

# Year in Review 2018





GREAT

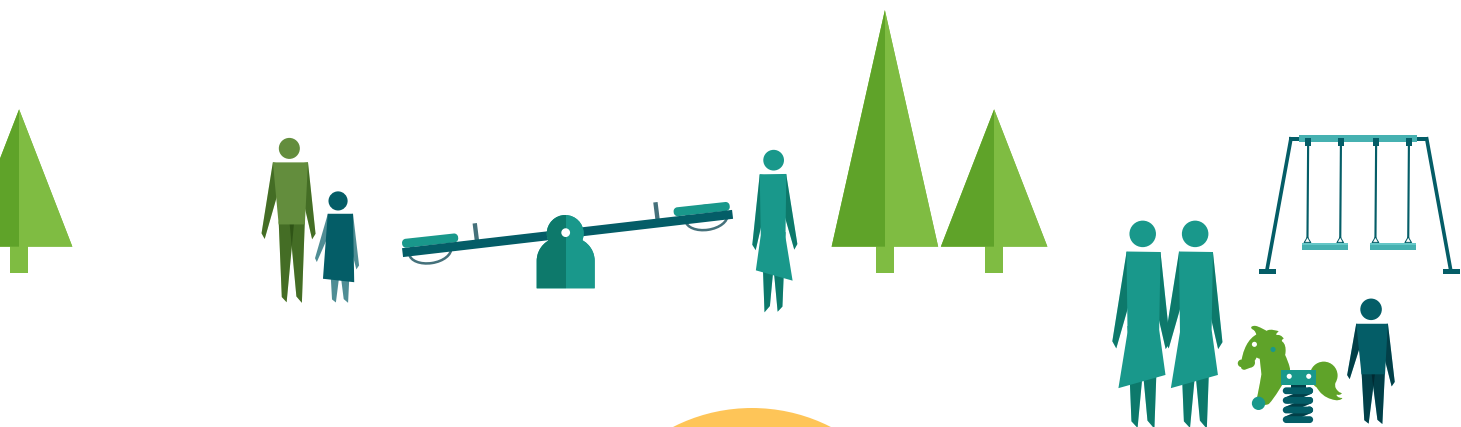


PLACES



EVERYONE







# Welcome

People and places are our business and our core activity is developing and managing safe, affordable and sustainable homes. We work in partnership to connect people to opportunity and meaningfully shape the communities we work in. Our vision is great places for everyone.

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## Our performance

We measure our performance across three key result areas:

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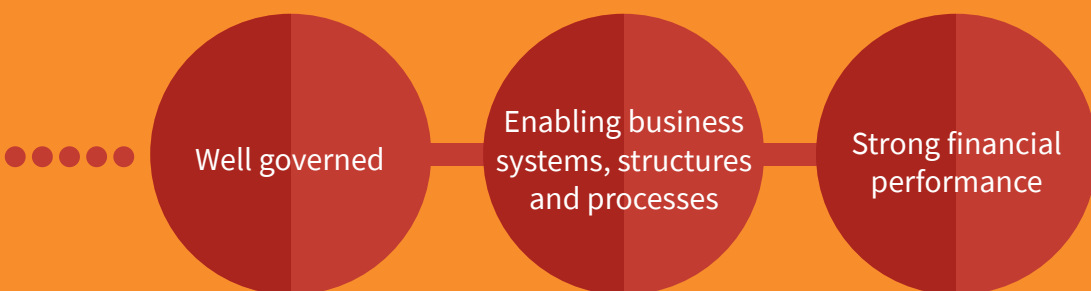
PROVIDE GREAT PLACES  
TO LIVE, AND CONNECT  
PEOPLE TO OPPORTUNITIES

02

BE AN ORGANISATION  
PEOPLE WANT TO  
WORK WITH

03

DRIVE A STRONG BUSINESS  
THAT UNDERPINS OUR  
PURSUIT OF PURPOSE









## Chair's message

At SGCH we strive to create great places for everyone. SGCH has had an outstanding year in 2017 – 2018 meeting, and in many cases exceeding, our strategic targets. It is a privilege to present the Year in Review 2018 which showcases these achievements.

Firstly, on behalf of the SGCH Board, I would like to extend my sincere thanks to our customers, staff and partners for placing your trust in SGCH and supporting us as we pursue our vision. It is only with the commitment and engagement of all our stakeholders that we can collaboratively shape places and connect people to opportunity.

During the year, we have elected to pursue several opportunities in line with our strategy. In October 2017, it was announced that SGCH had been awarded Service Package 9 (North Sydney) in the Social Housing Management Transfer (SHMT) Program. Under the SHMT, the Department of Family and Community Services (FACS) will transfer the management of 1,400 tenancies to SGCH in April 2019. We are delighted to have the opportunity to work with these new customers, their communities and FACS to contribute to a range of great outcomes for the area.

Another highlight of the year was the delivery of our first homes built under the Social and Affordable Housing Fund (SAHF). Last year we partnered with the Clean Energy Finance Corporation (CEFC) to create a \$170 million finance deal that includes development of 300 new dwellings for SAHF. Seeing our new customers move into 41 brand new energy efficient homes reminded me of just how life changing the impact of the opportunity provided by safe, affordable and quality housing is.

As we deliver on these important commitments, the focus for the Board has been on refining our strategy to make sure we are prepared for this next period of growth and resourced appropriately to continue to exceed the expectations of our customers. As part of this we are investing in our people, partnerships, systems and structures to further strengthen our capable, customer-focused and commercially-resilient organisation.

To conclude, I would like to thank my fellow board members for their passion and stewardship. I would also like to congratulate our long-term director, Graham Millett on his appointment as the Chief Executive Officer of WSA Co, the Government-owned company building Western Sydney Airport.

On behalf of the Board, I extend my sincere thanks to the SGCH team. None of the achievements we have accomplished this year would have been possible without the hard work and determination of this talented team. In particular, I would like to thank our Group CEO Scott Langford and the executive and leadership teams for their vision, passion and tireless pursuit of our purpose.

I hope you enjoy the Year in Review 2018. Thank you for your support and interest in SGCH.

A stylized, handwritten signature in black ink, appearing to read 'D Thrift'.

David Thrift

Chair, SGCH Group

## CEO's report



SGCH's business is people and places. We develop and manage sustainable, safe and affordable homes, and connect people to opportunity, shaping places and local communities. With our customers at the heart of our business, we work with a business head and social heart to deliver a great customer experience and provide robust long-term stewardship of resources.

I would like to begin by acknowledging the SGCH Board of Directors and thank them for their expertise, knowledge and commitment to the SGCH vision and values. We could not do the work we do without the dedication and hard work of the SGCH team. Thank you to the executive management and leadership teams for another great year and, importantly, to the SGCH staff team who work with our customers every day to make sure each person who meets us gets the best possible service. To our most important customers – the 9,000 people who live in our homes – thank you for placing your trust in us, sharing your experiences with us, and helping us to work to great places and great outcomes.

As the largest Sydney-based provider of social and affordable housing, our focus is on providing more opportunities for more people to experience the safety, security and dignity of a home. We create homes that are excellent quality, affordable and located in places people want and need to live and work. We invest deeply in the communities we work in understanding that, to create enduring change, our impact extends beyond our tenants.

This year, we reached the mid-point of our 2016 – 2019 Strategic Plan. The year's focus has been on responding to the needs of all of our customers - our tenants, their communities, government and other partners - and delivering on our commitments to them. We have met new challenges and continued to be a robust, innovative and capable organisation, and we are particularly proud of the following achievements:

- Provided a home to 9,000 people
- Helped 28 SGCH tenants find training and work placements through our Catalyst program
- Focused on our systems and process and built on our internal culture and talent to achieve a new level of customer experience and financial performance
- Commenced delivery of our Social and Affordable Housing Fund (SAHF) response which will see 300 new social and affordable housing properties by 2021
- Worked with our partners to build a fully secured pipeline of 974 brand new homes
- Started the implementation phase of our Social Housing Management Transfer plan to transfer management of 1,400 households to SGCH in April 2019
- Built our presence in the City of Sydney area, with committed projects that will increase social and affordable housing by more than 360 units
- Announced as a partner with Uniting, Social Ventures Australia and NSW Government to deliver Foyer Central – a bespoke response to youth homelessness.

We were heartened this year by the passage through federal Parliament of the final piece of legislation to establish the National Housing Finance and Investment Corporation, and the subsequent appointment of Brendan Crotty as Chair. The imminent availability of long term, efficient finance to fund affordable housing is a very welcome development for our sector and the people we serve. It further signals the confidence in the capacity and capability of organisations like SGCH to deliver sustainable growth that is focused on outcomes for people and places.

We are proud to be part of the sector partnering with government to improve outcomes for people living in social housing and growing the supply of social and affordable housing across Sydney. The momentum that the NSW Government's Future Directions strategy generated in 2016 continues and this year we have seen some key initiatives including the SAHF and Communities Plus become operational, providing homes for many people across NSW.

Earlier this year I met Carol, one of our new tenants housed by SGCH in a SAHF property. Like so many people we see at SGCH, Carol had worked her entire adult life but had very little superannuation and, when she became ill and family relations broke down, she also became homeless. Now housed in our first SAHF development in Fairfield, Carol is – for the first time in a long time – independent, safe and happy.

.....  
"I actually can't believe how lucky I am to wake up here every day"

Carol, Fairfield Resident  
.....

For the sake of people like Carol (pg 19) I urge all stakeholders to continue to leverage the talents, capacity and connection of the community housing sector, including SGCH, and commit to a bipartisan response to our housing crisis. We have proven to be adaptable, innovative and local in our approach to bring about change in our communities, making great places for everyone.

Thank you for the opportunity to share our story.



Scott Langford

Group CEO, SGCH

## About us

SGCH has been providing long term, secure social and affordable housing in the Sydney metropolitan region for 33 years.

We own, manage and operate 4,800 properties, housing over 9,000 people across Sydney.

Our head office is in Hurstville and we have local offices in Sutherland, Riverwood, Fairfield and Bonnyrigg. In October 2018, we opened our St Leonards office for the 1,400 new customers who will join SGCH in April 2019.

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### SGCH presence by Local Government Area

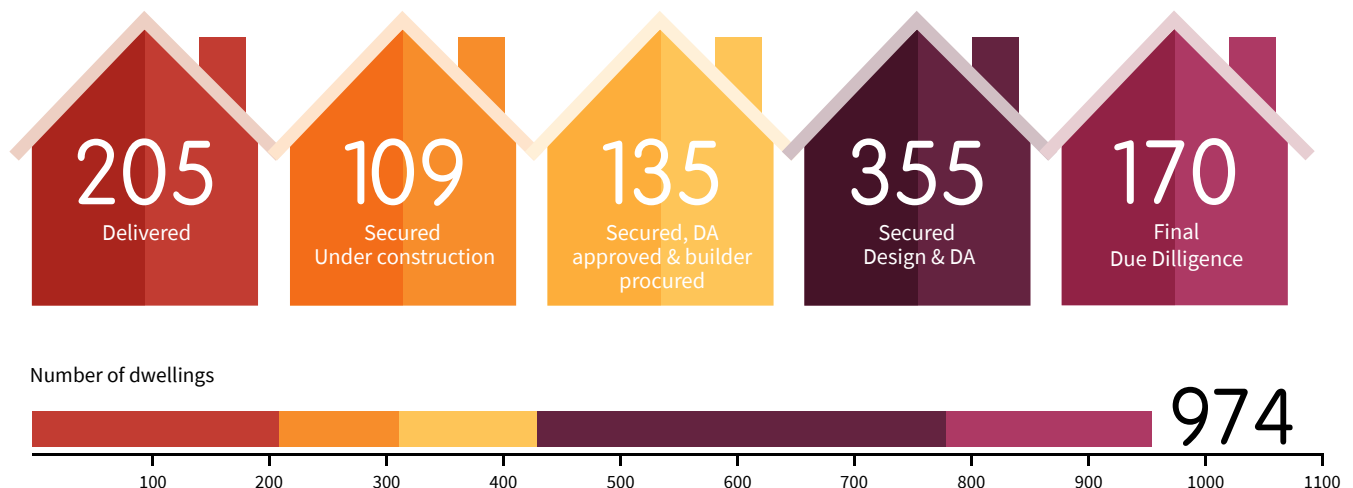
-  Large presence  
>500 properties
  -  Large presence  
>500 properties online in 2019
  -  Medium presence  
200 - 500 properties
  -  Small presence  
<200 properties
-





## Delivering more quality, sustainable affordable housing

We are working with our partners to develop a pipeline of 974 social and affordable homes valued at over \$500 million by the end of 2022.



At SGCH we pride ourselves on building quality. We go beyond minimum requirements to make sure our properties are sustainable, and we offer our tenants great amenity. This year we have committed to delivering all our new properties to a 4-star Green Star standard against the Green Building Council of Australia's rating system for buildings, and a minimum 7-star rating under the Nationwide House Energy Rating Scheme (NatHERS).

To date we have delivered 205 high quality social and affordable homes valued at \$98 million. In the coming three years we will be delivering more than 750 additional properties in high need locations across the Sydney metropolitan region.



Great Western Highway, Westmead



Edgeworth Place, Cartwright

## 2018 - 2019

### **Great Western Highway, Westmead**

Completed in October 2018, 45 of these 67 apartments will be used to meet our commitment to NSW Government vesting program and 22 apartments will be used towards our Social and Affordable Housing Fund program.

The building is energy efficient and is six storeys including ground floor retail space.

### **Isaac Street, Peakhurst and Ogilvy Street, Peakhurst**

On two sites that previously had single cottages, we have developed new dwellings for affordable housing. Local key workers started moving into these one and three bedroom homes in October 2018.

### **Community room conversions**

During the year we looked for opportunities to offer more accessible housing using our existing stock. In October we converted three small, under-used community rooms into one-bedroom accessible homes. These new homes are located in the high-need suburbs of Fairfield, Smithfield and Narwee.

### **Edgeworth Place, Cartwright**

This property will provide 31 new homes for social and affordable housing and will be ready in early 2019.





Foyer Central, Chippendale



Gibbons Street, Redfern

## 2020 - 2022

### **Foyer Central**

Located on City Road, Chippendale, Foyer Central will become home to more than 70 low income workers and young people at risk of homelessness. We look forward to this exciting project that will deliver much needed affordable housing close to the city, in partnership with City of Sydney, FACS, NSW Office of Social Impact Investment, Uniting, and Social Ventures Australia. This development is expected to start in early 2019 and be ready by late 2020.

### **Gibbons Street, Redfern**

Following consultation with the local community, we are leading an application for a new development in Redfern to provide 160 social and affordable housing units and ground floor commercial space. Following approval of our proposal, work will start in mid 2019 and will be delivered in late 2020.

### **Botany Road, Alexandria**

We are working with City of Sydney and Clean Energy Finance Corporation to build a 7-star NatHERS rated building. Comprising studio, one, two and three bedroom properties, this apartment complex will accommodate 131 households in social and affordable housing tenancies and is due to be delivered in October 2020.



Ironbark Avenue, Casula

### **More social and affordable housing for Liverpool**

During 2020 - 2022, we will be delivering more than 300 properties in the Liverpool Local Government Area across eight sites in the suburbs of Cartwright, Moorebank, Liverpool, Miller and Casula. All these properties will be used to provide social and affordable housing.

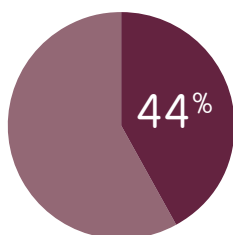
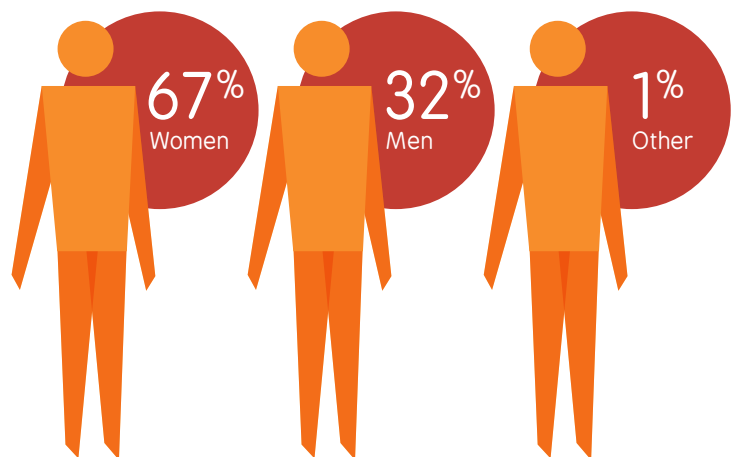


## Our team

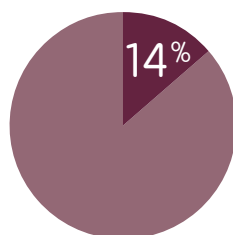
SGCH employs 178 talented and committed people who are united in their passion for making great places for the people we serve.

# 84%

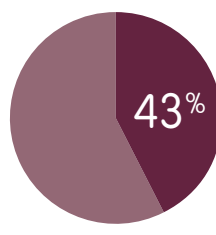
Of the team agreed or strongly agreed with the statement, *“my organisation’s work strongly impacts people’s lives.”*



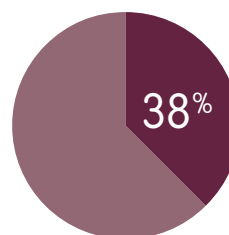
Degree qualified



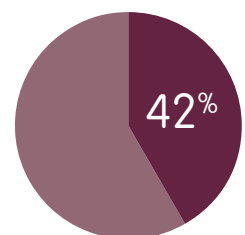
Currently studying formal qualifications



From a non-English speaking background



Born outside Australia



Speak a language other than English

## More sustainable and affordable homes

We have delivered our first properties under the Social and Affordable Fund (SAHF). As well as providing homes, under SAHF we offer our customers access to tailored support - giving them the tools they need to identify and pursue their goals.

### **Wrentmore Street, Fairfield**

In April 2018, 41 families and individuals moved into a new, sustainable building in Wrentmore Street, Fairfield. This was our first property designed and built for the NSW Government's SAHF.

Under our finance facility with CEFC, we have built this building to a 7-star rating under the Nationwide House Energy Rating Scheme (NatHERS). The building uses a range of energy efficient measures including glazed windows, high performance insulation in the floors, walls and ceilings and ceiling fans. This reduces the need for artificial cooling and heating, saving on energy costs for each household.



Wrentmore Street, Fairfield

### **Great Western Highway, Westmead**

Our second property designed and built for the NSW Government's SAHF at Westmead was completed in October 2018. This property will provide 67 new homes for SGCH social and affordable housing customers and 22 of the dwellings will be used to meet our SAHF target.

In August 2018, we welcomed Premier of NSW, the Hon. Gladys Berejiklian and Minister for Family and Community Services and Minister for Social Housing, the Hon. Pru Goward to tour the Westmead site.



Great Western Highway, Westmead



Carol

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► **Carol's story**

When Carol's living arrangements with her family broke down, she was left having to pay the rent and bills on her own. Carol struggled for as long as she could but eventually she was forced to hand back the keys to her home. For several months Carol slept on a friend's couch, too frightened to go to a refuge.

Becoming homeless was another blow for Carol who has survived domestic and family violence, a debilitating workplace injury and battled cancer.

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"I had really nowhere to go, and for a while I thought I wouldn't make it."

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Carol is now a resident in our first Social and Affordable Housing Fund development which was completed in April 2018. Now living in her bright and sunny unit in Fairfield, enjoying the company of friends and learning balcony gardening, Carol says she finally feels safe.

Carol has become a passionate advocate for social housing, addressing SGCH's staff meeting on her experience as a tenant and meeting both the Premier of NSW and the NSW Minister for Family and Community Services and Minister for Social Housing at our new Westmead site in August 2018.

## Focus on places

We work in collaboration with our partners, customers and the community to shape a great places to live - this year we celebrated 10 years at Bonnyrigg.

### **Bonnyrigg**

The Bonnyrigg Living Communities project was the first social housing Public Private Partnership (PPP) in Australia and was designed to create new social and private housing by redesigning, renewing and reinvigorating a public housing estate within the south western Sydney suburb of Bonnyrigg. At the start of the project, the estate included 833 public housing homes and 97 privately owned homes and SGCH was involved as the PPP's tenancy and rehousing manager.

In March 2015, when the original PPP managing the estate came to an end, our role expanded to include integrated tenancy management services, property maintenance, community development and communications.

This year marks 10 years since we began working on the PPP and we thank our partners and the residents of Bonnyrigg who work with us to make Bonnyrigg a great place to live. We look forward to working with the Bonnyrigg community, our tenants and other customers, the Land and Housing Corporation and Landcom as we embark on the next phase of this project.

This year's highlights include:

- Stage 4 progressed with 19 social housing residents moving into their brand-new homes
- Opening of Bunker Park - a regeneration of a large community space
- 11 social events attended by more than 1,400 people
- 68 Strive scholarships awarded to Bonnyrigg students
- 25 Bonnyrigg residents accessed Catalyst program
- 81 people each week participate in health and wellbeing programs run by SGCH and our partners
- Our tenants reported a 96% satisfaction rate with SGCH customer service.





New community space: Bunker Park, Bonnyrigg

This year, we facilitated another round of our Visioning Bonnyrigg research which has informed our Place Management Plan for 2018 – 2021.

Over 200 Bonnyrigg residents took part in surveys and focus groups and the research methods we used made sure that the community themselves identified the issues and areas they want further research on. These included:

- Safety
- Physical environment and infrastructure
- Social and community initiatives
- Initiatives for children under 13
- Initiatives for teens and young people
- Initiatives for seniors.



New Stage 4 homes in Bonnyrigg



Melinda and her family

► **Melinda's story**

When Melinda got the call from SGCH offering her a home in Bonnyrigg, she was told that the house she'd move in to was old, but safe and that she'd need to eventually move into a new home as the former public housing estate was being redeveloped, with the old properties being replaced by modern homes.

"I jumped at it! It sounded like a good chance for me and the kids to make a fresh start".

Melinda moved into a property in Bean Place, Bonnyrigg and relocated twice in the next 18 months, eventually moving into her brand-new permanent home in June 2018. During the relocations, Melinda says she felt supported by the SGCH team at Bonnyrigg:

"The team was awesome. They worked really closely with us to help where they could. One of the managers even dropped boxes off to me."

Now settled in her new home for two months, Melinda says she is very happy and thinks that she'll live in Bonnyrigg forever. Her children are very happy in the local schools and her oldest daughter has joined the Bonnyrigg Youth Council. With her youngest son now at the local pre-school, Melinda is becoming more involved in the wellbeing programs and skills training SGCH offers.

"I heard bad things about Bonnyrigg years ago, but honestly it's changed. It's a great area, my kids are involved in so much, we are safe and we're happy."





Bonnyrigg Youth Council

### Bonnyrigg Youth Council

Bonnyrigg Youth Council (BYC) is a group of 30 people aged between 12 and 24 years who work, live and/or study in Bonnyrigg. The BYC meets monthly and aims to increase the capacity of young people to engage in their community and participate in decision making. Working with SGCH, the group gives young people a voice by consulting with them to identify issues of importance, advocate for better outcomes and make recommendations to SGCH, Fairfield City Council and other local youth services for youth programs and events.

Through their positive profile and well-respected partnerships, BYC has been instrumental in connecting young people with services, assisting those services to improve their programs, and breaking down stigmas around social housing, youth and the Bonnyrigg community.

In the past year, BYC has advocated for improvements to local infrastructure, including refurbishing an old public basketball court, resulting in attractive and safe community spaces for young people. In addition, BYC has planned events and activities for youth to participate in after school and during holidays – creating a real sense of neighbourhood and community spirit.

This year's BYC fundraising effort raised over \$2,000 and the group also secured \$20,000 in community grants to invest into events and activities for the local youth community.

This year's BYC highlights included:

- Supporting a range of local community events including the grand opening of Bunker Park, Moonfest, Bunnings opening, Bring It On!, Family Fun Day with SGCH, Mission and Evolve, Big Day Out and White Ribbon Day
- Organising events for the Bonnyrigg community including the Bonnyrigg Estate Christmas Party, inaugural Night Under the Stars, Youth Week and the school holiday ice skating activity
- BYC members participated in public speaking, first aid, and employment and work skills training
- Attending a two-day leadership camp focused on team building communication skills and program planning, and a National Youth Conference to network and learn from other youth groups
- Running the annual Christmas Food Drive
- Showcasing their work to The Honourable David Hurley AC DSC (Retired), Governor of NSW and Mrs Linda Hurley when they visited Bonnyrigg High School to meet with local youth
- Setting up the Lil Lil Rigg Dance group for children aged five to 12 years. BYC volunteers facilitate and choreograph the sessions every week. The group has performed at the Bonnyrigg Estate Christmas Party, SGCH tenant Christmas party and Strive Scholarships presentation.

## Our customers

Our customers are at the heart of everything we do and we are accountable both to them and to the communities they live in. The customer experience we provide is built on a deep understanding of our tenants, their aspirations and their needs.

### ► Shaw's story

Shaw is in his final year of a three year course at Sydney Theatre School and has been a tenant at our affordable housing in Ultimo for almost two years. Prior to moving into Ultimo, Shaw was commuting at least an hour each way to college meaning his days were long and his access to casual employment was limited by his distance from the city.

“Having a subsidised rent means that I can focus on my studies and being close to the city makes it easier to get the casual work I rely on at the moment.”

### ► Nellie's story

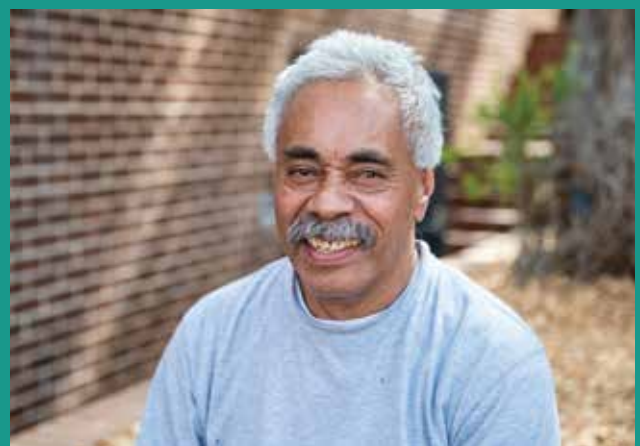
Nellie is delighted. Five years ago, Nellie was 49 years old and living in a nursing home due to her disability. Now she lives in one of SGCH's purpose built group homes and is regaining her independence, living in a self-contained apartment and accessing support through our partner Sylvanvale. Nellie gets out and about to do shopping and attend groups but revels in her own company too.

“The first thing I bought for myself was a washing machine and dryer – I love looking after my own clothes. It's a simple thing but it's something I haven't been able to do for so long.”

### ► Vai's story

Vai has been living in his apartment in Illawarra Rd, Marrickville since the complex was built 30 years ago, raising his children there. Vai's grandchildren are regular visitors to his home and enjoy the activities held in the newly-refurbished community room including school holiday programs and sausage sizzles.

“I've been here 30 years and seen a lot of change – it's never looked better! Thank you SGCH for helping us look after our place!”



Vai

9,185

People housed

4,707

Head tenants

51

Tenants moved from social housing to affordable housing or the private market in 2017/2018

2,198

Single person households

1,278

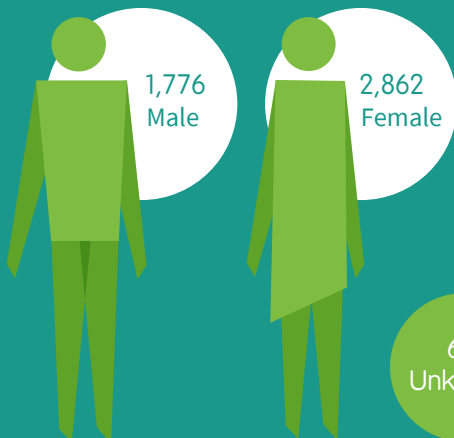
Single women aged 55+

3,134

Children

1,622

With a disability



69 Unknown

288

Identify as Aboriginal and Torres Strait Islander

45

Languages spoken

Main language groups:  
English, Arabic, Vietnamese,  
Mandarin & Cantonese

Data insights apply to head tenants, correct on 30th June 2018.

## Enhanced connections to opportunity

Giving people access to opportunity beyond a bricks and mortar response is a hallmark of SGCH's service offering.

Working with our tenants and partner organisations to link people to support, education and training, employment and their communities can transform both people and places.

### Strive Scholarships

Strive provides funds for primary, secondary and tertiary students to help with the cost of education for our tenants and their families.

This year, 264 tenants received at total of \$260,000 in scholarships. In its thirteenth year, Strive has now provided over \$1.2 million of scholarships to SGCH tenants.

We are grateful for the support of our sponsors: The Aldoph Basser Trust, The Holmes Family Trust, Asset Group Services, Commonwealth Bank, Rapid Construction, Karen Walsh and Philip Manidis.

Thank you to our newest Strive partner, Lenovo, who provided funding for eight scholarships this year plus 82 ex-demo laptops, one for each of the tertiary recipients.

### DigiConnect

This year 71 tenants purchased laptops and tablets using DigiConnect – our interest-free repayment scheme.

### Big Day Out

Every year we host a Big Day Out for all tenants during the April school holidays. This year, 800 tenants enjoyed a day out and lunch at Taronga Zoo.



\$260,000

Total scholarship funds

### Catalyst

The Catalyst program offers a range of services to tenants interested in training, education and employment and helps them with coaching, training, funding – or a combination, depending on the needs of the individual.

During the past year, 180 residents have been referred to our Catalyst program with 61 people engaging in support. This has resulted in 28 individuals being assisted into work, training or education.

180

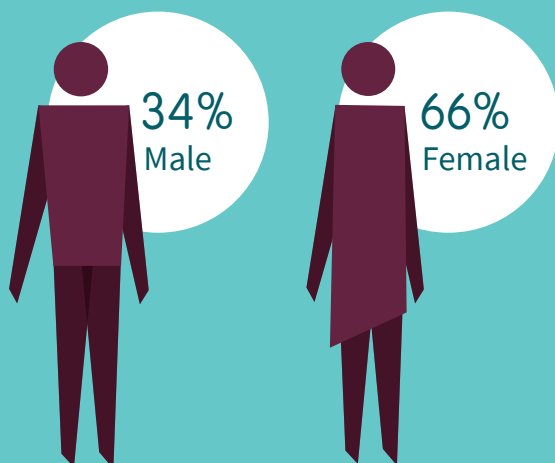
Referred

61

Engaged

28

Placed





Anthony

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### ► Anthony's story

Anthony had a turbulent childhood. His mother struggled with drug addiction and when she couldn't properly care for her children, Anthony and his sister were placed in the custody of their father. Anthony's dad worked incredibly hard to rebuild their lives and create a stable home for his family. Moving into a property with SGCH was a great start.

Over the years Anthony's mum intermittently visited, she genuinely wanted to get better and Anthony was keen to have her in his life. But when he was 15 years old she succumbed to a drug overdose. The grief Anthony experienced at such a tender age caused him to go off the rails, he was angry and confused. His confidence plummeted, he stopped trying at school and lashed out at his loved ones. Anthony recounts with regret how, in rebellion against his father, he moved out and stayed with friends. At this point Anthony could have become one of NSW's growing youth homeless statistics.

But Anthony had a realisation. He noticed his beloved younger sister copying his behaviour and jeopardising her HSC and saw that he was in a position to be a positive role model for her. He reconciled with his father and moved back home.

Anthony was working as the manager at a local gym and had never really considered studying before but, with his father's encouragement, he took on two TAFE courses concurrently and he achieved a Certificate IV in Leadership and Management and a diploma of Marketing and Communications.

Anthony, now 22 years old, applied for the SGCH Strive Scholarship and received \$1,500 to put towards the cost of his education. Now doing Bachelor of Business Management at UTS, Anthony says the money helped him kick start a savings plan. He has a passion for innovation in business and helping other people grow and reach their potential – his number one goal is to achieve financial independence and leave social housing.





Shirley, Nicole &amp; Jyemeka

### ► Shirley's story

Shirley first came to need social housing support when her partner, Michael, fell ill and they needed to be close to the city hospital for his regular treatment. Michael passed away in 2010, leaving four children, including 12-year-old Nicole. The housing the couple had was temporary subsidised housing and, once Michael died, they had to move out. This marked a period of great uncertainty and stress for Shirley, who was trying to support her daughters while dealing with her own grief.

Shirley became a tenant of SGCH in 2012, which gave her the financial relief to change her working arrangements to be available for Nicole. With the security of a stable home, and Nicole established at school, Shirley wanted to re-enter the workforce and give back to the community. She had been a community nurse who worked with adults with acquired brain injuries and opted for a change when she applied to be accredited for juvenile crisis care nursing. Shirley now provides foster care for short-term or crisis cases, looking after newborns and infants recovering from traumatic experiences and injuries.

She took custody of Jyemeka at four weeks old, straight out of hospital, suffering from narcotic addiction withdrawal. The state attempted to find familial care for Jyemeka but this could not be resolved within 12 months, and she was destined to re-enter the system for another temporary foster placement. As Shirley and Nicole were the only family Jyemeka had ever known, losing them would have been deeply traumatic, so Shirley applied for Guardianship. The process was fraught with complications. Shirley and Nicole lived in a two-bedroom apartment, which was

suitable for infants to stay in her care, but not acceptable for an older child on a longer-term arrangement. Shirley applied to SGCH for a transfer and we were able to allocate her a three-bedroom apartment in the same building.

Nicole is now 19 years old and Jyemeka is clearly the apple of her eye. Nicole had no ambitions to go to university, but Shirley encouraged her to apply. Following in her mother's footsteps, Nicole went into nursing, but after talking with SGCH Patron His Excellency General, the Honourable David Hurley, AC DSC (Ret'd) Governor of New South Wales at the Strive Awards Ceremony, she was inspired to change her focus to something she was passionate about – forensic science.

At home, Shirley has been instrumental in the local tenant gardening group who have transformed the communal garden area. They are growing herbs and vegetables – chillies, corn, tomatoes and zucchinis - and involving the children in art projects to decorate the garden beds.

Shirley also coordinated a school holiday event in the garden area to set up a worm farm tower and recycling area. This event helped tenants get to know each other and feel connected to their neighbours.

Shirley says it has been lovely to spend the evenings watering the garden beds, chatting with other tenants and picking the fruit before the lorikeets steal it, while watching the local children play.



Big Day Out 2018

#### ► Arnolds's story

Arnold is a professional composer. When he moved to Australia, he wanted to work in the field and was needing help to get connected. Hearing about Catalyst, Arnold contacted Carrie, our Employment Opportunities Manager who helped him update his portfolio and connect with music studios and organisations around Sydney.

Within a couple of months, Arnold had been approached to compose two pieces and both were featured in films in 2017.

“Getting help from SGCH with my resume and making more connections was something I did not expect. It has made a real difference to me.”



Arnold and Carrie





## Sustaining tenancies

We offer our tenants timely, appropriate and specialised support, giving people the tools they need to have stable and successful tenancies.

Our partnerships are vital in achieving positive outcomes for our tenants and we partner with more than 100 local support providers. These support providers offer experience in delivering financial support and counselling, hoarding and squalor, domestic and family violence services, mental health support and services for drug and alcohol issues.

SGCH offers support to all tenants through changes in their lives. Our team of specialist support coordinators use a highly-developed practice framework to identify vulnerable tenants. These tenants are offered support from SGCH, or referred to our support partners to get the assistance they need to maintain their tenancies and achieve their goals.

Support coordination for tenants is integrated across our business. We have a collaborative approach to identifying and responding to vulnerability. Our fortnightly High-Risk Collaboration Roundtable meeting offers team members the chance to coordinate responses for at-risk tenants – bringing together expertise and insight from tenancy management, property services teams, support coordinators and place making teams.





Lafoga Malolo

#### Staff profile: Support Coordinator, Lafoga Malolo

Lafoga joined SGCH in January 2011 as a Housing Manager in the Supported Housing team and became a Support Coordinator the following year. This specialised role focuses on supporting tenants with high and special needs and linking them to government and non-government agencies who provide specialised and tailored support services.

Previously employed by Housing NZ, Lafoga brought over 10 years' of experience in tenancy management, reporting, building relationships with families and communities, and training and experience in case management to SGCH. As a support coordinator, Lafoga works with tenants across the organisation who need either short term or ongoing support – both to maintain their tenancies and to access opportunity.

“I get a lot of fulfillment from helping tenants find the right support for them and watching families thrive.”

Lafoga Malolo, Support Coordinator



#### ► Ricky's story

Our Support Coordination team have been working for two years to engage with Ricky. Ricky has an intellectual disability and lives alone. He was first identified as needing support when a property inspector noticed Ricky's hoarding issues during a routine inspection. The property inspector talked to Ricky about the support SGCH could offer and referred Ricky's case to the next fortnight's High-Risk Collaboration Roundtable.

The Support Coordination team worked over time to understand Ricky's needs, using their training in trauma-informed care to build his trust. They discovered that Ricky had fallen out with his family and was struggling to cope alone. A case plan was worked up specifically for Ricky. The team supported Ricky to link him with mental health supports and organised for help to clear his property of rubbish, thoroughly clean the unit and perform repairs.

Ricky is now doing well, maintaining links with ongoing support and sustaining his tenancy. Recently, Ricky contacted SGCH himself to ask for help for another matter – a small step but a major milestone for a previously very isolated and vulnerable young man.

# Partner of choice

We partner with government and other organisations, working together to achieve shared outcomes.

**Port Jackson Supported Housing Program**

SGCH has managed the Port Jackson Supported Housing Program (PJSHP) in partnership with Family and Community Services (FACS) for the past 10 years.

Under this partnership, we provide stable, secure and sustainable transitional housing tenancies for 214 households who require a high level of support to obtain and maintain housing.

Our PJSHP households have complex needs. They are either homeless or at risk of homelessness and have additional needs including, mental illness, physical or intellectual disability, acquired brain injury, family dysfunction, frailty related to ageing, and/or alcohol or other drug misuse.

The program works from a client-centered approach, which is trauma informed and culturally appropriate to ensure that the specific needs of each individual are met. We work closely with our 26 PJSHP support providers to assess the housing needs of tenants and deliver an intensive tenancy management approach that is responsive to the changing needs of tenants.

This year FACS and SGCH collaboratively developed new Operational Guidelines for the program. As part of this piece of work we took a snapshot of the results achieved through PJSHP over the six months to June 2018:

35%	reported improved relationships with family and/or children
29%	participated in education and training opportunities
26%	participated in the workforce (paid and unpaid)
55%	have developed independent living skills
46%	reported improvement in their health and wellbeing
21	people transitioned to stable, long-term housing



Nellie - SGCH tenant and NDIS Participant

“I love my home and the people who help me are like family.”

Nellie - SGCH tenant and NDIS Participant

### Partnering to provide better outcomes for people with disability

As a registered National Disability Insurance Scheme (NDIS) Specialist Disability Accommodation (SDA) provider, we currently manage SDA for 50 NDIS Participants who have high support needs.

This year we have continued to collaborate with several disability support providers as their clients transition to the NDIS. Because this arrangement now involves SGCH having direct engagement with NDIS Participants as their tenancy managers, we have updated policy, communications and staff training to respond to the unique needs of these people.



North Sydney early engagement event

### Getting to know our newest customers

Preparing for the transfer of social housing services in North Sydney to SGCH in April 2019 under the NSW Government’s Social Housing Management Transfer program, we have started meeting with our 1,400 soon-to-be tenants. Early engagement is crucial for a seamless transfer for these tenants and over the past two months we have held 17 local events, meeting 283 new customers.

We are also finding out what the residents of North Sydney need to connect with opportunity and we are connecting with support services across the area to build our local partnerships. Working with the other Northern Sydney community housing providers, Link Housing and Bridge Housing in partnership with Women’s Housing, we are planning and delivering coordinated social housing services and are developing a joint Northern Sydney Social Housing Service System Coordination Plan.

“This is a positive start and a sign of good things to come!”

Margaret - North Sydney customer



SGCH team with NSW Premier the Hon. Gladys Berejiklian and NSW Minister for Family and Community Services and Social Housing, the Hon. Pru Goward.

### **Greenway Wellbeing Centre**

In partnership with the NSW Department of Family and Community Services (FACS), SGCH reopened the Greenway Wellbeing Centre in July 2018. At the centre, we coordinate health and wellbeing services for over 300 social housing tenants. A range of local services including Uniting, Benevolent Society, Catholic Care and the Northern Centre provide outreach services from Greenway on a regular basis.

### **Social and Affordable Housing Fund**

We are delighted to have had the opportunity this year to partner with FACS to develop new homes under the Social and Affordable Housing Fund (SAHF). The SAHF changes the way social and affordable housing is offered in NSW by delivering housing linked with support. Tenants – both affordable and social housing residents – who opt in for support are assisted to make a personalised support plan. The aim of the plan is to identify supports tenants may need to increase their wellbeing and access opportunity.

We have completed our first two developments under this program bringing much needed housing to the high needs areas of Fairfield and Westmead. The properties house people from the social housing waiting list and local key workers.

In August 2018, we welcomed Premier of NSW, the Hon. Gladys Berejiklian and NSW Minister for Family and Community Services and Social Housing, the Hon. Pru Goward on a tour of our Westmead site, a building of 67 units that includes 22 SAHF properties.

### **Partnering to deliver more housing to Sydney's inner city**

We are working with a range of partners on three exciting projects that will bring much-needed affordable housing to the City of Sydney.

At 138 Botany Road, Alexandria we are working with City of Sydney and Clean Energy Finance Corporation to develop a new 7-star NatHERS rated building. Comprising studio, one, two and three bedroom properties, this building has been designed to accommodate more than 130 households in social and affordable housing tenancies and is due to be delivered in October 2022.

Deepening our connection in the City of Sydney area, we are also working on Foyer Central, a mixed affordable and social housing development aimed at key workers and young people at risk of homelessness. Construction will start in 2019. Our partners in this project are City of Sydney, Family and Community Services, NSW Office of Social Impact Investment, Uniting, and Social Ventures Australia.

In December 2017, we again worked with the City of Sydney to purchase a council site in Gibbons Street, Redfern. After consultation with the local community, we are proposing a development of 160 social and affordable housing units plus ground floor commercial space to be ready in late 2020.

These projects combined will deliver 362 more social and affordable homes to the inner city and more than double SGCH's presence in the area.





## Governance highlights



### **Risk management framework**

We have re-launched our risk management framework with the aim of improving the risk culture at SGCH.

This has included:

- Setting the Board's risk appetite with executive management, and introducing it as a tool for considering all proposals made to the Board
- Revision of the monthly Board risk report to show impacts on the Strategic Plan and Strategic Risk Profile for each emerging issue
- Complete revision of the organisation's Risk Register, to clearly show risks linked to the Strategic Plan, and a new accountability process for management regarding risk treatments. Controls listed in the risk register are directly tested by the Internal Audit function
- Monthly inputs on strategic risk issues from all members of the Leadership Team to improve communication, collaboration and accountability for risk
- In FY 19 SGCH aims to finalise key risk indicators for stress and scenario testing.

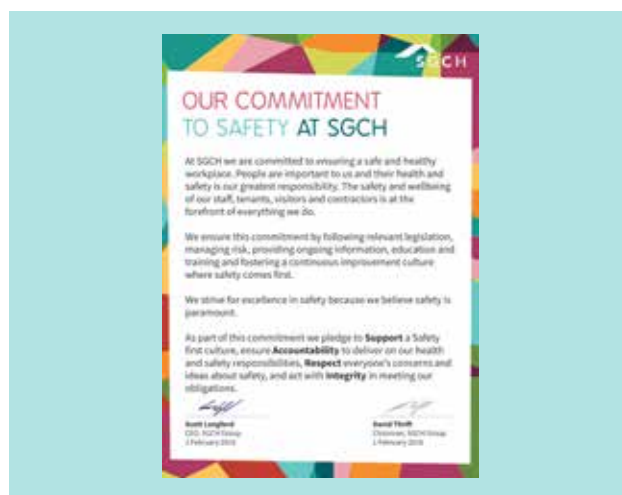
### **Customer feedback**

Our dedicated Customer Feedback Representative manages complaints, appeals, compliments, MP enquiries, Ministerials and Registrar requests. Our internal target is a 28-day response to feedback.

Data is reported to executive management and the Board on a monthly basis and analysed to identify trends that may indicate the need for training and/or process and procedure changes or improvements.

In 2017/2018 there were 299 matters completed with an average resolution time of 18 days.





## WHS

Our people – staff, tenants, visitors and contractors – are important to us and their health and safety is our greatest responsibility.

SGCH has an integrated WHS Management plan that provides a structured approach to workplace health and safety. We want to continue to achieve a very high standard of safety performance. To do this, SGCH has several workplace initiatives that help our employees put safety and wellbeing first, including:

- Staff WHS committee, first aid officers and emergency wardens who meet regularly and are supported with ongoing training
- Implemented the 'SafeTCard' system – a device worn by lone-workers designed to alert emergency services in the event of an incident
- Staff wellbeing program including free annual health check and vaccinations.

## Health and wellbeing initiatives

Every year we run several health and wellbeing initiatives. This year 235 staff have attended 23 workshops covering topics including mental health awareness, physical health and nutrition, and men's health. Other initiatives include free annual health screening and vaccinations for staff.

## Our Commitment to Safety at SGCH

SGCH is committed to providing a workplace that is safe and healthy. Our Commitment to Safety at SGCH was signed in February 2018, giving a clear message to our staff, contractors, tenants and visitors that their health and safety is paramount to us.

## Enabling business systems

We are a flexible and adaptable organisation. We thrive during growth and change, leveraging and developing our existing infrastructure and talent to respond to the changing needs of our tenants and stakeholders.

### The SGCH Way

We have made sure our systems and processes are nimble, lean and effective and can manage increased volume. We have a suite of tools, practices and behaviours to ensure our work is efficiently planned and delivered and robustly reviewed.

Working with business improvement consulting firm, Coxswain Alliance over the past year, we have developed our own Management Operating System and Operating Rhythm known as the SGCH Way.

The SGCH Way involves the use of Visual Management Boards where teams meet to discuss their work. These meetings are called 'huddles' and are short interactions to discuss how work is progressing and if there are any variances or unplanned tasks affecting business.

Since implementing the SGCH Way, the business outcomes have resulted in:

- Increased visibility and control of work
- Improved two-way communication and collaboration
- Less rework and fewer errors
- An increased culture of proactive management and ability of managers to support their teams
- A more responsive service for our customers and stakeholders.



"SGCH is a leader in community housing and clearly committed to continually improving their business model to enhance outcomes. We are proud to have partnered with SGCH to develop and implement improvements that bring a new level of service delivery across the organisation. This is a significant achievement for SGCH, and a great result for all their customers!"

Coxswain Alliance



## Enterprise Improvement Program

Ongoing enhancement and improvement of our business processes technology and capability helps us manage our growing business and offer optimal customer service. Our Enterprise Improvement Program (EIP) is a program of work that is designed to do just that and in the past year has delivered great results:

- Security and enterprise platform optimisation to improve the stability, reliability and performance of our IT infrastructure
- Implementing automation and integration projects, for example an improved process for rates payments
- Implementing new systems and capabilities for managing construction budgets and payments
- Embedding a consistent and structured approach to measuring the impact of our work and the outcomes for people and places.

## Our culture

We invest in our people to create capability and a thriving culture that reflects our core values of support, accountability, respect and integrity.

### **A culture of high engagement**

In 2018 we undertook our second employee survey using the Gallup Q12® Employee Engagement survey. The Gallup® approach identifies twelve core elements that link powerfully to key business outcomes and best predict employee engagement and performance.

We achieved a Grand Mean score of 3.92 out of 5 showing improved engagement since the previous year's survey. Our results were very strong on the questions around "expected of me", "cares about me," and "mission and purpose" – demonstrating that our team feels supported and connected with our business.

We are proud of these results and continue to focus on building and maintaining a highly engaged, high performing team that can successfully navigate change and growth. To support this focus, this year we launched a significant program of work called Growing Our Culture.

### **Growing our culture**

Leadership is a critical influencer of culture, and culture is key to performance. The Growing Our Culture program, together with our Enterprise Improvement Program, is designed to help us effectively transform our business as we grow and ensure a consistent, quality customer experience is delivered across the organisation. The focus is to keep our customers central to everything we do and make sure we can serve our purpose for decades to come.

Over the past year, we have continued to invest in our leaders across all organisational levels through an intensive internal education, coaching and experiential program of work. We have also supported groups of leaders to participate in an external program called Liberated Leaders – a leadership program that focuses on cultivating skills, practices and sensibilities for leaders experiencing growth and change.

Our new and emerging leaders are also being supported by our Launch into Leadership program which covers people management fundamentals for people new into leadership roles.

Through all this work we are embedding vital behaviours across the organisation that will better enable coordination of action within and across teams.



### **Accountability and development planning**

Our work is underpinned by our core values; support accountability, respect and integrity. These values were conceived almost a decade ago and they still resonate with our team.

We have placed an increased focus on growing our culture by deepening the connection of our values, and the behaviours they reflect, to the work we do – making sure our customers remain at the heart of everything we do.

Values-based behaviours make up 50 percent of our annual individual accountability and development planning process.

SCGH has a great focus on helping people live with dignity. I like to think I have a hand in that.

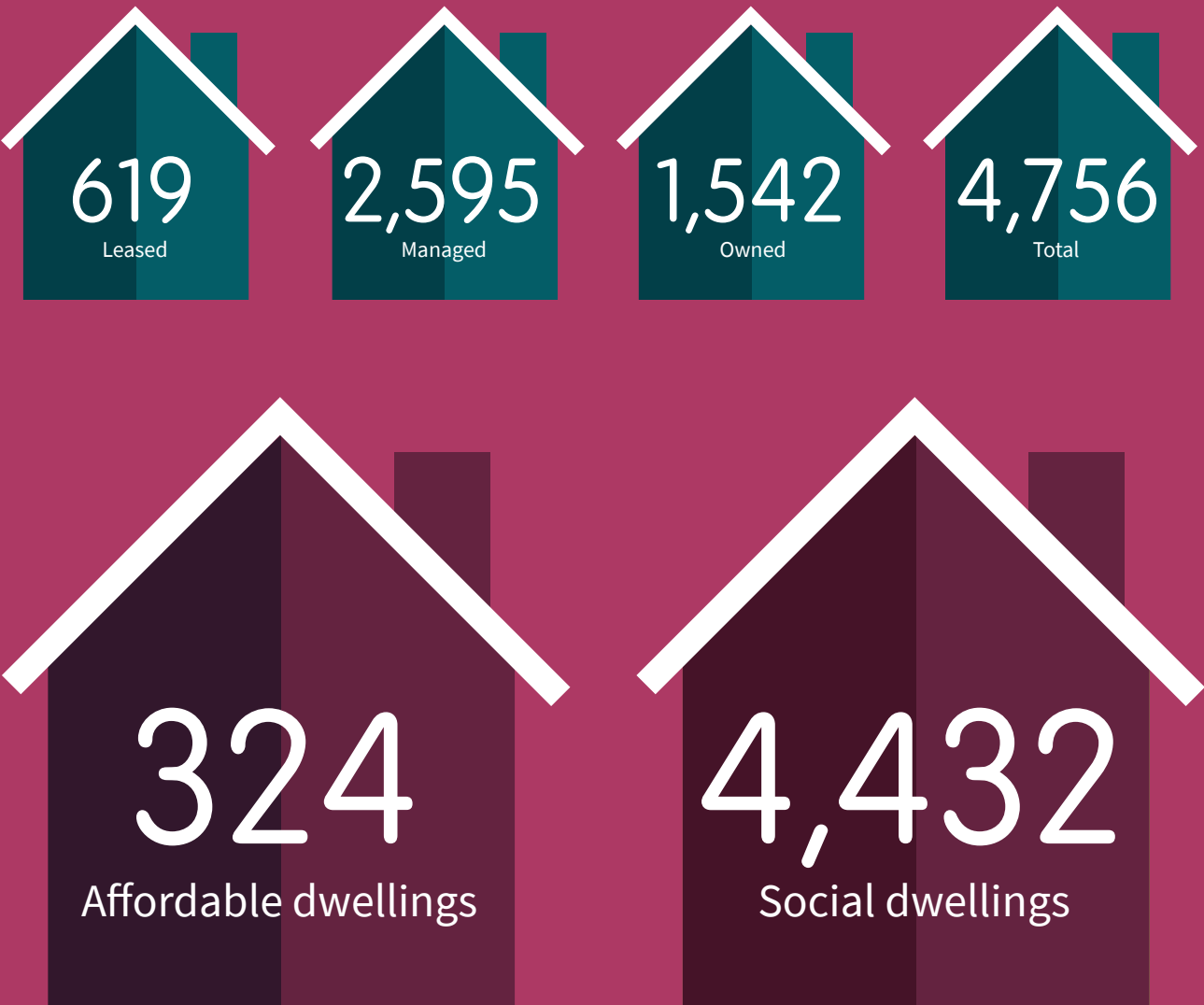
I get to do a role that plays to my strengths and I have a supportive, flexible, understanding, empathetic manager.

SGCH invests in me as an individual, giving me the tools I need to make a real difference to the people I work for.

# Our assets

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## Property portfolio





## Repairs and maintenance

1,566

Emergency work orders (4 hours)

4,066

Urgent work orders (24 hours)

8,640

Non-urgent work orders (14 days)

3,073

Routine work orders (28 days)

Work orders raised 2017/18

\$10,397,000

Annual maintenance expenditure 2017/18

## Responding to our customers

**In the financial year 2017/2018 we raised just over 3,000 orders for routine repairs. To improve customer service and realise operational and financial efficiencies, SGCH has started a new way of managing these repairs.**

Generally, routine or non-urgent repairs are completed in a 28-day timeframe by our external repairs contractors. We now assign these repairs to either contractors or one of the members of our new in-house handyperson team. This means that non-urgent repairs can be grouped by job-type or area and attended to on a schedule, making the most efficient use of time and responding to repairs in a more customer-focused way.



SGCH in-house handyperson, Ben

## Clean energy homes

At SGCH, we want to do more than just provide a place to live. It's increasingly important to make sure the homes we offer are not only safe and affordable, but sustainable and healthy too.

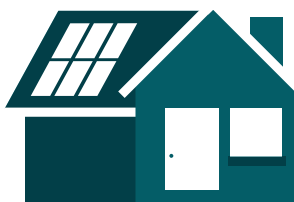
### Home Energy Action Plan

Tenants in social housing spend three times more of their household income on in-home energy compared to higher income households\*. In the past year, we have completed the pilot of our Clean Energy Homes Initiative. In partnership with Clean Energy Finance Corporation and NSW Office of Environment, \$5.3 million has been invested to upgrade our portfolio and reduce the need for heating and cooling appliances and use more energy-efficient lighting.

Our properties have been upgraded under this pilot with the introduction of energy-saving measures including rooftop solar, heat pump hot water, LED lighting and draught-proofing measures.

We are measuring the impact of this pilot. The savings for tenants will of course vary according to the building type and how tenants use the improvements. We are investing significantly in resident education and we anticipate that savings will be in the order of \$600 per year for a family of four living in a townhouse.

\* ABS 4670.0 Household Energy Consumption Survey



864

Rooftop solar power panels



61

Heat pump  
hot water systems



120

Individual properties  
have had LED  
lighting retrofit



600

Expected savings  
for a family of four



131

Draught-proofing  
windows and doors





Clarissa, Peakhurst Tenant

“Saving money on my energy bills has meant I have money for things my kids were missing out on.”

Clarissa, Peakhurst Tenant

### Energy embedded networks

At Nirimba Avenue, Narwee, we are proposing a community energy embedded network project combined with solar photovoltaic battery storage. We are working with Energy Locals as our retail partner as well as our technical consultants, Enesol to run this exciting pilot.

The townhouse complex presents an exciting opportunity for us to trial, measure and report on the energy benefits and savings from an embedded network retrofit solution comprising:

- Retail contract using gate meter
- Embedded Network with smart child metering configurations for apartments and common area loads
- Centralised solar PV system
- LED lighting upgrade for apartments and common area.

Our tenants will benefit from this pilot, reducing their energy bills by an estimated \$500 per year. The project will start in December 2018.

There will be operational savings for SGCH from these programs also with reduced common area lighting costs. The savings mean we can produce more high quality social and affordable housing, resulting in great outcomes for more people.



The Year in Review 2018 is part of a series designed to complement our Summary Financial Statement 2017 / 2018.

For printed or digital copies please contact us.

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