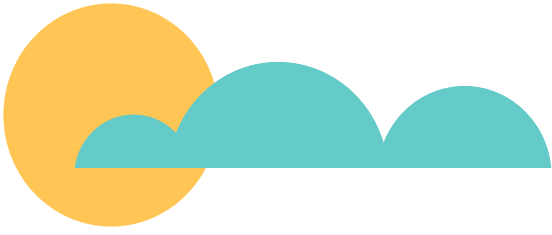
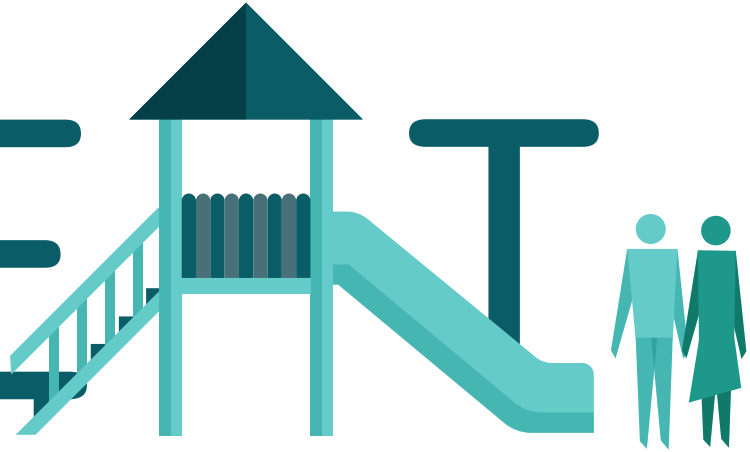


Year in Review 2017





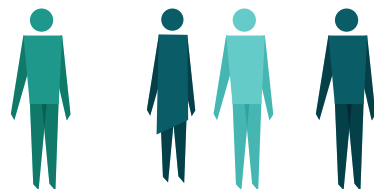
GREAT



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.

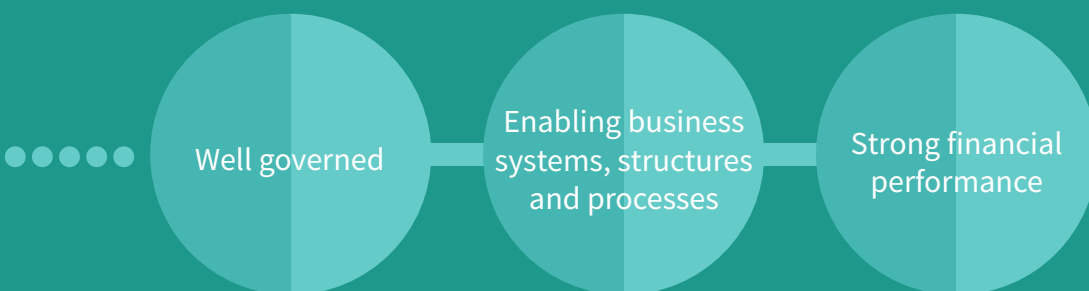
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Key pillars

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







Chair's message

The past year has been significant for SGCH as we strive to connect people to opportunity and collaboratively shape great places through sustainable, safe and affordable housing. This Year in Review features our achievements and highlights throughout 2016-2017.

I must start by acknowledging the legacy of former CEO Nazha Saad, who sadly passed away this August. I first became involved with SGCH after being introduced to Nazha and from that very first meeting her passion, energy and commitment to social justice was infectious. I joined the Board shortly after. Her contribution to SGCH and the sector was enormous, her impact lasting. Nazha is terribly missed and shall always be remembered by those she worked with, her colleagues in the sector, and the tenants and communities she served.

I would also like to acknowledge the contribution of former Chair, Dennis Cafe, who has served on the Board these past nine years. Dennis first became involved with SGCH as a member of staff in the role of Senior Housing Manager at a time when the sector was changing and developing at a rapid pace. After leaving SGCH, Dennis continued to be involved in a volunteer capacity, and then joined the SGCH Board in 2008. We are fortunate that Dennis remains with the Board as a non-Executive Director, continuing to provide his expertise and knowledge.

In September this year, Deputy Chair, Ike Ellis stepped down from the Board due to health-related issues. His contribution to SGCH has been exemplary and his impact will be long-lasting. With a real interest in the wellbeing of young people and his expansive personal and professional networks, Ike has helped build our Strive Scholarships from being a small bursary offering in 2005, to a life-changing scholarship program that has seen over \$1 million in scholarships awarded to over 1,000 students to this day.

Working together to drive the organisation, Nazha, Dennis and Ike were involved in transforming SGCH from a medium-sized provider of social housing to a large business focused on providing a range of quality social and affordable housing products and services.

This continues to grow under the leadership of Group CEO Scott Langford and this year has seen new chapters with success in the Social and Affordable Housing Fund and the announcement of Foyer51, a partnership delivering a youth foyer in Sydney. Most recently, in October 2017, SGCH was awarded a package in the Social Housing Transfer Management Program. We look forward to working with the Department of Family and Community Services (FACS) and the communities of North Sydney, Hunters Hill, Lane Cove and Willoughby local government areas on this program.

On behalf of the Board, I would like to thank the Executive and Leadership teams and all staff for their outstanding work in the pursuit of our vision.

Personally, as a long-time director of the Board and the newly appointed Chair, I am enormously proud of SGCH and admire the directors and staff with whom I work. I am passionate about what we have accomplished so far, and am excited about the future and the possibilities of what we will continue to achieve, together.

SGCH has grown to over 160 staff who are local, tenant-centred and focused on achieving positive social and economic outcomes for individuals and the community. This year, the organisation achieved an overall tenant satisfaction rating of 87%. An outstanding report card from the people we are here to serve, yet we are always striving to do more. I hope you enjoy this snapshot in time of SGCH, capturing how we are progressing our vision of 'great places for everyone'.

David Thrift
Chair, SGCH Group

Delighted customers

SGCH engages independent research firm, EY Sweeney, to conduct our Tenant Satisfaction Survey every two years. In 2017, our tenants' satisfaction has continued to rise and is currently at its highest at 87%.

Our results also showed:

91% of tenants were very satisfied or satisfied with our support services and advice

91% of tenants found social participation fairly helpful or helpful to their health and wellbeing

84% of tenants were very satisfied or satisfied with the safety and security of their property

83% of tenants were very satisfied or satisfied with our customer service, feeling heard and respected by SGCH staff

80% of tenants were pleased with the condition of their homes, being one of the most satisfactory aspects of their tenancy with us.

Overall, those surveyed felt that having housing through SGCH had a positive impact on their lives. While it has most importantly given them housing stability, it has helped them settle in, offered them connections, an avenue for support, contributed to improved social relationships and personal health and wellbeing, and enabled them to cope with life events. It is these elements that allow us to deliver great places for everyone.

.....
“SGCH gives me an opportunity for my children to excel in life...it gives my children a better future”.

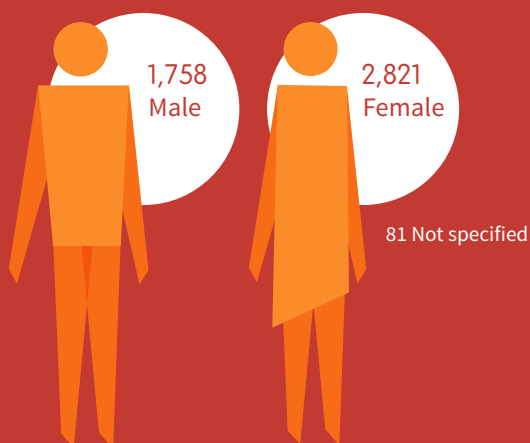
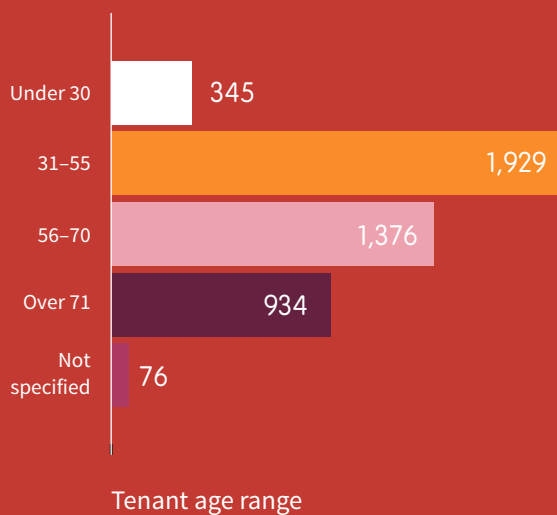
Tenant Satisfaction Survey participant, describing impact of SGCH tenancy on personal and family life.
.....

8,900

People housed

4,660

Head tenants



1,842

Speak a language other than English at home

60

Languages spoken

287

Identify as Aboriginal and Torres Strait Islander

578

Aboriginal and Torres Strait Islander people housed

Data insights apply to head tenants, correct at September 2017.

Enhanced connections to opportunity

SGCH works with tenants and partner organisations to provide a range of programs and services to support individuals, families and communities.

Under our Housing Plus products and services we focus on tenant opportunities for education, training, employment and community connection.

In August 2017, we also launched trial programs to improve health and wellbeing with Jumpstart offering discounted gym memberships, and driving packages with Roads to Glory. We will evaluate and assess these trial programs against our People and Places outcomes framework for future consideration.

Essential loans

We assisted 63 of our tenants with buying essential household items such as fridges, washing machines and furniture by offering interest free loans.

DigiConnect

We offer discounted laptops and tablets with an interest free repayment scheme. This year, our tenants bought 42 tablets and 27 laptops through DigiConnect.

Big Day Out

We run a free, fun family day out for all SGCH tenants during the April school holidays. This year, over 400 tenants visited Calmsley Hill City Farm for a range of fun activities such as animal shows, tractor rides, a jumping castle, face painting, barbeque and a high tea.

Catalyst

A new program, Catalyst, developed by our Employment and Opportunities Manager offers a range of services to any tenant or household member interested in employment or training. Catalyst encompasses three elements; Coaching, Training and Funding. Participants can access all three or only one, depending on individual needs.



“Hashtag best! We were going to be on the street or it was this...so they basically saved our lives. It’s helped with my son’s sporting...our friendships and relationships with his dad and sisters. And I found a job – I was unemployed for over 3 years”.

Tenant Satisfaction Survey participant, describing impact of SGCH tenancy on personal and family life.



Ike Ellis presents a Strive Scholarship

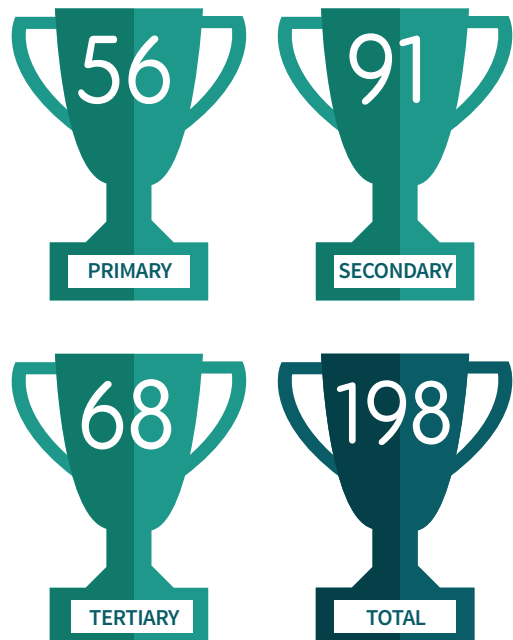


Strive Scholarships

Strive provides funds for primary, secondary and tertiary students to assist with the cost of education and extra-curricular activities. Operating since 2005, the program has provided over \$1 million in scholarship funds to 1,000 students. In 2017, Strive continues to have a meaningful impact on individuals.

In 2017, the Strive Scholarships program was supported by The Adolph Basser Trust, The Holmes Family Trust, Assett Group Services, Rapid Construction, Karen Walsh and Philip Manidis.

- One of the strongest supporters and champions of Strive Scholarships is Ike Ellis. Ike served as Deputy Chair on the Board of SGCH since 2009, retiring in September 2017. Ike will continue to be involved with Strive, from assessing applications, connecting us with inspirational speakers, and using every opportunity he has to spread the word about the power of education and the support of others to transform lives. In 2018, we will award two new scholarships in honour of Ike's passion and dedication to the program.



\$192,800

Total scholarship funds

Focus on places

We are 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.

We work with individuals, communities and organisations to collaboratively shape places and improve the social and economic interaction and quality of life for our residents.

Our approach is underpinned by our framework that sets out the vision for how we implement place making across our portfolio. This is spearheaded by our local practice leads and their teams.

Over the past year, 6,270 people have attended 607 local events including:

Tenant Coordination Panel (previously Tenant Advisory Group or TAG), local tenant groups, language support groups, Neighbourhood Watch, local neighbourhood groups, block meetings, community gardens, Bonnyrigg Youth Council, yoga, Zumba, choir, bingo, walking club, coffee and colouring, breakfast club, Stepping On, Boys to Men, Girls Group, education workshops, garage sale, NAIDOC Week, Christmas parties, Neighbour Day, R U OK? Day, White Ribbon Day, Pink Ribbon Day, and Australia's Biggest Morning Tea.

“It’s gotten me out of the house, some of the things like TAG and things I wouldn’t have been involved in before. Other housing...they just put you in a housing complex and forget about you. Whereas St George will ring you and ask how you are feeling and...have a chat with you”.

Tenant Satisfaction Survey participant describing impact of SGCH tenancy on personal and family life.

► Washington Park

Since 2010, SGCH has partnered with the NSW Government and private developer, PAYCE, to transform the Riverwood North Urban Renewal Project (also known as Washington Park), replacing ageing social housing with a new mixed community.

We have particularly focused on health and wellbeing programs for residents and have seen the local community become more engaged and connected. In partnership with PAYCE, we have designed and delivered initiatives that promote a sense of place and pride, including community gardens and events to welcome new tenants.



Connecting people to opportunity

SGCH is committed to strengthening our presence in existing locations of operation. We are also focused on new opportunities to meaningfully shape places and local communities. In the past year, we have been successful in key opportunities to deliver great places for everyone.

► **Social Housing Management Transfer Program**

SGCH was announced as the successful community housing provider to be awarded Service Package 9 – North Sydney in October 2017. Under the Social Housing Management Transfer Program, we will be working with FACS and tenants to transfer the management of around 1,400 existing tenancies to SGCH. We will be responsible for the delivery of the social housing services for the community across the local government areas of North Sydney, Hunters Hill, Lane Cove and Willoughby.

We will also be responsible for delivering other social housing products in this region, including temporary accommodation and private rental assistance products. The transfer is planned to be implemented by 2019.



Artist's impression of Foyer51

► Foyer51

In September 2017, the NSW Government announced Foyer51, a new program in Chippendale, central Sydney to tackle youth homelessness. Foyer51 supports young people who have exited out of home care move toward independence, by giving them the opportunities to realise their potential. SGCH is delivering the project in partnership with Uniting and Social Ventures Australia with support from the Department of Family and Community Services, NSW Office of Social Impact Investment and the City of Sydney.

Foyer51 will support young people aged 18-22 for an average of 18 months. The program will focus on engaging young people in study, work or training opportunities while providing them with a safe housing environment staffed 24/7. The development will also include up to 26 new affordable housing units.

► Delivering 300 new homes under the Social and Affordable Housing Fund

The Social and Affordable Housing Fund (SAHF) is an innovative approach to the way the NSW Government is delivering social and affordable housing in NSW. Together with providing homes to those who need them most, it offers residents coordinated access to support tailored to their individual needs – giving them the tools they need to improve their lives.

The SAHF is designed to empower people to live more independent lives and, for some, to move beyond the need for housing support.

In March 2017, SGCH was successful in Phase 1 of the SAHF. SGCH will deliver 300 new energy efficient homes with integrated services for tenants, including access to support services for education and employment. The new homes will draw on a finance facility of up to \$170 million with the Clean Energy Finance Corporation - the largest single debt finance facility committed to a community housing provider in Australia.

The SAHF commitment is in addition to our 2015 announcement to construct 200 new homes financed by CEFC.

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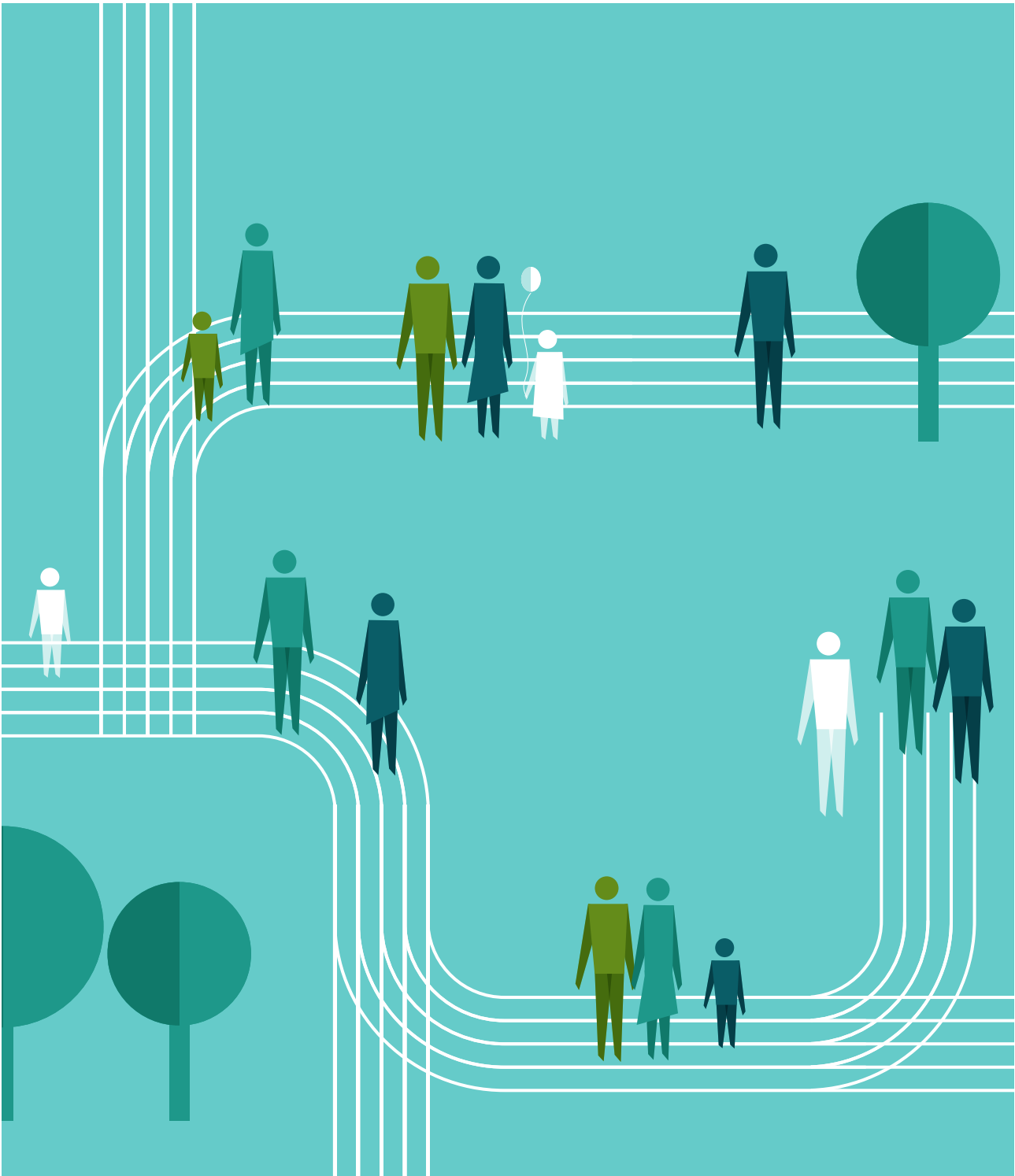
“Based on the success of our work with SGCH, we hope to create a model that can be extended right across the community housing sector. Together with SGCH, we are demonstrating that by providing capital in a cost-effective manner we can help community housing providers better meet changing tenant needs, while also addressing the maintenance requirements and operating costs of existing stock which are issues common across Australian social housing systems”.

.....

Victoria Adams, Community Housing lead and Associate Director, Corporate and Project Finance CEFC. CEFC and SGCH, winner Business Partner Award, PowerHousing Australia June 2017.







Sustaining tenancies

We are focused on sustaining tenancies and connecting people to appropriate support services where required. Our approach is focused and persistent, placing the tenant in the lead about the decisions that affect them.

We address underlying support needs to achieve better outcomes for tenants. By meeting with each tenant referred for support coordination, our team can discuss individual support needs and coordinate an appropriate referral. We know that this approach is working, with 100 percent of tenants who received support to get their tenancy back on track, agreeing that SGCH was helpful in providing support (2017 Tenant Satisfaction Survey, EY Sweeney).

Partner of choice

We are a collaborative leader in transforming places and work with partners to achieve shared outcomes. We leverage the expertise of local support services, community groups, government agencies and organisations, partnering to provide positive outcomes for our tenants and the communities we are part of.

We run support provider forums to assist our partners to navigate the social housing service system. Twice a year, we hold a forum for our local support partners, one focused solely on partners we work with under the Port Jackson

Supported Housing Program and the other for all our local support partners. The key purpose is to support our partners' understanding of the social housing system and inform them to better assist their clients. We cover topics from applying for housing assistance under Housing Pathways, tenancy management under the *Residential Tenancies Act 2010* and how we manage at risk tenancies to assist tenants to maintain their housing.

“I can’t express enough how important this program is. Having the opportunity to provide and support marginalised and vulnerable people into transitional housing, has had life changing outcomes for clients accessing this program”.

Robin, Support Partner

► Port Jackson Supported Housing Program

Since 2006, SGCH has managed the Port Jackson Supported Housing Program (Port Jackson) in partnership with the NSW Family and Community Services (FACS). Port Jackson provides transitional housing linked with 26 specialist support services for 211 people. The program is targeted to people at higher risk of poor individual and tenancy outcomes.

We recently surveyed key support partners who reported the following outcomes for households:

51% gained employment
83% reported improvements in their mental and physical health
96% developed independent living skills.

Sustainable, safe and affordable housing

We work to provide good quality homes, maintaining and increasing the number of homes available for low to moderate income households.

Our property management services provide 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 for our tenants.

Our services are delivered through four core functions:

Customer service

Tenant requests for repairs and maintenance.

Asset planning

Our 10-year rolling Asset Maintenance Plan and annual planned maintenance program.

Maintenance service delivery

Contracted service providers, SGCH handypersons.

Property services

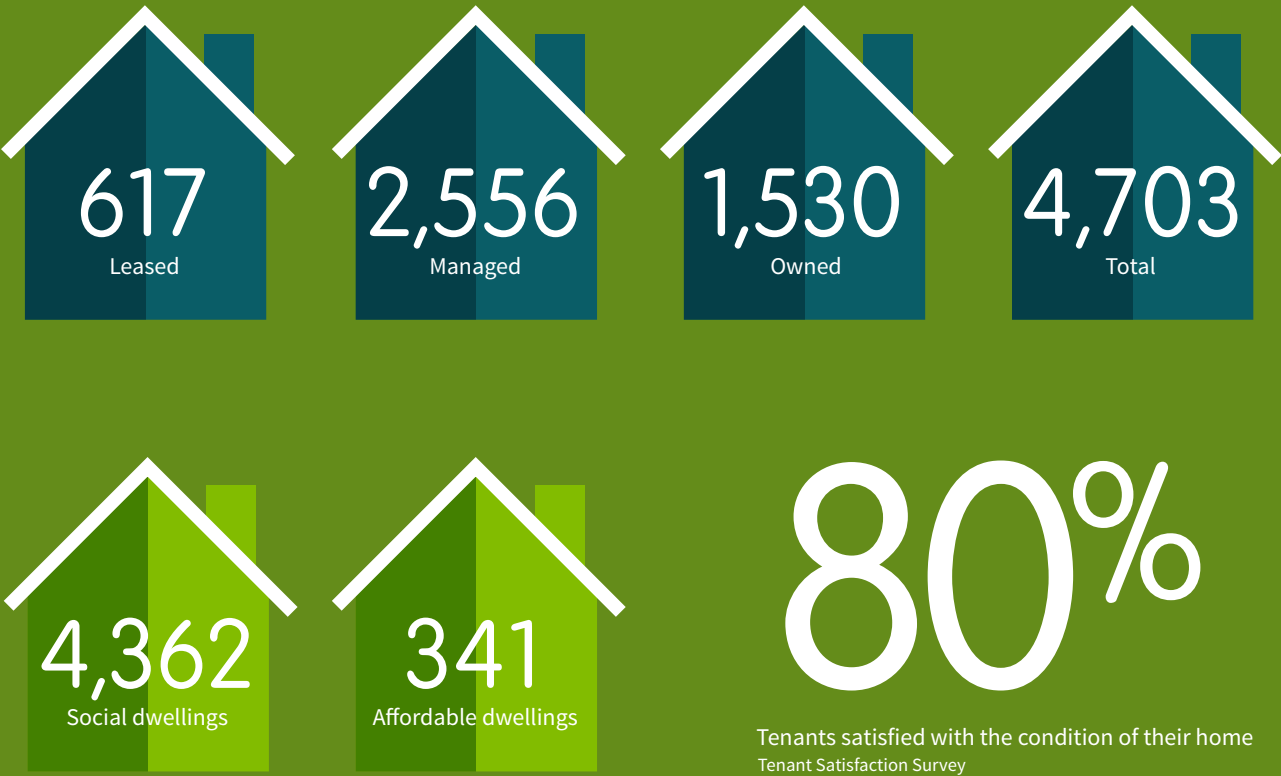
Condition assessment and quality assurance.

Our response times

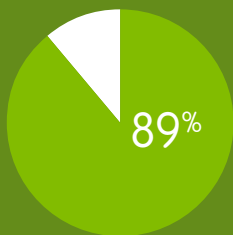
SGCH works with two multi-trade contractors (MTCs) to provide timely, efficient and effective service for repairs and maintenance requests. We introduced the MTC system in March 2015, to streamline maintenance services and improve cost effectiveness, reducing the number of maintenance service providers from 40 to 2. We work with Assett Group Services and Rapid Construction over three geographic service zones; Sydney West, Sydney South, Sydney Metro.



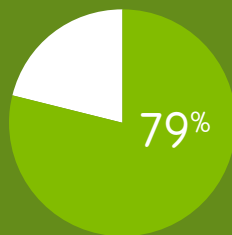
Our property portfolio



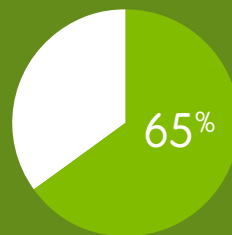
Customer service responsiveness



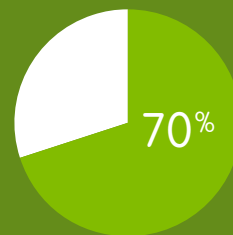
Emergency met within 4 hours



Urgent met within 24 hours



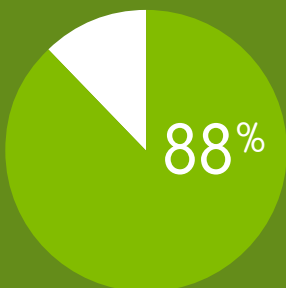
Non-urgent met within 14 days



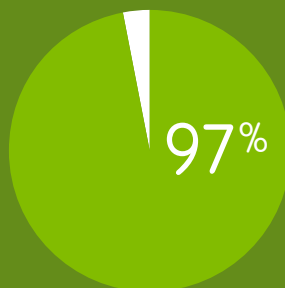
Routine met within 28 days

\$9,061,664

Annual maintenance expenditure 2016/17



Satisfaction with repairs or maintenance job



Politeness and helpfulness of tradesperson

New energy efficient homes

In the past financial year, we have completed 122 new dwellings, providing affordable and energy efficient homes for our tenants and their families.



Belmont Street resident, Christine

► Belmont Street

Forty-six families and individuals moved in to our affordable housing development in Belmont Street, Sutherland in December 2016. The building is part of our \$61 million financial deal with Westpac (announced in 2014) and is built to a 4-star Green Star and 6.5 NatHERS standard which will deliver significant energy savings for tenants.

“Living on my own, I couldn’t afford to buy my own home and rents have become so high. Over the years, I’ve made do and put my children first as they have been growing up. Moving into Belmont Street gives me a chance to enjoy life and make things easier for me”.

Belmont Street resident, Christine.



Lawrence Street, Peakhurst

► Lawrence Street

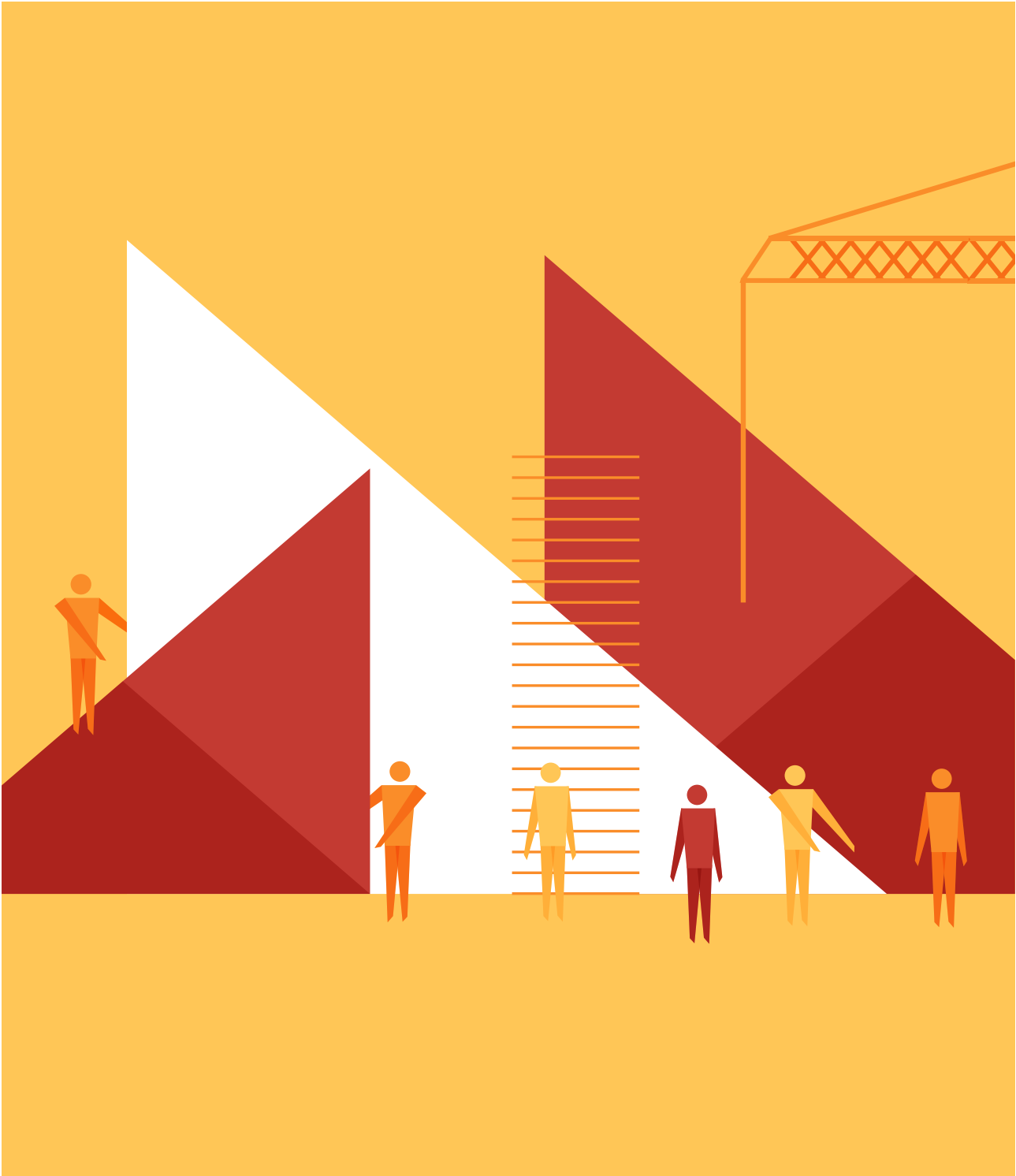
Thirty-nine families and individuals moved into a new, sustainable, affordable housing development in Lawrence Street, Peakhurst in April 2017. Under our finance facility with CEFC, SGCH has built this development to an average 8-star rating under the Nationwide House Energy Rating Scheme (NatHERS) – our highest environmentally rated development to date.

Lawrence Street uses a range of energy efficient measures including commercial grade double glazed windows, high performance insulation in the floors, walls and ceilings and ceiling fans. This reduces the need for artificial cooling and heating which accounts for up to 40% of a home's energy use and will save each household about \$500 a year on their energy costs.

► Clean Energy Homes

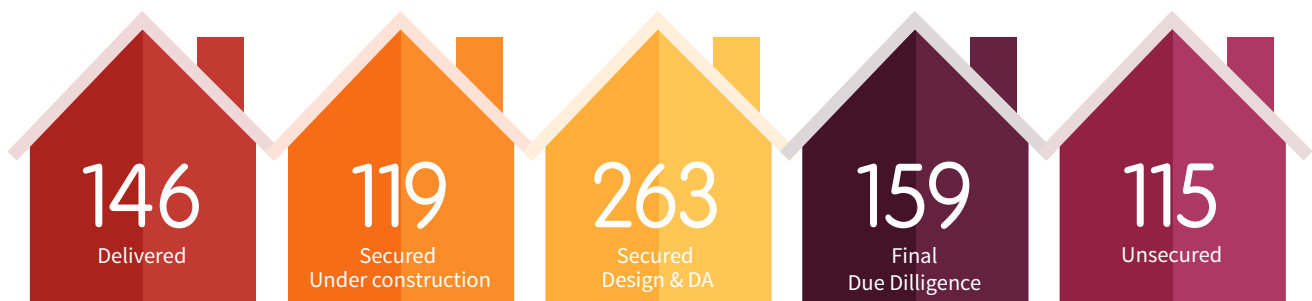
Our Clean Energy Homes initiative is sector leading in the delivery of energy efficiency measures to reduce tenant household costs. In partnership with the Clean Energy Finance Corporation (CEFC) and the NSW Office of Environment and Heritage (OEH), we have been rolling out the first phase of our Clean Energy Homes initiative to improve the energy performance of 1,400 social and affordable housing properties.

CEFC and OEH are investing \$5.3 million to upgrade our portfolio to reduce the need for tenants to use heating and cooling appliances. This includes works to install rooftop solar panels and hot water heat pumps, replacing light bulbs with energy efficient LED lights and installing ceiling fans.



Our pipeline

We are working with a range of partners to deliver a pipeline of \$170 million in affordable and social housing projects over the coming 18 months, and many more by 2021.



Number of dwellings



SGCH is delivering our commitments to construct 802 new homes across the Sydney metropolitan region, with 146 delivered to date. We are building new homes in the local government areas of Canterbury-Bankstown, Cumberland, Fairfield, Liverpool and City of Sydney.



Highly effective team

We continuously strive to build and maintain an organisation that is a great place to work. We are committed to attracting, retaining and empowering staff with the right skill mix, and aligned with our values and culture.

This year has been one of continued change, challenge and opportunity. Throughout this, our annual employee retention rate has remained very strong at 91%. We have a large and committed team, very aligned to our mission and purpose, working together to create great places for everyone.

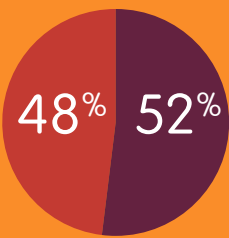
In May 2017, we took a new approach to measuring employee engagement. We invited all employees to participate in the Gallup Q12® Employee Engagement Survey. We achieved a very strong response rate of 90%. We achieved a Q12® Grand Mean score of 3.72 out of 5. Our strongest performing question in the survey is 'The mission or purpose of my company makes me feel my job is important'. This is a pleasing result and shows how committed and aligned our team members are to our mission and purpose.

This year, we also completed a significant piece of work to further embed our organisational values of Support, Accountability, Respect, and Integrity (SARI) into the SGCH culture. We defined in detail what each SARI behaviour is comprised of and fully integrated this into our annual performance planning process.

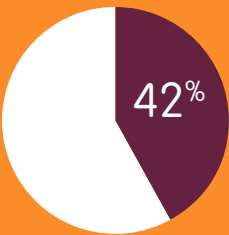
Our team

163

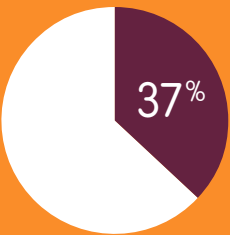
Total staff working across our offices in Hurstville, Bonnyrigg, Riverwood and Sutherland



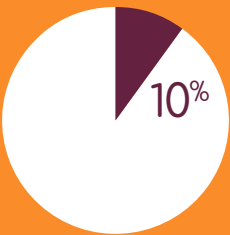
Our leadership team
48% male
52% female



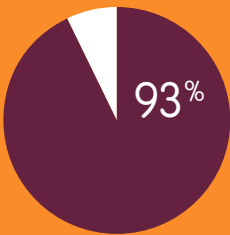
Come from a non-English speaking background



Born overseas

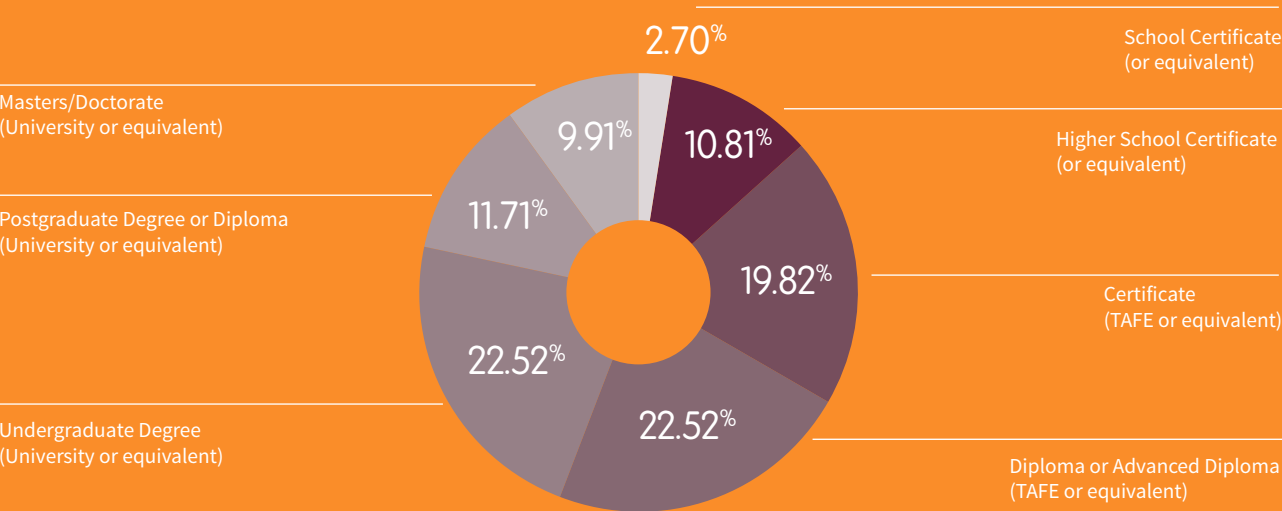


Currently completing formal qualifications

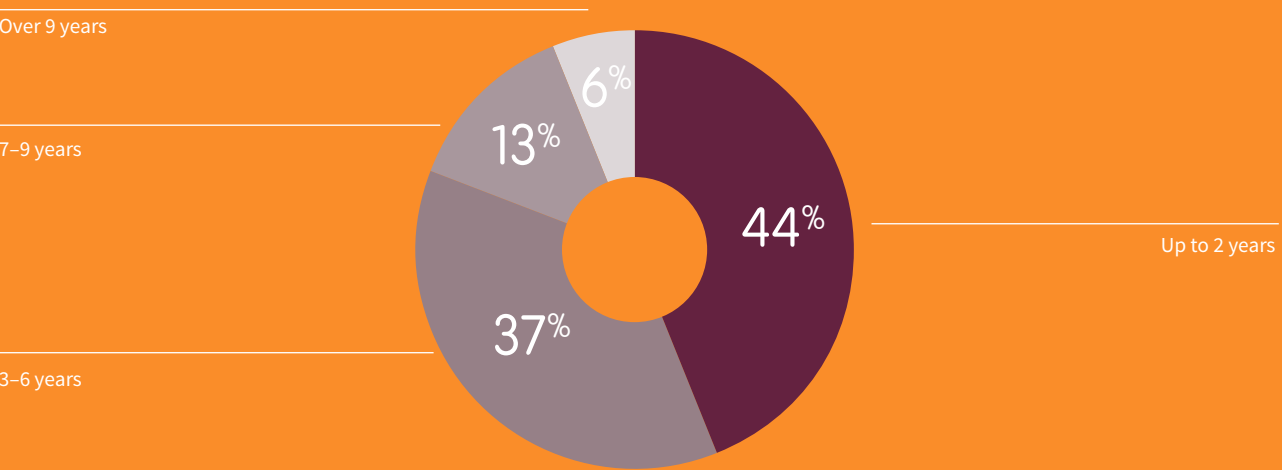


Agree our organisation's work positively impacts people's lives

Highest level of education



Have worked at SGCH



I work in a great supportive team

SGCH feels like a family! We care like a family, we challenge one another like a family but at the end of it all we understand why we are all here and I would like to believe that we share similar goals, and that's the best outcomes for our tenants.

Everyone is treated with respect.
Love the TEAM work, not the me.

Opportunity for career progression,
training opportunities, working with
my colleagues and my manager/team,
flexible working environment.

I feel like I do something that is meaningful.
I like that SGCH is a family-friendly and
flexible work place and encourages work
life balance.

Making people's lives easier, having
a role in building quality, affordable housing.

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

For printed or digital copies please contact us.

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