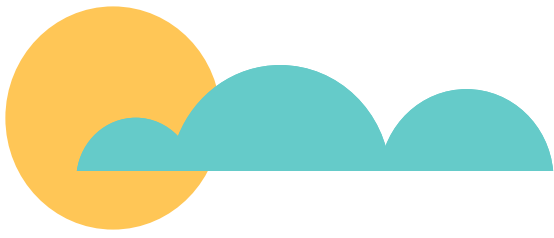
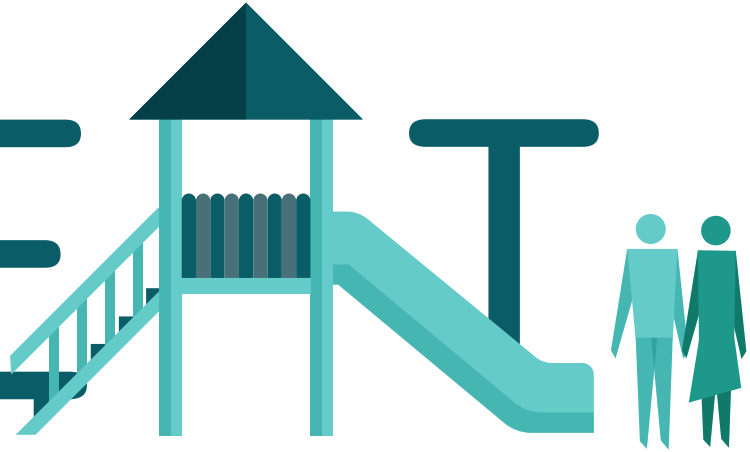


Strategic Directions





GREAT



PLACES



EVERY







Welcome

Our vision is great places for everyone. Our business is people and places. We develop and manage sustainable, safe and affordable homes and work in partnership to create vibrant, inclusive communities.

With over 30 years' experience, SGCH provides a place to call home for more than 8,900 people in 4,700 properties across the Sydney metropolitan region. We are recognised as a Tier 1 provider under the National Regulatory System for Community Housing.

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CEO's Message



In March 2016, I joined SGCH as Group CEO. SGCH has a proud history, beginning with two staff and 25 properties in 1985, it has grown to be one of Australia's largest community housing providers.

Today our staff of over 160 provide a home for 8,900 people across our 4,700 properties, with hundreds more dwellings under construction and a significant property transfer underway. The organisation has navigated periods of growth and change and kept people at the centre, always.

One of my first initiatives was to set a new strategic direction in partnership with the Board and staff. We formed a shared understanding that our core expertise is about places and set a vision of creating great places for everyone. We articulated our purpose of connecting people to opportunity and collaboratively shaping great places through sustainable, safe and affordable housing through three key pillars:

01

Providing great places to live and connecting people to opportunity

This focuses on growing our portfolio of properties, deepening connection to place, and improving tenant outcomes.

02

Being an organisation people want to work with

This focuses on improving customer satisfaction, staff engagement, and deepening a small number of key strategic partnerships with government and commerce.

03

Driving a strong business

This focuses on governance and risk, identifying system improvements to drive cost efficiencies over time, and sustaining a strong financial performance.

These three pillars truly drive our pursuit of purpose with a strong commercial underpinning across a group structure that incorporates two Tier 1 subsidiary companies, SGCH Sustainability and SGCH Portfolio. I believe our strategic directions are naturally aligned to partnership and policy initiatives on the horizon, including the *Future Directions for Social Housing in NSW* strategy that includes the Social and Affordable Housing Fund, the Social Housing Management Transfer Program and Communities Plus.

We welcome the focus of the Federal Government on affordable housing and the consultation and creation of the National Housing Finance and Investment Corporation (NHFIC).

The NHFIC will be formed with two key lines; the operation of a Bond Aggregator to provide more efficient capital solutions to Community Housing Providers, and the \$1 billion National Housing Infrastructure Facility (NHIF). When combined with other policy levers and programs, this is an opportunity to substantially increase the supply of affordable housing across Australia, providing real solutions for thousands of households. We look forward to its' establishment and the recognition of the role and services community housing providers bring in partnership.

I am proud of the direction, growth and performance of SGCH as we work to connect people to opportunity and collaboratively shape great places through sustainable, safe and affordable housing. Thank you for the opportunity to share our vision for the customers and communities that we serve.

Scott Langford
Group CEO





About us

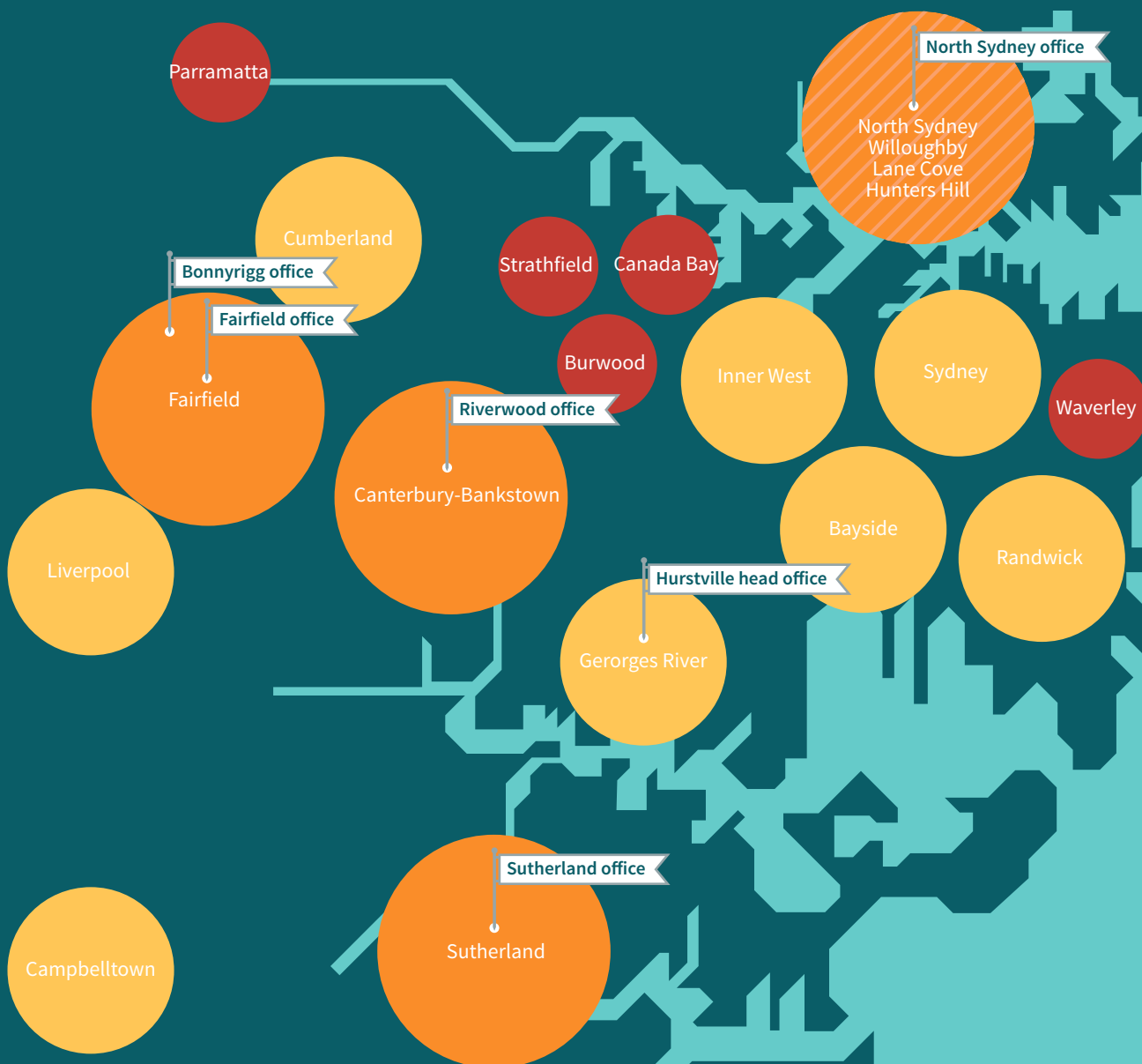
SGCH is local, focused on the Sydney metropolitan region where we own, lease and manage over 4,700 properties that house 8,900 people.

In 2016/17 we held \$685,282,582 (2016: \$611,064,713) in total assets. We apply commercial principles to the pursuit of our purpose of connecting people to opportunity and collaboratively shaping great places through sustainable, safe and affordable housing.

.....

SGCH presence by Local Government Area

-  Large presence
>600 properties
 -  Large presence
>600 properties online in 2019
 -  Medium presence
100–400 properties
 -  Small presence
<100 properties
-



Successful growth

SGCH is in a leading position in the Australian community housing sector, pursuing successful projects by bringing together a range of stakeholders to partner and deliver quality outcomes, ensure enduring value, and provide stronger returns to everyone.

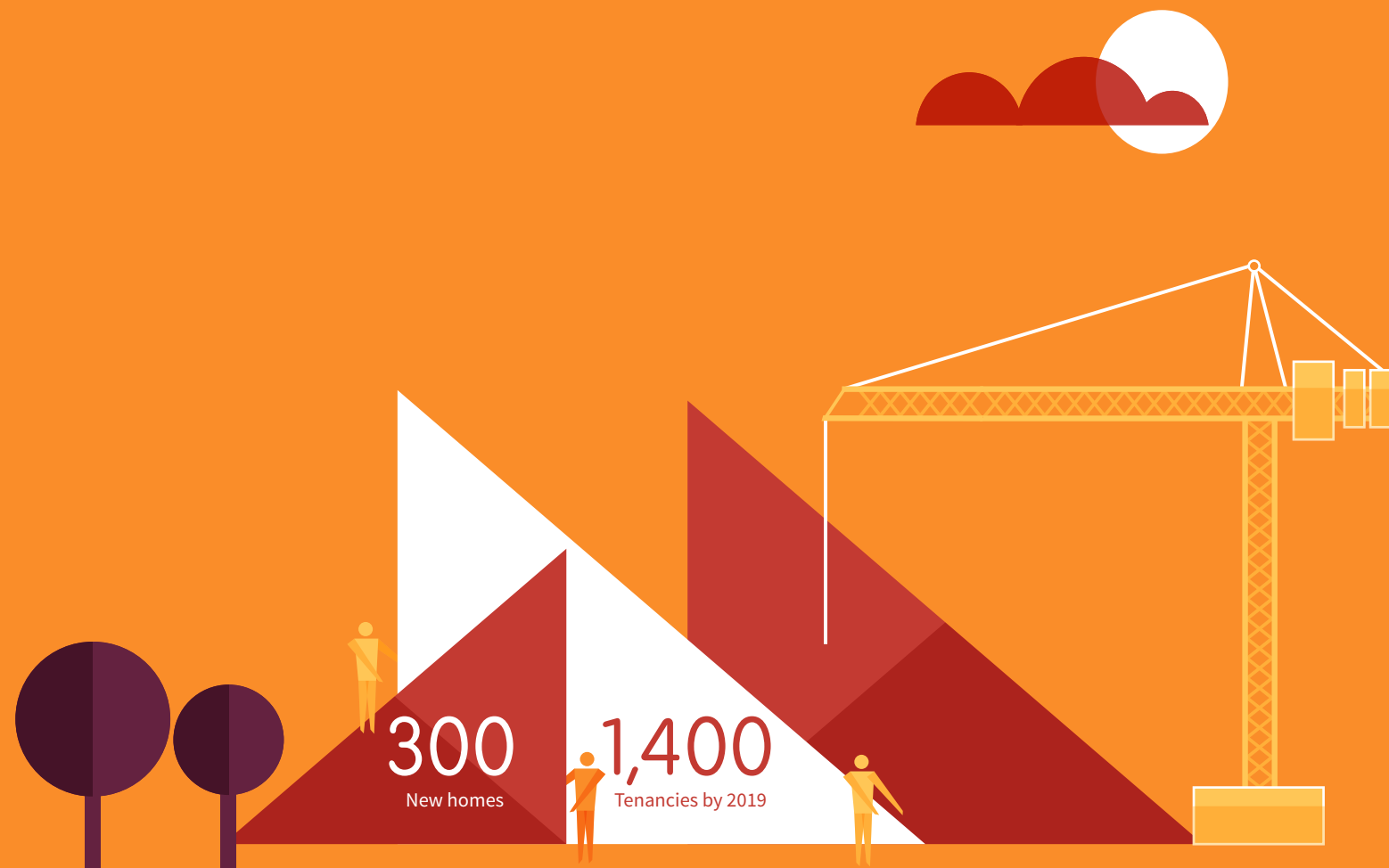


February 2017

NSW Family and Community Services (FACS) announce Tranche 1 of the Social Housing Management Transfer Program (SHMTP) for the direct allocation of 223 properties to SGCH. During the transition phase SGCH participated in joint visits to tenants with FACS staff to discuss the transition and prepare tenants for the commencement of their new management arrangements. All properties transferred under a concurrent lease arrangement, with FACS policies, including fixed term leases in place on 10 July 2017.

March 2017

SGCH's proposal to the NSW Government's \$1.1 billion Social and Affordable Housing Fund (SAHF) is successful. With a combined investment of up to \$170 million from CEFC - the largest single debt finance facility committed to a community housing provider in Australia - SGCH will deliver an additional 300 new homes for families on low incomes in south and south-western Sydney. The SAHF is a key component of the *Future Directions for Social Housing in NSW* strategy that will result in more social and affordable housing dwellings linked to tailored support designed to assist households to gain independence. Multiple sites are under development, the first in Wrentmore Street, Fairfield is due for completion early 2018.



September 2017

NSW Government announce the ground-breaking Foyer51 project which will be delivered as part of a unique partnership between the Government, Uniting, SGCH and Social Ventures Australia. The purpose built accommodation on City Road in Chippendale will be home to 51 young people who will participate in the Youth Foyer program. This will be funded through a social benefit bond – an innovative way to fund social projects with private capital. Due for completion 2021.

October 2017

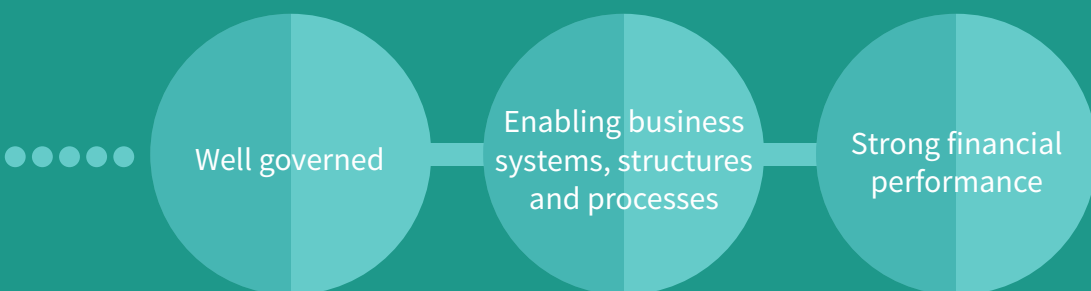
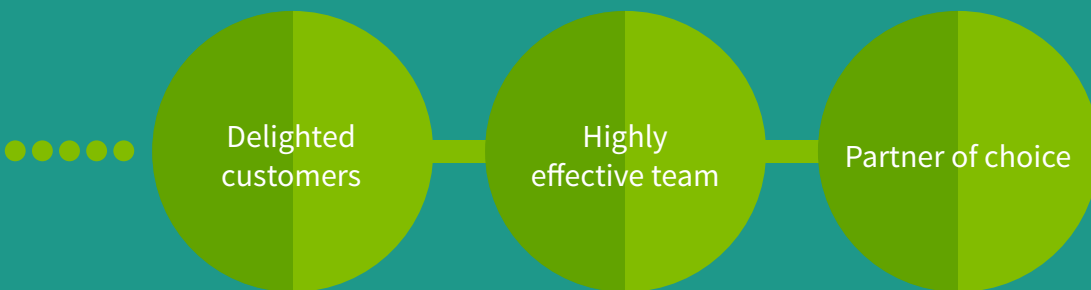
SGCH is awarded a package in the Social Housing Management Transfer Program. Our successful proposal for Service Package 9 – North Sydney will see the transfer of management of around 1,400 tenancies from FACS to SGCH by 2019. Under the 20 year lease contract, SGCH will lead the coordination of the social housing system in North Sydney, Hunters Hill, Lane Cove and Willoughby local government areas, providing tenant support coordination, and property and tenancy management.

Key pillars

01
PROVIDE GREAT PLACES
TO LIVE, AND CONNECT
PEOPLE TO OPPORTUNITIES

02
BE AN ORGANISATION
PEOPLE WANT TO
WORK WITH

03
DRIVE A STRONG BUSINESS
THAT UNDERPINS OUR
PURSUIT OF PURPOSE



Our strategy in action

Our purpose: Connecting people to opportunity and collaboratively shaping great places through sustainable, safe and affordable housing.

Our strategic direction

Our business is people and places. Our core activity as a housing provider is to develop and manage sustainable, safe and affordable homes and to connect people to opportunity. We form deep connections in the locations we operate; we are committed to strengthening our presence in existing locations and focused on opportunities to meaningfully shape places and local communities. We take a place based approach to advocate for, coordinate and partner with the services that people and communities need.

Our customers are at the heart of everything we do. Being accountable to the people we serve and the broader community, we work with a business head and a social heart to provide good long-term stewardship of resources. We take a sustainable approach to balance mission and margin, understanding that every dollar represents an opportunity to invest in someone's future.



01: Provide great places to live and connect people to opportunities

During 2016 /17 we have grown our portfolio of properties, strengthened our connection to place, and improved tenant outcomes.

Focus on places:

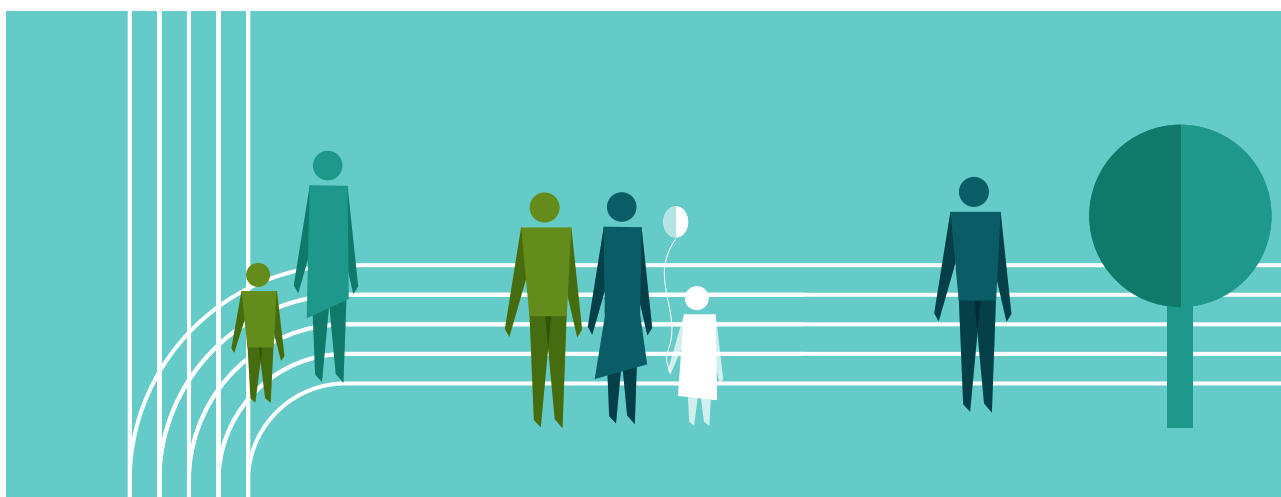
Be a collaborative leader in transforming places. We have a deep, long term commitment to the places and people we serve and we measure the impact of our work.

- Developed a Place Making Framework to inform tailor-made decisions about locations, resources and activities with Place Plans prepared for Bonnyrigg, Fairfield, Menai, Riverwood, Eastlakes and Namatjira including a set of key metrics for measuring outcomes.
- Delivered 607 events and activities attended by 6,270 people.
- Awarded 198 Strive Scholarships to the value of \$192,000.
- 91% of tenants found social participation fairly helpful or helpful to their health and wellbeing (Tenant Satisfaction Survey 2017, hereafter TSS 2017).

More sustainable, safe and affordable homes:

Increase the number of good quality homes available for low and moderate income households in the places we are working.

- We will deliver 300 new homes following our successful tender in the NSW Governments Social and Affordable Housing Fund (SAHF).
- In the 2016/17 financial year we completed 122 dwellings to an average 7-star NatHERS rating. A further 150 7-star average NatHERS rated dwellings are due for completion by end of FY2019.
- Delivered three homes under the Southern Shire Disability Accommodation Action Group project, with innovative design of accessible living for people with disability.
- 84% of tenants were very satisfied or satisfied with the safety and security of their property (TSS 2017).



Sustaining tenancies:

Provide good quality homes and connect people to appropriate support services where required.

- Over the past year, our Support Coordination team has assisted more than 450 vulnerable or at-risk tenants. One-third of all referrals were for tenants who were in arrears. Ninety-six per cent of those referred for assistance had their tenancy sustained.
- 91% of tenants were very satisfied or satisfied with our support services and advice (TSS 2017).
- Decreased social housing arrears by 18% and social housing debt by 15% in 2016/17. Evictions represented 2.9% of all household exits, within our 3% target.
- 80% of tenants were pleased with the condition of their homes (TSS 2017).

Enhanced connections to opportunities:

Work with partners and tenants to build capacity and connections to opportunity, including pathways to other forms of secure housing where this is appropriate.

- Announced Foyer51 in partnership with the NSW Department of Family and Community Services, NSW Office of Social Impact Investment, City of Sydney Uniting and Social Ventures Australia. Foyer51 in Chippendale will provide accommodation and wrap around support services for young people leaving out of home care.
- Launched Catalyst program which saw 428 tenants and household members referred to our Employment and Opportunities Manager. Of these, 83 participated in the program, 16 have gained employment and 11 entered training or education.
- Developed a proposal for a small trial project, My Aspiration, aimed at diverting up to five transitional housing tenants over the next three years from social housing by using a range of policy levers and incentives.
- 76% of tenants who had spoken to SGCH about education and employment goals were offered a referral to a service or advice/assistance (TSS 2017).
- 96% of Port Jackson Supported Housing Program (PJSHP) participants developed independent living skills, as reported by key support partners. Managed in partnership with FACS, PJSHP provides transitional housing for 211 people at higher risk of poor individual and tenancy outcomes, linked with 26 specialist support services.



Building capacity

The Bonnyrigg Youth Council (BYC) was formed in May 2015 by young residents who live, work and study in Bonnyrigg. Initially a group of 15, BYC has gradually increased its membership to 30 members aged between 12 and 24. While social housing tenants make up half the group, BYC takes an inclusive and whole of community approach.

Driven, inquisitive and passionate about making Bonnyrigg a great place for everyone, BYC works closely with SGCH to give young people a voice. They consult with local youth to identify important issues, advocate for better outcomes, and make recommendations to local youth services for programs and events. This has led to them forming partnerships with services including Fairfield City Council, Youth Off The Streets and local schools.

“I feel I have become a better person since joining BYC”.

BYC participant

“Before joining BYC I was very closed off to people other than my family, I only had three friends. I always stuck with what was comfortable. This group has helped me open to meeting new people and improved my overall confidence with dealing with people”.

BYC participant

“BYC has made me more confident especially talking to new people at events and older people”.

BYC participant



Connecting to opportunity

SGCH employs a dedicated Employment and Opportunities Manager, Carrie Levine, who works to identify, motivate and support SGCH tenants to access and engage in education, training and employment opportunities through our Catalyst program. Catalyst offers personalised preparation to increase the capacity of participants with the goal to help connect and transition tenants through and out of social or affordable housing into long term sustainable accommodation.

➤ Carrie has been instrumental in linking SGCH with other service providers to ensure our tenants and household members get the support and assistance they require. The needs of our tenants are broad, and linked services include other employment providers, disability support services, support for migrants and refugees, mental health providers, TAFE, registered training organisations, and those delivering Smart and Skilled funded programs. By working closely with these services, Carrie has helped our tenants access the services they need, reducing duplication in processing, facilitated information sharing and data linkage between agencies, as well as opening the pathway to education, training and employment for tenants in need.

➤ Gabbi is an older tenant with a background in clerical work and a passion for hospitality and cake decorating. After hearing about SGCH's Employment and Opportunities Manager, Gabbi got in touch to talk about her desire to focus on her passion. After a one-on-one consultation, Gabbi was referred to a pre-employment program to undertake her Certificate II in Hospitality. With this qualification, Gabbi started volunteering in the kitchen of her local hospital. After building her confidence, with support from SGCH, Gabbi started to apply for paid hospitality roles. Subsequently, she has been offered a permanent part time position at a local food processing company. Gabbi says because she is feeling more confident, she is also better able to manage her anxiety and mental health issues.

02: Be an organisation people want to work with

We have improved customer satisfaction, introduced the global Gallup Q12® Employee Engagement Survey to measure staff engagement, and focused on deeper engagement on key strategic partnerships.

Delighted customers:

Deliver a service experience that delights our customers.

- We engage and empower tenants through participation in our Tenant Coordination Panel and Local Tenant Groups. This provides our customers with opportunities access information, advice and actively participate in decisions that affect them and their communities.
- Our Happy or Not device in reception areas recorded 93% satisfaction response from 3,200 customers.
- 83% of tenants were very satisfied or satisfied with our customer service, feeling heard and respected by SGCH staff (TSS 2017).
- 87% of tenants were satisfied overall with SGCH (TSS 2017), up from 84% in 2015.

Highly effective team:

Maintain an organisation that is a great place to work by attracting, retaining and empowering staff with the right skill mix, and aligned with our values and culture.

- In August 2016, SGCH was awarded Employer of Choice (Public Sector and NFP) at the Australian HR Awards.
- In May 2017, we introduced the Gallup Q12® Employee Engagement Survey as our measurement tool. With a response rate of 90%, we achieved a Q12® Grand Mean score of 3.72 out of 5. Our strongest performing question was 'The mission or purpose of my company makes me feel my job is important', reflecting our team commitment to SGCH.
- We focus on our organisational values of Support, Accountability, Respect and Integrity with performance against

these contributing 50% of individual Accountability and Development Plan assessments.

- 91% staff retention rate (2016/17).

Partner of choice:

Be partner of choice for values aligned organisations and work together to achieve shared outcomes.

- In March 2017 SGCH and CEFC announced a \$130 million finance facility to deliver 300 new energy efficient social and affordable housing for SAHF. This extended on an existing \$40 million commitment by CEFC to SGCH financing the construction of 200 new energy efficient homes. The combined investment of up to \$170 million is the largest single debt finance facility committed to a community housing provider in Australia.
- We work with over 100 local support providers to achieve positive health, mental health, wellbeing, and financial outcomes for tenants.
- Following our successful proposal in the SHMTP, SGCH will be working with FACS and tenants to transfer the management of around 1,400 existing tenancies in Service Package 9 – North Sydney. The package, which includes social housing properties in North Sydney, Hunters Hill, Lane Cove and Willoughby, will see SGCH deliver social housing services for the community.
- In September 2017, the NSW Government announced Foyer51, a new program in central Sydney designed to tackle youth homelessness. SGCH is delivering Foyer51 in partnership with Uniting and Social Ventures Australia, with support from FACS, NSW Office of Social Impact Investment and the City of Sydney.





“The best thing about being a tenant with SGCH is the customer service. They get 100%. We know that any time we have a problem, we call the local office and someone can help us straight away.

Before we moved to Riverwood, we lived with our daughter since migrating from China. Now we are enjoying being independent. It has been easy to make new friends with all the tenant activities that are held here – we have day trips, cooking lessons, picnics and art and dancing.

We feel very comfortable knowing that there is someone in the office who speaks Mandarin and a handyman who can come and help us with fixing small problems in our units like taps and lights.

We are very houseproud and we appreciate the effort that SGCH makes to maintain our unit. Everything is in good condition and we get help to look after the things we can't do for ourselves. Apart from inside our unit, we are grateful that the outside is kept so well – the hallways, bin areas and lifts are all cleaned often and the gardens are tidy. We feel proud when our family and friends visit us”.

Delighted customers



► Working together to achieve shared outcomes

In March 2017, SGCH and the Clean Energy Finance Corporation announced a new loan facility that invests up to \$170 million in total to the supply of new social and affordable housing in NSW. The CEFC invests commercially to increase the flow of funds into renewable energy, energy efficiency and low emissions technologies. This is truly a new model for social housing to meet modern needs.

SGCH will build around 500 new dwellings to the industry best practice of a minimum 4-star Green Star rating for units, under the Green Building Council of Australia's scheme, or a 7-star rating for townhouses and duplexes under the Nationwide House Energy Rating Scheme.

We are also using the CEFC loan, and a \$5.4 million joint pilot project with the NSW Office of Environment and Heritage through their Home Energy Action program, to fund energy efficiency measures across our portfolio, retrofitting 1,400 existing properties with features such as LED lighting and draught proofing.

Over time these measures will deliver cost savings by reducing energy consumption and saving on common area energy costs.

Of the 500 new homes financed by CEFC, 300 of these will deliver on our commitment to the Social and Affordable Housing Fund or SAHF.

03: Drive a strong business that underpins our pursuit of purpose

We continue to invest in ways to improve our operations with a recognised focus on people and culture. We base this approach on the understanding that systems, structures and processes are optimal when staff are supported and engaged, in turn driving a strong business.

We have a strong commercial model that has consistently delivered robust financial results and we have the commercial discipline to continue this into the future. We are investing into systems and processes to achieve efficiencies as we grow.

Well governed:

Adhere to robust and appropriate governance to ensure risks and opportunities are identified and managed, commensurate with the scale and nature of our business.

- Our Group Audit and Risk Committee reviewed the Risk Management Framework in April 2017 resulting in an updated Risk Policy and Procedure for the Group, with an additional category of risk added relating to “governance” for ongoing monitoring.
- Our Risk Management Framework is aligned to AS/NZS ISO 31000:2009 Risk Management - Principles and Guidelines and includes policy, procedure and processes to effectively identify, assess and manage the risks we face as a community housing provider. It also includes adequate regular reporting to the Group CEO and Boards to highlight changes in our risk profile, and to aid their decision making.
- The Institute of Internal Auditors Australia provided an independent quality assessment of our conformance with The International Standards for the Professional Practice of Internal Auditing in June 2016, and provided a favourable result with no adverse findings.

- Employed a dedicated Work Health and Safety Manager with responsibility to advise and inform all aspects of work, health and safety including safety audits, risk assessments, incident investigations, policy and procedure implementation, return to work, and training and education.

Enabling business systems, structures and processes: Optimise the design and use of technology, work processes and

- Over a three month period, we launched and implemented a business transformation project, the SGCH Way, assisted by organisational development consultancy Coxswain Alliance. SGCH Way has introduced a new management operating system that is improving performance through formalised and consistent management practices. The system enables greater visibility of tasks and performance within and across teams.
- Our Information Technology team has delivered Project Bedrock, a comprehensive infrastructure and business systems upgrade that ensures alignment with business requirements and provides a platform for future growth.
- An Enterprise Improvement Program is underway to develop a map of key SGCH processes to identify system solutions options for our enterprise architecture.



Strong financial performance:
Ensure financial sustainability and work our assets so every dollar strengthens our purpose and delivers outcomes for people and places.

- Our Enterprise Budgeting Framework has increased financial management awareness and accountability across the organisation. This is supported by our budget forecasting framework and the introduction of a budget forecasting tool.
- Our finance team have commenced a financial performance baseline and trajectory review which will incorporate unit revenue and costing analysis.
- Amalgamated all our common area electricity to one supplier, ERM Power. In doing so, we transferred 200 accounts to ERM which will achieve a 20% energy savings and up to 50% admin time savings per year. SGCH also obtained 20% Green Power to offset carbon emissions.
- Under a \$5.4 million partnership with the Office of Environment and Heritage and Clean Energy Finance Corporation, we have already upgraded 1,063 SGCH owned or managed properties with energy efficient measures which will achieve a total annual energy saving of around \$700,000 per year for our tenants.

Financial viability measures	Threshold	Group
Operating EBITDA Margin	8%-15%	10.0%
Working Capital Ratio	>1.5 times	8.6
Amended Quick ratio	>1.20	6.3
Gearing Ratio	<30%	9.9%
Operating cash flow adequacy	>1.20	1.03
Interest Cover	>1.5 times	2.9
Net Assets		\$578.2m



► Financial performance delivering outcomes for people and places

Our property management services are underpinned by a range of specialist functions across our business to support the integrated delivery of services. Our portfolio includes a mix of properties that we own, properties owned by the NSW Land and Housing Corporation (LAHC), properties we lease from private rental market and properties we manage on fee for service arrangements for local councils and private developers.

SGCH provides effective, responsive and planned maintenance. We deliver property services 24 hours a day, seven days a week to respond to safety, security, functionality and amenity issues.

In the past year, we established new maintenance contracts for Building Essential Services and preventative maintenance. The new contracts will deliver a greater level of service accountability and provide consistent service delivery that aligns with business system improvements. The new contracts have been negotiated at a savings of more than \$326,000 on current costs over the 3-year contract term. Five SGCH tenants are scheduled to be employed directly with the lawns and grounds contractor for the duration of the contract.



► Optimising the design of work processes

To ensure ongoing capability to deliver quality services and meet the high expectations of our partners and customers, SGCH partnered with Coxswain Alliance to improve our management practices to consistently deliver quality customer outcomes. SGCH embarked on a project to establish the SGCH Way – a cohesive Operating Rhythm (OR) supported by Management Operating System (MOS) tools and practices.

The project:

- Engaged management levels and staff in the development and implementation of the MOS elements and OR; driving decision-making through managers, providing coaching and support when implementing the new ways of working, and regular project communications to all staff.
- Used tailored approaches and tactics to suit the organisation and the nature of the work of each function while still maintaining a core set of principles.
- Was delivered by the SGCH Business Improvement team to effectively lead the change and ensure the transition of learning and continuity across teams.
- Regularly reviewed progress and outcomes with key stakeholders, to enable timely action to address issues and mitigate risks.

There are now 37 Huddles and Visual Management Boards (VMBs) operating across the organisation. A Huddle is a short meeting where teams run through their VMB to discuss how work is progressing, if there are any variances or unplanned tasks affecting progress.

Since implementing the SGCH Way the business outcomes have led to:

- Increased visibility and control of the work.
- Improved two-way communication and collaboration.
- Less rework and errors.
- A more proactive management culture and increased ability for management to support their people.
- Better outcomes for our customers and stakeholders.

Governance

Our Directors are drawn from a wide range of industries based on their skills and experience. We have an established governance structure that provides strong oversight of all activities of the Group.

The SGCH Group has three Governance Committees in place to oversee strategic areas of business operation.

Audit and Risk

The Audit and Risk Committee manages key risks of the Group, specifically:

- Ensuring the integrity of external and internal financial reporting, including compliance with applicable laws, regulations and other requirements in relation to external financial reporting.
- Ensuring that appropriate and effective systems of internal controls, risk management and compliance are in place.

Development and Construction

The Development and Construction Committee reviews the delivery of development and construction projects, specifically:

- Reviewing business cases for all new projects including agreeing relevant KPIs and risk mitigation measures.
- Ensuring appropriate probity processes around acquisition, procurement and tender activities.
- Receiving regular reports on progress of projects to determine that the agreed objectives and outcomes are on target.

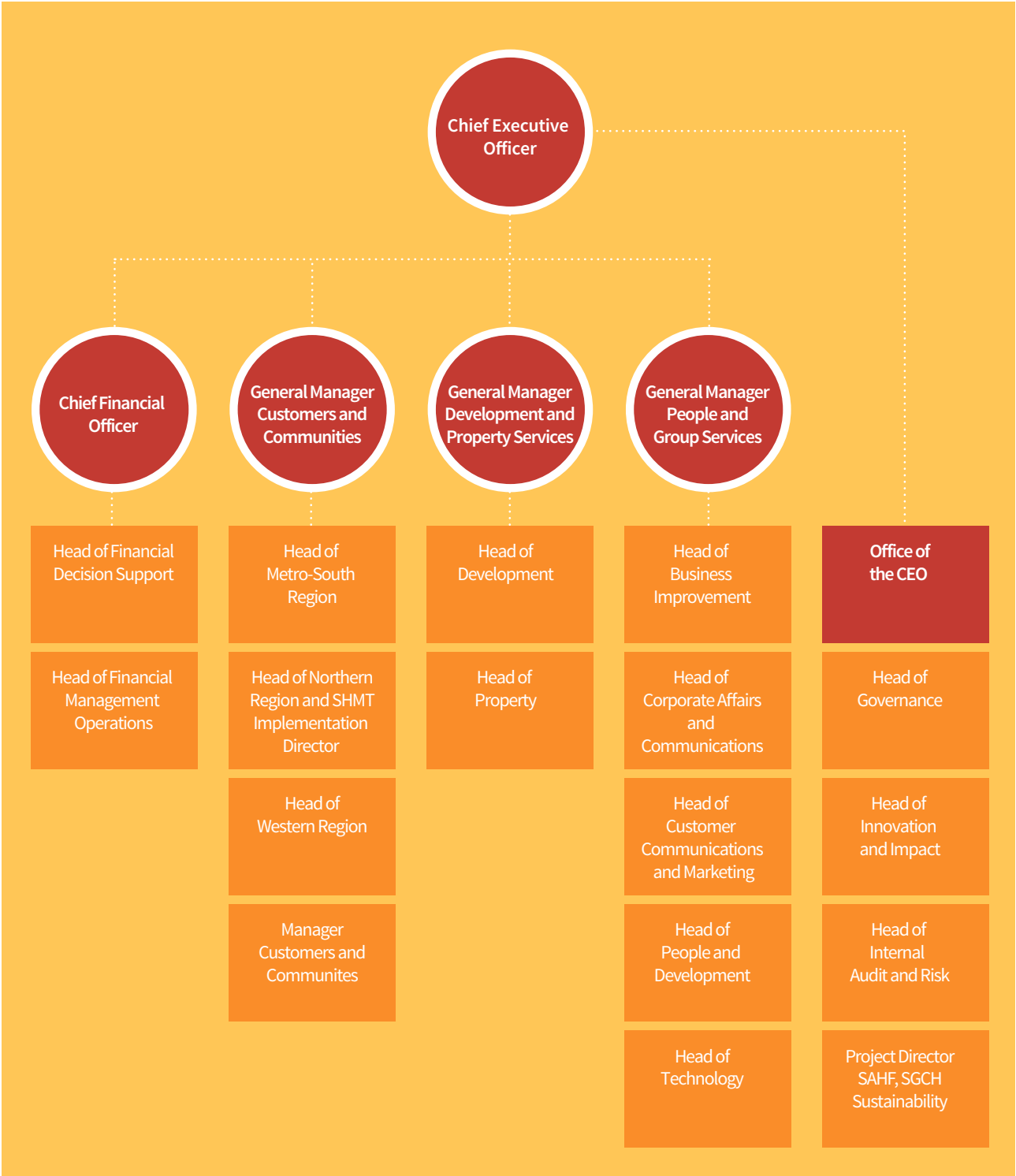
Remuneration and Nomination

The Remuneration and Nomination Committee is responsible for reviewing and making recommendations to the Board in relation to:

- Executive Management Team remuneration and incentives.
- Appointment of Directors and Committee members.
- Remuneration framework for Directors.

For detailed Director information please refer to profiles in Summary Financial Statements 2016/17 in this series or sgch.com.au





Executive management team



Scott Langford

Group Chief Executive Officer

Qualifications and Experience

MBA, P.GradDip Prop. Dev., FAIM, GAICD, MRICS

Working with the SGCH Board of Directors, Scott leads a passionate, energetic team of 170 staff to develop and manage sustainable, safe and affordable homes, and create vibrant and inclusive communities.

Prior to joining SGCH in 2016, Scott was General Manager of Housing & Urban Development at Junction Australia, having previously worked as Executive Director of Habitat for Humanity's Australian program and in various private sector roles in the property development and construction industry. Scott is a Chartered Surveyor (MRICS) with a specialisation in housing management and development, and holds an MBA and postgraduate qualification in property development. He is a Graduate and Member of the Australian Institute of Company Directors and a Fellow of the Australian Institute of Management. Scott served for four years as Chairman of PowerHousing Australia and is currently Chair of the International Housing Partnership.



Nadine de Villa

Chief Financial Officer

Qualifications and Experience

BSc(Accounting) (Hons), BA(Economics) (Hons), GradDip Change Mgmt, MBA, MPA (Merit), FCPA, GAICD, Member NSW Change Mgmt Institute

Nadine is a highly experienced financial executive with strong leadership and management skills including driving strategy, business transformation and building a high performance culture.

Nadine was appointed to the role of CFO in late 2016 and brings extensive experience to SGCH from a range of Executive financial roles including CFO and Executive Director with NSW Health-Southern District, Department of Justice and Attorney General, and the disability, public housing and social care sectors.

Nadine has extensive experience in commercialising various service sectors across Federal and State government levels and leading teams in providing high value, customer focussed corporate services.

She has a solid private sector experience in international development banking and multinational companies.

She is a Fellow CPA, a Graduate Member of the Australian Institute of Company Directors and a Member of the NSW Change Management Institute.

Executive management team



Andrew Brooks

General Manager, Development and Property Services

Qualifications and Experience

BSc (Honours) Building Surveying, MRICS

Andrew joined SGCH in May 2013 to lead the Bonnyrigg project and SGCH's desire to secure the Development and Construction role on that project. Latterly Andrew has been leading the leveraging strategy associated with the vested portfolio of Nation Building assets. In December 2013, Andrew took over responsibility for leading the SGCH Development and Construction team and the SGCH Property Services team.

Before joining SGCH he held the position of Project Leader for the \$900M Bonnyrigg PPP at Becton Property Group based in Sydney since 2007.

Prior to moving to Australia in 2007, Andrew has over 15 years experience in leading and delivering major urban regeneration projects in the UK, working for the Grosvenor Estate (London and Bath) as Commercial Projects Director, and Development Director at both Associated British Ports (Cardiff Bay) and Bank of Scotland (Edinburgh) on their Quartermile project. Throughout these projects, he has developed and built strong partnerships with government, community and other stakeholders which have been core to the projects' success. Andrew is a chartered surveyor and holds an honours degree in building surveying.



Suellen McCaffrey

General Manager, People and Group Services

Qualifications and Experience

BSc Psychol (Hons), CAHRI

Suellen is a registered psychologist with over 25 years professional experience. Working in human resources and learning and organisational development, Suellen has held roles in sectors as diverse as financial services, professional membership, education and not for profit. Her areas of expertise include leadership and culture, change management, employee relations, executive coaching, performance and development and strategy. She has a genuine passion for working with executives and leaders across all levels of business to fulfil potential and achieve results.

At SGCH, over the past 7 years, as General Manager People and Group Services, Suellen has partnered with the CEO and executive team to lead significant growth and change. Suellen is responsible for leading a multi-disciplinary team – people and development, communications and marketing, corporate affairs, business improvement and information technology - focused on integrating and aligning people, systems and processes, enabling and promoting strong organisational performance.

Suellen is a board member for NSW Council of Social Service and a certified member of the Australian HR Institute.



Barb McKenna

General Manager, Customers and Communities

Qualifications and Experience

Bachelor of Arts (History and Gender Studies)

Barb leads the Customers and Communities team with a focus on customer service excellence.

Barb brings over 30 years experience in social housing – in both the government and not-for-profit sectors – to SGCH. Throughout her career, Barb has worked in a range of project management, program development and policy roles including coordinating the handover of properties, delivering funding grants and managing the transition of a range of high priority programs to business as usual.

Barb joined SGCH in 2012 as Manager Operations, Housing Services and Renewal where she led the team through a period of significant growth and change prior to her appointment to the newly created role of General Manager, Customers and Communities in 2015.

The Strategic Directions is part of a series designed to complement our Year in Review 2017 and Summary Financial Statements 2016 /17 booklets.

For printed or digital copies please contact us.

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