

**WOMEN'S  
COMMUNITY  
SHELTERS**

Annual Review 2016

**SUPPORTING**

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**HOMELESS**

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**WOMEN**

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# CORPORATE INFORMATION

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## WOMEN'S COMMUNITY SHELTERS LIMITED

Public Benevolent Institution with DGR1  
(Deductible Gift Recipient) Status

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## BOARD

Gina Anderson (Chair)  
Peter Hunt AM  
Greg Hutchinson AM  
Kris Neill  
Christine Parker  
Paul Say  
Richard Spencer  
Julie White

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## CHIEF EXECUTIVE OFFICER

Annabelle Daniel

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## AUDITORS

Foster Raffan  
PO Box 629  
North Sydney NSW 2059

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## SOLICITORS

Hicksons Lawyers  
Level 32, 2 Park Street  
Sydney NSW 2000

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## OFFICE

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Redfern NSW 2016  
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🐦 @WCS\_CEO  
f Womens-Community-Shelters

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## ABN

54 153 006 556

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Great Lakes Women's Shelter, based in Forster-Tuncurry, is proud to have WCS as our partner. Without their amazing contribution of both funds and expertise, we would not be here and offering a shelter to women and children needing a safe place while recovering from domestic violence and re-building their lives.

**JULIE BRADY**

Chair, Great Lakes Women's Shelter



# MISSION & VISION

## WHAT IS WOMEN'S COMMUNITY SHELTERS?

Women's Community Shelters (WCS) is an Australian charity set up on a social franchise model to provide emergency accommodation for homeless women in NSW, in partnership with local communities. WCS operates under an innovative groundbreaking funding model involving collaboration between business people, philanthropic foundations, local communities and the Commonwealth Government. We welcome the NSW Government's recent commitment to supporting our model.

### PURPOSE

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WCS offers vulnerable women at risk of homelessness or domestic violence shelter, active case management, support, dignity, self-esteem and a chance to start anew, through the establishment, operation and/or supervision and support of women's community shelters and low cost accommodation.

### PLAN

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Our vision is to expand our network to at least 4–8 shelters across NSW by 2018, all linked together through technology.

### WE BELIEVE

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Communities engaged around local initiatives are key to addressing women's homelessness and domestic and family violence.

Best practice specialist women's shelters are a critical service for women and children.

### FUNDING

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#### WCS hub

\$350,000 per annum, underwritten by philanthropy

#### Each shelter in our network

\$400,000 per annum to run, tri-partite funding model through philanthropy/business, local community and government

The Board and Chief Executive Officer of Women's Community Shelters (WCS) would like to express our sincere thanks for the generous on-going support of:

#### HUNT FAMILY FOUNDATION & VINCENT FAIRFAX FAMILY FOUNDATION

For another year the Hunt Family Foundation and the Vincent Fairfax Family Foundation co-funded the CEO's salary.

#### AUSTRALIAN GOVERNMENT

WCS secured an extension of funding from the Federal Government through the Department of Social Services.

#### NSW STATE GOVERNMENT

For partial funding of our existing shelter network and support for the development of 3-4 new shelters by 2018.

#### MACQUARIE GROUP FOUNDATION

The Macquarie Group Foundation generously sponsored our official launch in November and have added WCS in to their matched giving programme.

#### WESTPAC

For making their Employee Assistance Programme available to shelter staff and for hosting training of all staff on our new Efforts to Outcomes case management software, as well as making WCS a beneficiary of fundraising and their matched giving programme.

#### THE BIG ISSUE

For providing free office space and support to our CEO and Office Manager.

#### THE NEILSON FOUNDATION

For their generous support of Women's Community Shelters.

#### THE GRAY FAMILY FOUNDATION

For their generous support of Women's Community Shelters.



THANK  
YOU

#### PERPETUAL FOUNDATION & BAXTER CHARITABLE TRUST

For their generous donation to set up costs for our shelters.

#### QIC

For their donation of a renovated property for 3 years for The Sanctuary-The Hills Women's Shelter.

#### THE FUNDING NETWORK

For their contribution to the set up costs of the Great Lakes Women's Shelter.

#### OTHER GENEROUS DONATIONS RECEIVED FROM:

- × Hutchinson Endowment Fund
- × Plenary Group
- × Wilson Endowment Fund
- × Denton Family Trust
- × Snow Foundation
- × Roberts Family Foundation

And many other individual donors, some of whom have made an ongoing commitment to support WCS each month.

#### JOHN KELL

For providing pro-bono legal advice.

#### SQUARED IMPACT

For their pro-bono work on our new Efforts to Outcomes software system.

#### EQUILIBRIUM DESIGN

For designing our website and marketing materials at significant discount to market rates.

#### FOR THE SANCTUARY - THE HILLS WOMEN'S SHELTER AND THE GREAT LAKES WOMEN'S SHELTER

We would like to thank the Boards, staff, volunteers, donors and many wonderful individual and corporate supporters who made the opening of these shelters possible.

# OUR WORTH

## GINA ANDERSON CHAIR

As Australian of the Year Rosie Batty put the tragedy of domestic violence into the public domain. She also reminded everyone that sadly domestic violence occurs right across the community—metro, rural and remote—in your street and mine.

At the same time we are a nation of volunteers. Whether it is in response to disaster or in big events, organisations such as the SES, Surf Lifesaving and the Olympics show what volunteers from all walks of life can do.

We want to bring that same community engagement to tackling domestic violence and homelessness. We believe our Women's Community Shelters model does exactly that.

In 2011 we started with an idea that by building a network of women's shelters on a social franchise basis in partnership with local communities, we could underpin their sustainability. Today we have four shelters in our network. A volunteer Board and an amazing group of fundraisers, volunteers and supporters, who are actively working to reduce the level of domestic violence in their communities, support each shelter. A host of other communities are keen to participate.

I am constantly in awe of the contribution so many individuals and groups make to their local communities and I thank them for their inspiration. To each and every donor who has supported WCS, my heartfelt thanks. Every dollar is important and we work hard to ensure it is spent wisely in support of our mission.

I would like to express my personal thanks to the other Board Members of Women's Community Shelters who so generously volunteer their time, their expertise and ideas.

On behalf of the Board I would also like to congratulate our CEO, Annabelle Daniel, and her assistant Lieske Dowd, for their extraordinary dedication to the cause. With few resources, they have done an outstanding job this past year. We cannot thank them enough.

## ANNABELLE DANIEL CEO

2015 proved to be a landmark year in the development and expansion of the WCS model, and the most exciting we've yet had in making a positive impact. We entered 2015 on the 'front foot' with our Hornsby Ku-ring-gai Women's Shelter about to open, a developed set of resources on shelter establishment and operations, and a keen sense of positive change occurring at local community level. Once open, the Hornsby Ku-ring-gai shelter was full within a week, proving beyond doubt the need for more services.

Over the course of the year, and in concert with a new, national conversation around domestic violence and women's homelessness, two more NSW communities with a known need decided to take positive action on the issue and collaborate with WCS to start new shelters.

This year, WCS expanded our shelter model to accommodate women with children as well as single women. These groups were a key priority for the communities who approached us to work with them. We were confident in our capacity to enhance our programmes, and worked with sector experts to extend our operational policies and procedures to accommodate the changes. We've also instituted specific workers in each shelter, experienced in children's trauma, domestic violence and support services, to work through tailored case plans for families. Our shelter in the Hills also provides ground-breaking accommodations for women with a disability, or women who care for a child with a disability. Through flexible design, we are also able to accommodate larger families, which is often a challenge for the existing system.

One question we've been asked often this year is—how are you different? It's a good question.

Our model begins with people, not property. We combine genuine community building and goodwill with WCS shelter expertise and a 24/7 staffed, professional operating model, funding, intellectual property and project management support.

“

I want to tell people that family violence happens to **[anybody]**, **no matter** how nice your house is, **no matter** how intelligent you are.

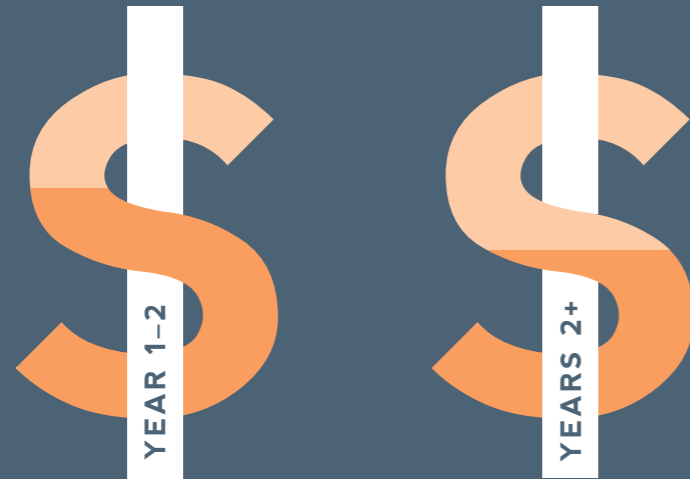
ROSIE BATTY

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It is in the alchemy of community and our shelter experience and professionalism that this model becomes an extraordinarily powerful way of working. I have learnt so much by doing the work, and it's a continuous process of refinement so we improve for next time. The WCS network now has four shelters under our umbrella. We have size and scale. We have proven the model can work in metropolitan and regional locations, and we are ready to scale to the next level, doubling our network again by 2018. We welcome the recent announcement of support by the NSW State Government to partially fund our existing network and to develop more shelters on our model into the future. This means there will be many more 'next times'. We have already been approached by a number of other communities in NSW and around Australia keen to start new shelters with us. We can change the paradigm and the response to domestic violence and women's homelessness in Australia, community by community.

I would like to thank our Chair, Gina Anderson, for her countless hours in support of our mission, and the Board for their expertise and time, which they give freely. Experts individually in their fields, their collective wisdom ensures excellent governance and a strong strategic approach to our development, which has been critical in 2015.

WCS underwrites up to 2/3 of each shelter's funding for the first two years, and up to 50% per annum in following years.



After hearing about the community campaign, the Women's Community Shelters [WCS], a not-for-profit organisation, approached the local community in Forster to work in partnership to set up a women's refuge. It has offered to match every dollar the local community raises with \$2 for the first two years, after which it will match the community funding 50:50. Importantly, it has the practical corporate knowledge to set up a shelter. It knows what is physically required on the premises, how to set up the Board, and the policies and procedures that are needed to operate the shelter day to day.

I make special mention of Annabelle Daniel, the dedicated and dynamic chief executive officer of WCS. I recently met with Annabelle and was inspired by her amazing work. The WCS operates primarily through philanthropic funding and is about to open its next refuge, which has been achieved in partnership with the local communities. Its collaborative approach with local communities and businesses is truly innovative.

**THE HON COURTNEY HOUSSOS**

MLC Parliament



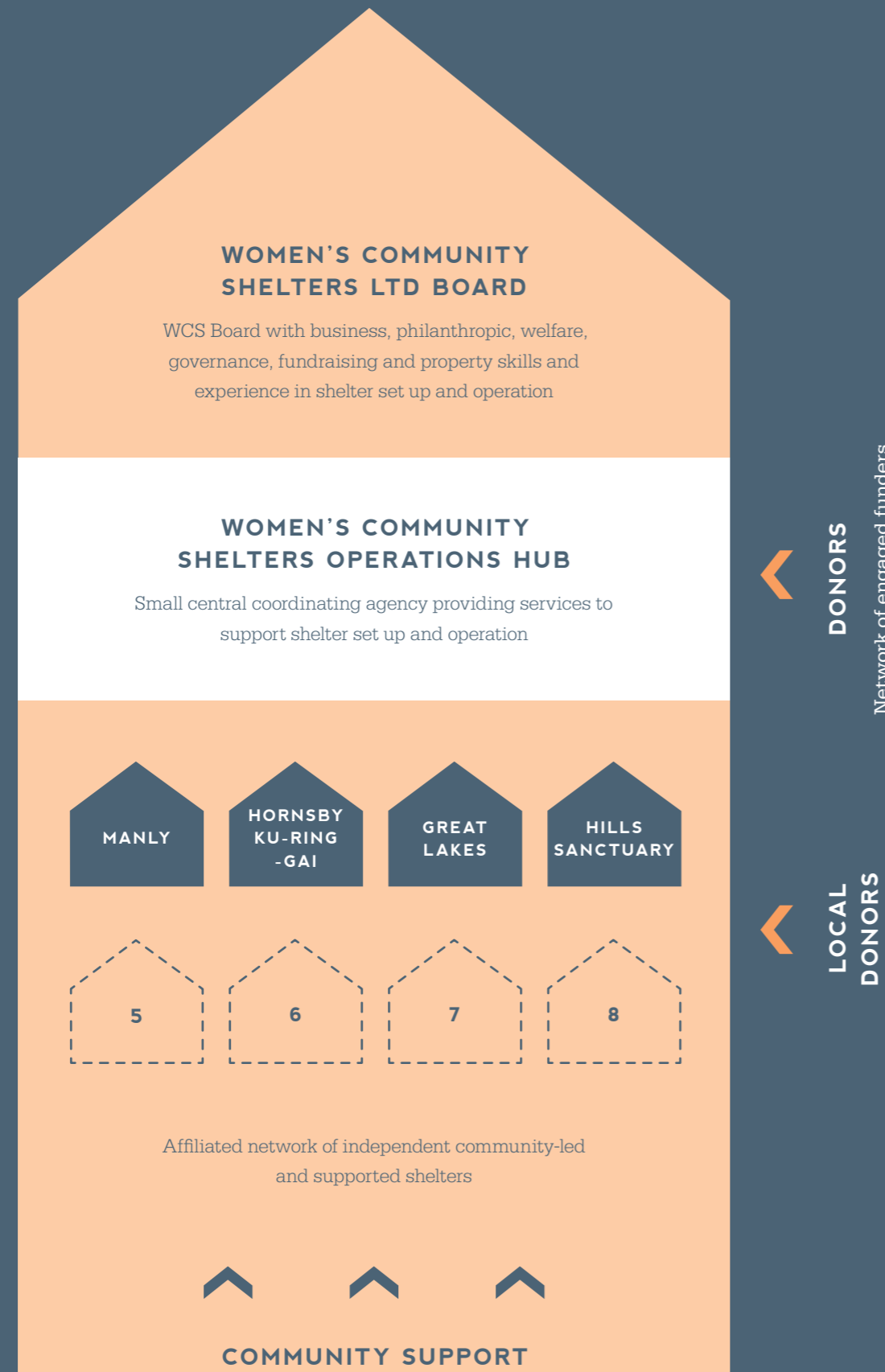
## OUR SHELTER NETWORK'S POINTS OF DIFFERENCE



# INNOVATION:

## THE SOCIAL FRANCHISE MODEL

Community participation, industry best practice, effective use of technology



# CASE STUDY

## GREAT LAKES WOMEN'S SHELTER, REGIONAL NSW

The Great Lakes community had known it needed a crisis accommodation shelter for women for over 15 years, yet submissions to State and Federal governments had produced little response.

WCS began working with Forster Neighbourhood Centre and other interested community members in February 2015. Local advocates for a shelter knew that they needed to provide support for women with or without children, who were primarily leaving domestic violence, and also specific support for Indigenous women.

WCS and the Shelter Steering Committee held a Community Forum in April 2015 at Club Forster, which was attended by over 120 people—survivors, police, community members and interested volunteers. A Board formed out of this forum, and WCS worked with them on the project management of making the shelter a reality. In January 2016, the Great Lakes Women's Shelter (GLWS) opened. Comprising two properties and offering support to up to 15 women and children at a time, the Shelter provides accommodation and active case management to support residents and their families get their lives back on track.

In the first six weeks of operations, GLWS has accommodated 8 women, 7 of whom had families, and 7 of whom were leaving domestic violence. The shelter also accommodated 3 Indigenous women, and draws most referrals from other local services. It has been continually full since the week after opening.

This project shows that in working closely with local communities, WCS has an adaptable, scalable model that gets service design right, and clearly demonstrates a powerful and appropriate response to a locally-identified need. Our project management, intellectual property, shelter management experience and funding support enabled us to successfully open a shelter in partnership with the local community less than a year after the first community conversation.

## CASE STUDY

### THE HILLS SANCTUARY

The Hills' only women's shelter, run by the Sisters of Mercy, closed in July 2014 after a hundred years of operations. Very quickly, the Police, women's service clubs and other local organisations identified a significant gap for women needing crisis accommodation.

Through our work with Hornsby, we made connections with the Police Superintendent, Federal member and QIC/Castle Towers and we were given a property, rent free for three years, to operate as the shelter premises by QIC. This amazing investment by a business in their local community sets a new benchmark for social impact and community engagement in the shelter sector.

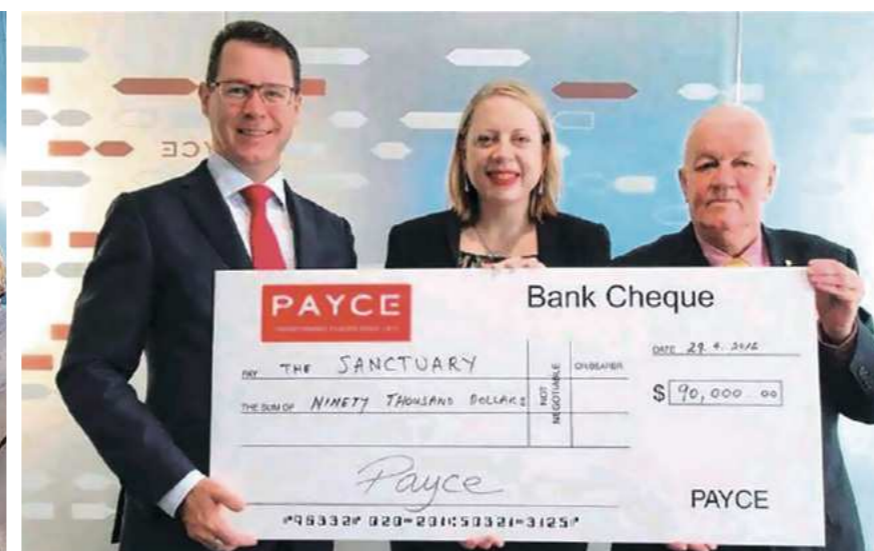
In May 2015, we ran a Community Forum in conjunction with the Hills Shire Council and the Lisa Harnum Foundation to raise awareness and bring together community volunteers to begin the project.

Our first steering committee meeting in July 2015 brought together a range of community, corporate, council and business people interested in becoming the shelter Board, and we moved towards the establishment of the legal entity—The Sanctuary – The Hills Women's Shelter.

WCS CEO Annabelle Daniel worked with QIC Castle Towers during late 2015 on the property design and layout to ensure a flexible and supportive configuration and layout, able to accommodate small and large families, women and children with a disability and a range of specific cultural needs. Working closely with the local Police, we also created the first ever shelter in Australia wired back to the local police station, ensuring 24/7 emergency response.

In early 2016, we recruited a fantastic, professional team who staff the shelter 24/7. In the weeks prior to opening, we took the opportunity to engage a number of Ministers, MPs, Government organisations, local community members, councillors and media with walks through the property demonstrating our efforts and explaining shelter operations. This provided a valuable opportunity to engage key stakeholders with the daily life of a shelter and the work we do. 'Show and Tell' week will now be a key part of our critical path to shelter establishment.

**Left side, top to bottom:** Annabelle Daniel and Yvonne Keane; Premier Mike Baird outside Manly Community Centre with Annabelle Daniel, Julia Lever, Peter Hunt, Jacqueline Smith and Gina Anderson, Annabelle Daniel, Hon Prue Goward MP and Yvonne Keane.



## CASE STUDY

### HORNSBY KU-RING-GAI WOMEN'S SHELTER, UPPER NORTH SHORE NSW

Hornsby Ku-ring-gai Women's Shelter achieved some incredible results during 2015 after opening in February. 65 women were accommodated in the shelter, with over 270 more requesting a bed. The shelter has been continuously full since opening, proving the need for the service.

The Board and professional staff have done an amazing job, supporting shelter residents to move to sustainable housing, find employment and education opportunities, connect to support services and resolve legal issues. The support of the local community has continued to build over time, through dedicated community engagement by the Board.

Support for the shelter through volunteering, in-kind donations and specific skills continues to grow. WCS congratulates HKWS on a wonderful year of achievement. Thank you to the Board, professional staff led ably by Manager Inayet, and all the volunteers who contribute so generously to the Shelter.

## CASE STUDY

### MANLY WOMEN'S SHELTER, NORTHERN BEACHES NSW

Manly Women's Shelter (MWS) consolidated under the WCS umbrella this year. The original shelter, from which our model developed, has continued into a sixth year of providing excellent crisis accommodation and support. Over 250 women have been accommodated since the shelter opened, and under the stewardship of Chair Julia Lever and an enhanced Board, has continued to source fantastic support from the local community and build its reputation and profile.

MWS also provides transitional accommodation (6–12 months) for suitable residents once they leave crisis accommodation. The shelter team continue to build and strengthen relationships with local mental health services to enhance the support they provide to women with specific mental health related needs, and work in closely with local police to support women leaving domestic violence. Congratulations MWS on another fantastic year of support for women!

**Right side, top to bottom:** Sanctuary Ambassadors Maggie Dent (parenting author), Dannielle Miller (Sanctuary Board member and author), Donna Cavanagh (Sanctuary Manager), Sarrah le Marquand (*RendezView* editor), Yvonne Keane (Sanctuary Chair and Hills Deputy Mayor); Peter Hunt AM, Annabelle Daniel, Julie Brady (GLWS Chair) and other local stakeholders; Dominic Sullivan (Payce), Annabelle Daniel, Raymond Harty OAM (Sanctuary Board member); Donna Cavanagh, Jenny Aitchison (Shadow Minister for Family and Community Services), Annabelle Daniel, Hon Courtney Houssos (MLC), Yvonne Keane



# COMMUNITY PARTICIPATION

We face outward, openly to the community, and ask for their time, their treasure and their talent in supporting their local shelter. When communities truly own something, they don't look away.

The first conversations with the Great Lakes (Regional NSW) and Hills (North Western Sydney) groups began in February and March 2015 respectively. WCS held community forums in each location which drew in several hundred interested community members supportive of working towards shelter establishment. From each, a shelter steering committee and Board formed. Through our capacity building at the local level, we have been able to draw out wonderful community assets to support the shelters. In Great Lakes, the local

hospital provided a property at a peppercorn rent. In the Hills, the parent company of Castle Towers, QIC, generously provided a renovated 6 bedroom property rent-free for three years to act as the shelter's home. Fundraising and in kind donations have followed, and by reaching out to the community to support these initiatives, we are shining a light into domestic violence at the local level and building true resilience in the community response. We have opened each of these shelters in the span of just 12 months from the first conversation.

There is enormous power in leading, teaching, and channeling the goodwill of communities into a positive outcome. Every nook and cranny of each of our shelters bears testament to a community or business partnership: flowers delivered once a week to brighten a hallway; individual quilts on the beds that residents can keep when they leave; cupboards filled to overflowing with corporate donations of manchester and bedding; a building gifted by a local organisation because we said we needed help and they wanted to 'pay it forward'.

# CURRENT PORTFOLIO



## MANLY WOMEN'S SHELTER

50 women accommodated per annum and over 200 assisted so far



## HORNSBY KU-RING-GAI WOMEN'S SHELTER

50 women accommodated per annum, with 5 requests for every bed available



## GREAT LAKES WOMEN'S SHELTER

30 women and up to 75 children accommodated per annum



## THE SANCTUARY - HILLS WOMEN'S SHELTER

35 women and up to 90 children accommodated per annum



### Clockwise from top left:

(L-R) Detective Superintendent Rob Critchlow, Castle Hill Police; Aileen Mountifield, Lisa Harnum Foundation; Annabelle Daniel, WCS CEO.

(L-R) Sallianne McLelland and Kiki Paul from the Hornsby Ku-ring-gai Women's Shelter Board.

(L-R) Peter Hunt, WCS Board; Shemara Wikramanayake, Macquarie Group; The Hon. Pru Goward MP, Minister for Women and Minister for the Prevention of Domestic Violence and Sexual Assault; Annabelle Daniel, WCS CEO; Gina Anderson WCS Chair.

(L-R) Maggie Dent, Parenting Author and Sanctuary Ambassador; Yvonne Keane, Sanctuary Chair & Hills Deputy Mayor; Sarrah Le Marquand, *RendezView* Editor and Sanctuary Ambassador; Dannielle Miller, Hills Sanctuary Shelter Board; Annabelle Daniel, WCS CEO.

(L-R) Robyn Waite, Hills Sanctuary Women's Shelter and Annabelle Daniel, WCS CEO.

Annabelle Daniel, CEO with participants at The Funding Network Pitch Event, May 2015.

# INDUSTRY BEST PRACTICE

# IMPACT TO DATE

WCS have been outstanding in their work towards establishing and supporting our women's shelter in Hornsby Ku-ring-gai and have worked tirelessly within our local community in developing proven policies and procedures for the successful operation of the shelter. WCS are great partners in working with our community in developing the 'women's shelter brand' and we greatly appreciate their outstanding ongoing support.



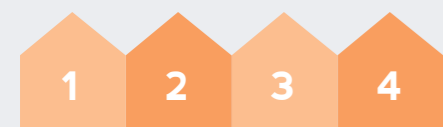
**RAISED AWARENESS ON WOMEN'S HOMELESSNESS AND DOMESTIC VIOLENCE**

## JOHN LOCKYER

Chair, Hornsby Ku-ring-gai Women's Shelter Inc

# 20K+

'BED NIGHTS' PROVIDED PER ANNUM



**SHELTERS ESTABLISHED**

# \$3M+

**COMMUNITY ASSETS SOURCED**



**SOCIAL CAPITAL AND RESILIENCE BUILT IN COMMUNITIES**

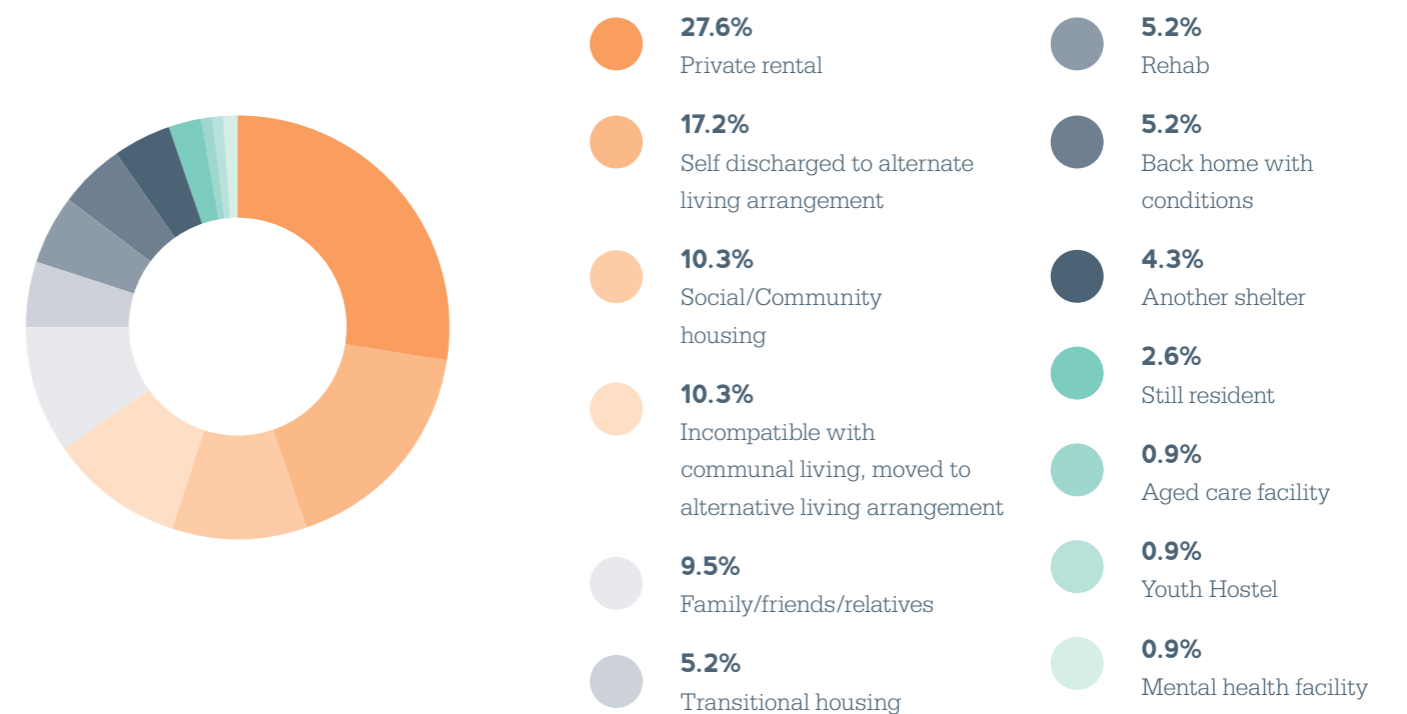
## KEY SHELTER OUTCOMES MEASURES

GOAL	STANDARD ACHIEVED	
Tailored case plan within 72 hours of shelter entry	85%	97%
Clients achieving sustainable housing on exit from shelter	85%	90%
Clients assisted with Employment/Training/Income stream	80%	90%
Clients experiencing mental health conditions: support to access or continue appropriate care	80%	99%
Clients with specific cultural or linguistic needs connected to appropriate services	90%	98%

## ACTIVE CASE MANAGEMENT

- × Client-centred case management to assist women to work towards individual goals and help for children who have experienced domestic violence
- × Referrals to doctors, counsellors, legal advice, immigration experts, work and education
- × Help to find secure, affordable and sustainable housing

## WHERE CLIENTS GO ON TO



EFFECTIVE USE OF TECHNOLOGY

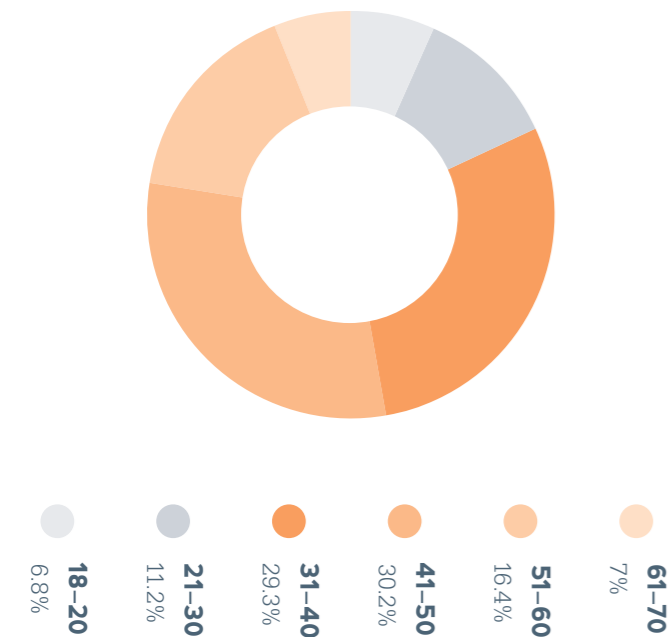
# PLAN FOR THE FUTURE

Quality data from our innovative software system tracks outcomes and provides real-time bed availability.

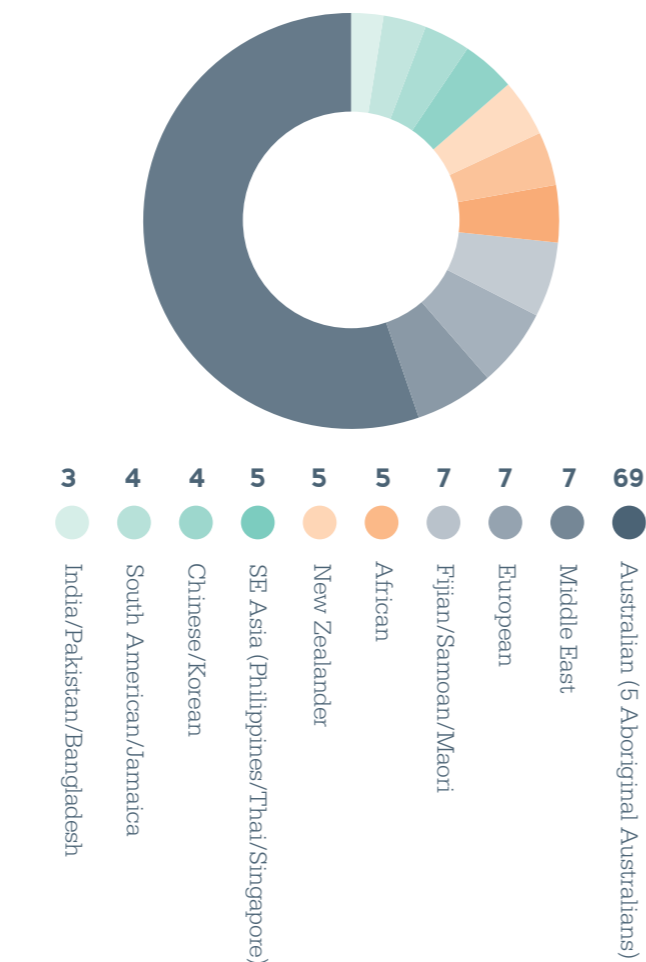
The other very exciting development for our shelter network this year is the implementation of our cloud-based data collection and outcomes reporting system. Data collection in the Australian homelessness and domestic violence sectors is sparse.

Only government funded services contribute to a national data collection system. Around 15–20% of all service delivery in these areas is not 'counted' in national statistics. The great outcomes WCS achieves in shelters are not presently visible for governments and funders to 'see'. For these reasons, we have developed our own bespoke system which will clearly demonstrate not just the positive outcomes we achieve for our shelter residents, but also the community contributions in time and in-kind. This is a ground-breaking and innovative development in measuring our impact and the assets we draw from communities through our model.

AGE OF OUR CLIENTS



NATIONALITY OF CLIENTS



50

DOMESTIC/FAMILY VIOLENCE

WCS CLIENTS REASON FOR REFERRAL

The 2015 Shelter Network Statistics Hornsby Ku-ring-gai and Manly Women's Shelters revealed that 50 of 116 referrals had domestic family violence as the primary presenting cause.

24

MENTAL HEALTH

24

FINANCIAL HARDSHIP

18

ALCOHOL & DRUG

# FINANCIAL HIGHLIGHTS

## REVIEW OF 2014/2015 FINANCIAL YEAR

For the year ended 30 June 2015 WCS recorded a break-even (nil surplus) result.

Both income and expenses grew significantly during the year as the WCS model expanded, and the Hornsby Kuring-gai shelter became operational. These activities were supported by increased contributions from our philanthropic partners, and draw-down of the Department of Social Services grant which was provided in a prior year.

The balance sheet position at 30 June 2015 includes assets of \$560,499, the vast majority of which is cash at bank.

Total liabilities of \$499,182 includes: funding held in advance is the largest item and reflects funding provided for a specific future purpose; and other liabilities such as supplier payables and employment entitlements. WCS has members equity of \$61,316.

WCS's Directors have declared the organisation can meet all commitments as they fall due in the audited financial report, which is available in full at the Australian Charities and Not-for-profits Commission website [acnc.gov.au](http://acnc.gov.au) via the Find a Charity function.

### INCOME

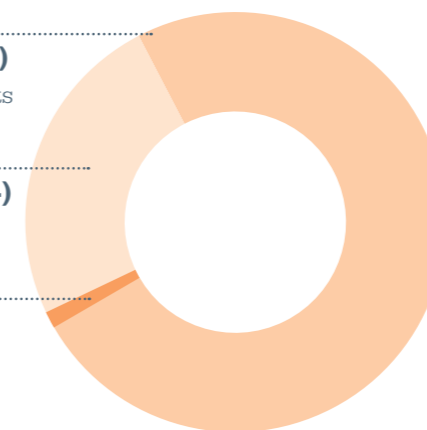
WCS revenue totaled \$533,985 for the 2015 year (\$126,368 in 2014)

### EXPENSES

WCS expenses totaled \$533,985 for the 2015 year (\$178,545 in 2014)

#### OUR FUNDING SOURCES 2015

- 74.8% (\$399,165)**  
Philanthropic Grants and Donations
- 24.9% (\$132,984)**  
Australian Government
- 0.3% (\$1,836)**  
Interest



#### OUR EXPENSES 2015

- 50.8% (\$271,067)**  
Shelter Setup and Operations
- 12.4% (\$66,216)**  
WCS Other Operational Costs
- 36.8% (\$196,702)**  
WCS Employment

