing stress, and advocate for the supply of more affordable housing. We have done this by supporting the Australians for Affordable Housing 'Housing Stressed' campaign and the Vinnies CEO Sleepout, which saw us ranked as the number one not-for-profit fundraiser throughout Australia in 2012.

One of the greatest strengths of SGCH is its ability to embrace growth and adapt to change. To that end, I would like to thank my staff for their enduring commitment to our purpose and vision. In the last year we have relocated to a new head office and introduced Information Management

**At SGCH, our focus is on creating and maintaining a culture where social outcomes are achieved through effective business and commercial practices.**

software that has impacted every aspect of our business. Without the right people in the right jobs, sharing the same values, none of this would have been possible. Furthermore, I am pleased to say that throughout this period of rapid change, our staff satisfaction has increased, from 74% last year, to 81% in 2012. Likewise, our tenant satisfaction rating has remained high – with an overall satisfaction rating of 82%.

Achieving a Highly Commended in the Australasian Housing Institute (AHI) Leading Practice award category for our Community Regeneration Framework was a significant achievement for SGCH this year. In addition, it was very affirming for us to win the Tenant Led Initiative awards within the Team and Individual categories, due to the outstanding work of our Tenant Advisory Group (TAG) and tenant, Leonie Hoare. Leonie was nominated for her work in setting up Disadvantaged Individual Support Centre (DISC), a social

enterprise designed to assist disadvantaged people and enable them to feel a sense of belonging, by connecting them with community.

On a personal note, one of the things I have enjoyed most this year has been the opportunity to get to see our residents more regularly, due to our new office facilities giving tenants a 'home away from home' and a venue for them to conduct TAG activities such as our tenant choir rehearsals, Harmony Day, TAG meetings and celebrations.

At our tenant-run TAG celebration lunch in July, we had the privilege of witnessing some spectacular performances by SGCH entertainers - including singers, magicians and our very own tenant choir. Through the event, tenants also guided us through a timeline of SGCH history (from 1985-2012) capturing humble beginnings, key events, the establishment of the TAG (2001) and much more. I was thrilled to be able to sit back and enjoy this occasion, witnessing how far we have come, how much talent we have in our resident community, and how much we have to be grateful for.

On that note, I would like to take this opportunity to thank our TAG and particularly our Chairperson, Kim Sowter and Vice-Chairperson, Melanie Sommerville for their continued support and dedication to the residents of SGCH. Thank you also to our many suppliers, partners and corporate sponsors for your support and contribution throughout the year.

I would also like to formally offer my appreciation and thanks to our Chairman, Dennis Cafe, and the Board for their ongoing support and unwavering commitment to our applicants, residents and community. I am humbled to be this organisation's CEO.



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Thank you  
**Nazha Saad**

# Our Tenants

Our tenants come from a range of backgrounds and cultures. They are everyday people - mothers, fathers, teachers, nurses, shop assistants, social workers, couriers, office administrators, chefs and tradies...

Despite their many differences they all have a common need for a safe, secure and affordable home.

## Tenant Profile

7,726

Number of people housed

4,171

Number of tenancies

1,719

Speak a language other than English at home

46

Number of languages spoken across our tenancies

Arabic, Chinese, Vietnamese, Spanish, Bosnian, Farsi, Greek, Serbian, Turkish.

Main languages spoken (other than English)

4,026

Number of social housing tenancies

145

Number of Affordable Housing tenancies

623

Tenancies linked with formal support

1,015

Single parent families

2,008

Aged over 55/Seniors

171

Head tenants under age 24

250

Aboriginal & Torres Strait Islander tenancies

1,730

Single person households

1,025

People with a disability





"I told them my situation and they gave me a home... it's safe, and I appreciate that"

"I'm not worrying about being homeless again. I've got a roof over my head and the support I need"

"They provide me with the opportunity to exist in a community as a regular citizen without too much difficulty"

"They are very accessible and it's easy to communicate with them. They listen to you, they fix things, they do things promptly...they have meetings with the neighbours so we all know each other, which is really good"

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Comments from our 2012 Tenant Satisfaction Survey



# Housing for Diversity

“For the first time in my life, I have my own place.  
I am happy and optimistic about my future”

Jamie, SGCH tenant

**Our commitment to diversity and social inclusion is deeply rooted in our values and operations. By consulting and engaging with our tenant community, we are better able to meet and anticipate needs.**

We provide a range of housing services to our tenants and applicants. During the year the team assisted many people into housing who were previously homeless, including:

- Aboriginal and Torres Strait Islanders
- Women and families experiencing domestic violence
- People leaving the criminal justice system
- People with mental health issues
- Refugees and asylum seekers
- Young people

Of the 264 new tenants we provided homes to this year through the Housing Pathways system:

- 82 were previously homeless
- 115 were seniors
- 25 were priority transfers

## **Social Housing Initiative (Nation Building Economic Stimulus Plan)**

This year we completed 95% of the delivery of our new properties under the Social Housing Initiative. Since its commencement, we have housed 1,600 people, of which approximately 40% were previously homeless, and 228 were Aboriginal or Torres Strait Islander people. Of these, 24 were seniors and 22 had a disability.

SGCH is committed to proactively addressing and ending homelessness for Aboriginal people. We have strengthened our networks and partnerships with the NSW Aboriginal Housing Office (AHO) and with Aboriginal service providers through formal agreements.

**Our 2012 Tenant Satisfaction Survey overall satisfaction rating of 82% shows that our tenants are satisfied with our services.**

Rating	2012	% change on 2011 result
Satisfaction with customer service	78%	▲ 4%
Satisfaction with information and communication	78%	▲ 4%
Satisfaction with Housing Manager	76%	▲ 3%
Satisfaction with maintenance services	66%	▲ 4%
Satisfaction with staff friendliness	87%	▲ 5%
Satisfaction with level of respect shown by Housing Managers	88%	▲ 17%
Satisfaction with Housing Managers' interest shown in listening to your views	71%	▲ 5%
Satisfaction with opportunity to discuss housing needs	82%	▲ 11%
Awareness of SGCH newsletter	97%	▲ 11%







# Ending Homelessness

"I was in a position where I really needed help.  
It's been awesome..my life's really improved"

Callan, SGCH tenant

**The only viable solution to homelessness is to first and foremost recognise that it is the responsibility of the community to address it.**

At SGCH, we have strong linkages with a range of support providers that assist people experiencing homelessness (and those at risk of homelessness) in securing safe, affordable and appropriate housing.

This year, as a key partner in the NSW Government's Homelessness Action Plan and National Partnership on Homelessness, SGCH provided long-term tenancies through three key programs.

**Inner City Youth At Risk** – a partnership with NSW Health and 10 support agencies in the inner city of Sydney, targeting young people who are homeless or at risk of homelessness. Through collaboration, we housed 10 young people by linking them with intensive support.

**Youth Hub** – a partnership with Housing NSW and Juvenile Justice providing housing and support services to young people exiting correctional facilities. This year we housed six young people under this program.

**Supportive Housing for Women Exiting Prison** – a partnership between the Department of Corrective Services, Housing NSW and the Community Restorative Centre to support women with complex needs who are exiting prison.

Through the provision of secure, affordable long-term housing and support, 10 vulnerable, previously homeless women have been able to integrate back into the community and achieve independence this year. In some cases, we have seen families reunited, or women regain custody of their children.

"Home is the nicest word there is"

Laura Ingalls Wilder



# Supporting Through Partnerships

“We talk about needing a village to raise a child. Well, likewise, you need a whole community to support people when they are in need”

Nazha Saad

“If it wasn’t for St George Community Housing, I would not have had the opportunity to keep my family together and complete my course”

Rachel, 35.

Rachel is a mother with three children under 10 years of age, one of whom has a disability. After escaping domestic violence, she moved into one of our supported housing properties. Having a safe, secure and affordable place to call ‘home’, along with the support she needed, meant Rachel was able to focus her strengths on her family’s future and complete studies in welfare and community services.

## Some of the people we support:

- Aboriginal and Torres Strait Islanders
- Women and families escaping domestic violence
- People with physical disabilities or health conditions
- Individuals with mental health issues
- Seniors
- Young people at risk of homelessness
- Refugees and asylum seekers
- People leaving the criminal justice system

**Some of our tenants would not be able to sustain their tenancy without specialist support. Complex needs require comprehensive, thoughtful solutions.**

Our partnerships with support and specialist services mean that we are able to assist individuals with special or complex needs, to maintain their tenancy by linking them with appropriate, professional support.

In 2012, we have formal Operating Agreements with 57 different community agencies who support more than 623 tenants. This equates to around 14% of our total portfolio.

## Annual Support Partners Survey

Each year we survey support partners to gain feedback on the quality and efficiency of our services so we can gain an understanding of what improvements we need to make. Our 2011-2012 survey focused on the following service delivery areas:

- Support agencies and their role
- SGCH staff providing service to clients
- SGCH staff working collaboratively with support staff
- The effectiveness of support partnerships
- Provision of information on SGCH services
- Continuous improvement

Our key strengths, as identified by support partners included:

- Good communication with support services
- Good understanding of tenants with complex needs
- Positive relationships with support partners
- Tenants are provided with an opportunity to be housed, that they might not have otherwise had

# Affordable Housing

“He is happiest, be he king or peasant,  
who finds peace in his home”

Johann Wolfgang von Goethe

**Rental stress is the unyielding reality for many workers across the country. Affordable Housing is one solution for alleviating their financial hardship.**

Affordable Housing is a lesser known segment of our product offering. It is available to low to moderate income earners, who are working but may find it difficult to afford housing in the private rental market. It aims to relieve rental stress and support households that have the potential for income growth or home ownership in the medium-term.

At 30 June 2012, we managed or owned the following Affordable Housing properties:

24

Units managed on behalf  
of Canada Bay Council

9

Units managed on behalf  
of Randwick Council

50

Units in Leumeah  
owned by SGCH

50

Units in Bankstown  
owned by SGCH

12

Units in the Marrickville  
Local Government Area

“I would like to thank St George Community Housing for the opportunity of being part of the Affordable Housing Program. I have been able to save money throughout my stay and with the savings I have purchased my own property.

This is a great program and I am very grateful for being able to utilise it.

I have always found the staff at SGCH to be very helpful and the repairs done on a timely basis with contractors always being efficient and respectful. Thank you!”

Sally, Affordable Housing tenant

The majority of SGCH’s Affordable Housing dwellings have incentives applied to them under the National Rental Affordability Scheme (NRAS). This scheme is administered by the Federal Government and aims to increase the supply of Affordable Housing properties available to low or moderate income households.

In the last year, 14 new Affordable Housing tenancies have commenced. The average age of SGCH’s Affordable Housing tenants is between 30 and 60. Many of these are employed in the administrative, clerical, hospitality and community services industries.





"I can't believe my luck,  
I love my unit and this area.  
It's brand new and so close  
to the station and shops.  
I get to work really quickly  
and I feel really proud when  
my friends come over"

Katica, Affordable Housing tenant

# Building Homes



**It takes a lot to create a good home: energy, thoughtfulness, time and resources. And while we know that we can transition a house to a home by adding a little heart and soul, we also know that the best homes are the ones we make – fit for purpose, with special needs in mind.**

In recent years, as a result of the Social Housing and Asset Ownership (AO) Initiatives, we have been given the opportunity to leverage off assets and raise funds to invest in the development of more affordable homes that will improve the lives of many. In receiving these properties, we made a commitment to Government to deliver an additional 408 new, affordable homes, hence the establishment of our Development and Construction (D&C) division this year.

## **Belmont Street, Sutherland - Affordable Housing Complex**

This project is the first in SGCH's Affordable Housing development program. Currently under consideration by Sutherland Shire Council, this \$14 million, 47 unit project, centrally located in Sutherland CBD, will provide a range of one, two and three bedroom units in two towers, with associated parking, resident facilities and commercial space.

The project has been designed to meet the needs of working people on moderate incomes that work within the area, and are unable to find suitable housing in the private market, or may be paying a high percentage of their income on rent.

This complex is designed with universal design and environmental principles – resulting in its Green Building Council '4-star Green Star' rating.

Proposed Affordable Housing development at Belmont Street, Sutherland

Design features include:

- solar access
- water conservation measures
- energy efficient cross ventilation systems
- use of recycled materials (flooring, walls etc.)
- communal areas such as BBQ areas and community gardens

It is intended that the complex will be constructed by early 2014.





Construction of YPIRAC homes at  
Taren Road, Caringbah

**"A good home must be  
made, not bought"**

**Joyce Maynard**

### **Young People in Residential Aged Care Homes**

The NSW Young People in Residential Aged Care Program (YPIRAC) was introduced as a joint initiative of the Commonwealth and NSW Governments to provide accommodation and support to young people with a disability living in, or at risk of entering, residential aged care.

SGCH received funding from the NSW Department of Family and Community Services, Ageing, Disability and Home Care to build two group home facilities for young people associated with this program.

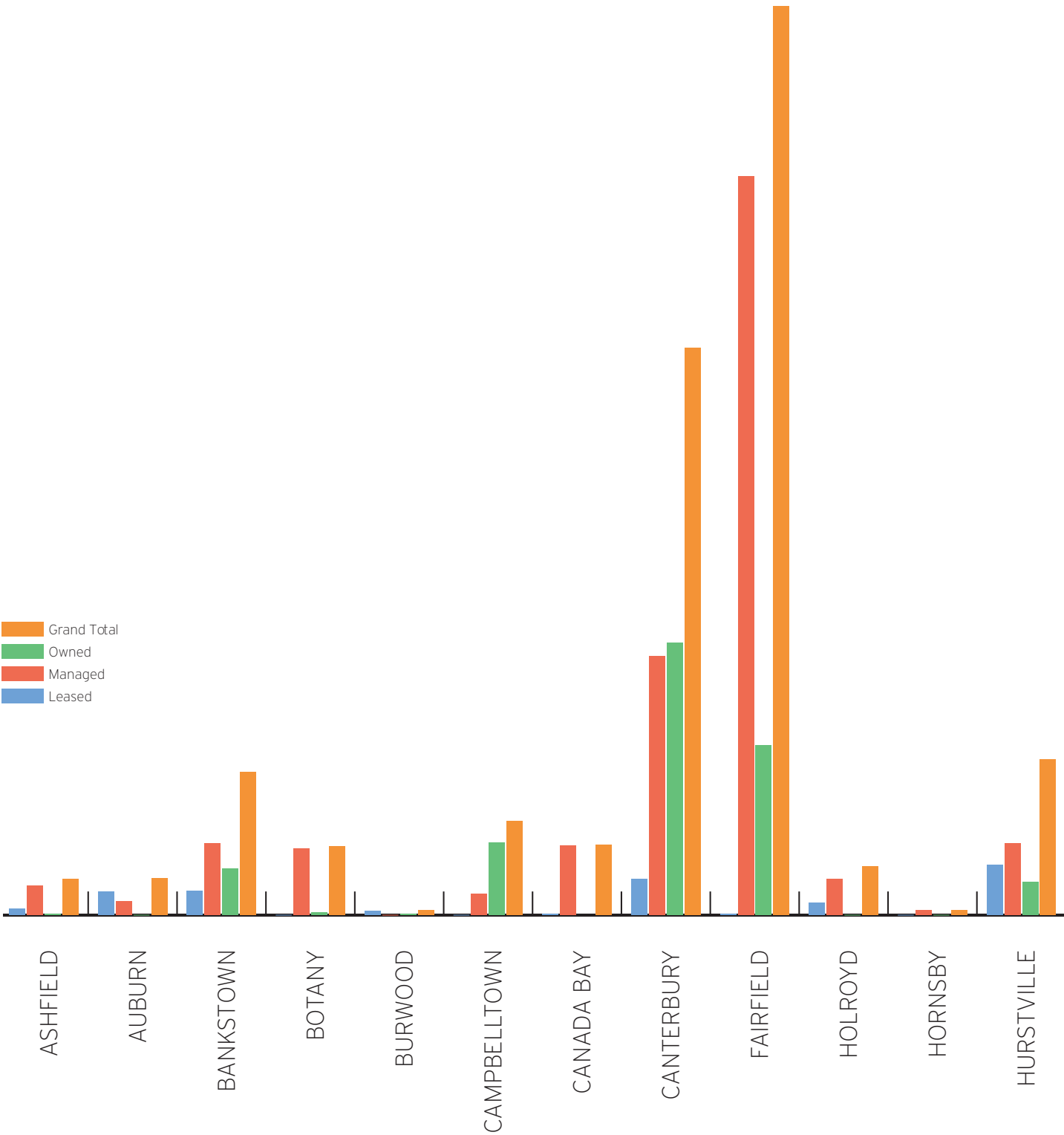
The first site in Taren Road, Caringbah, encompasses a 10 bedroom home and is due for completion in early 2013. This \$3 million development incorporates a number of innovative and ecologically sustainable design concepts aimed at ensuring the residents can live in amenable surroundings and also have operational flexibility. The design facilitates social interaction and enhances a sense of community.

The second project will be located in Western Sydney, and will be of a similar scale. It will build on the key design outcomes from the Taren Road project.



# Property Portfolio

Distribution of Properties per Local Government Area



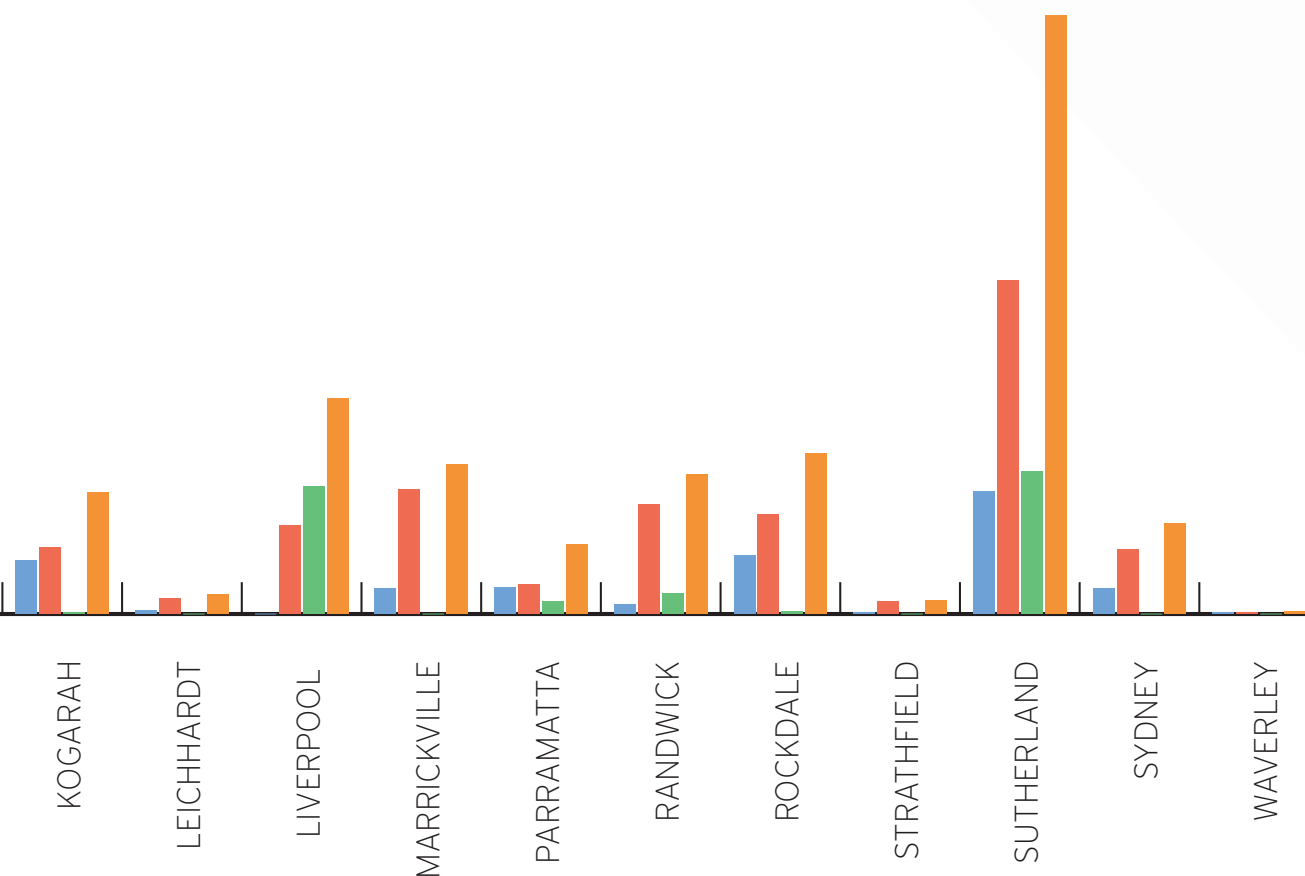
<b>Total number of properties</b>	<b>4,198</b>
Properties we manage	3,150
- Fee for service	902
- Properties we lease	2,248
Properties we own	1,048

Properties  
we manage

Properties we own  
25%

Fee for service  
21%

Properties we lease  
54%



# Maintaining our Homes



## Work Orders in 2011-2012 (Hurstville office)

Priority	Total
Emergency	2,418
Urgent	3,980
Routine	2,352
Defects liability/warranty	206
Planned Maintenance Program	1,865
<b>Total work orders raised between 1 July 2011 – 30 June 2012</b>	<b>10,821</b>

### **Everyone has a right to a safe, comfortable and quality home.**

We have strategic programs in place to ensure that planned, responsive and cyclical maintenance occurs professionally and efficiently across the 4,198 homes that we own or manage.

We strive to ensure that our properties will meet the needs of our tenants now, and into future. By assessing each property individually, and understanding the requirements of tenants with special or complex needs, our focus is on delivering quality housing solutions.

45

Properties were painted  
externally this year

74

Properties were fitted with  
new floor coverings

82

Properties were painted  
internally this year





**A stable home is essential for our health and wellbeing. For tenants with special or complex needs, the quality and customisation of one's home becomes increasingly important. We strive to accommodate those with health conditions, limited mobility and lifestyle preferences to meet their needs.**

In early 2010, Toby, a 14-year-old SGCH tenant, was admitted to Sydney Children's Hospital after suffering a severe and traumatic brain injury that left him wheelchair dependent, with multiple physical and cognitive difficulties.

Under the advice and recommendations of a qualified Occupational Therapist, SGCH was able to assist Toby, through the modification of his home, to meet his needs.

In accordance with Australian Standards AS 1428.1-2009 (Design for access and mobility), SGCH made significant modifications to Toby's home to enable him to have adequate circulation space, and the necessary installations he required for his care. This included installing a hoist for transfers, ramps, a mobile commode for showering, and adjusting light fittings, cupboards, windows, doors, power outlets and fixtures to meet sizing and other requirements. Significant modifications were also made to Toby's bathroom to remove the bath enclosure, adjust plumbing and tiling, and install an accessible basin and support railings as needed. These modifications have made an important difference to Toby's life, and that of his family. While Toby's condition restricts his day-to-day living, modifications to his property have meant that he is able to remain living in his home.

# The Provision of Localised Services, Community Projects, Tenant Groups and Support Networks



Note: All offices are based in LGAs where we have housing stock.



Local tenant social group established for tenants

- Brougham Street, Woolloomooloo community garden project
- Homeless Connect
- Moorehead Street, Redfern - Transfer Information Day

Home Power Savings Information Day

Namatjira estate tenancy outreach development projects with UNSW, Housing NSW and local services

- Tenant Advisory Group meetings, special projects including: Tenant calendar, "think tanks" and Housing Plus projects
- Your Home, Your Voice tenant consultation projects
- Neighbour Day events organised and run by tenants for tenants

- Menai estate tenancy outreach and community development projects with Housing NSW and local services
- Re-opening of community townhouse in partnership with Menai Community Services
- Your Home, Your Voice tenant consultation project
- Neighbour Day events organised and run by tenants



# Community Regeneration And Tenant Engagement

“Home is where one starts from”

It is the fundamental basis from which we can access employment and training, and build relationships and community.

T.S. Eliot

**People are the lifeblood of every community. When people are connected and engaged, communities thrive and lives are enriched. We make valuable contributions to the communities we serve by regenerating communities and working to establish vibrant, healthy neighbourhoods where people feel safe and connected.**

Our award-winning framework, ‘Creating Sustainable Communities’, offers an integrated approach to social and asset issues with a focus on placemaking. It involves working collaboratively with partners to break the cycle of disadvantage for tenants in social housing. It covers four main pillars:

## 1 Facilitating Economic Independence

Improving financial independence as a result of alleviation of housing stress and access to Housing Plus services.

### Essentials Loan Scheme

At SGCH, we recognise that buying essential household products can be expensive, and that many people with low incomes have no option but to purchase second-hand or substandard items.

To help purchase these items, an interest free loan of up to \$1,000 is available to eligible tenants. The loans can be used to purchase fridges, freezers, washing machines, dryers, vacuum cleaners, televisions, computers, microwave ovens, household furniture and medical equipment.

- **Impact:** In 2011-2012 we invested over \$10,000 in our Essential Loans Scheme to provide financial security and wellbeing to over 25 tenants and residents. Items purchased this year included energy-efficient fridges that would provide power savings and ensure the safekeeping of food and vital medications.

### DigiConnect – Supporting Digital Inclusion

In 2011, SGCH was successful in securing \$5,000 from the ‘Yes’ Optus Community Grants scheme.

This funding supported the expansion of our Housing Plus 2012 DigiConnect Scheme that provided computers, internet subscription and training for tenants. This corporate support was a first for SGCH. It opened up new doors for digital inclusion programs for tenants who were isolated or could not afford access to computers or online services.

- **Impact:** In 2012 we provided computer training and internet connection to more than 144 tenants.



### Home Power Saver Program

In April 2012, SGCH formalised a Memorandum of Understanding with the Office of Environment and Heritage to provide SGCH tenants with the opportunity to participate in the NSW State Government-funded Home Power Savings Program. This program provides tenants with a home visit from an accredited energy assessor who can install energy saving devices and create action plans for tenants to use, in order to reduce their power consumption.

- **Impact:** In 2011-2012 we assisted over 450 SGCH homes through the State Government’s Home Power Savings Program. This has the potential to provide our tenants with savings of over \$40,000 per year.





## 2 Education and Skills Development

Improving school performance, retention and completion of studies and training opportunities to improve employment prospects.

### Student Education Bursary

At our Bursary Ceremony this year, 75 tenants from primary, secondary and tertiary institutions received education bursaries to go toward the costs of their education. This year we were also fortunate to have Kip McGrath Education Centres provide an additional 18 tutorial scholarships to students. Officeworks Carlton also came on board to donate stationery packs to all bursary recipients.



■ **Impact:** In 2012, SGCH, Kip McGrath Education Centres and Officeworks Carlton provided education bursaries, tutoring scholarships and education kits to over 90 tenants, valued at more than \$90,000.

“We now have a stronger voice in tenant participation activities. We belong to a Chinese tenants group. We can now participate more. We know each other and can be a stronger group”

Ho Tin He, SGCH tenant

### Partnership with St George TAFE

Our ongoing partnership with St George TAFE allows SGCH to provide a range of tailored education and training programs for tenants seeking to improve their literacy and numeracy skills, as well as employment opportunities.

In 2012, SGCH and St George TAFE designed a Vocational and Community Engagement course for Chinese-speaking tenants. This course focused on improving English conversational skills, and knowledge of government and non-government services (including SGCH services).

■ **Impact:** 94% of our Chinese TAG members completed the Vocational and Community Engagement course. Tenants reported increased confidence when:

- ▶ Completing paperwork
- ▶ Requesting a translator
- ▶ Making a telephone call to ask about repairs and maintenance





'We believe that housing is the most basic need, followed by education. With education comes the independence, the opportunities and the choices. It's a game-changer'

Nazha Saad, CEO

## Education Bursary Review (2005-2011)

In 2012, SGCH surveyed all past recipients of education bursaries and tutorial scholarships. Recipients were asked to provide details about their current education and employment situations, and rate perceived benefits from receiving their bursary or scholarship.

### Benefits:

100% said that the bursary eased their financial burden.

86% agreed that the tutorial scholarship improved their numeracy skills. 83% also said it improved their literacy skills.

98% believed it improved their overall wellbeing.

94% said it improved their educational performance and opened up opportunities for them.

91% agreed that it assisted them in remaining engaged in education.

79% believed that the bursary had a positive impact upon their whole family.





### 3 Improved Health and Wellbeing

Improving mental and physical health, supporting existing needs

#### Tenant Connect

SGCH partners with the Red Cross to ensure that elderly or vulnerable tenants are not isolated from communities or appropriate support that they may need. Through the provision of the Red Cross Tenant Connect service, tenants can receive daily contact with a Red Cross volunteer to ensure that they are safe and well.

The service is in line with our strategy to work in partnership with specialist services to support the health and wellbeing of our tenants.

- **Impact:** Since becoming a tenant with SGCH, 60% of tenants believe that their quality of life has improved. 74% of tenants who receive formal support believe that since becoming a tenant of SGCH, their life has improved.

### 4 Facilitating Community Inclusion

Empowerment of tenants, the creation of self-reliant and independent communities

#### Tenants Advisory Group (TAG)

Over the years, our TAG has worked tirelessly, fundraising for charities, raising awareness about issues of housing and homelessness, and seeking to break down the stigma often associated with social housing tenants.

This year, they were recognised for their leadership and service to SGCH and the community, by winning the Australasian Housing Institute's (AHI) Tenant Led Initiative Award.

SGCH's TAG Chair, Kim Sowter, and Vice Chair, Melanie Sommerville were present at the AHI Ceremony to proudly accept the award.

#### Tenant Events

Each year, we run many activities and events. These give our tenants an opportunity to meet others and participate in a community that they might not have otherwise known. On average 30-50 tenants attended each event this year.





**A snapshot of some of the activities held by the TAG and supported by SGCH throughout 2011-2012.**

- Neighbour Day
- The SGCH Big Day Out
- R U OK? Day
- Tenant Christmas Parties
- Harmony Day
- Seniors Week
- International Women's Day
- Friday BBQs at Riverwood
- Tenant Choir
- Reconciliation Week
- Australia's Biggest Morning Tea





## Neighbour Day

SGCH proudly became an alliance partner, promoting and participating in Neighbour Day for the first time in 2012. Neighbour Day is Australia's annual celebration of community, bringing together people from next door, across the street or down the road for a picnic, morning tea or BBQ. Neighbour Day was nationally celebrated on 26 March. In support of this initiative, SGCH and the Tenant Participation Resource Centre supported a number of tenant-run Neighbour Day activities.

**“We had Indian, Greek, Lebanese, Chinese, Fijian and Australian dishes to share... this event emphasised the importance of friendships and tolerance between neighbours. It is a privilege that through SGCH we are able to begin a new start in life... We enjoyed the experience and I thank SGCH for this initiative”**

George, SGCH tenant





## Community Projects

By working alongside partnering organisations and community groups, we encourage tenants to get involved with a number of community projects. In 2012, tenants participated in a number of key projects:

### Permaculture Living Communities project

Tenants of Forest Road, Penshurst participated in the official launch of the Permaculture Living Communities project. This project was designed to help tenants learn more about sustainable living practices and gardening. Community gardens were developed by tenants and a personalised 'kids corner' was also created by resident children.

### Brougham Street, Woolloomooloo

This community garden and its sustainability-themed mural were designed by SGCH tenants who reside in our Brougham Street complex. This project was born out of the Sustainable Action Values Everyone (SAVE) initiative, which is designed to help tenants make greener choices, save costs and strengthen neighbourhood bonds. SAVE is a three-year, \$1.75 million partnership between the City of Sydney, Marrickville Council, Randwick City Council, Canterbury Council, Housing NSW and SGCH.

- **Impact:** In 2011-2012, SGCH ran more than 50 events attended by over 1,382 tenants. These projects and events enabled relationships with neighbours to be reinforced, new friendships and thriving communities to be developed.

"We had a lovely day... It was a great way of keeping people connected. It was very successful... in this section we don't have a common area, but everyone assisted and brought chairs and furniture and plates, and had a good time"

Karen, SGCH tenant





# Tenant Advisory Group Chair's Report

Hello everyone,

2012 was one of the most exciting years for the Tenant Advisory Group (TAG). We achieved a great deal over the past 12 months, with many TAG members pulling together to make a significant difference to the TAG, our local communities and of course, the SGCH tenant community.

During the year we had opportunities to work alongside different SGCH staff members. The TAG was consulted on various housing-related topics and participated in service review 'think tank' panels. These consultation initiatives provided tenants with an opportunity to become involved in key SGCH projects, enhance their knowledge of SGCH's service delivery mechanisms and provide valuable feedback to the organisation. Recently, tenants provided feedback on a range of key projects: the rent review process, rental arrears, tenant surveys, asset development projects and the SGCH website. In turn, this feedback will result in better services for all tenants.

In the second half of 2011, SGCH focused on finding out vital information about tenant needs and wishes. The TAG worked with the Community Regeneration team to help with the "Your Home, Your Voice" tenant engagement project. This was a six month project involving over 300 tenants who participated in consultations, competitions and surveys. This helped SGCH develop its award-winning Tenant Engagement Strategy framework for 2012-2014.

Our TAG also worked with SGCH to improve the after-hours emergency contact service

and street signage for the new office (that would make it easier to find!). We now have a special section for TAG in the Streets Ahead tenant newsletter, and we have helped to develop a process for holding tenant meetings in the SGCH office that will comply with the new Work Health and Safety Act.

The TAG also embraced opportunities to fundraise again during Christmas 2011. SGCH staff and tenants came together to donate and collect cans of food for the homeless, for the Exodus Foundation's food drive. We also raised money for Australia's Biggest Morning Tea, with every dollar raised being matched by SGCH.

In other news, I am pleased to say the 2012 Digital Connect Scheme has been successful. Our sincerest appreciation to Optus for their financial support of this program.

Some of the highlights of the year include our celebration of national events such as Harmony Day, Seniors Week, and International Women's Day, Reconciliation Week, NAIDOC Week, Neighbour Day, National Tree Day and many more.

At the request of TAG, tenants also had the opportunity to participate in Learning and Development workshops this year. The workshops were arranged to help TAG members gain new skills and confidence when participating in meetings. The TAG participated in four different sessions: Making Minutes Matter, Confidentiality, Conflict Resolution and Submission Writing.

One of the most exciting new programs we have initiated this year, has been the Tenants' Choir. Our choir has been busily rehearsing for upcoming SGCH events, and has thoroughly enjoyed every opportunity to sharpen their musical skills and bond as a team. The choir is led by SGCH's tenant Paul, who is doing a fantastic job as Choir Master.

I have to say the highlight for the TAG this year was winning the Australasian Housing Institute Award. The TAG was recognised for its leadership and service to the tenants and the broader community by being awarded the Tenant Led Initiative Team Award. The year ended with a TAG celebration enjoyed by all TAG members – arranged by the tenants for the tenants.

On that note, I would like to say thank you to everyone for their ongoing commitment and support in keeping our TAG strong and productive. I look forward to working alongside you next year.

Lastly, I would like to make specific mention of the SGCH Community Regeneration Team, SGCH Board and management for always working in the best interest of all tenants. Thank you for an award-winning year filled with new members, projects, initiatives and ongoing support.

Best Wishes  
**Kim Sowter**  
Chair, Tenants Advisory Group



# Placemaking

**Placemaking is about listening to, and asking questions of the people who live in a particular place. It's about capitalising on the values and identities of the local community to create a place that promotes health, home and happiness.**

## Smart Street Seniors' Living Hub

Since the Smart Street property was tenanted in December 2011, our Housing Services team has been welcoming new tenants, providing individual support and helping tenants to 'create a new home' where they can foster a safe and secure community.

We have made much progress on the development of our ground floor Seniors Living Hub that will provide local services and activities for senior tenants in the Fairfield area. A working group has been established consisting of Fairfield City Council, University of Western Sydney and Mode Architects, who have developed a draft concept plan for this space.

## Riverwood

SGCH has worked closely with Payce Communities, Housing NSW and City of Canterbury Council on the planning and delivery of the Riverwood North Redevelopment project. Together we have progressed community building by working collaboratively with residents, local services and tenant advocacy groups.

The building of the 124 first stage seniors units is well underway and will be completed in October 2013. SGCH has provided input regarding the design.

- **Impact:** Since 2005, SGCH has provided 62 education bursaries, 27 Essential Loans and 7 DigiConnect computer packages for tenants in the Riverwood and Canterbury Local Government Area.

In September 2011, SGCH coordinated a 'Your Home, Your Voice' community consultation project involving 30 SGCH applicants and tenants from the Riverwood estate and surrounding area. SGCH also coordinated an art workshop for seniors and young people at the Riverwood Community Centre. Together, murals were produced around the theme 'My Riverwood'.



## Newleaf Bonnyrigg

At the Public-Private Partnership project at Bonnyrigg, we have placed a strong emphasis on engaging our tenants in community, completing analysis of tenant needs and identifying support that can be provided for those who need it. Throughout our extensive Home Visits program, this year we have identified over 20 tenants to link with local support agencies.

At Bonnyrigg, our focus is on fostering an integrated, stable, thriving community by involving tenants in consultation activities and community events that will allow them to adopt or maintain the strong sense of connection that many feel towards the area.

We are in the process of planning for the delivery of Stage 3 on the estate, the largest stage so far, which will provide 75 brand new homes for our tenants. The old properties on Stages 4 and 5 have been demolished and all the tenants from these stages have been relocated into temporary homes while these stages are developed. Findings from our detailed needs analysis also fed into the design of the types of dwellings being built on the estate.

## Bonnyrigg Tenant Satisfaction ratings:

84%

Satisfaction with the overall quality of tenancy support services

82%

Satisfaction with Bonnyrigg as a place to live

83%

Satisfaction with the overall quality of re-housing services

"There's place and means for every man alive"

William Shakespeare



# Our Team, Our Home Away From Home

During 2011-2012 we continued to grow with staff numbers reaching 107. Our annual staff turnover for this period remained low at just 13%. SGCH is organised across four divisions: Housing Services, Property Services, Development and Construction and Corporate Services. During the year we have focused on reviewing the structures, systems and processes within each division to ensure that with our increased size, we remain customer focused and efficient, and that looking to the future, we are ready to accommodate future growth.

In support of our broader strategic plan, our people and development strategy adopts a systemic view that promotes supportive interaction and alignment, enables achievement and performance, facilitates adaptive learning and promotes and harnesses diversity. We aim to attract, develop, engage and retain the best mix of people who are skilled, aligned with

## Benefits of working for SGCH: Development opportunities, skills training, leadership development programs, fringe benefits, flextime, rewards and recognition program, team building days, supportive team culture

our values, committed to our purpose and able to work in partnership with others to achieve great results. We are proud of our team at SGCH, who are highly skilled, passionate and aligned to our values of support, accountability, respect and integrity, and we are greatly enriched by our diversity. The strength of our team is reflected in a very strong set of employee opinion survey results, achieving a response rate of 90%, an overall staff satisfaction rating of 81% and an engagement score of 80%.

At SGCH we strongly value personal growth and team development, aimed at ensuring we are building capacity and a constructive culture that achieves results that help to make a difference in the communities we serve. Our staff have participated in a number of development opportunities, including secondments to different roles, and a range of training courses and workshops throughout the year e.g. project management, train the trainer, business writing skills, media training, Outlook and Excel, values and change management workshops. Staff were also provided with the

opportunity to participate in a number of health and wellbeing sessions e.g. stress management and work life balance, facilitated by our Employee Assistance program provider.

Leadership development is a key area of focus. We appreciate the critical interplay between leadership, culture and the overall performance of SGCH. This year we continued with our leadership journey program for leaders at all levels across the organisation, with very positive results reflected in our Employee Opinion Survey.

With the changes to Work Health and Safety (WHS) legislation this year, we have focused extensively on understanding our risks and addressing gaps. We have developed and implemented a detailed Work Health and Safety plan and reviewed all WHS related policies and procedures. Our consultation with staff is conducted through our WHS committee. All staff attended Work Health and Safety training and some undertook white card training as well.

This year a new working group was formed, named Tread Lightly. This team of staff is focused on encouraging all staff to 'go green' and become more environmentally conscious in the workplace. Already we have achieved a significant reduction in our volume of printing and less is printed in colour.

SGCH truly is a great place to work. When asked what they value most about the workplace, people talk about the team, the support they receive, the family feel, the flexibility provided, and the fact that we are all working together to make a difference. In our Employee Opinion Survey, 94% of staff indicated a strong belief in the purpose, values and work done by SGCH.

### Staff Satisfaction Survey Results 2012

81%

Overall staff  
satisfaction rating

80%

Engagement score



# Our Team

## Our Four Key Areas of Operation

**Corporate Services** manages functions such as finance, information technology, human resources, risk and compliance, policies and procedures, communication and marketing.

**Property Services** manages assets, repairs and maintenance, and new business development.

**Housing Services** manages tenancies, applications, community development and regeneration initiatives, housing strategy and delivery.

**Development and Construction** manages development and physical renewal initiatives from conception to completion.

Division	# Staff
Corporate Services	25
Property Services	21
Housing Services	53
Development and Construction	7
Chief Executive Officer	1

## Staff Statistics

43%

Speak two or more languages

42%

Degree qualified

15%

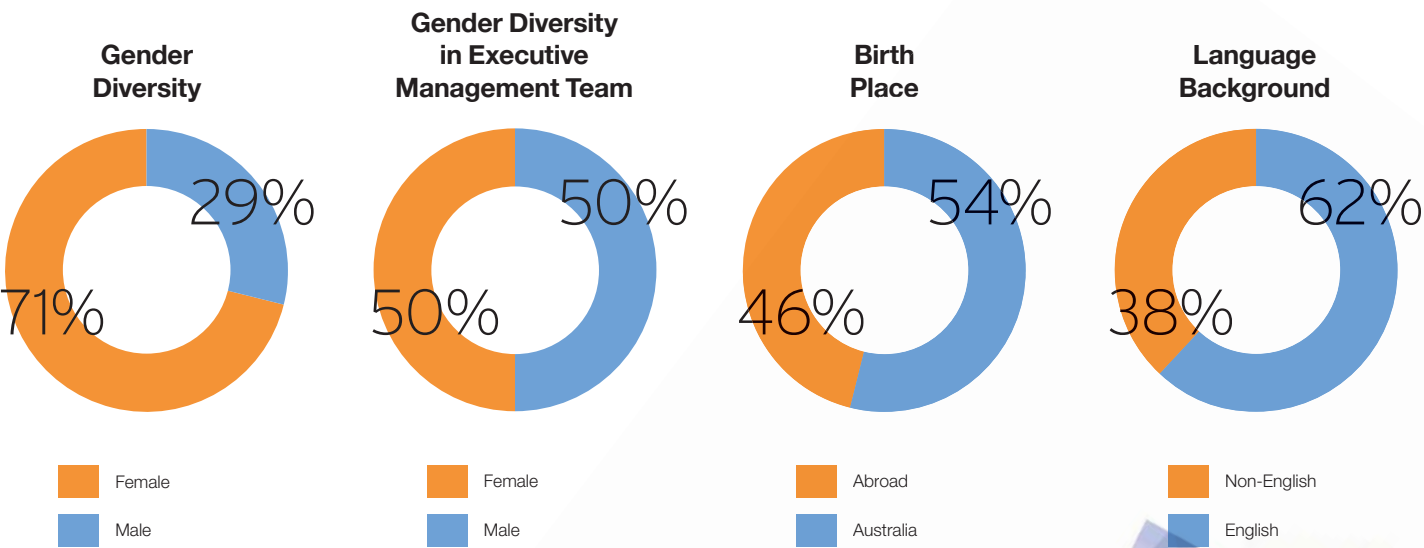
Currently studying

11%

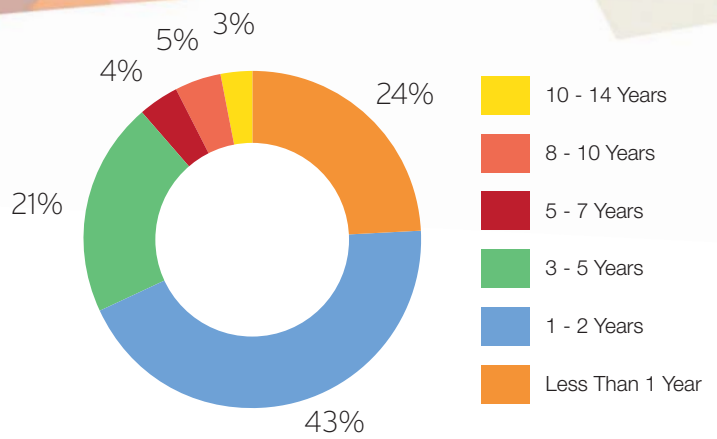
Have lived in social housing previously

3%

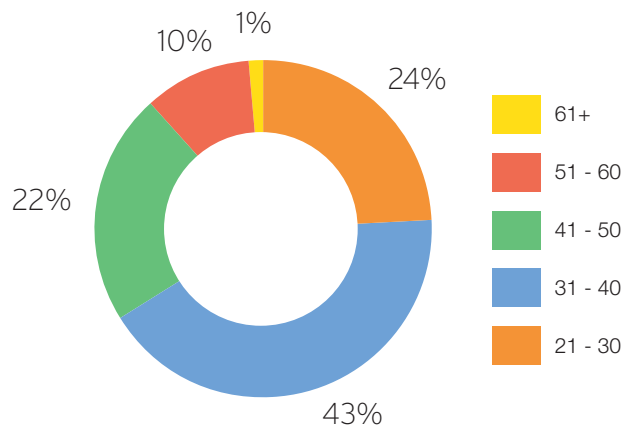
Currently living in social housing



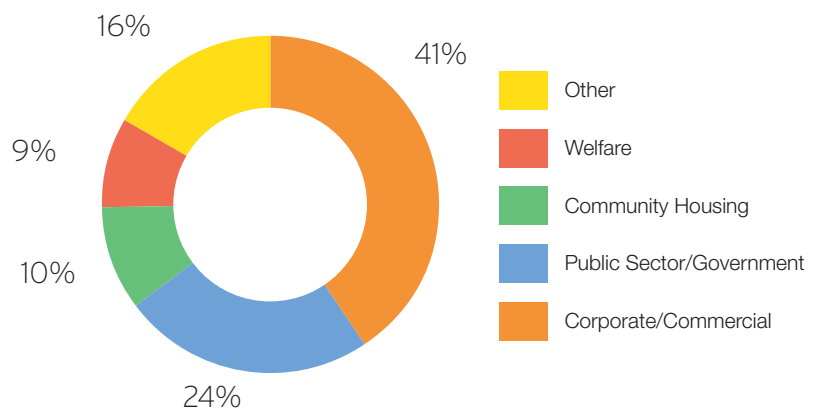
## Tenure



## Staff Age



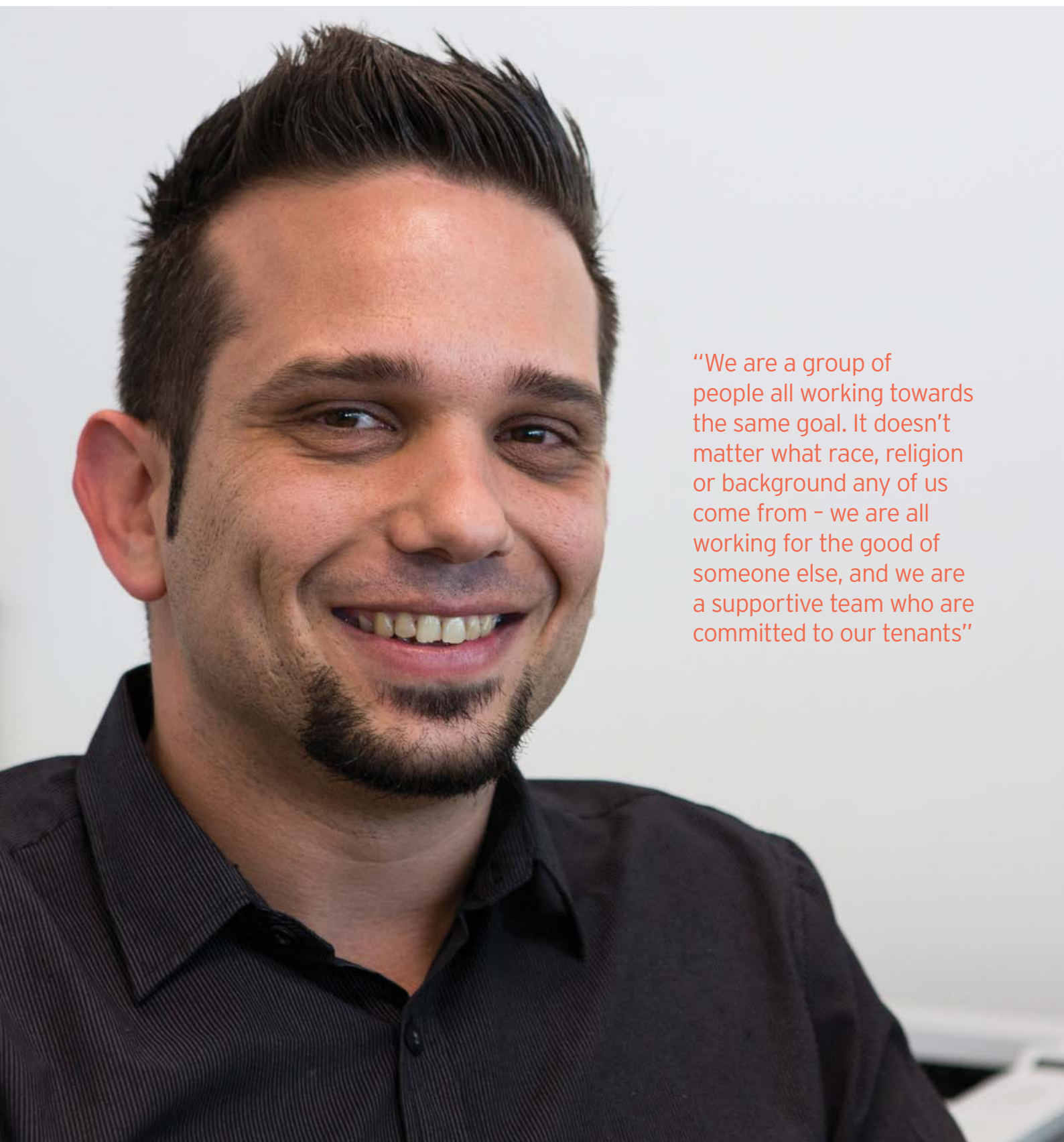
## Industry / Sector Background of Staff






# Staff Spotlight: Milan Ostojic

Special Projects, Housing Services



"We are a group of people all working towards the same goal. It doesn't matter what race, religion or background any of us come from - we are all working for the good of someone else, and we are a supportive team who are committed to our tenants"



At 11 years old, Milan moved to Australia from former Yugoslavia with his parents and two sisters.

Having witnessed the atrocities of the Yugoslav Wars, and narrowly escaping a neighbouring missile attack, Milan's parents feared for his family's safety and consequently, fled to Australia as refugees. "We lost a lot" says Milan, "but many lost a lot more..."

As many people escaped war-ravaged Yugoslavia and fled to neighbouring parts of Europe, Milan's family chose to come to Australia where they already had family living. From the time Yugoslavia began to disintegrate in June 1991, roughly 2.3 million people fled from towns and villages resulting in the mass exodus that presented Europe with its biggest refugee crisis since the Second World War.

When asked about this past, Milan says very little – not because he is unwilling to share, but because of his humility – he simply, doesn't desire any recognition or attention for what others may see that he has overcome.

When arriving in Australia, Milan's family applied for social housing and he began schooling at South Bonnyrigg Public School, in Greater Western Sydney. Both of his parents quickly found jobs and worked full-time to provide for their family.

It took about five years for his family to be housed. They eventually secured a home in Glenfield, near Campbelltown, and soon after Milan purchased his first property - a unit at Liverpool, at the raw age of 19.

"My parents worked two jobs, and I worked as soon as I was able to...My circumstances just acted as a driver for me to work hard."

Milan's career began in real estate, where he worked as a Property Manager after completing studies in Property Management. Although he enjoyed the job, he yearned for more - desiring to work in an organisation that enabled him to help people and deliver social outcomes.

When a friend who worked in community housing notified him of a temporary position available at SGCH, Milan applied straight away. Although it would mean a pay cut from what he was used to, he saw it as worthwhile to be in a job that aligned more closely to his personal values.

Milan joined SGCH in 2006 as a temporary Housing Manager, before securing a permanent role at SGCH's Public-Private Partnership at Newleaf Bonnyrigg. Two years later he was appointed to the position of Senior Housing Manager there.

Having lived in the Bonnyrigg area as a child, and later working as a Senior Housing Manager at Bonnyrigg, Milan witnessed immense changes within the local community. When asked, what changes he saw at Bonnyrigg through this time, he states, "Unbelievable stuff!"

"When living there, there was a lot of anti-social behaviour...Now the crime rate is going down, there are improved services in the area, a higher proportion of private homes and an improved quality of life for many."

Milan credits the things he has seen, and the experiences he has had, with making him very adaptable to change. His "let's give it a go" attitude has resulted in him moving between a variety of roles in his time at SGCH. Since moving to our Hurstville office, Milan has worked in Supported Housing, the Arrears and Debt team, General Housing, and took a senior leadership role at Bonnyrigg in the absence of SGCH's General Manager - Housing Services. His current position is titled 'Special Projects' and requires him to draw upon the wealth of experience he has had working across the organisation in such a wide range of 'tenant centric' roles.

"I wanted a role that gave me a chance to develop and progress. These opportunities have enabled me to grow as a person and contribute more. I didn't look at them as opportunities for financial gain or better pay, I just saw them as a chance to build more

capacity and influence more change for the better...That's why Bonnyrigg was really rewarding for me... To see the change and be part of that - That was really rewarding. And I wouldn't have had that opportunity if I stayed working in real estate."

Milan's job satisfaction stems from knowing that "at the end of the day you know you have done everything you can for someone". He is most passionate about the roles he has taken on that allow him to lead a team and spearhead projects that result in better outcomes for tenants. "We are like a family working together – not to benefit yourself, but to benefit other people", says Milan.

When asked what he appreciates most about SGCH, Milan replies, "We are a group of people all working towards the same goal. It doesn't matter what race, religion or background any of us come from – we are all working for the good of someone else, and we are a supportive team who are committed to our tenants".

The culture of SGCH is also something that he credits as "second to none". "From the Board, to the CEO, to the various teams... there is no hidden agenda or interest – the interest is simply in working together for a common cause".

Having come from a culture where hierarchy is important, Milan values the non-hierarchical culture embedded in SGCH. "Hierarchy is a 'thing' where I come from, but St George isn't like that. We receive genuine support from management, and I never feel as if I can't raise an issue if one arises. People genuinely care about you as a person, and your family. We are provided with many opportunities; support and training is always on offer, and people are recognised for their hard work and commitment."



# Staff Spotlight: Amanda Anders

## Team Leader, Housing Services

As a child, the only thing Amanda knew about social housing was that Australian actor, Bryan Brown, grew up in it - just around the corner from her house, in Panania, south-western Sydney.

"I had no idea about social housing until I started working at St George", says Amanda.

Amanda's career started with the Electricity Commission and continued with a range of government bodies for over 10 years, in which she held various administrative positions. As a mother to three beautiful children, she worked intermittently while raising them and says that, "It wasn't until my kids were at school that I returned to work full-time, and secured my job at St George Community Housing."

"I had a look at the location and the job specifications and thought it seemed ideal", says Amanda. By starting in Reception, Amanda quickly developed a good overall understanding of the business - understanding the housing process, from applications to tenancies. Within months, she secured a block of work in the Repairs and Maintenance team, giving her the opportunity to learn more about property management and maintenance. This knowledge would soon prove vital for her as she transitioned once more, from the Property Services side of the business, to that of Housing Services, where she began her role as Housing Manager.

"I started with the Hurstville portfolio, and I had wonderful tenants...I just loved them." To this day they still hold a special place for Amanda and she enjoys catching up with them at TAG or at Reception.

The opportunity to work as a Housing Manager gave Amanda the chance to meet with tenants in person, see their homes and understand their lives. "Working for SGCH has enabled me to get to know people from all walks of life...families under financial stress, refugees, struggling single mums escaping domestic violence, people with mental or physical health issues - I've seen a lot. And while I always say it is the most

difficult job on earth, it is also the most rewarding because of the social outcomes that we see as a result of people receiving a safe and stable home."

Amanda's experience working at SGCH has had an indelible impact on her life. "From working here, I have tried to imprint the social values of SGCH on my children. I have also spent a lot of time over the years educating my family and my girlfriends about what I do, because there is a lack of knowledge about social housing out there".

While Amanda admits that "the job requires passion", she agrees that "none of us would work here if we didn't believe in what we were doing, or the people we serve".

In recent years, Amanda has progressed to a Team Leader role which has enabled her to stay in touch with tenants, while at the same time supporting a team of Housing Managers with tenancy matters, processes and procedures at both the Hurstville and Sutherland office.

"I really appreciate the training and experience I have gained while working at SGCH. Staff are supported by management and given opportunities to learn and develop skills to do their jobs well."

There is a sense of family associated with SGCH, according to Amanda. "Managers work alongside their staff, and our team consists of people who are approachable and always willing to help."


Whilst Amanda has witnessed rapid change in her time at SGCH, she still admits that there is "still lots to learn". "Each new situation comes with new learning and new opportunities to work on projects, policies and procedures".

"It's a challenging job", says Amanda, "but aside from the positive social outcomes we see that motivate us day in and day out, there are also many personal benefits that come from working at SGCH. We are privy to great training and support, fringe tax benefits, a meaningful rewards and recognition



program, and flextime should we wish to take it."

"I am proud of the organisation I work for, and the great colleagues I work with", she says. "As SGCH continues to empower and engage tenants through Tenant Advisory Group initiatives and localised services, we are seeing our tenants and staff work together to create genuine, thriving communities. It continues to be a pleasure for me to be involved in this."



# T GEORGE COMMUNITY HOUSING

"None of us would work here if we didn't believe in what we were doing, or the people we serve"





# Corporate Governance Statement

The Board of the Company is committed to the highest standards of ethical behaviour and a system of corporate governance that is suitable for a community housing provider, given the size of the Company and the requirements of the Registrar of Community Housing NSW and Housing NSW.

As a Company Limited by Guarantee, SGCH operates in accordance with the Corporations Act 2001. The Company has developed a corporate governance standard using the ASX Corporate Governance Council's eight principles that the ASX encourages quoted companies to adopt. The eight principles that the company applies are listed to the right.

The Company has developed governance processes to give life and meaning to these principles. In 2012, SGCH was recognised for its application of Principle 6 by being awarded the Australasian Housing Institute's Professional Excellence Tenant Led initiative Awards (in the individual and team categories).

The full text of our Corporate Governance Statement can be found on our website: [www.sgch.com.au](http://www.sgch.com.au)

## #1

Laying Solid Foundations for Management and Oversight

## #2

Structuring the Board to add value

## #3

Promotion of Ethical and Responsible Decision-Making

## #4

Safeguarding Integrity in Financial Reporting

## #5

Making Timely and Balanced Disclosure

## #6

Respecting the Rights of Members and Tenants

## #7

Recognising and Managing Risk

## #8

Remunerating Fairly and Responsibly



# Summary Financial Statements

## 30 June 2012



# Directors' Report

Your Directors present their report on St George Community Housing Limited ("the Company") for the year ended 30 June 2012.

## Directors

The names of each person who has been a director during the year and to the date of this report are:

- Dennis Cafe
- Wayne Carter
- Ian Kenneth Ellis
- Joan Ferguson
- Salaheddine Kahil (Salah)
- Graham Millett
- Graham Rowlson
- David Thrift

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

## Review of Operations

The substantial growth in total assets which occurred in 2010/2011 was consolidated upon during the current financial year. The principal reason for the surplus of \$13,962,509 is due to the increase in rental income resulting from the increase in properties which mainly occurred in 2010/2011. Whilst cost increases were experienced across all areas of the company, the increase in costs as a percentage of total income was less than the prior year, which also contributed to the surplus.

Furthermore, the company has invested in enhancing its Development and Construction capabilities and is increasing its ability to deliver Community Regeneration services to its existing and future tenants.

## Company Secretary

- Nazha Saad Appointed 23 October 2008
- Martin Baird Appointed 28 September 2011

## Principal Activities

The principal activity of the Company during the financial year was the provision of housing services and assistance to low and moderate income earners. No significant change in the nature of these activities occurred during the year.

The Company is involved with many State and Federal government agencies. Any change in the policies of these governments may impact upon the way the Company performs its principal activity.

## Operating Results

The surplus of the Company amounted to \$13,962,509 (2011: \$254,368,122). The Company is exempt from Income Tax.

## Significant Events after the Reporting Date

The company has established a new "wholly owned" company limited by guarantee. This new company has been recognised as a charitable institution by the Australian Taxation Office. The intention is to use this company as the vehicle to raise a financial facility which will be applied to developing affordable housing.

In September 2012, the Company entered into a contract to purchase a property at Guildford for \$1,210,000. A deposit of \$121,000 was paid in September, with the remaining balance to be paid in full on settlement using funding received through a grant from the Department of Ageing, Disability and Home Care.

Other than the foregoing, no matter or circumstance has arisen since 30 June 2012, that has significantly affected, or may significantly affect the Company's operations, the results of those operations, or the Company's state of affairs in future financial years.



### **Performance Measurement and Significant Changes in State of Affairs**

Board and management have internal operational Key Performance Indicators (KPIs) to assist in assessing performance. These are reassessed quarterly to maintain currency and relevance. These KPIs include financial performance measures, tenancy management measures and maintenance targets.

During the financial year, the Company achieved a significant milestone, namely the purchase of two properties in Belmont Street Sutherland with the intention of erecting 47 Affordable Housing units. The company is presently waiting on planning approval for this initiative.

### **Future Developments - Short and Long Term Objectives of the Company**

The Company is expected to experience growth as a consequence of entering the affordable housing market. The Company has established a Development and Construction department. The company is in discussions with financial institutions to raise finance so that the company

can procure and develop affordable housing. The extent of the growth cannot be measured with any level of certainty at this time. Likely developments in the operations of the Company, and the expected results of those operations in future financial years, have not been included in this report as the inclusion of such information is likely to result in unreasonable prejudice to the Company.

The longer term strategy is for the company to increase its ability to develop and construct affordable housing dwellings over the next ten years, and to participate in Public Private Partnerships that may eventuate.

### **Environmental Issues**

The Company's operations are not regulated by any significant environmental regulation under a law of the Commonwealth or of a state or territory. The Company is governed by environmental regulations managed by local government as applied to residential properties.



# Directors' qualifications, experience and special responsibilities



## **Dennis Cafe Chairman**

B Sc (Tech) Civil Eng (UNSW) Local Govt Engineer. Engineering, management, town planner, former GM of Woollahra Council, management consultant in private and public sectors, former SGCH employee (asset and change management) 2004 – 2007; university lecturer in risk and asset management. Currently Special Projects Engineer, Rockdale City Council.

### ■ **Special responsibilities**

Chairman of the Board. Chairman of the Nominating and Corporate Governance Committee and the Management Development and Compensation Committee



## **Ike Ellis Vice Chairman**

Assoc Dip Police Studies (Newcastle). Career in NSW police force, rising to Assistant Commissioner, retired 2000. Former Director Safety and Security NSW Dept of Education Training.

### ■ **Special responsibilities**

Vice Chairman of the Board



## **Wayne Carter Non-executive Director**

B Eng (Uni of Tech Syd), 5 MBA subjects Executive management experience in local and State Govt. Former GM NSW Dept of Housing. Worked for 7 Councils, GM Bankstown City Council, previously a Director of two Councils. Extensive understanding of asset management, executive management and governance issues. Provider of asset related services to social housing sector.

### ■ **Special responsibilities**

Member of the Audit and Risk Committee and the Management Development and Compensation Committee



**Joan Ferguson**  
**Non-executive Director**

Housing career spans service delivery, policy-making, leadership and governance roles. Worked in public housing, community housing, homelessness services. Previously Executive Director Housing Services with Dept of Housing NSW and Executive Director of NSW Federation of Housing Associations.

■ **Special responsibilities**

Member of the Nominating and Corporate Governance Committee



**Salah Kahil**  
**Non-executive Director**

BSc Dip App Sc Masters Biomedical Engineering (Uni of NSW). Tenant of SGCH. Technical Officer with Douglass Hanly Moir Pathology. Governance experience as a Director of SGCH and Accommodation for Youth.



**Graham Millett**  
**Non-executive Director**

BA Dip Ed (Macq) MBA (Macq) AIQS (Affil). (Aust Instit Qty Surveyors). Formerly Building Economist with Commonwealth Dept of Housing and Construction; GM National Building Technology Centre for CSIRO's Division of Building and Construction; then Head of Group Property Qantas. University lecturer in strategic management, global strategy, competition in Asia Pacific, project management and new enterprise management. Designs corporate education programs.

■ **Special responsibilities**

Member of the Audit and Risk Committee and the Management Development and Compensation Committee





**Graham Rowlson**  
**Non-executive Director**

NSW Service Manager for Control Systems Technology Pty Ltd. Previously a Director of SGCH for 3 yrs, including Chairperson for 2 years, involved in the Growth Project in the Company's formative years and liaised with other Housing Organisations in developing strategies for further growth.

■ **Special responsibilities**

Member of the Nominating and Corporate Governance Committee



**David Thrift**  
**Non-executive Director**

Retired company director and senior executive with extensive experience in credit/risk management across a range of industries. Strong back ground in integration of acquisitions, with experience in organisation culture, operations and IT. Spent 17 years with GE Capital, with final position being Senior Executive Director Risk and Ombudsperson. Prior to this, employed at senior management levels with consultants and financial organisations across Australia.

■ **Special responsibilities**

Chairman of the Audit and Risk Committee and member of the Nominating and Corporate Governance Committee



**Nazha Saad**  
**Company Secretary**

MBA (AGSM-UNSW), Diploma in Safety Science, B.App.Sc (OT)



**Martin Baird**  
**Company Secretary**

BBus, Dip CSP; FCSA, FCPA, GAICD

### Meetings of the Directors

During the financial year and up to the date of this report, 13 meetings of directors were held. Attendance by each director was as follows:

Director	Full Board		Audit & Risk Committee		Nominating & Corporate Governance Committee	
	# of meetings eligible to attend	# of meetings attended	# of meetings eligible to attend	# of meetings attended	# of meetings eligible to attend	# of meetings attended
D Cafe	11	10	-	-	3	3
J Ferguson	11	9	-	-	3	2
S Kahil	11	9	-	-	-	-
D Thrift	11	9	4	4	3	3
G Millett	11	9	4	4	-	-
W Carter	11	9	4	4	-	-
I Ellis	11	11	-	-	-	-
G Rowlson	11	4	-	-	3	1



### **Indemnifying Directors, Officers or Auditors**

Deeds of Indemnity have been entered into between the Company and Directors and Officers that indemnify them from financial losses that may occur arising from the performance of their duties. No indemnities have been given during or since the end of the financial year for any person who is or has been an auditor of the Company. Directors' and Officers' insurance premiums are paid by the Company.

The policy prohibits the disclosure of amounts paid.

### **Proceedings on Behalf of the Company**

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

The Company was not a party to any such proceedings during the year.

### **Contributions on Winding Up**

In the event of the company being wound up, ordinary members are required to contribute a maximum of \$2 each. The total amount that members of the company are liable to contribute if the company is wound up is \$1,380, based on 690 current ordinary members.

### **Auditor's Independence Declaration**

A copy of the Auditor's Independence Declaration as required under section 307C of the Corporations Act 2001, is set out on page 60.

No options over shares or interests in the Company were granted during or since the end of the financial year and there were no options outstanding at the date of this report.

This report is made in accordance with a resolution of directors, pursuant to section 298(2)(a) of the Corporations Act 2001.

Signed in accordance with a resolution of the Board of Directors.



**Dennis Cafe**

Director

Sydney, 30 October 2012



**David Thrift**

Director

Sydney, 30 October 2012

# Discussion And Analysis of The Summary Financial Statements

## Basis of Preparation of the Summary Financial Statements

The Summary Financial Statements are an extract from the full financial statements for the year ended 30 June 2012. The financial statements and disclosures in the Summary Financial Statements have been derived from the 2012 financial statements of St George Community Housing Limited.

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

The discussion and analysis is provided to assist members in understanding the Summary Financial Statements. The discussion and analysis is based on St George Community Housing Limited's financial statements and the information contained in the Summary Financial Statements.

The financial statements are presented in Australian Dollars which is the Company's functional and presentational currency.

## Statement of Comprehensive Income

Total Revenue increased by \$8,044,391 (24.1%) to \$41,464,862 (2011: \$33,420,471). Total Expenditure increased by \$8,416,968 (30.4%) to \$36,069,855 (2011: \$27,652,887). The surplus for the financial year fell by \$240,405,613 (-94.5%) to \$13,962,509 (2011: \$254,368,122).

The across the board increases in Revenue and Expenditure can be attributed to an increase in the number of properties under management for the full financial year. During April 2011, 973 properties were gifted to the company as part of the vesting program. These were therefore under management for 12 months during the year ended 30 June 2012.

The fall in the surplus for the year ended 30 June 2012 arises following the gift of these properties, which resulted in a net gain of \$240,769,215 being recognised in the statement of comprehensive income for the year ended 30 June 2011. The corresponding income recognised in the 2012 Summary Financial Statements is \$4,600,000.

## Statement of Financial Position

Total assets increased by \$16,520,179 to \$316,262,489 (2011: \$299,742,310) representing an increase of 5.5%.

The increase is due in part to the recognition of 26 properties gifted under the Nation Building and Asset Ownership project in the year ended 30 June 2011 for which construction was completed during the 2012 financial year.

Additional spend on investment properties has been made during the current financial year, with purchases being made in both Caringbah and Sutherland. Furthermore, significant capital outlay was required in fitting out the new leasehold premises following the move to 38 Humphreys Lane in September 2011.

Total liabilities increased by \$2,557,670 to \$36,048,761 (2011: \$33,491,091) representing an increase of 7.6%. The increase is predominantly due to the commercial bill facility entered into in September 2011 with respect to the fit-out costs at 38 Humphreys Lane.

## Statement of Cash Flows

Cash flow improvements during the financial year were a result of increased rental income, unexpended grants received and good control over expenditure.

## Statement of Changes in Equity

The Reserve for Future Planned Maintenance Program was increased by \$724,922 to \$4,290,172 (2011:\$3,565,250) to bring it in line with the Community Housing Provider Three Year Planned Maintenance Program requirement. Additional amounts were transferred to the Investment Property Reserve with respect to properties gifted under the Nation Building and Asset Ownership project, and gain on fair value.



# Summary Statement of Comprehensive Income for the year ended 30 June 2012

		2012	2011
	Note	\$	\$
Rental revenue	2	28,842,333	22,736,389
Revenue from government and other grants	2	8,052,003	7,404,669
Other revenue	2	4,570,526	3,279,413
Net gain on acquisition of investment properties	3	4,600,000	240,769,215
Fair value gain on investment properties	4	3,967,502	7,831,323
Property expenses		(22,998,920)	(17,413,546)
Employee benefits expense		(8,379,587)	(6,520,443)
Depreciation and amortisation		(504,757)	(206,072)
Finance costs - Commercial bill interest		(812,895)	(757,290)
Office rental expenses		(580,639)	(440,070)
Other expenses		(2,793,057)	(2,315,466)
<b>Net surplus for the year attributable to members of St George Community Housing Limited</b>		<b>13,962,509</b>	<b>254,368,122</b>
<b>Other comprehensive income for the year</b>		<b>-</b>	<b>-</b>
<b>Total comprehensive income for the year attributable to members of St George Community Housing Limited</b>		<b>13,962,509</b>	<b>254,368,122</b>

# Summary Statement of Financial Position as at 30 June 2012

	Note	2012 \$	2011 \$
<b>CURRENT ASSETS</b>			
Cash and cash equivalents		19,630,145	17,005,892
Trade and other receivables		4, 543,352	4,362,255
Other current assets		469,755	800,669
<b>TOTAL CURRENT ASSETS</b>		<b>24, 643,252</b>	<b>22,168,816</b>
<b>NON-CURRENT ASSETS</b>			
Trade and other receivables		-	231,000
Property, plant and equipment		2,324,802	960,252
Intangible assets		-	12,242
Investment property	4	289,294,435	276,370,000
<b>TOTAL NON-CURRENT ASSETS</b>		<b>291, 619,237</b>	<b>277,573,494</b>
<b>TOTAL ASSETS</b>		<b>316, 262,489</b>	<b>299,742,310</b>
<b>CURRENT LIABILITIES</b>			
Trade and other payables		4, 580,588	5,008,330
Short term provisions		55,542	429,475
Short term borrowings		1,033,466	688,446
Deferred grants		361,255	361,255
Unexpended grants		5,820,206	4,668,250
<b>TOTAL CURRENT LIABILITIES</b>		<b>11, 851,057</b>	<b>11,155,756</b>
<b>NON-CURRENT LIABILITIES</b>			
Deferred grants		12,986,136	11,461,221
Unexpended grants		393,161	407,305
Long term provisions		46,502	25,564
Long term borrowings		10,771,905	10,441,245
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>24,197,704</b>	<b>22,335,335</b>
<b>TOTAL LIABILITIES</b>		<b>36,048,761</b>	<b>33,491,091</b>
<b>NET ASSETS</b>		<b>280,213,728</b>	<b>266,251,219</b>
<b>EQUITY</b>			
Accumulated surplus		18,755,516	14,085,431
Reserves		261,458,212	252,165,788
<b>TOTAL EQUITY</b>		<b>280,213,728</b>	<b>266,251,219</b>

# Summary Statement of Changes in Equity for the year ended 30 June 2012

	Accumulated Surplus \$	Planned Maintenance Reserve \$	Investment Property Reserve \$	Total \$
<b>Balance at 30 June 2010</b>	<b>8,528,515</b>	<b>3,354,582</b>	<b>-</b>	<b>11,883,097</b>
Total comprehensive income for the year	254,368,122	-	-	<b>254,368,122</b>
Transfer to reserves	(248,811,206)	210,668	248,600,538	-
<b>Balance at 30 June 2011</b>	<b>14,085,431</b>	<b>3,565,250</b>	<b>248,600,538</b>	<b>266,251,219</b>
Total comprehensive income for the year	13,962,509	-	-	<b>13,962,509</b>
Transfer to reserves	(9,292,424)	724,922	8,567,502	-
<b>Balance at 30 June 2012</b>	<b>18,755,516</b>	<b>4,290,172</b>	<b>257,168,040</b>	<b>280,213,728</b>



# Summary Statement of Cash Flows

## for the year ended 30 June 2012

	2012	2011
	\$	\$
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>		
Receipts from customers	41,183,214	33,100,342
Payments to suppliers and employees	(36,385,536)	(29,718,338)
Interest received	919,935	664,858
Finance costs paid	(812,895)	(757,290)
<b>Net cash generated from operating activities</b>	<b>4,904,718</b>	<b>3,289,572</b>
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>		
Payment for property, plant and equipment	(1,665,525)	(470,455)
Payment for investment properties	(4,166,680)	(88,604)
<b>Net cash used in investing activities</b>	<b>(5,832,205)</b>	<b>(559,059)</b>
<b>CASH FLOW FROM FINANCING ACTIVITIES</b>		
Repayment of finance lease commitments	(229,196)	(73,807)
Receipts from government bodies	2,767,600	820,920
Proceeds from borrowings	1,400,000	-
Repayment of borrowings	(686,664)	(450,000)
Interest on government grants	300,000	43,462
<b>Net cash generated from financing activities</b>	<b>3,551,740</b>	<b>340,575</b>
Net increase in cash held	2,624,253	3,071,088
Cash at the beginning of the financial year	17,005,892	13,934,804
<b>Cash at the end of the financial year</b>	<b>19,630,145</b>	<b>17,005,892</b>

# Notes to the Summary Financial Statements for the year ended 30 June 2012

## Note 1 Basis of Preparation of the Summary Financial Statements

The Summary Financial Statements have been prepared from the audited financial report for the year ended 30 June 2012. The audited financial report for the year ended 30 June 2012 is available on request from St George Community Housing Limited.

The financial statements are presented in Australian Dollars which is the Company's functional and presentational currency.

The financial statements, specific disclosures and other information included in the Summary Financial Statements are derived from and are consistent with the full financial statements of St George Community Housing Limited. The Summary Financial Statements cannot be expected to provide a detailed understanding of the financial performance, financial position and financing and investing activities of St George

Community Housing Limited as the full financial report.

The accounting policies have been consistently applied to St George Community Housing Limited and are consistent with those of the preceding financial year in their entirety.

## Note 2 Revenue

	2012 \$	2011 \$
<b>Rental Revenue</b>	<b>28,842,333</b>	<b>22,736,389</b>
<b>Revenue from Government and Other Grants</b>		
General programme	6,240,118	5,772,298
Ageing, Disability & Home Care	35,570	74,596
Port Jackson Program	565,210	356,796
Release of deferred grants – AHIF Bankstown	106,269	106,269
Release of deferred grants – AHIF Leumeah	161,467	161,458
Release of deferred grants – ADHC	93,519	46,019
National Rental Affordability Scheme Incentives	722,296	688,654
Other	127,554	198,579
<b>Total government and other grants</b>	<b>8,052,003</b>	<b>7,404,669</b>
<b>Other Revenue</b>		
Interest received from corporations	984,962	756,858
Reimbursement – tenants and landlords	1,523,075	793,002
Place based management fees	1,417,074	1,593,582
Program management fees	184,523	(181,265)
Other income	460,892	317,236
<b>Total Other Revenue</b>	<b>4,570,526</b>	<b>3,279,413</b>
<b>Total Revenue</b>	<b>41,464,862</b>	<b>33,420,471</b>

# Notes to the Summary Financial Statements for the year ended 30 June 2012

## Note 3 Net gain on acquisition of investment properties

During the year ended 30 June 2011, SGCH were gifted 973 properties under the Nation Building and Asset Ownership project. 26 of these properties were completed during the year. 49 remain under construction at 30 June 2012 (2011: 75) and therefore the risks and rewards of ownership have not passed to SGCH.

These properties have been valued at \$7,400,000 on completion and will be recognised in other income on completion.

	Note	2012 \$	2011 \$
Fair value of gifted properties		4,600,000	242,320,000
Professional fees and other related costs		-	(1,550,785)
		<b>4,600,000</b>	<b>240,769,215</b>

Refer to note 4 for details of the valuation basis of the properties.

## Note 4 Investment Property

Balance at the beginning of year		276,370,000	26,130,073
Capitalised subsequent expenditure		-	88,608
Additions resulting from properties gifted	3	4,600,000	242,320,000
Properties purchased		4,356,933	-
Change in fair value of investment property		3,967,502	7,831,319
<b>Balance at the end of the year</b>		<b>289,294,435</b>	<b>276,370,000</b>

The majority of the investment properties are leased to low income tenants. The lease terms vary depending on the property provider and range from 2 weeks to 12 month rolling contracts.

Ageing, Disability and Home Care who provided the grant used to purchase the property located at 182 Holden Street, Ashbury, have lodged a caveat over the property. The commercial bills held with the Commonwealth Bank of Australia are secured by a mortgage held over the investment properties at Leumeah and Bankstown.

### Valuation Basis

The fair value of investment properties is determined each year by an independent registered property valuer on a sample basis.

The fair value of the remaining properties at reporting date is assessed by the board of directors, who consider the results of independent valuations performed as well as external market conditions to ensure that the carrying amount of each property does not differ materially from its fair value at reporting date.



# Auditor's Independence Declaration Under Section 307C of The Corporations Act 2001

## **Declaration Of Independence By Tim Sydenham To The Directors Of St George Community Housing Limited.**

As lead auditor of St George Community Housing Limited for the year ended 30 June 2012, I declare that, to the best of my knowledge and belief, there have been:

- no contraventions of the auditor independence requirements of the Corporations Act 2001 in relation to the audit; and
- no contraventions of any applicable code of professional conduct in relation to the audit.



**Tim Sydenham**

Partner  
BDO East Coast Partnership  
Sydney, 30 October 2012

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BDO East Coast Partnership ABN 83 236 985 726 is a member of a national association of independent entities which are all members of BDO (Australia) Ltd ABN 77 050 110 275, an Australian company limited by guarantee. BDO East Coast Partnership and BDO (Australia) Ltd are members of BDO International Ltd, a UK company limited by guarantee, and form part of the international BDO network of independent member firms. Liability limited by a scheme approved under Professional Standards Legislation (other than for the acts or omissions of financial services licensees) in each State or Territory other than Tasmania.

# Directors' Declaration

The directors of the Company declare that the summary financial report of St George Community Housing Limited for the financial year ended 30 June 2012, as set out on pages 53 to 59:

(a) are an extract from the full financial report for the year ended 30 June 2012 and have been derived from, and are consistent with the full financial report of St George Community Housing Limited.

This declaration is made in accordance with a resolution of the Board of Directors and is signed for and on behalf of the directors by



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**Dennis Cafe**  
Chairman  
Sydney, 30 October 2012



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**David Thrift**  
Chairman of the Audit Risk Committee  
Sydney, 30 October 2012

# Independent Auditor's Report on The Summary Financial Statements

To the members of St George Community Housing Limited

## Report on the Summary Financial Report

The accompanying summary financial report of St George Community Housing Limited, which comprises the Summary Statement of Financial Position as at 30 June 2012, the Summary Statement of Comprehensive Income, Summary Statement of Changes in Equity and Summary Statement of Cash Flows for the year then ended, related notes and the directors' declaration are derived from the audited financial report of St George Community Housing Limited for the year ended 30 June 2012. We expressed an unmodified audit opinion on that financial report in our audit report dated 30 October 2012.

The summary financial report does not contain all the disclosures required by the Australian Accounting Standards – Reduced Disclosure Requirements and the Corporations Act 2001. Reading the summary financial report, therefore, is not a substitute for reading the audited financial report of St George Community Housing Limited.

## Auditor's Responsibility

Our responsibility is to express an opinion on the summary financial report based on our procedures which were conducted in accordance with Auditing Standard ASA 810 Engagements to Report on the Summary Financial Statements.

## Opinion

In our opinion the summary financial report derived from the audited financial report of St George Community Housing Limited for the year ended 30 June 2012 is in accordance, in all material respects, with the audited financial report, on the basis described in Note 1.

BDO East Coast Partnership



**Tim Sydenham**

Partner  
BDO East Coast Partnership  
Sydney, 30 October 2012

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