

Year in Review 2019







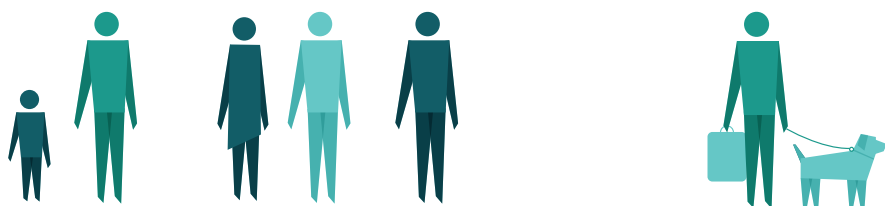

GREAT



PLACES



EVERYONE







Welcome

SGCH provides a place to call home for more than 11,000 people who live in 6,400 properties across Sydney.

We work collaboratively to shape great places through sustainable, safe and affordable housing. We connect our customers to opportunity to improve their quality of life.

With managed assets valued at \$2.8 billion, we manage our business innovatively and responsibly to create more opportunities for more people. Our vision is great places for everyone.

About us	6
Message from our customer, Angela	8
Message from our Chair and CEO	11
Strategy on a Page	12
Our new customers	14
Growing the portfolio	20
Long term vision for growth	24
Our assets	26
Our customers	28
People and places	30
Supporting our customers	32
Our team	36
Our culture	39
A leading business	41
Strong partnerships	46
Governance	48

About us

SGCH provides sustainable, safe and affordable housing across the Sydney metropolitan area.

We own, manage and operate 6,400 properties that are home to our 11,000 customers.

Our head office is in Hurstville and we have local offices in Sutherland, Riverwood, Fairfield, Bonnyrigg and St Leonards.

In 2019, our operations expanded to the north of Sydney with 1,400 new households joining the organisation in April.

SGCH presence by Local Government Area

-  Extra large presence
>500 properties
 -  Large presence
>300 properties
 -  Medium presence
<300 properties
 -  Small presence
<100 properties
-



Message from our customer, Angela

As a customer of SGCH for almost 10 years and the Chair of SGCH's Tenant Coordination Panel I'm really proud to introduce Year in Review 2019.

Reflecting on the past year, SGCH customers have worked with SGCH staff and management to become more connected with each other and with the organisation. At the end of the day, everyone wants a safe and affordable place to live and to be connected with others, have a purpose and a say in the way our homes are managed.

For me, I have always felt that with SGCH we are more than just a number, we are customers. Our questions get answered. If you need help with something, there's someone there to point you in the right direction or work it out with you. The staff are honest and kind, they listen. They care about what you think, you're not just put in a house and left to get on with it.

When my husband and I got our first home with SGCH nine years ago, it ended 15 years of struggling to pay more than half our income on rent. I didn't know anything about social housing until we got the call and moved into our new home. I thought it would just be affordable rent, but I got so much more.

After you move into your home, your tenancy manager checks in with you fairly soon about how you are going and gives you information about how to get involved. There are a number of ways: from joining your local tenant group, to getting connected with services who provide health and welfare support that you might need, SGCH inhouse training and employment services, and being a part of deciding how SGCH manages homes and what services customers want. Some people want to be very involved; others just want to pay their rent and that's OK.

I find it hard to sit still. Until my declining health forced me to give up work, I'd been employed in many different roles and studied to further my career. With SGCH I realised that there were opportunities for me to put my skills to work and help other people.

I quickly became involved in the organisation's events for tenants – social events, talks, training and education. Pretty soon I was running my own group – and Angela's Arts and Crafts now has 20 active members who meet every Monday at the Hurstville office. Over the year, we've done jewellery making, origami, knitting, crochet, whatever takes our fancy. Whatever project we're working on, sometimes the best thing we make is a connection with each other.



In my block, we've started a small local tenant group in our apartment building. It's a way to get to know your neighbours, celebrate happy events and holidays, share food and socialise. We also share sad times and look after out for each other when things aren't so good. Across SGCH there are nearly 30 local tenant groups – while we meet locally, we do talk about things that affect all SGCH customers and we are connected by the Tenant Coordination Panel (TCP).

The TCP has nine members who each represent some of the local tenant groups plus the Chinese Tenant Group. This year we've worked on strategies to get more local groups going, sharing knowledge and information and discussing how we will work with SGCH as customer representatives. Our biggest event for the year was our second annual Tenant Conference where more than 200 tenants, SGCH staff and local services got together to share ideas, give feedback and plan for the year coming. One of our ideas was the Customer Review Panel where groups of customers will be giving feedback on specific services provided by SGCH – we're looking forward to starting our work with the customer service team later this year.

It was a real thrill this June, when our hard work was recognised with the Australasian Housing Institute (AHI) award for the NSW tenant-led initiative. We then went on to receive the national award at the AHI dinner in Darwin in August, this was an amazing achievement and I was so proud to stand on that stage and celebrate with staff.

Along with other TCP members and representatives of Local Tenant Groups, I've had the privilege of getting to know some of 1,800 new SGCH customers who joined us in April from northern Sydney. I've been really proud to be part of that and help new customers understand more about SGCH. We've also learned a lot from them as they come with a lot of experience and tenant groups that have been running for decades.

After a really positive and fruitful year, I look forward to the next year and continuing to work with SGCH and all the customers - new and old - to help make SGCH even better!

Angela Argyros
Tenant Coordination Panel Chair



Message from our Chair and CEO



We are proud to present the Year in Review as part of our Annual Report 2019 series. As always, it is a pleasure to share with our customers, staff and partners our key achievements as we work towards our vision of great places for everyone.

In the past year, we established a new Northern region and satellite office in St Leonards to service customers as part of the Social Housing Management Transfer program. Across the state, we were one of nine community housing providers to participate in this program. Working in close partnership with each other, customers and our colleagues in government the success of the initial transfer has been a testament of the commitment to improving outcomes for customers and their communities.

We are also growing a quality, sustainable housing portfolio, delivering a pipeline of over 1,000 new homes by 2022. This is the largest pipeline of new social and affordable housing being delivered by a community housing provider in Australia.

Our pipeline includes our existing and expanded commitment to the Social and Affordable Housing Fund. Through this initiative, we have welcomed 94 households into new properties this year.

Through our place making activities we have connected people to opportunities that enhance their wellbeing and improve outcomes for individuals, families and communities. A highlight of the year was the Tenant Conference where our Tenant Coordination Panel (TCP) hosted a day for more than 200 SGCH customers and partners to share ideas about tenant groups, activities and support services.

We were delighted for our TCP when they were awarded Australasian Housing Institute awards for Tenant-led initiative at both state and national levels this year.

Thank you to our TCP Chair, Angela Argyros for her thoughtful and generous introduction to this year's report (see p8). It is through the effort of our tenants who work with each other, their communities and with SGCH, that we are able to improve our approach and service to customers and the local communities we serve. Working with customers who've been with SGCH for years, along with the large number of new customers joining us in the past year, we're getting great feedback as we strive to make sure each person who comes into contact with SGCH has a positive experience.

Thank you to all Directors for their ongoing stewardship of SGCH on behalf of those we serve. In particular we want to acknowledge retiring Directors Jane Hewitt, Dennis Cafe, Salah Kahil and Graham Rowson for their long service and dedication to SGCH.

On that note, we would like to thank our dedicated and passionate team - the more than 200 people who deliver on our purpose for our customers. We work together with passion and purpose to deliver great places and improve the wellbeing of our customers. We share an understanding that our work contributes to providing the place where our customers feel safe, spend time with loved ones and friends and have the comfort and space needed to reach for other opportunities.

Thank you to our Board, customers, staff, partners and stakeholders for your contribution to a very successful year. We look forward to continuing to work with you all to create great places for everyone.

Scott Langford
CEO

David Thrift
Chair, SGCH Group

Purpose

We collaboratively shape great places through sustainable, safe and affordable housing and connect people to opportunity to improve quality of life.

Vision

A leading business, in a thriving community housing industry, providing great places for everyone.

Strategic outcomes

01

Improve outcomes for people, communities and places

02

Grow a quality, sustainable housing portfolio

03

A leading business

04

High performing culture

Drivers of success

- Engaging with our customers
- Delivering customer centric services
- Facilitating access to appropriate supports
- Community based place planning
- Sustaining tenancies
- An industry leading development capability
- Strategically managing our assets
- Creating and pursuing opportunities for sustainable growth
- A sustainable capital structure and partnerships
- Ensuring strong financial performance
- Maintaining best practice governance, risk and reputation management
- Effective partnering
- Fostering a strong brand
- Transforming how we deliver
- Systems and processes that are fit for today and scalable for tomorrow
- A focus on safety and wellbeing
- Consistently aligned behaviours
- Commercial acumen
- Building capability through learning and development
- Providing clear accountabilities
- Managing talent to attract and retain great people
- Driving and embracing change together

Key measures

People and place

Customer satisfaction

Property portfolio

Reputation

Governance and risk

Financial performance

Safety

Employee engagement

Culture

Deliver together with passion and purpose



Values



Innovation



Support



Accountability



Respect



Integrity

Vital behaviours



I do what I say I will

I speak up



I ask is there a better way

I make mindful requests



Enabling domains



Safety and wellbeing



Customer service



Finance



Innovation and capability



Technology



Partnerships and stakeholders



Governance



Sustainable growth



Operational excellence

Our new customers

We have almost 1,800 new customers in Sydney's north who joined SGCH in April 2019.

In April, we opened the doors of our new office in St Leonards where we service more than 1,400 households who transferred to SGCH from Department of Communities and Justice (DCJ) on 1 April.

Transferring from DCJ, our northern customers had been settled in their homes for many years. With more than 30 percent of the portfolio aged over 70 or having a disability or other complex needs, early engagement was crucial to the success of the transfer.

With a new region and office to establish, we had the opportunity to design a recruitment process that reflected the organisational values and vital behaviours embedded across our existing team. Our teams also demonstrated an agile approach to allow for technical and operational strength to flow from established offices to orient new team members.

SGCH is providing tenancy management services, support coordination and SGCH Housing Plus services.

We are also offering the full range of Pathways products previously administered by DCJ in the northern area, including Private Rental Assistance (PRA). These products include temporary accommodation, assistance and funding for applicants to obtain private rent, and brokerage funds for accommodation for people experiencing domestic and family violence.

Since 1 April 2019 SGCH has provided PRA assistance to 135 customers.

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"I've got to know SGCH over the months and I feel happy for the future."

Fariba, Greenway resident

.....

1,418

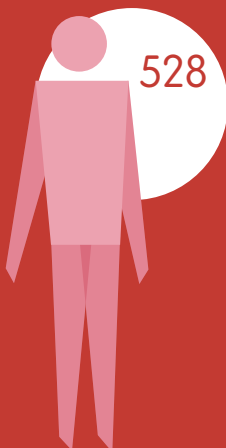
Properties

1,793

Residents



Customers aged over 55



Customers aged over 70



16 YEARS

Average length of tenancy



Fariba, Greenway resident cuts the ribbon to officially open the St Leonards office

A new SGCH service to our customers in the north is support coordination. We integrate support services for our customers across the business using a collaborative approach to identify and respond to vulnerability. At St Leonards, we have a team of three support coordinators who work directly with at risk customers or refer to our support partners to get people the help they need to maintain their tenancies and improve quality of life.



Since 1 April the team has made 150 referrals for support coordination and 98 referrals have been accepted.

In our larger apartment complexes, we provide regular outreach services to deliver tailored, local services to our customers. SGCH operates our Greenway office Monday to Friday 10 am to 3 pm, our Barton Road office one day a week and provides outreach one day a week from the Blandville Court community room.



Andrew's life is back on track

► Andrew's story

Andrew had started drinking too much and was sacked from his job as a bricklayer. He started squatting in a vacant property and, when police moved him on, he came to SGCH's St Leonards office to find out about getting help with housing.

SGCH staff helped Andrew find temporary accommodation and then helped with intensive tenancy facilitation to help Andrew find a permanent home.

Andrew now has a safe and stable home. He lives with a housemate and his cat. Having permanent accommodation has helped Andrew see life more clearly. He's been sober for more than 4 months and has found a fulltime job bricklaying again – a job he loves.

.....
 "The team at SGCH - I can't thank them enough.
 Every single person I talked to was awesome.
 They helped me not give up."

► Justin's story

Justin was referred to the Support Coordination team by his tenancy manager. He was found to be living in severe squalor, with rotting food and broken furniture filling his home. This meant that Justin's own health was impacted and, because he lives in an apartment, the potential for fire and vermin was a risk to others. His tenancy was in jeopardy. Justin's mental health was causing him to be socially isolated and he was also found to have other health problems, including poor dental health.

SGCH Support Coordination team stepped in and helped Justin connect with services including Mission Australia and social work services from North Shore Community Mental Health team. Forensic cleaning was done on Justin's apartment and the team referred him to the Salvos to get new furniture and white goods. He continues to work with his new case worker from Mission Australia, has been allocated a NDIS package and is getting dental work done.



Official opening of the Greenway Wellbeing Centre. L-R Felicity Wilson MP, Gareth Ward MP, Bryce Gunn, Sherryn Moltzen and Scott Langford



Interior of the Greenway Wellbeing Centre

► Greenway Wellbeing Centre

In September 2019, Minister for Families, Communities and Disability Services, the Hon. Gareth Ward officially opened the expanded Greenway Wellbeing Centre. The centre is a community hub for health, medical, wellbeing and social support services providing onsite services at Greenway for over 400 SGCH customers. The aim of the Greenway Wellbeing Centre is to provide Greenway residents with greater access to services to support a healthy, happy life.

A range of health, wellbeing and medical services operate from the new Clinical Room and Meeting Room, including:

- Benevolent Society
- Blues Point Pharmacy
- Catholic Care
- NSW Health Pathology
- Milsons Point Medical Centre
- Osana Healthcare
- Sydney Mobile Podiatry
- Uniting

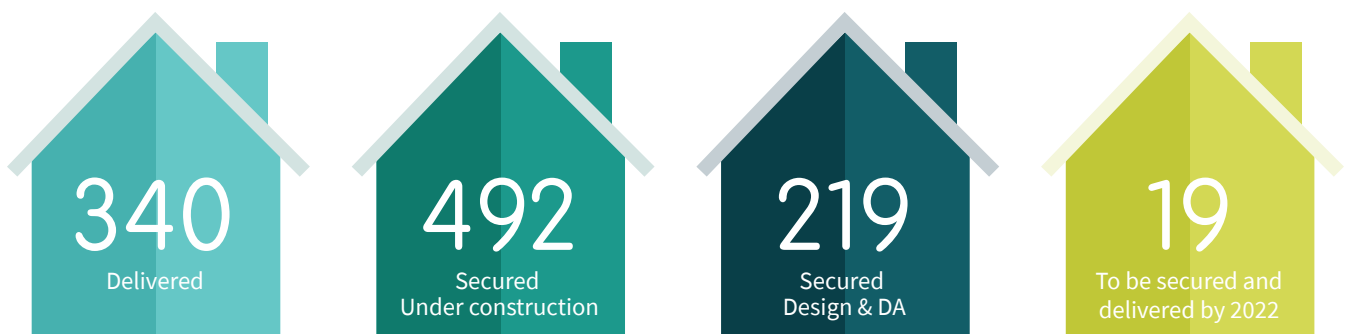
The expansion of the Greenway Wellbeing Centre was funded by the NSW Government following the advocacy of Greenway Tenant Group and the Sydney North Primary Health Network.

SGCH has supported more than 50 customers to access GP, podiatry, pharmacy, pathology and aged and disability services at Greenway since April 2019.

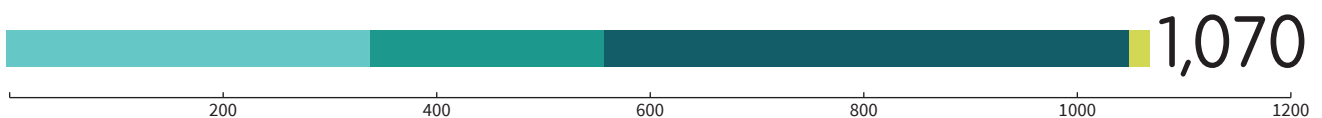


Growing the portfolio

We are working with a range of partners to deliver a pipeline of social and affordable housing projects totaling approximately \$500 million that will create over 1,000 new high quality and energy efficient homes by 2022.



Number of dwellings



At SGCH we pursue successful development projects by bringing together a range of stakeholders to partner with us. Together we deliver quality, safe and sustainable housing in areas of high demand and ensure strong returns to everyone. To date we have delivered 340 high quality and sustainable homes. Over the next three years we will be delivering more than 700 properties in high need locations, such as Western Sydney and the City of Sydney.

We currently have eleven active projects, with eight under construction. Five of our projects are based in the Liverpool

Local Government Area and of those, four will be completed in the first half of 2020. These projects are located in Cartwright, Miller, Moorebank and Liverpool, and will become a place to call home for almost 200 households.

Delivering more housing to the inner city

We are working with a range of partners on two exciting projects in the City of Sydney. Construction works have commenced on both projects that combined will deliver over 230 homes to the inner city.



Foyer Central, Chippendale

Foyer Central

The Foyer Central project is located on City Road, Chippendale and started construction in September 2019. The five-storey building will provide 73 units - 53 self-contained student style accommodation and 20 affordable housing units. This project is aimed at tackling youth homelessness by providing independence and opportunities to realise potential.

The project is being delivered in partnership with City of Sydney, DCJ, NSW Office of Social Impact Investment and Uniting and Social Ventures Australia.

Foyer Central is modeled off a globally successful program and aimed at young people exiting out of home care. Foyer will assist residents move towards independence, by giving them the opportunities to realise their potential. Our partner, Uniting will support residents with their work and study, mentoring them to build new skills.

This building will be energy efficient with a 7-star rating under the Nationwide House Energy Rating Scheme (NatHERS) and is due for completion in early 2021.



Gibbons Street, Redfern

Gibbons Street, Redfern

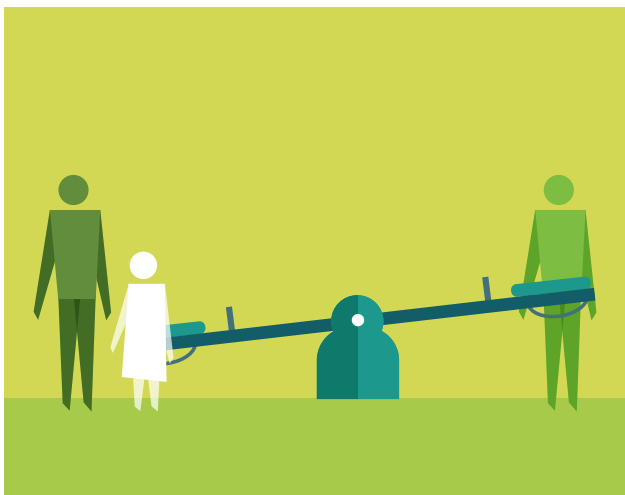
In September 2019, our flagship development located in Redfern was approved by the Independent Planning Commission. Located at 11 Gibbons Street, Redfern this innovative, sustainable 18-storey development will provide 160 units. The development includes ground floor retail space, a SGCH management office and a community hub.

The project was made possible due to City of Sydney's commitment to sell the land, previously a council depot, at a concessional price to enable SGCH to deliver this high number of much needed social and affordable housing to the City's CBD.

Through our established partnership with Clean Energy Finance Corporation (CEFC), this building will be energy efficient with an 8-star rating under the Nationwide House Energy Rating Scheme (NatHERS), our highest rated building to date.

SGCH is working with Joe Hurst from the Boomali Aboriginal Artists Co-Op to incorporate Aboriginal art as part of the building fabric, including the brick façade, lobby and the communal open space. The site is part of a state significant area known as the Redfern Waterloo Growth Centre. The development is the outcome of a detailed Design Excellence pilot program SGCH were invited to participate in with the NSW Government Architects.

Construction will start during October 2019 and the building will be completed in mid-2021.



Social and Affordable Housing Fund

In the last year we delivered four projects as a key part of the NSW Government's Social and Affordable Housing Fund (SAHF), providing 94 new homes. The SAHF is an innovative approach that links residents to tailored support coordination services and delivers benefits to individuals, families and ultimately our communities.

Our SAHF developments provide homes to people on the social housing waiting list as well as local key workers, creating integrated, inclusive and viable communities.

We are proud to be partnering with government to improve the social housing experience for residents and to increase the supply of social and affordable housing in high needs areas across Sydney.



Great Western Highway, Westmead

Great Western Highway, Westmead

We transformed a former petrol station site to deliver a new residential apartment building that has achieved a 6.8-star rating under the Nationwide House Energy Rating Scheme (NatHERS). Completed in October 2018, this property provides 67 new homes for social and affordable housing customers, including 22 of the units as part of the SAHF program.

This development won the 2019 Urban Taskforce Development Excellence Award for Affordable Housing and demonstrates how quality urban design contributes to improved economic, social and environmental outcomes for communities.



Hoxton Park Road, Cartwright

Hoxton Park Road, Cartwright

In April 2019, 31 families and individuals moved into a new building in Cartwright. Developed under our finance facility with the CEFC, this building has a 7-star NatHERS rating and features high performing glazing to windows as well as increased insulation to floors, walls and ceilings, fixed window shading, ceiling fans. Solar panels supply the common area power.

These environmental features help our customers reduce their electricity bills and, for SGCH, saves on ongoing common area power costs. We use these savings to re-invest in more housing and services for our customers.

Washington Park, Riverwood

We were delighted to welcome 15 households to their new homes in Riverwood in late March. Riverwood is a thriving hub located close to transport and local services. Our Washington Park customers have access to our local office and community room where we partner to provide wellbeing services and programs.



Sadlier Crescent, Petersham

Sadlier Crescent, Petersham

In May 2019, we delivered 26 new homes in Petersham. The property is in a strong demand area in the inner west and is well connected to transport, education and major employment hubs. The focus for these properties is for housing for women – both older women and women experiencing domestic and family violence.



Washington Park, Riverwood

Long term vision for growth

In August 2019 we announced a \$15 million loan with the National Housing Finance and Investment Corporation (NHFIC). This followed our February announcement with Commonwealth Bank Australia (CBA) of a \$225 million debt facility.

NHFIC

The low-cost, long-term finance will help SGCH to grow its portfolio and save around \$1.5 million in costs over the 10-year loan term. The loan will be split into two tranches with the first being used to refinance an existing debt facility and the second tranche provided as working capital.

Partnering with NHFIC on a long-term finance agreement of \$15 million contributes to the total \$410 million in facilities across the group.

CBA

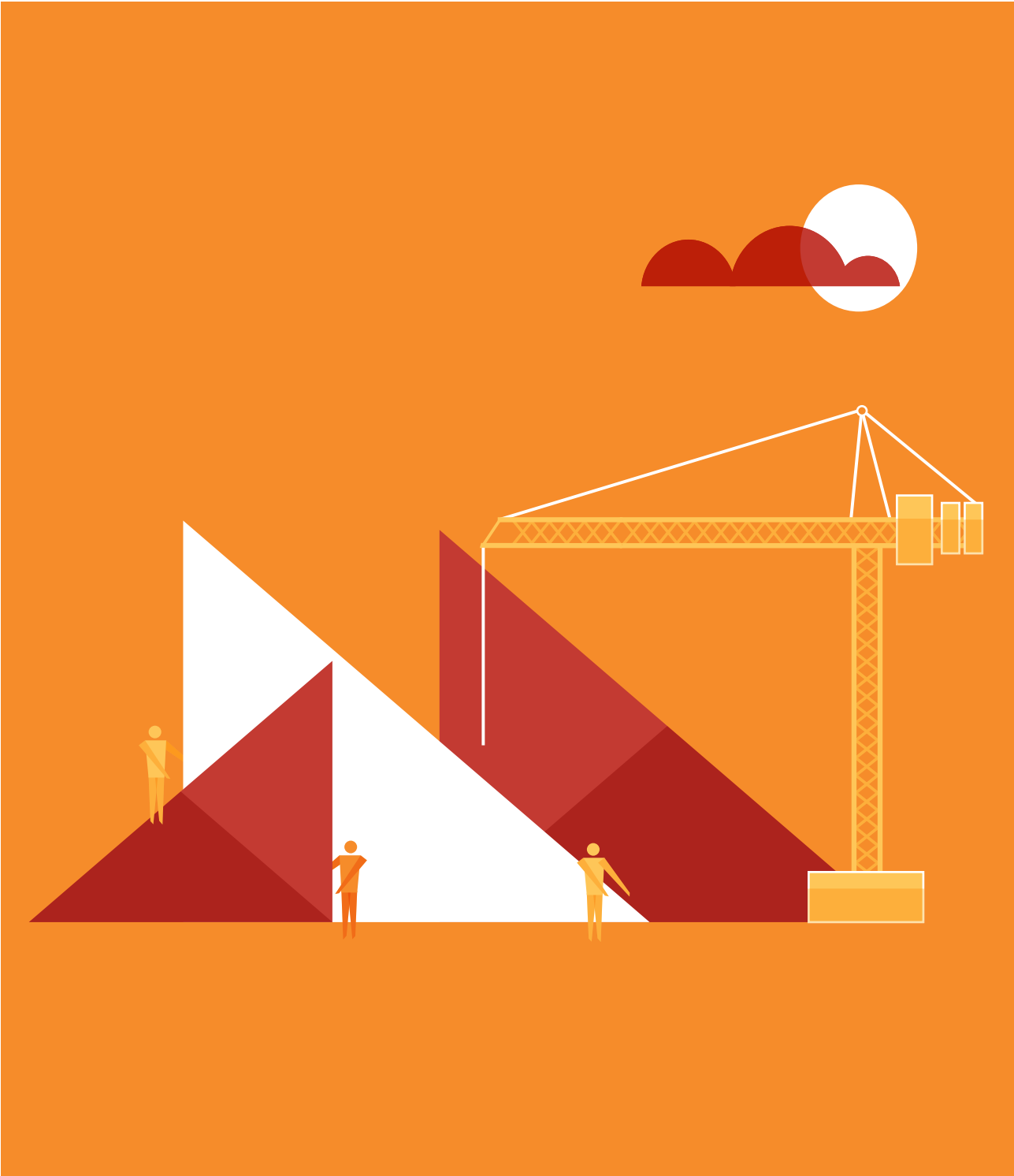
Following our success in SAHF Phase 2, we secured \$115 million of committed finance from CBA. This is in addition to a \$110 million committed in 2018. Our secured debt commitments are funding our development pipeline.

“SGCH Group demonstrates the community housing sector’s capacity to achieve significant scale. NHFIC is committed to helping CHPs realise their growth potential and the enormous benefits that together we can offer Australians by providing them with a greater supply of safe, secure and affordable housing.”

NHFIC CEO Nathan Dal Bon.

“I look forward to building on this relationship, and upon the increasing recognition of social housing as social infrastructure. We have the opportunity to develop this as a larger scale asset class which will benefit the community, the economy and our environment.”

SGCH Group CEO Scott Langford.



Our assets

Property portfolio



We manage maintenance professionally and efficiently across our portfolio, striving to make sure the homes we own and manage suit our customer's needs now, and into the future.

Repairs and maintenance

1,512

Emergency work orders (4 hours)

3,818

Urgent work orders (24 hours)

11,474

Non-urgent work orders (14 days)

663

Routine work orders (28 days)

872

Warranty and DLP work

48

Common area maintenance

3,233

Planned maintenance

5

Insurance works

\$10,772,148

Annual maintenance expenditure 2018/19

SGCH Handyperson Service

We have been operating the SGCH Handyperson Service across the portfolio for the past 12 months. Our customers are receiving a faster response and to date we have created savings of more than \$500,000 by diverting most of our routine repairs to our inhouse team.

In addition to routine maintenance, the Handyperson Service is working alongside our Customers and Communities team to do regular meet and greets with customers at large complexes; undertaking minor repairs and helping with block clean ups.

Our customers

Our customers come from a range of backgrounds, we shape our services around their diverse needs and aspirations.



► Sodebeh's story

Sodebeh and her husband were renting a tiny, old one-bedroom unit. It was what they could just afford. They already had a toddler and were expecting a new baby so they knew that they would need to move but were worried about how they would afford it.

When they saw the apartments advertised by SGCH for affordable housing in Peakhurst, they were excited. This was an opportunity to move into a larger, more affordable home and stay close to work and their friends and family. The apartment also had a large balcony that now serves as an outdoor living space.

Living in their modern 2-bedroom apartment with energy efficient features, the couple have also noticed a big difference in their electricity bills – an added bonus.

“We couldn’t be happier! We’re saving money and living in a new, large and safe home.”



► Cheryle's story

Cheryle's living arrangements changed when her grandson came to live with her almost three years ago. She'd been living in social housing in a one-bedroom apartment and with a growing child joining the household, space was tight. After she put in a transfer application, Cheryle was delighted to get an offer to move to a 2-bedroom unit in SGCH's new building in Cartwright.

Cheryle has an illness and it's important to her to be close to her doctors. With a bus at the door, and a lift to her apartment, Cheryle's access to medical support and her general health have improved since moving. Her grandson is enjoying having his own room and more space to move.

“The unit is stunning, beautiful...and I still can't believe we live here. SGCH have been great to me!”

11,048 6,336

People housed

Head tenants

145

Tenants moved from social housing to affordable housing or the private market in 2018/2019

746

Tenants receiving support

2,264

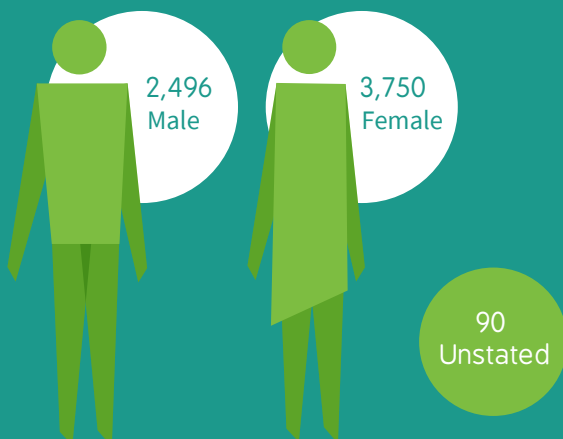
Single tenants aged 55+

3,317

Children

1,938

With a disability



646

Identify as Aboriginal and Torres Strait Islander

56

Languages spoken by our tenants

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

Data insights apply to head tenants, correct on 30th June 2019

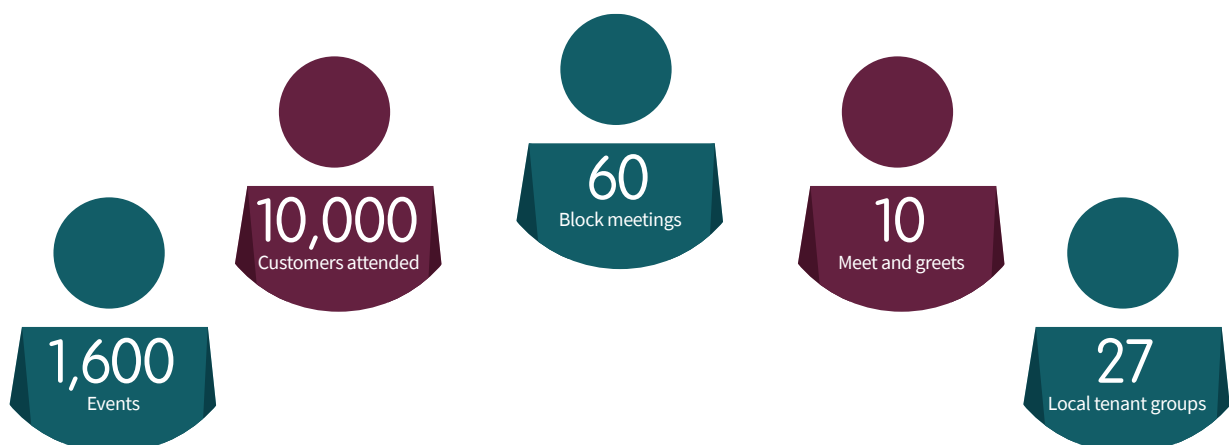
People and places

Our customers are at the heart of our business. We are focused on tenant participation, to improve customers' wellbeing and foster formal and informal links to our organisation.

At SGCH, our programs for customer engagement and social inclusion are always evolving. Starting with a single Tenant Advisory Group over 30 years ago, we have since developed almost 30 Local Tenant Groups (LTGs), a Tenant Coordination Panel (TCP), a packed schedule of community events. SGCH's Community, Place and Partnership team works to deliver and drive change through our people and place outcomes framework. Shaping communities through place making, we work to improve the social and economic interaction and quality of life for residents.

In 2019, SGCH hosted 1,600 activities attended by 10,000 individuals.

The programs and activities we offer our customers are based on three pillars: social events, health and wellbeing, and training and education. During the year, we have hosted activities including dance, swimming, yoga, financial planning workshops, craft, cooking, self-defence and more.





Taking home the National AHI Award for Tenant-led Initiative



Customers enjoying the Big Day Out

Local meet and greets

Local meet and greets held each quarter in our larger portfolios give SGCH customers the chance to meet with key staff from their area. The meet and greets are a mixture of social and formal, with key local services invited to participate.

In the past year 60 block meetings have been held. Hosted by the tenancy manager, block meetings provide the opportunity for residents of specific blocks to get together to discuss tenancy and maintenance issues and hear about community development and tenant participation opportunities in the area.

Local Tenant Groups

Local Tenant Groups are run by customers in 27 locations across our portfolio. The LTGs are based on geographical area and host social and wellbeing events that are meaningful customers. SGCH provides the LTGs with an annual budget and staff attend the Groups' Annual General Meetings and other meetings on invitation. Representatives from the LTGs sit on the Tenant Coordination Panel.

Tenant Coordination Panel

The Tenant Coordination Panel (TCP) is made up of nine members from our 27 Local Tenant Groups and Chinese Tenant Group. The TCP provides high level advice to SGCH on our policy and service delivery. There are nine members of the TCP who represent tenants from across SGCH and the Chinese group.

This year the Tenant Coordination Panel launched the Customer Representative Panel. The Customer Representative Panel gives customers of SGCH the opportunity to review, investigate and make recommendations on the services provided by SGCH. The panel reports back to the SGCH staff and management.

The main event hosted by the TCP is the annual tenant

conference. The tenant conference is a gathering of all SGCH tenant groups aimed at sharing information between local tenant groups and key external partners. This year the theme of the tenant conference was Build your community.

This year, the SGCH Tenant Coordination Panel and Local Tenant Groups were acknowledged at the Australasian Housing Institute Awards, winning in both the NSW and national categories for Tenant-led Initiative. This award acknowledges the success and hard work of the SGCH customers who have worked with us to shape the services we provide and build inclusive, resilient and sustainable communities.

Big Day Out

The largest social event for customers in 2019 was the annual Big Day Out. In April we hosted our event at Luna Park. Over 1,000 people attended – making this year's Big Day Out the biggest ever. SGCH customers enjoyed taking on the rides, an Easter egg hunt, picnic lunch, face painting and a relaxation station for the adults!

Supporting our customers

We offer our customers a range of services and supports beyond housing to provide opportunity and improve quality of life.

Support coordination

In 2018/2019, the SGCH Support Coordination Team managed 531 referrals for support for SGCH customers. Of those referrals, 312 customers presented with more than one issue. The main reasons for referral or self-referral for support include medical needs, property care, rental arrears, and issues relating to frail age and mental health.



Jihad Dib MP, Ayden and Scott Langford

“Even just getting the news has been amazing and the ceremony is great. Ayden’s been able to meet Jihad Dib and get photos taken. He likes that part as well as the money. Strive has been a big help for us.”

Lillian, Ayden’s Mum

► Ayden’s story

Nine-year-old Ayden has been receiving the Strive Scholarship since Kindergarten, helping him participate in sports and attend medical appointments.

Ayden’s mother Lillian said the scholarship has been used to pay for basketball and speech therapy to help him keep up with other kids at school. “I am a single parent on carer’s pension,” she said. “Ayden has several medical problems and has a lot of appointments, so it can be difficult to afford other things. The scholarship has helped Ayden’s development. He’s getting closer to his peers, instead of being behind. The speech therapy is really helping.”

Ayden loves playing sports as they are a great opportunity to play with other kids. “I like to play soccer and catch,” he said. “I also enjoy basketball because I get to play in teams, and I get to play with people I don’t normally play with. It helps with my fine motor skills, working in a team, exercising and socialising.”

Ayden also has a keen interest in maths and said he wants to turn it into a career. “One of my favourite things about school is maths,” he said. “When I finish school, I want to get a math job.”

Lillian said the Strive Scholarships ceremony also gave Ayden non-monetary opportunities, including meeting Member for Lakemba, Jihad Dib, MP in 2018.

Catalyst

This program offers a range of services to SGCH customers interested in training, education and employment. In the past year our in-house Employment and Opportunities Manager has had 153 referrals and engaged with 119 customers, with 41 people now placed in training and employment.

“Thank you Carrie and SGCH. I got a group interview, then got a one-on-one interview where I was offered a job on the spot! I'm really thankful for the resume and mock interview help you gave me. I now have an exciting role at a great company and close to home. I'm excited and happy!” Marco, 25yrs, Darlinghurst

Strive Scholarships

SGCH Strive scholarships for 2019 saw 245 students awarded with \$260,000 in scholarships.

Strive scholarships help SGCH customers who are in primary, secondary or tertiary education with the financial cost of study.

The scholarships would not be possible without the support and investment from our business and community partners, including the Commonwealth Bank, Perpetual and The Adolph Basser Trust, Asset Group, SR Constructions, Andrews Fire Protection, Phoenix Fire Protection, and private donors Philip Manidis and Michelle Butler. We are also grateful for the support of our corporate partner HP who donated 12 laptops to our tertiary recipients.



Customers enquired



Customers engaged



PRIMARY



SECONDARY



TERTIARY



Customers placed in employment and training

\$260,000

Total scholarships awarded



Tanya collecting Nils award (far right, back row)

No Interest Loans Scheme (NILS)

In 2019 we registered with Good Shepherd Microfinance as a No Interest Loans (NILS) provider. This change from our former Essentials Goods Loans offers our customers access to a product that offers longer repayment terms and a wider range of goods.

With NILS, we assist customers to apply for loans of up to \$1,500 for essential goods and services such as electronics, furniture, car repairs and medical/dental procedures. SGCH was the first Community Housing Provider to become a NILS provider with Good Shepherd.

Since we launched the service in February, we have set up nine NILS loans for SGCH customers. These customers took loans for items like air conditioning units, TVs, car registration fees, washing machines, school fees, medical expenses, and costs involved in starting up small businesses. The loans for the year totalled almost \$10,000.

At the 2019 NILS National Conference 'Great Partnerships + Great Impact' one of our applications achieved an "Inspiring Story award", for showcasing how the loans can be used to help customers turn their lives around.

► Nicole's story

Our customer, Nicole had experienced a deeply troubled upbringing, full of trauma and violence. To cope she turned to drugs and alcohol. After losing custody of her 2.5-year-old son, Nicole knew she needed to take action to change her life.

With advice and guidance from SGCH Support Coordinator and support workers from other organisations, Nicole started naltrexone implants to treat her substance addiction. Naltrexone is a prescription drug used to block the effects of opioid drugs and alcohol. The effects of the implant last for 12 months but it is not available in NSW, so Nicole needs to travel to Melbourne to have the dose topped up. She applied for NILS to help cover the costs.

Nicole is now on track to stay clean and regain custody of her son. Nicole received a \$250 credit voucher for the Good Guys from Good Shepherd Microfinance at the conference, in recognition of her inspiring story.

"I've known Nicole for many years, as a tenancy manager and now in my role helping customers with housing plus products. Nicole got a roof over her head and somewhere safe to live. From there she has been able to reach out for additional support. Being able to help Nicole with a NILS loan and see the direct impact that has had on her life is really rewarding."

Tanya, SGCH Housing Plus Administrator

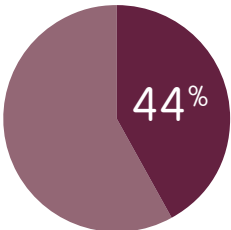
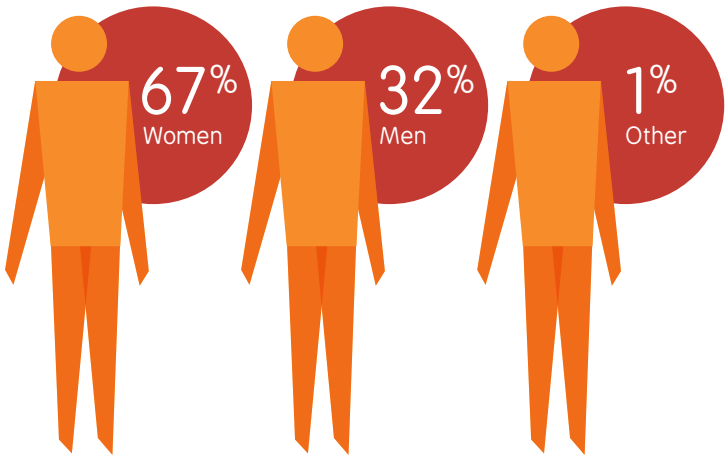


Our team

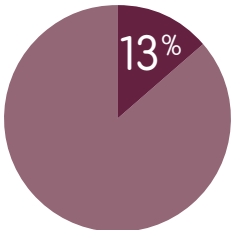
Our team of more than 200 people work together with passion and purpose to deliver great outcomes for the people we serve.

92%

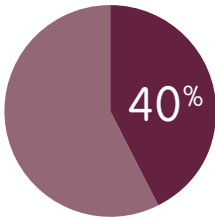
Of the team agreed or strongly agreed with the statement, “The mission or purpose of my company makes me feel my job is important.”



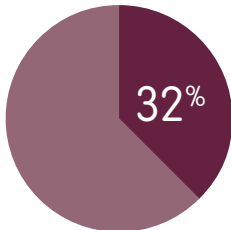
Degree qualified



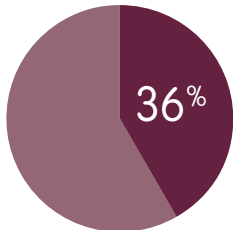
Currently studying formal qualifications



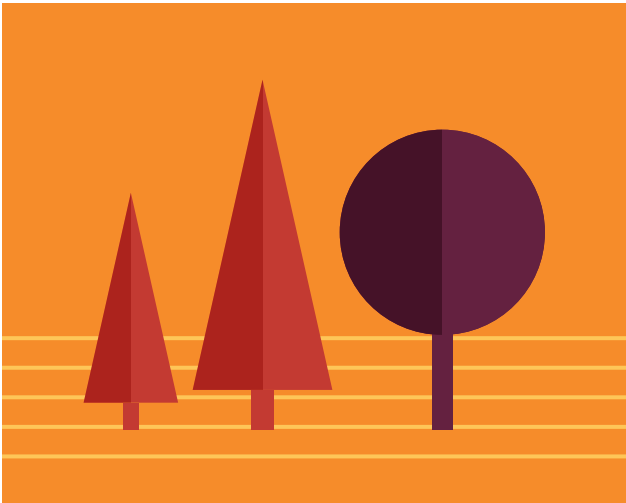
From a non-English speaking background



Born outside Australia



Speak a language other than English





Our culture

We invest in our people, attracting and retaining a professional, skilled and values-aligned team who deliver great outcomes for our customers.

Employee engagement on the rise

In 2019 we ran our third 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.

Once again, our employee engagement improved since the previous year's survey. We achieved a Grand Mean score of 4.11 out of 5 and our results improved on every element. For the second year in a row, our strongest result was on "mission and purpose", demonstrating the deep connection our team has to the vision of SGCH.

Growing our Culture

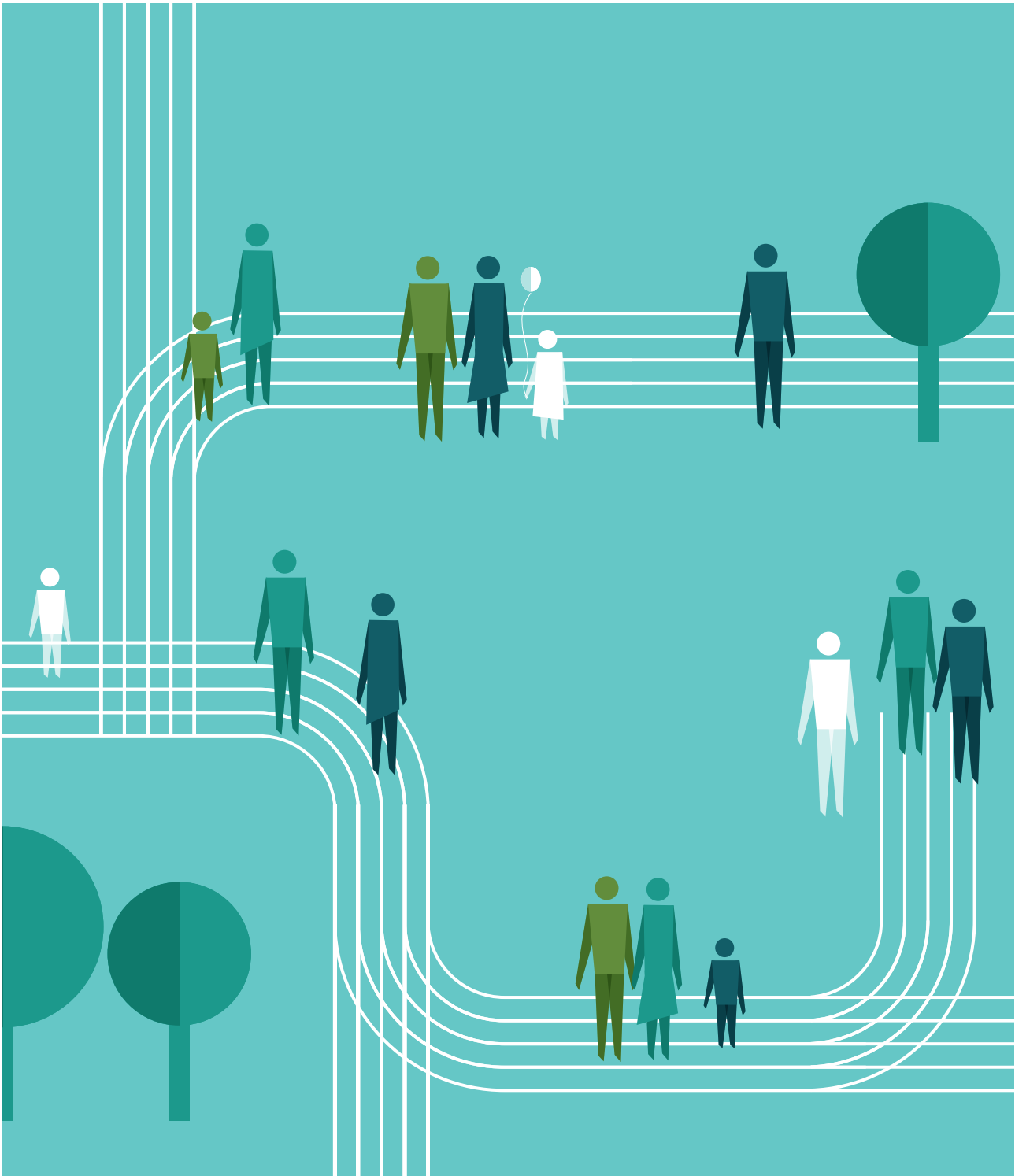
Over the past year we have continued to invest strongly in our people to deliver a consistently high quality customer experience to all our customers and stakeholders.

Through the Growing Our Culture program we support our people to navigate growth and change effectively through reflective leadership and conversational practices. Activities and coaching develop an understanding of how to better coordinate work across teams. We worked collaboratively to identify the vital behaviours that will consistently bring our organisational values to life.

Health and wellbeing initiatives

We have a culture where the whole person is recognised and valued, not just the technical skills they bring. SGCH provides health and wellbeing workshops across our offices, the topics and themes are guided by requests and suggestions. In the past year we have hosted 324 sessions including quit smoking, tai chi, nutrition, mental health, work life balance and mindful compassion.

We offer monthly professional social work supervision sessions designed to offer participants the opportunity to reflect on their practice, enhance skills and provide a reflective space and emotional support. There have been 162 sessions provided this year, providing support across the operational teams who work directly with our customers.



A leading business

As a leading business and leading community housing provider, we ensure we have robust systems, processes and structures supporting us to perform strongly in pursuit of our purpose.

Enterprise Improvement Program

As SGCH continues to grow, so has the pace, number and complexity of projects we manage. We take a big picture view of all our major projects, ensuring visibility and alignment of business priorities.

Our Enterprise Improvement Program (EIP) provides a structure to manage large projects in a systemic and structured way to manage risk and cost, and optimise benefits for SGCH and our customers.

Over the past 12 months, EIP has delivered a number of key projects:

- People and place outcomes framework (PAPO) - recording and measuring our social impact to help us track the outcomes of our work and how we contribute to positive changes in people's lives and the places where they live.
- UniPhi - financial management software for development and construction projects to ensure greater productivity and minimise risks.
- Rent Review Automation Enhancements Project - Automated and enhanced our rent review process for our social housing portfolio, improving efficiency, reducing manual handling and increasing data accuracy and integrity.
- Apollo - Implemented a new learning and recognition management system for staff that allows them to request learning and development and health and wellbeing activities, complete eLearning modules and acknowledge the work of colleagues.

\$410 million
debt facilities

Managing \$2.8
billion in assets



Northern team staff



► Apollo case study

In February 2019 we launched our new Recognition and Learning Management System - Apollo. Apollo is a one stop shop for team members to manage their learning and development journey. The team can view and register for training, health and wellbeing opportunities, and complete mandatory e-learning. It also allows colleagues to acknowledge each other by sending appreciation and thank you messages and 'shout out' badges to recognise commitment to our values and vital behaviours.

Apollo also reinforces the role of the leader in supporting their team members to apply their learning on the job. Through the system, the leader is reminded of the learning that their team is doing, and they are prompted to take action to support the team member apply their new skills. The leader becomes a strong partner in the learning process which demonstrates the importance we place on learning and development at SGCH.

Apollo was launched in time to onboard our brand-new team in northern Sydney. A detailed learning pathway was developed for the customer facing team including a blend of face-to-face learning about topics such the housing sector, specific customer service and support approaches, time management, crucial conversations, WHS, mental health awareness and e-learning modules about SGCH systems, products and services – all tracked via Apollo.

Feedback from team members and their leaders has been very positive. They value being able to manage and track their learning activity and progress in a simple and easy to use system.

The SGCH learning and development approach has matured as a result of Apollo, enhancing our employer brand, employee engagement and retention. This ultimately benefits our customers as teams are equipped with knowledge and capability to provide an excellent service.



Byala (Caitlin Trindall, 2019)

Byala Sessions

In line with our Statement of Commitment to Aboriginal People, and in response to requests from customers and staff, we have developed a pilot Aboriginal Customer Competency training.

We have partnered with Community Housing Industry Association (CHIA) and the SGCH Aboriginal Reference Group to create this training for SGCH operational staff to better understand Aboriginal history and experience, gain insights into contemporary Aboriginal urban culture and enhance practice that supports Aboriginal customers to feel welcome and culturally safe.

Byala is a Dharug word for ‘talk’ and the training is highly conversational, relying on case studies, role play and personal accounts. This allows honest sharing and exploration for participants to grow individually and collectively.

“I’ve increased my knowledge but more importantly, I’ve increased my questions and the courage to ask.”

Byala participant, 2019



Team members in a training session

Responsive management

Within our portfolio of 6,400 individual properties, we have over 300 multi-storey complexes. In a portfolio like ours, the likelihood of a fire occurring is real and we are well prepared for such events.

In the early hours of 14 January 2019, a major fire broke out in a unit in one of our complexes in Riverwood. A resident was injured with burns to her feet. The complex has two blocks and is home to over 130 residents, all over the age of 55 who had to be evacuated in the middle of the night.

This was a confusing and distressing incident for people. Within minutes of being alerted that the fire alarm was activated, our on-call manager was on her way. Kim arrived on site at 3am and assisted people until NSW Fire and Rescue could allow people back to their homes. Kim also alerted our key team members and by 8am around a dozen people were on site prepared to assist the local community.

As the fire investigators worked to establish the cause, our team checked in on residents and arranged contractors to commence the clean-up of water and smoke damage. The team worked through the day with the authorities and contractors, keeping residents calm and informed by going door-to-door, setting up in common areas, sending communications and offering translation services.

Our agile approach on the day demonstrated the work we have done to make sure our disaster management response fits our portfolio. Our SGCH values supported our response with over 20 staff assisting throughout the day, most of them on site for over 12 hours and all of them demonstrating support, care and concern for our customers.

We have continued to support and work with the Riverwood customers, and other residents of large apartment complexes in our portfolio during the year. Capturing the lessons learned from Riverwood, we have rolled out renewed fire safety awareness measures across our portfolio of large apartment complexes and implemented a comprehensive review of fire safety.

Training on our disaster management framework has run during the latter half of the year, with 183 staff completing learning and development sessions.



Gardeners at the George St Community Garden, Phil Pettitt in far right back row



Bountiful vegetables in the George St Community Garden

Community Gardens

Community gardens are a wonderful, vibrant feature that provide social connection and improve health and wellbeing. Where we have suitable sites, we work in partnership to create beautiful spaces. We support around a dozen community gardens where friendships and sense of community blossom, along with fresh herbs, vegetables and fruit.

Community Greening program

The Community Greening program supports gardeners with seedlings and materials for the garden as well as gardening workshops. In the past year, 31 gardening workshops were held. Our Community Greening partners, like the Royal Botanic Gardens Community Greening Team have played a huge role in supporting our customers to establish, maintain and nurture gardens.

Some of our community gardens also feature Vegepods. These raised garden beds are accessible, low maintenance and self-watering making them ideal for many locations. Simon Holloway, Vegepod Director said, "It is great to work with community housing leaders like SGCH on programs to engage with gardeners to be outside and celebrate differences through gardening."

.....
 "For over 19 years, The Royal Botanic Gardens Sydney have strived to promote social cohesion and help communities tackle adversity through the joy of gardening - all while creating future advocates for the environment."

Phil Pettitt, Community Greening Coordinator, Botanic Gardens & Centennial Parklands.

Bonnyrigg sensory garden

Bonnyrigg residents were supported by SGCH to enter their idea for a sensory garden to My Community Project, where the community decides on their favourite projects by voting on which ones will get government funding.

A sensory garden is designed to be accessible for everyone with features for people with a physical or intellectual disability. Using plants and materials, it stimulates the senses, engaging sight, smell, touch, taste and sound.

Voted in by residents from across the Cabramatta Local Government area, the Bonnyrigg sensory garden was announced the winner in September 2019 and awarded \$50,000 to make this project a reality. SGCH has established a Sensory Garden Working Group made up of local residents who will have input into the design of the garden and lead the implementation of the project.

As a focal point for the Bonnyrigg community, the sensory garden will not only help improve health and physical wellbeing, it will be a sanctuary for residents to relax and reflect or spend time with family and friends. Once the garden is established, residents can also increase their knowledge through gardening workshops and enjoy fresh produce.

Strong partnerships

We are committed to partnerships that help our customers access opportunities that increase independence.

Social Housing System Coordination

Since December 2018, we have worked with Link Housing and Bridge Housing with Women's Housing Company to lead the social housing system in Northern Sydney.

The Social Housing System Service Coordination Plan sets out our partnership arrangements for working together and our collective approach to the strategic management of the social housing. We have consulted with DCJ, specialist homelessness organisations, local support services and our sector peers to make sure the plan is right – not just for the organisations involved, but for our northern customers.

Collaborating with peers

As community housing partners, our organisations have worked together for decades, however the SHMT presented a first for us – working in close geographical locations and at scale. As partners, we wanted a coordinated response to housing need, clear communication, shared advocacy and continuous improvement.

This collaboration demonstrates the maturity and capacity of the community housing industry and our joint commitment to delivering a streamlined and consistent service to our customers.



Social Housing System Service Coordination Plan: SGCH, Link, Bridge and Women's Housing Company and Elton Consulting



Solar panels at Hoxton Park Road, Cartwright

Port Jackson Supported Housing Program

In its 11th year of operation, Port Jackson Supported Housing Program (PJSHP) provides transitional tenancies for people who require a high level of support to stabilise their lives and develop the skills needed to maintain longer-term tenancies when they exit the program.

We partner with 18 preferred specialist services who deliver support to 214 households. The properties are in two sub portfolios:

- 84 with specific program arrangements with allocated partners; and
- 130 that are available for nomination from any of the 18 preferred partners.

PJSHP target groups include households who are homeless or at risk of homelessness and have complex needs arising from a combination of issues such as: age-related frailty; mental illness; physical or intellectual disability; acquired brain injury; family dysfunction; alcohol or another drug misuse.

Individuals who live in the PJSH program have a specific housing need and a support package.

In 2018, in consultation with SGCH and our support partners, DCJ prepared new operational guidelines. Following an Expression of Interest (EOI) process in 2018, new service agreements were signed between SGCH and 18 new and existing preferred support partners.

Partnering to help cut energy costs

Through our partnership with CEFC and the NSW Office of Environment and Heritage, we have retrofitted 1,800 existing properties to deliver low-cost energy to our customers.

The upgraded properties feature appliances such as rooftop solar panels, ceiling insulation, heat pump hot water systems and LED lights.

SGCH customer Mary Ann said she noticed the difference immediately after solar panels were installed at her home. She saves around \$20-30 each bill, allowing her to put money aside for other bills and unexpected expenses.

SGCH customer Gail said she almost fell off her chair when she received her first post-solar energy bill. She's no longer afraid of power bills and can freely use appliances such as the oven and heater, which were previously off limits.

The retrofit program alone has reduced energy bills by approximately \$570 per property each year. Together with our new energy-efficient buildings, we are seeing a significant reduction in energy in costs and consumption, helping our customers combat energy poverty.

Governance

The SGCH Group has a contemporary and appropriate structure, suitable for the size and complexity of our business and the requirements of our funders, financiers and other stakeholders.

Board Review

The role of the Board is to set and guide the strategic direction of the organisation and oversee its' activities with an appropriate level of governance and risk management. Following the resignation of director Jane Hewitt, it was timely to review the range of skills and expertise across directors to best inform the recruitment process.

Leading practice strongly recommends that a board review should not only involve the Board as a whole, but also reviews the contribution of individual directors through an externally facilitated process of self and peer evaluation.

An independent review by Sterling Black of the strengths, skills and expertise of our Board has substantially informed our planned succession approach. The review was an extensive process and has ensured we will continue to have the range of professional skills required of the Board with values aligned directors, driven to shape our strategic direction as stewards of the organisations purpose and resources.

The SGCH Group has four Board Governance Committees to oversee strategic areas of business operation:

Audit and Risk

Manages key risks of the group, specifically; financial reporting, compliance with laws, regulations and other requirements.

Development and Construction

Reviews the delivery of development and construction projects including business cases and risk mitigation, probity, and receives progress reports to ensure agreed objectives and outcomes are on target.

Work Health Safety and Environment

Maintains oversight of safety, health and environmental matters and safety culture, specifically reviewing and guiding policies, systems, risk and performance of SGCH, suppliers, consultants, contractors and other third parties.

People and Culture

Assists the Board to fulfil its statutory, corporate governance and oversight responsibilities in relation to the people, remuneration and culture of SGCH.



Acknowledgment of Service

This year we acknowledge four retiring directors; Jane Hewitt, Salah Kahil, Dennis Cafe and Graham Rowilson.

Dennis served as SGCH Chair between 2009 and 2017 and has served on our Board for a decade, working with two CEOs and leading the organisation through a period of great transformation.

Graham and Salah are two of SGCH's original tenant directors. Both men have served SGCH for almost 15 years each, bringing their experience as SGCH tenants to the Board as our organisation grew from a small cooperative and matured into the very large business it is today.

Jane joined the Board in 2014 as an original Director of one of our subsidiaries, SGCH Portfolio. Jane served for almost 5 years and we are grateful for having the benefit of her professional guidance in finance, risk management and business management.

We thank these four Directors for their stewardship, time and expertise.





Risk Management

The Risk Management Framework is an integral part of the governance practices of SGCH Group. During 2019, we have adapted to the growth following the Social Housing Management Transfer and applied improvements introduced by the new Risk Management standard.

In early 2019, the Institute of Internal Auditors Australia performed an independent quality assessment of SGCH. The objective of this review was to:

- Assess our conformance with the international standard AS/ISO 31000:2018 'Risk management-guidelines'.
- Ascertain expectations of Risk Management services expressed by the Audit and Risk Committee, Group Chief Executive Officer and Senior Executives, and whether these are being met.
- Assess the effectiveness of integrating Risk Management into the strategic management and governance framework as a second line of defence assurance activity.
- Review whether SGCH Risk Management operations reflect contemporary good practice.
- Evaluate the skills, knowledge and experience capability of Risk Management.
- Review whether Risk Management adds value and contributes to improving business operations.

This assessment concluded with excellent results for SGCH. We achieved general conformance with the Risk Management standard, and the rating of our maturity in this area has improved from previous years.

A focus for the past year has been to promote a positive risk culture by encouraging our staff to "speak up", a vital behaviour developed through the Growing Our Culture program. In line with this, SGCH operational staff have been provided training on the elements of our Risk Management Framework and are encouraged to identify and report risk.



Customer Feedback

Our dedicated Customer Feedback Representative manages complaints, appeals, compliments, enquiries from Local Members, Ministerials, and requests from the NSW Registrar of Community Housing.

Data is reported to the executive management and the Board of Directors on a monthly basis to identify trends and opportunities for training and process improvements.

In 2018/2019 there were 267 matters raised with the Customer Feedback Representative with an average resolution time of 18 days.

Work Health & Safety

At SGCH we are committed to ensuring a safe and healthy workplace. We have a Statement of Commitment to Safety, reflecting that safety is paramount to us.

Our integrated Work Health & Safety (WHS) Management plan provides a structured approach to WHS and we achieve a very high standard of safety performance across our organisation.

The Year in Review 2019 complements our Summary Financial Statements 2018 /19 and Strategic Directions booklets. For copies, please contact us.

SGCH

Level 5, 38 Humphreys Lane
Hurstville NSW 2220

PO Box 348
Hurstville BC NSW 1481

+61 (2) 9585 1499

communications@sgch.com.au
sgch.com.au



