



WOMEN'S  
COMMUNITY  
SHELTERS

Annual Report 2014

**SUPPORTING**  
**HOMELESS**  
**WOMEN**

# CORPORATE INFORMATION

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## WOMEN'S COMMUNITY SHELTERS LIMITED

Public Benevolent Institution with DGR  
(Deductible Giving Recipient) Status

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## BOARD

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

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## CHIEF EXECUTIVE OFFICER

Annabelle Daniel

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## AUDITORS

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## SOLICITORS

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## ABN

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# OUR STORY

Research tells us that in Australia, every night, there are around 46,000 homeless women. Women primarily become homeless due to domestic and family violence. Mental illness also plays a significant role.

In NSW alone, dozens of women who find their way to hotlines and services providing referrals to shelter accommodation are turned away, mostly due to a lack of beds. After the recent Going Home Staying Home reforms in NSW, Homelessness NSW has identified a decrease of 9.4% in services specific to women, and no new funding for women's services. Trends in data tell us that the demand for this kind of service will grow in coming years, particularly amongst older women (50 and above) and women without secure residency status.

There is simply not enough crisis accommodation to meet the demand. In addition, research suggests that there may be a significant hidden need, as eligible women may not request a service due to lack of awareness, language barriers, or for other reasons.

Women's Community Shelters aims to address this chronic need for more crisis accommodation by establishing new shelters in partnership with communities.

In 2013/14, we continued our extensive capacity building work with communities against the backdrop of landmark and unprecedented sector change.

**We engaged with 6 communities around shelter development during 2013/14.**

2011

WCS created to expand the Manly Women's Shelter Model, Board appointed.

2012

## FEBRUARY

WCS undertakes landmark Feasibility Study to understand the challenges and strengths of the NSW Women's Homelessness sector.

## SEPTEMBER-OCTOBER

WCS consults with sector peak bodies around shelter model.

## NOVEMBER

WCS achieves capacity building funding to employ a CEO.

## DECEMBER

WCS achieves Australian Government funding for innovative model.

2013

## FEBRUARY

WCS commences operations with CEO engaged.

## MARCH-JUNE

WCS engages in capacity building with 6 NSW communities.

## JUNE

NSW State Government announces proposal for limited competitive tendering for three year funding in Specialist Homelessness Services (including Women's crisis accommodation).

## JULY

WCS met with NSW State Government to raise awareness of the work of WCS and outline our plans for a Hornsby shelter.

## SEPTEMBER

NSW State Government releases competitive tender for NSW services, inviting pre-qualification for tendering.

## NOVEMBER

WCS successfully prequalifies for NSW State Government tender and is invited to apply for funding in Northern Sydney.

## DECEMBER

WCS & HKWS Steering Committee host a Community Forum with Hornsby Council, calling for a Shelter Board to be established.

2014

## JANUARY

WCS submits a tender to provide 2 crisis accommodation services in Northern Sydney, including the proposed Hornsby Ku-ring-gai Women's Shelter.

## FEBRUARY

First meeting of the Hornsby Ku-ring-gai Shelter Board.

## APRIL

WCS Intellectual Property developed (Funding and Support Agreement, WCS Policies and Procedures).

## MAY-JUNE

Property located for HKWS and preparations for opening commence.

## JUNE

Outcomes of NSW tender process announced with no substantial new funding for women's services, despite the desperate need for more beds, WCS achieved grant funding from Perpetual and the Department of Social Services to explore and consolidate WCS Model.

## MISSION

To provide direct relief of suffering, poverty, helplessness and destitution of disadvantaged and homeless women through the establishment, operation and/or supervision and support of women's community shelters and low cost accommodation.

## WOMEN'S HOMELESSNESS

The face of homelessness in Sydney today is a 55-65 year old woman. She is not eligible for the pension; has no social security; inadequate, if any, superannuation; and, having been a stay-at-home mother, is often without skills required for the workplace. She has no address so she falls out of the system. Worse still, if she doesn't speak, read or write English, and is on spousal visa, she has no citizenship, no status, no money and no access to Medicare.

There are many reasons she is homeless—such as marriage breakdown or economic reasons—but mostly she is homeless because of two factors:

- × **domestic violence**—battered and bruised, always psychologically, often physically
- × **mental health issues**—usually multi-layered and often complex.

**She is one of around 46,000 women who are homeless every night in Australia.**

She has only a 50% chance of a bed—as 1 in 2 women are turned away from existing crisis accommodation, due to a lack of available beds.

### Where does she go?

She may have to stay in a dangerous situation at home. Otherwise she will stay in overcrowded dwellings, boarding houses, in her car, or on the couches of friends and family. This means she is constantly moving with no fixed address.

The largest group seeking crisis accommodation are women without dependent children but they are the hardest to accommodate as most existing shelters will prioritise women with dependent children.

The NSW Government Specialist Homelessness Services have recently reconfigured towards early intervention and prevention strategies for homelessness people with less focus on crisis accommodation.

These changes are part of a long-term strategy, which we support. However we know these changes will take a decade to see real results while the immediate demand for crisis accommodation remains unacceptably high.

**Existing services simply can't meet the demand—there are less than 40 dedicated crisis beds across Sydney for women without dependent children.**

# THANK YOU

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

This year again the Hunt Family Foundation and the Vincent Fairfax Family Foundation co-funded a capacity building grant to fund the CEO's salary and on-costs on a decreasing basis for three years.

## VINCENT FAIRFAX FAMILY FOUNDATION

This year again the Vincent Fairfax Family Foundation and Hunt Family Foundation co-funded a capacity building grant to fund the CEO's salary and on-costs on a decreasing basis for three years.

## AUSTRALIAN GOVERNMENT

WCS secured an extension of funding of \$102,000 to support the work of WCS in establishing new shelters from the Australian Government, through the Department of Social Services.

## MACQUARIE GROUP FOUNDATION

For funding for the production of policy manuals, and pro bono assistance updating of our website and Facebook presence.

## JOHN KELL

For providing pro bono legal advice.

## THE BIG ISSUE

For providing free office space and support for the CEO.

## BAXTER CHARITABLE TRUST AND THE DEWHURST SIMS ENDOWMENT VIA PERPETUAL

For their generous donations to set-up costs on our first shelters.

## THE GRAY FAMILY FOUNDATION

For their generous support of WCS.

## MANY GENEROUS INDIVIDUAL DONORS

Some of whom have made an ongoing commitment to support in small amounts each month.

## FOR THE HORNSBY SHELTER PROJECT, WE WOULD LIKE TO THANK:

- × The Board and membership of the Hornsby Kuring-gai Women's Shelter
- × Lions Club of Hornsby
- × Gala Ball Committee
- × Paul Fletcher, MP for Bradfield
- × The Deluminators
- × The 'Back to Hornsby' Committee and 'You Grew Up in Hornsby' Facebook Community
- × Hornsby and Ku-ring-gai Shire Councils

## EQUILIBRIUM DESIGN

For designing our logo, website and reports at significant discount to market rates. [equilibriumdesign.com.au](http://equilibriumdesign.com.au)

# CHAIR

**GINA ANDERSON (CHAIR)**



This year we moved from talking to doing. The big achievement of the year was the establishment of the Hornsby Ku-ring-gai Women's Shelter.

The launch of the Hornsby Kuring-Gai Women's Shelter in December was a wonderful achievement and a bright light in the women's homelessness sector in NSW. The Hornsby Kuring-Gai community is rightly proud of their efforts.

The establishment of a women's shelter is a very tangible outcome of WCS' efforts. However, it is often the social capital that we are creating in communities that is even more important—helping local communities to take care of their most vulnerable members. At the launch of the Hornsby Kuring-Gai Women's Shelter, the Hornsby Council Chambers overflowed with people, with representation from right across the Hornsby and Kuring-Gai communities. It was heartwarming to see the variety and large number of members of the community involved—old and young and everyone in between—from Bunnings and Snooze to local tradies, doctors, lawyers, furniture removalists, the local police, the Gala Ball committee, the golfers, all the different church communities, just to name a few.

Some of the other 'intangibles' and 'hard to measure' things that WCS is doing in local communities involve encouraging conversations, raising awareness, and freeing women from shame and silence in admitting domestic violence happens at all levels.

Our CEO, Annabelle Daniel has done a wonderful job. She has proved to be

an outstanding community capacity builder, and all who have worked with her have praised her work and her contribution. On behalf of the Board of WCS I would particularly like to thank Annabelle for the incredible effort she has made to bring our collective dream into a reality.

WCS' evolution has occurred at a great time of change and structural adjustment in the sector. In early September 2013, the NSW State Government announced it would commence competitive tendering for Specialist Homelessness Services (SHS) from 1 July 2014 under the 'Going Home, Staying Home' Reform Plan. This represented a seismic shift in service provision and contracting, and is the biggest change to the NSW SHS sector in almost 40 years.

This structural change to the sector happened rapidly. When tendering reform was announced in early September, SHS services were also advised that an initial competitive 'pre-qualification' process would occur. The services which successfully pre-qualified were then invited to tender across the 15 districts in NSW as lead agencies who provide services to all

homelessness sectors (men, women, families and youth).

WCS achieved 'pre-qualified' status but unfortunately missed out on the tender. However, WCS has continued to engage with the NSW Government prior to and after the tender announcements to raise awareness of our model and demonstrate the progress of our work.

The 'Going Home Staying Home' reforms, process and implementation have created an unsettling environment for WCS and the sector. This uncertainty had a substantial impact on WCS planned operations. Potential service partners for WCS, including Neighbourhood & Community Centres and Women's Services hubs (who serve as intake points under WCS' model) faced uncertainty about their own levels of funding, which led to hesitation around forming partnerships. While we anticipate this level of uncertainty will continue for some time we do expect clarity will emerge once tender implementation process embeds.



There are few organisations that are truly dedicated to the most disadvantaged group amongst the homeless in our society, which is women, in particular those who face and are facing risk of domestic violence.

Women's Community Shelters has developed a highly innovative model for this group and responds to their immediate needs which is often safe crisis accommodation, but more than that realises this on its own is not enough.

For a woman to get out of the situation she faces, she needs a range of other supports, which are provided, access to counselling, access to health services, access to further education and support to find housing are amongst the many things which help women get back on their feet and enable them to participate in their community and to move towards a safe and vibrant future.

This organisation is one of the few that has focused on evidence at the outset and has used that evidence to support a group that many others have failed and it is a joy to see it is a success.

I would fully encourage your support of an organisation that really is making a difference.

#### TOBY HALL

Toby commenced as Group CEO of St Vincent's Health Australia in April 2014. Prior to joining SVHA, Toby was CEO of Mission Australia—Australia's largest national community welfare services organisation. Toby has an extensive background working as a senior executive in the private, public and not-for-profit sectors. Toby's commitment to the poor and vulnerable, both in Australia and internationally, has seen him in leadership roles at World Vision and governance roles with two regional hospitals and health care services provider, Sterihealth.

**Group CEO, St Vincent's Health Australia**  
April 2014–Present (1 year)

**CEO, Mission Australia**  
2006–March 2014 (8 years)

**Chief Operating Officer, World Vision Australia**  
2004–2006 (2 years)

It is unacceptable that in Australia each night over half of all women seeking crisis accommodation are turned away because of a lack of housing. In addition many of these women have suffered domestic violence and have mental health issues. As a community we must find ways to support them and help them rebuild their lives.

Women's Community Shelters is an innovative organisation that seeks to address this challenge by developing a network of new women's shelters in partnership with local communities. With a strong and experienced Board and a highly professional team the organisation is also focused on supporting each shelter to develop best practice, get positive individual outcomes and be cost efficient.

At a time of reduced government spending, Women's Community Shelters offers a new community based funding model to State and Federal Governments under which governments need only fund half of the operating costs of each Shelter. The private sector and local communities provide the balance. WCS is a great model of innovation in funding, services and partnerships.

#### PATRICK MCCLURE, AO

Most recently, he was appointed by the Hon Kevin Andrews to chair a national welfare reference group and authored the McClure Report into welfare in Australia, released in 2015.

Patrick is also Governance and Strategy Consultant and Chairperson of the Advisory Board of the Institute of Strategic Management (ISM), Sydney from 2009–15. He works with Gerard Hermens in reviewing the performance of Boards and Executive Teams especially in the Mutuals Sector.[9] He is a Non-Executive Director of the Kincare Group. He is a Member of the NSW Government Social Impact Investment Expert Advisory Group. He regularly addresses conferences and appears in the media on welfare reform issues. He is a Graduate of the Australian Institute of Company Directors (2006).

**CEO, Society of St Vincent de Paul (NSW/ACT)**  
1992–1996 (4 years)

**CEO, Mission Australia**  
1996–2006 (9 years)

**CEO, Macquarie Capital Funds' Retirement Villages Group**  
2006–2008 (2 years)



# THE WOMEN'S COMMUNITY SHELTERS MODEL

Existing services can't meet the demand for accommodation for women who are homeless or at risk of homelessness. Women's Community Shelters (WCS) works with communities to provide short term (up to 3 months) emergency accommodation and support in a safe, comfortable and secure environment that enables homeless women to rebuild self-esteem and achieve control and fulfilment in their lives. Additional women's shelters will play a key role in alleviating the compounding impacts of homelessness, where women's immediate needs become complex needs and the homelessness cycle hard to escape from.

In 2011, WCS commissioned a feasibility study to assess the WCS model funded by the Vincent Fairfax Family Foundation and the Hunt Family Foundation. In depth research such as this, independent from government and academia, has traditionally been very unusual in the specialist homelessness sector.

This study highlighted the pressing need for more crisis accommodation. It also highlighted the 'cottage industry' nature of the NSW specialist women's homelessness services that were often shrouded in secrecy for historical and safety reasons, but lacking in sustainability.

It also highlighted the need for seed funding for new shelters, on-going funding for sustainable operations, professional development, locum support, and operational support.

Inspired by the late Ellie Hunt, WCS was set up to replicate the success of Manly Women's Shelter, that was set up under the leadership of Ellie in response to community need. The WCS model aims to support the establishment of additional shelters, at a lower cost to government, in collaboration with community members and organisations, business and government.

As an innovative organisation WCS is promoting a ground-breaking tri-partite funding model (government, business/philanthropy, and local community) together with a community ownership approach to support the establishment of community women's shelters. It does not seek to replace existing services fully funded through the government but offer additional services to meet excess demand at a lower cost to government. Collaboration is a key feature.

## WCS CONTINUES TO:

- × Identify areas where there is an unmet need for emergency / crisis accommodation
- × Proactively work with local community organisations / agencies / individuals in those areas to help set up community shelters
- × Provide ongoing governance, mentoring, fundraising and quality assurance support to assist in the ongoing operation of those shelters
- × Engage with government, non-government organisations / agencies, business and the philanthropic sector to promote awareness of, and collaborative action on, women's homelessness.



# HOW ARE WCS SHELTERS DIFFERENT?

WCS shelters run independently at a local level while being able to draw on and leverage the services and professional advice of the centralised small head office secretariat. We estimate our model to be approximately 20% more cost-efficient than older shelter models due to innovative staffing arrangements and effective engagement of the community to provide volunteer and in-kind support.

## KEY FEATURES INCLUDE:

- × Ownership by local community
- × Unique partnership of community, philanthropy and government
- × Robust governance and oversight
- × Support by local fundraising and in-kind donations
- × Keen and active volunteering
- × Staffing model that supports long-term sustainability

The WCS model, while a new innovation in the women's shelter and refuge space, builds on experience and learnings from other sectors. It provides a means for replication of services on a wider scale, resulting in more shelters on a much more sustainable basis.

While all the work to-date is based on providing shelter for women presenting without dependents, we will also consider extending our model to provide services to women presenting with dependents if there was strong community preference for this service.

In addition WCS also acts as intermediary to help profile the shelter movement to a much wider audience and act as a point of donor engagement for this very important sector.

## SOCIAL FRANCHISE MODEL: COMMUNITY PARTICIPATION, INDUSTRY BEST PRACTICE, EFFECTIVE USE OF TECHNOLOGY

### WOMEN'S COMMUNITY SHELTERS PTY LTD BOARD

WCS Board with commercial, philanthropic, welfare, governance, fundraising and property skills and experience in shelter set up and operation

### WOMEN'S COMMUNITY SHELTERS PTY LTD

Small central coordinating agency providing services to support shelter set up and operation



Affiliated network of independent community-led and supported shelters



### COMMUNITY SUPPORT

### EXPERT PANEL

Advisory board made up of service system experts

### MENTORS

Network of sector and business based mentors

### DONORS

Network of engaged funders

### LOCAL DONORS

# HIGHLIGHTS

## 2013 — 2014

In 2013/14, WCS continued our important work of shelter establishment against a backdrop of an increasing social awareness of the impacts of domestic violence for women and homelessness, and substantial sector change in NSW. Specialist Homelessness Services in NSW were opened up to a competitive tendering process for the first time in approximately 30 years, which sent ripples of concern through the sector. These changes both reinforced the need for WCS to consider how we worked with other services, and drove home the importance of more crisis accommodation for women.

### WORK WITH COMMUNITIES

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In spite of these changes, we pressed on firmly. Individuals and communities remained open and interested in the issue of women's homelessness. WCS undertook extensive capacity building work in areas inside and outside metro Sydney, including Inner West Sydney, Sydney City, Ryde, Sutherland, Parramatta, and Nowra/Shoalhaven. There remains significant interest from other areas across NSW to be explored.

And so, what is capacity building work and how does it lead to shelter development? First and foremost, it is about looking for entry points into a community where there is already an interest in women's homelessness, domestic violence and mental health.

'Interest' in a community can be demonstrated through homelessness group meetings, domestic violence inter-agency groups, Council hosted forums or a concentration of existing government funded services. There also has to be a known need 'on the ground' for crisis accommodation for women.

The next ingredient is the willingness of individuals or a group to step up and lead a project of shelter establishment from the community level, including raising awareness within the community, and a willingness to fundraise for the community's portion of the operating costs of a shelter.



## ANNABELLE DANIEL (CEO)



## SHELTER ESTABLISHMENT

One of our key actions in community capacity building was a forum WCS hosted with support from Hornsby Council in December 2013 to launch the proposal for a local women's shelter to as wide an audience as possible. The forum was covered widely by local media, and the event was attended by close to 100 people, individuals and service representatives. It was from this critical point that our local initiative forged ahead, with a Board coalescing out of keen individuals who registered their interest that night.

Since that time, community-led action has been taken up with relish by the Hornsby and Ku-ring-gai communities. The enthusiastic Board, comprising individuals from local government, business and community groups worked hard to fundraise and set a

timeline for shelter opening. During the year, the group found an ideal local property, secured it, renovated it and furnished it to make it a truly welcoming place for the women who stay there. In parallel, a number of community groups including the Lions Club, Rotary, Soroptimists, Zonta and the Hornsby Gala Ball Committee spontaneously began fundraising efforts in support of the new shelter.

The shelter will accommodate 10 women at a time, for up to 3 months, giving it a capacity to accommodate 40-50 women per annum with outreach to many more. This is a very gratifying result for WCS, the Hornsby and Ku-ring-gai communities, and all involved in the venture. It has been a true community effort, with hundreds of people playing roles both big and small.

## INTELLECTUAL PROPERTY DEVELOPMENT

In parallel with our capacity building, there has been solid work by WCS over the course of the year to create our suite of intellectual property to support shelters. WCS developed, with our pro bono legal partners, a landmark Funding and Support Agreement. This agreement defines the role of WCS and our affiliated shelters, explaining the responsibilities of each organisation, and what WCS will provide to assist shelters. The funding WCS provides in the early years to start-up shelters under our Funding and Support Agreement gives communities the security to go ahead and secure premises and employ staff, knowing that the bills will be paid.

The WCS Funding and Support Agreement builds the legal framework under our WCS Partnership Outline, which is a summary document we have developed and found very useful to assist in the early discussions we have with interested groups.

WCS also developed a suite of policies and procedures to assist with the day-to-day running of shelter operations.

This document is substantial. It is both a 'how-to' manual for running a shelter on a day-to-day basis, and a resource and referral document which provides a shelter with a context and references for understanding women's homelessness. Shelter operations policies are critical to the safe and smooth running of services, and one of the key challenges for many new community organisations. How do we employ staff? How would we manage a difficult situation? What would we do if there is a complaint from a client? When might the Board be involved in operations? Who should have a key to the premises? These questions, big and small, can be overwhelming for people who want to do something good for their communities, but are at a loss as to how to develop operational guidelines. WCS provides these to our affiliate shelters as part of our commitment to support. They are then tailored, with each Shelter Board, to the particular needs of the shelter premises, the community, and the clients of the service. They are bedded down in individual shelters with WCS-supported training.

## NSW STATE GOVT ENGAGEMENT

Throughout the year, we have maintained our engagement with the NSW State Government around our work, seeking out opportunities to brief key stakeholders about our progress on shelter establishment. It has proven important to engage at all levels with State Government, from Ministers and their staff to the departments with responsibilities for women and homelessness. WCS has also participated in the NSW State initiative called 'The Collective' since its inception, providing advice, explaining the needs of NGOs in communities and supporting thought leadership in social innovation.

However in contrast to the strong support that we have received from the Commonwealth Government we have yet to receive any financial support from the NSW State Government. We are hopeful that this will quickly change as the NSW State Government comes to realise the attractive value proposition of the WCS funding and community based model.



The Big Issue is pleased to provide work space to support Women's Community Shelters, an organisation that brings much needed innovation to the provision of shelters for vulnerable and homeless women.

**STEVEN PERSSON**

**Chief Executive Officer**  
The Big Issue

We need to shape a new community development model for service delivery that can rally local communities, local people, local businesses to invest in creating solutions for vulnerable and disadvantaged people, and strengthen community life. Women's Community Shelters is a great example of this type of model.

**TONY NICHOLSON**

**Executive Director**  
The Brotherhood of St Laurence

**NSW HOMELESSNESS  
SECTOR PARTICIPATION**

WCS has participated actively in the NSW Homelessness Sector. Annabelle Daniel served on the Policy Council during the year and actively contributed towards the Peak body's policy agenda. It is critical for NGOs not funded by state government to gain a voice with their peak body, as they are often overlooked in policy decisions.

**FUNDING  
ACHIEVEMENTS**

Other highlights of the year have included further funding support from the Commonwealth Department of Social Services to expand our model, giving us time and space to explore the WCS model outside the Sydney metro area. We have also received additional grants from Macquarie and Perpetual to support various aspects our work, including funding towards the establishment of our next shelter. We also thank Vincent Fairfax Family Foundation and the Hunt Family Foundation for their ongoing and very welcome support of WCS.

**THE  
FUTURE**

WCS enters 2015 on a solid footing to build on the 'learning by doing' approach we have piloted with the communities we have engaged over the previous year. Our next shelter communities will benefit from these lessons through a fast-tracked timeline to shelter establishment, expert advice on building community support, and a developed suite of tools to run new shelters.



# FINANCIAL

# HIGHLIGHTS

## REVIEW OF 2013/2014 FINANCIAL YEAR

For the year ended 30 June 2014 WCS recorded a deficit of (\$52,177) compared with a surplus of \$13,029 in 2013. However the reason for the deficit was due to the timing of the receipt and usage of grant income.

Grant income is recognised on an accrual basis, therefore all grants committed for a financial year have been recorded as income for that year. Any funds that have not been committed or expensed at the end of the financial year have been recorded as a liability in the statement of financial position and will be recognised as revenue at a future date.

WCS secured further funding of \$102,000 to support the establishment of new shelters from the Australian Government, through the Department of Social Services

under the National Homelessness Strategy. However as this was not expended during the 2013/2014 year it is not included as revenue in 2013/2014 year.

WCS also held donations in trust for the Hornsby Ku-ring-gai community as they began their fundraising and the Steering Committee went through the process of incorporation and seeking charity status. These funds have subsequently been transferred to the newly established Hornsby Ku-ring-gai Women's Shelter.

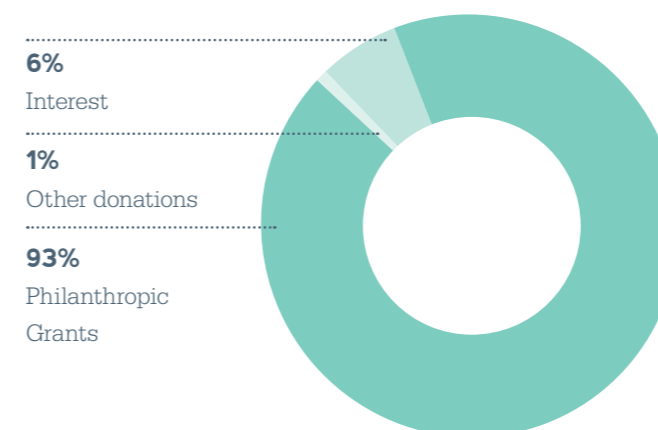
**As a result the net cash held on 30 June 2014 was \$664,511 compared with \$325,458.**

### INCOME

WCS revenue totalled \$126,368 for the 2013/14 year.

We continued to receive the very generous philanthropic support from the Vincent Fairfax Family Foundation, the Hunt Family Foundation and the Macquarie Group Foundation. We have also begun to receive some small donations from individuals for which we are very grateful.

### OUR FUNDING SOURCES 2013/14

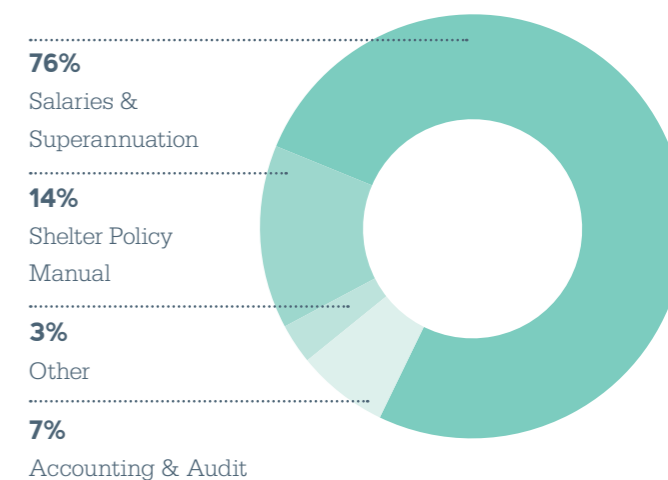


### EXPENSES

WCS expenses totalled \$178,545 for the 2013/14 year.

This year the development of WCS Shelter Policy and Procedures Manual supported by the Macquarie Group Foundation, was a major expense. Again the Vincent Fairfax Family Foundation and Hunt Family Foundation co-funded 80% amount of CEO's salary and on-costs for the 2014 calendar year and committed to further funding on a decreasing basis for a further year.

### OUR EXPENSES 2013/14



# BOARD OF DIRECTORS



**GINA ANDERSON (CHAIR)**

Gina is Chair of Women's Community Shelters. She is also a Director of GDI Property Group and GDI Funds Management; an Advisory Board Member of the Australian Charities and Not-For-Profits Commission (ACNC); a Director of The George Institute for Global Health; Philanthropy Fellow at the Centre for Social Impact, University of New South Wales; and an Advisory Board Member, Initiative on Corporate Philanthropy, The Conference Board, USA.

Gina was the Chief Executive Officer of Philanthropy Australia from 2005 to 2010, where she managed significant growth in profile, membership and revenue mix for the national peak body. Her previous roles at Westpac and St Hilliers included general management, corporate affairs, stakeholder engagement, human resources and executive responsibilities. From 1992–1995 Gina was Personal Assistant to HRH The Crown Prince of Jordan and was involved in the peace treaty between Jordan and Israel.

She is a former Director of both Youth Off The Streets and Landcare Australia Limited and a participant in the 2008 Australia 2020 Summit.



**PETER HUNT AM**

Peter is Chairman and one of the original founders of Greenhill Australia ([www.greenhill.com](http://www.greenhill.com)), a leading Australian corporate advisory firm which is now part of the global Greenhill advisory group. Peter has been advising local and multi-national companies and governments in Australia for over 30 years.

Peter is also Chairman of Cambooya Services Pty Ltd which runs the Family Office for the Vincent Fairfax Family.

Peter chaired the Securities Institute's Taskforce responsible for the Mergers and Acquisitions graduate diploma course between 1993 and 2000 and was a member of the ASIC Advisory Panel between 2009 and 2012.

In the not for profit sector, Peter is Chairman of Grameen Foundation Australia and So They Can (both involved in overseas poverty alleviation work), a Trustee of the Anindilyakwa Indigenous Mining Trust, founder and director of Women's Community Shelters and a director of the St James Ethics Centre. Peter is also a member of the Advisory Councils of Mission Australia and the Centre for Social Impact. Previous roles in the sector have included Chairman of the AMP Foundation, Chairman of the Australian String Quartet, Trustee of St Vincent's Clinic Foundation and a director of Odyssey House.

Peter was made a member of the General Division of the Order of Australia in the Queen's Birthday Honours List in 2010 for services to the philanthropic sector.



**GREG HUTCHINSON AM**

Greg Hutchinson is a senior advisor and former partner/director of Bain & Company, a leading global strategy consultancy. He has 29 years experience leading major strategic and operational change programs for some of the largest global corporations in Asia, Europe and North America.

Greg was also the founding Chief Executive of The Australian Charities Fund and he is currently Deputy Chairman. He is committed to building the links between business and community. Greg has recently been involved in establishing the Centre for Social Impact (CSI) bringing together business, community, universities and government. Greg is a director of CSI. He has also helped establish and is a director of ShareGift, an innovative organisation that allows shareholders to cost and tax efficiently donate small shareholdings to charity. He also played a significant part in establishing SVA Consulting and the GoodStart Childcare centres.

Prior to joining Bain, Greg spent ten years working for a major commercial bank in Australia and Europe, and several years as a Visiting Lecturer in Finance at Macquarie University. Greg holds an honors degree in statistics and economics from Macquarie University, as well as an MSc from London University. He is also a former director of The Australian Brandenburg Orchestra and current member of the Brandenburg Council.



**KRIS NEILL**

Kris Neill is an Executive Director of Macquarie Group Limited and formerly the Global Head of the Group's Corporate Communications Division with responsibility for the Group's media, brand, issues management, government relations and internal communications functions. The Macquarie Group Foundation falls within her current part-time responsibilities which also include international brand initiatives and a number of media-based projects. Prior to joining Macquarie, Kris held the position of Director of Corporate Affairs at News Limited and was Chief of Staff to the former Premier of New South Wales, the Hon. Bob Carr. Kris began her career as a journalist with The Sydney Morning Herald and was at one time, media adviser to the former Deputy Prime Minister, the Hon. Brian Howe.

Kris is a Director of the Macquarie Group Foundation and Women's Community Shelters and a member of The Big Issue Advisory Group and a former member of the NSW Australia Day Council.



**CHRISTINE PARKER**

Christine was appointed Westpac Group Executive, Human Resources & Corporate Affairs on 1 October 2011, with responsibility for human resources strategy and management, including reward and recognition, safety, learning and development, careers and talent, employee relations and employment policy. She is also responsible for Corporate Affairs & Sustainability.

Prior to this appointment, she was Group General Manager, Human Resources, from March 2010, with responsibilities across the entire Westpac Group. Prior to that, Christine was General Manager, Human Resources, Westpac New Zealand Limited, when she joined Westpac in 2007.

Prior to joining Westpac, Christine was Group HR Director, Carter Holt Harvey, and from 1999 to 2004, she was Director of HR with Restaurant Brands New Zealand.



**JULIE WHITE**

Julie White has over 30 years experience in both not-for-profit and corporate sectors. She is currently Independent Chair of the Coca Cola Foundation; Chair of Reach Out. Com; Founding board member of Social Enterprise Finance Australia; Founding Board Member of HealthIndustries SA and Member of the Salvation Army Eastern Territorial Advisory Board, the Centre for Social Impact Advisory Council and the Australian Scholarships Foundation Advisory board. Alongside her non-executive roles Julie is a strategic adviser to business and not for profits on social investment and staff community engagement; strategic planning and corporate governance, She also provides professional mentoring to Boards and CEO's of not for profits.

From September 2012 through to April 2014, Julie was inaugural CEO of Chief Executive Women.

Prior to this role, Julie was global head of the Macquarie Group Foundation for just under 12 years, where she oversaw the growth of the Foundation to become one of Australia's leading corporate foundations, whilst building its international presence.

Julie was named as one of the Australian Financial Review BOSS Magazine's True Leaders in 2008 and was named in January 2009, by ABC Limelight magazine, as one of the top smart arts 09 executives. Julie was also named as a finalist in the Telstra Business Women's Awards for 2009.

Julie is a member of the AICD and Chief Executive Women.



**ANNABELLE DANIEL (CEO)**

Annabelle Daniel has been a social justice professional in the field of women and families for 15 years, working in private enterprise, Federal government and the community sector. Prior to joining WCS as Chief Executive Officer, she held an Operations leadership position in the Department of Human Services, overseeing the Child Support program. A key role in Annabelle's career was Manager of Elsie, Australia's longest-established women's shelter, providing services and support to women and children experiencing homelessness and escaping domestic violence.

Annabelle trained as a lawyer and has extensive experience in administrative decision making for Federal departments. She investigated and resolved complex complaints and conducted 'own motion' investigations for the Commonwealth Ombudsman. Annabelle has also held a number of board positions in charitable and not-for-profit organisations in diverse fields including community development, fundraising and the arts.

# APPENDIX

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# DIRECTORS' REPORT

The Directors present their report on the financial report of the company for the year ended 30 June 2014.

The names of the directors in office since the start of the financial year to the date of this report are:

- × Gina Anderson
- × Peter Hunt
- × Greg Hutchinson
- × Kristine Neill
- × Julie White

For the year ended 30 June 2014 the (deficit) was \$(52,177) compared with a surplus of \$13,029 in 2013.

## REVIEW OF OPERATIONS AND PRINCIPAL ACTIVITIES

---

The Company was incorporated on 14 September 2011 as a Not for Profit public company limited by guarantee and assists with the provision of short term emergency accommodation and support for homeless women. In addition the Company will also work towards increasing the profile of the shelter movement for those in need. Substantial progress was made during the year to establish a women's shelter in the Hornsby shire, in partnership with the local community.

No significant changes in the nature of these activities occurred during the year.

No matters or circumstances have arisen since the end of the financial year that significantly affected or may significantly affect the company's operations, the results of those operations or the company's state of affairs in future financial years.

The directors believe it would be prejudicial to the interests of the company to disclose information relating to potential developments.

The company's operations are not regulated by any significant environmental regulation under a law of the Commonwealth or of a state or territory.

No indemnities have been given or insurance premiums paid during or since the end of the financial year for any person who is or has been an officer or auditor of the company.

No person has applied for leave of Court to bring proceedings on behalf of the company or intervene in any proceedings to which the company is a party for the purpose of taking responsibility on behalf of the company for all or any part of those proceedings.

The company was not party to any such proceedings during the year.

**WOMEN'S COMMUNITY SHELTERS LIMITED**

Directors' Report (continued)

A copy of the auditor's independence declaration as required under section 307C of the Corporations Act 2001 is set out below.

Foster Raffan continued to act as auditors in accordance with Section 327 of the Corporations Act, 2001.

Signed in accordance with a resolution of the Board of Directors:



Chair – Gina Anderson  
30 September, 2014,  
Redfern NSW

**WOMEN'S COMMUNITY SHELTERS LIMITED**

Auditor's Independence Declaration Under Section 307C of the Corporations Act 2001

I declare to the best of my knowledge and belief that during the year ended 30 June, 2014 there have been:

- a. no contraventions of the auditor's independence requirements as set out in the Corporations Act 2001 in relation to the audit; and
- b. no contraventions of any applicable code of professional conduct in relation to the audit.

**Foster Raffan**  
Chartered Accountants

**G D Wood, FCA**  
Partner  
North Sydney, 30 September, 2014.

*Independent Audit Report to the Members of Women's Community Shelters Limited*

**Scope**

We have audited the financial report, being a special purpose financial report of Women's Community Shelters Limited for the year ended 30 June 2014, set out on pages 4 to 9. The company's directors are responsible for the financial report and have determined that the accounting policies used and described in Note 1 which forms part of the financial report are appropriate to meet the requirements of the Corporations Act 2001 and the needs of the members. We have conducted an independent audit of the financial report in order to express an opinion on it to the members of the company. No opinion is expressed as to whether the accounting policies used and described in Note 1 are appropriate to the needs of the members.

The financial report has been prepared for distribution to members for the purpose of fulfilling the directors' financial reporting requirements under the Corporations Act 2001. We disclaim any assumption of responsibility for any reliance on this report or the financial report to which it relates to any person other than the members or for any purpose other than that for which it was prepared.

Our audit has been conducted in accordance with Australian Auditing Standards. Our procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial report and the evaluation of significant accounting estimates. These procedures have been undertaken to form an opinion whether, in all material respects, the financial report is presented fairly in accordance with the accounting policies described in Note 1 so as to present a view which is consistent with our understanding of the company's financial position and performance as presented by the results of its operations and its cash flows. These policies do not require the application of all Accounting Standards and other mandatory professional reporting requirements in Australia.

The audit opinion expressed in this report has been formed on the above basis.

**Independence**

In conducting our audit, we have complied with the independence requirements of the Corporations Act 2001.

**Emphasis of Matter**

As stated in Note 1 in the directors' opinion the company is not a reporting entity because there are no users dependent on general purpose financial reports. This is a special purpose financial report that has been prepared to meet Corporations Act, 2001 requirements.

**Audit Opinion**

In our opinion, the financial report of Women's Community Shelters Limited is in accordance with the Corporations Act 2001, including:-

- (i) giving a true and fair view of the company's financial position as at 30 June 2014 and of its performance for the year ended on that date in accordance with the accounting policies described in Note 1; and
- (ii) complying with Australian Accounting Standards to the extent described in Note 1 and the Corporations Regulations 2001.

**Foster Raffan**  
Chartered Accountants

**G D Wood, FCA**  
Partner  
North Sydney 30 September, 2014.

**WOMEN'S COMMUNITY SHELTERS LIMITED**

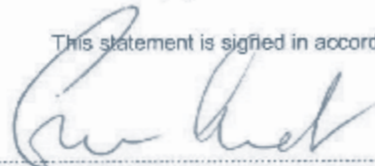
Directors' Declaration

The directors have determined that the company is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies described in Note 1 to the financial statements.

The directors of the company declare that:

- 1) The financial statements and notes as set out on pages 5 to 9 are in accordance with the Corporations Act 2001 and:
  - a) comply with Accounting Standards as described in Note 1 to the financial statements and the Corporations Act 2001; and
  - b) give a true and fair view of the company's financial position as at 30 June 2014 and of its performance for the year ended on that date in accordance with the accounting policies described in Note 1 to the financial statements.
- 2) In the opinion of the Directors there are reasonable grounds to believe that the company will be able to pay its debt as and when they become due and payable.

This statement is signed in accordance with the Directors' resolution.



Director – Gina Anderson  
30 September, 2014.  
Redfern NSW



Director – Julie White

# STATEMENT OF COMPREHENSIVE INCOME

For the year ended 30 June 2014

	NOTE	2014	2013
		\$	\$
<b>REVENUE</b>			
Grants—Hunt Family/Macquarie Bank/VFFF		117,716	145,000
Donations		763	10,647
Interest		7,889	2,704
<b>TOTAL</b>		<b>126,368</b>	<b>158,351</b>
<b>LESS EXPENSES</b>			
Accounting/Audit		11,909	4,607
Computing and asset acquisitions		389	4,561
Consultancy—Shelter Manuals (Macquarie Bank)		19,091	—
Consultancy—Effective Philanthropy Feasibility Study (VFFF/Hunt Family Foundation)		—	89,235
Insurance		689	1,984
Salaries and superannuation		135,410	43,306
Other		3,679	1,629
Publications		6,045	—
Telephone & internet		1,333	—
<b>TOTAL</b>		<b>178,545</b>	<b>145,322</b>
<b>OPERATING (DEFICIT)/SURPLUS BEFORE TAX</b>		<b>(52,177)</b>	<b>13,029</b>
Income tax expense	1(A)	—	—
<b>(DEFICIT)/SURPLUS AFTER INCOME TAX</b>		<b>(52,177)</b>	<b>13,029</b>
Other comprehensive income		—	—
<b>NET (DEFICIT)/SURPLUS</b>		<b>\$(52,177)</b>	<b>\$13,029</b>

These statements should be read in conjunction with the accompanying notes.

## STATEMENT OF IN CHANGES IN EQUITY

For the year ended 30 June 2014

	RETAINED EARNINGS	TOTAL
<b>BALANCE – 30 JUNE 2012</b>	<b>100,464</b>	<b>100,464</b>
Profit attributable to members	13,029	13,029
<b>BALANCE – 30 JUNE, 2013</b>	<b>133,493</b>	<b>133,493</b>
Profit attributable to members	(52,177)	(52,177)
<b>BALANCE – 30 JUNE, 2014</b>	<b>61,316</b>	<b>61,316</b>

## STATEMENT OF FINANCIAL POSITION

As at 30 June 2014

	NOTE	2014 \$	2013 \$
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	2	664,511	325,458
Other assets		4,497	–
<b>TOTAL CURRENT ASSETS</b>		<b>669,008</b>	<b>325,458</b>
<b>TOTAL ASSETS</b>		<b>669,008</b>	<b>325,458</b>
<b>CURRENT LIABILITIES</b>			
Trade and other payables	3	16,727	18,286
Grants/Donations received in advance	4	573,875	180,455
GST payable		17,090	13,224
<b>TOTAL CURRENT LIABILITIES</b>		<b>607,692</b>	<b>211,965</b>
<b>TOTAL LIABILITIES</b>		<b>607,692</b>	<b>211,965</b>
<b>NET ASSETS</b>		<b>61,316</b>	<b>113,493</b>
<b>MEMBERS' EQUITY</b>			
Accumulated funds		61,316	113,493
<b>TOTAL MEMBERS' EQUITY</b>		<b>61,316</b>	<b>113,493</b>

These statements should be read in conjunction with the accompanying notes.

## STATEMENT OF CASH FLOWS

For the Year Ended 30 June 2014

	NOTE	2014 \$	2013 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Receipts from donors		107,352	105,647
Payments to suppliers and employees		(180,526)	(136,768)
Grants received		404,338	253,500
Interest received		7,889	2,704
<b>NET CASH INFLOW FROM OPERATING ACTIVITIES</b>	<b>6</b>	<b>339,053</b>	<b>225,083</b>
<b>NET INCREASE IN CASH HELD</b>		<b>339,053</b>	<b>225,083</b>
<b>CASH—1 JULY 2013</b>		<b>325,458</b>	<b>100,375</b>
<b>CASH—30 JUNE 2014</b>	<b>2</b>	<b>664,511</b>	<b>325,458</b>

These statements should be read in conjunction with the accompanying notes.

# NOTES TO THE FINANCIAL REPORT

1.

## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

This financial report is a special purpose report prepared for use by directors and members of the company. The directors have determined that the company is not a reporting entity and have prepared this financial report to fulfil the requirements of the Corporations Act 2001.

Women's Community Shelters Limited is a company limited by guarantee, incorporated and domiciled in Australia.

The financial report has been prepared in accordance with the requirements of the Corporations Act 2001 and the following Australian Accounting Standards:-

- AASB 101: Presentation of Financial Statements
- AASB 107: Cash Flow Statements
- AASB 108: Accounting Policies, Changes in Accounting Estimates and Errors
- AASB 1031: Materiality
- AASB 1034: Financial Report Presentation and Disclosures

The financial report is prepared on an accruals basis and is based on historic costs and does not take into account changing money values or, except where specifically stated, current values of non-current assets.

The following material accounting policies have been adopted in the preparation of this report:-

- (a) **Income Tax**  
Women's Community Shelters Limited is a recognised not-for-profit entity and is therefore exempt from paying income tax. No provision for income tax is made in this financial report.

- (b) **Revenue recognition—Grants Income**  
Grant income is recognised on an accrual basis, therefore all grants committed for a financial year have been recorded as income for that year.

Any funds which have not been committed or expensed at the end of the financial year have been recorded as a liability in the statement of financial position and recognised as revenue at a future date.

2.

## CASH AT BANK

	2014	2013
NAB Donation/Saving	85,140	281,851
NAB Transaction	577,949	43,607
NAB Debit MasterCard	1,422	—
<b>TOTAL</b>	<b>\$664,511</b>	<b>\$325,458</b>

These statements should be read in conjunction with the accompanying notes.

# NOTES TO THE FINANCIAL REPORT

3.

## TRADE AND OTHER PAYABLES

	2014	2013
Trade creditors	1,102	3,607
Annual leave	1,917	1,990
Accruals -Super	3,533	3,554
-PAYG	10,175	9,135
<b>TOTAL</b>	<b>\$16,727</b>	<b>\$18,286</b>

4.

## GRANTS/DONATIONS IN ADVANCE

	2014	2013
Donation—Hornsby Project (in Trust)	47,162	—
Grant—Hornsby Project (in Trust)	35,756	5,455
Grant—Dept. Social Security (Shelter Development) (note 1b)	490,957	175,000
<b>TOTAL</b>	<b>\$573,875</b>	<b>\$180,455</b>

5.

## FINANCIAL REPORTING BY SEGMENTS

The principal activity of the company during the year was to assist with the provision of short term emergency accommodation and support for homeless women. The company operated only in Australia.

6.

## CASH FLOW INFORMATION

Reconciliation of cash flow from operations with surplus after income tax:

	2014	2013
(Deficit)/Surplus after income tax (page 5)	(52,177)	13,029
<b>Changes in assets/liabilities:</b>		
Other assets	(4,497)	—
Trade and other payables	(1,559)	18,286
Grants received in advance	393,420	180,455
GST payable	3,866	13,313
<b>CASH INFLOW from operations (page 7)</b>	<b>\$339,053</b>	<b>\$225,083</b>

# NOTES TO THE FINANCIAL REPORT

7.

## REGISTERED OFFICE

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The registered office and principal place of business are:

**Registered Office:**

Unit 1, 36A Macleay Street  
POTTS POINT NSW 2011

**Principal place of business:**

125-127 Little Everleigh Street,  
REDFERN NSW 2016



WCS enters 2015 on a solid footing to build on the 'learning by doing' approach we have piloted with the communities we have engaged over the previous year.

Our next shelter communities will benefit from these lessons through a fast-tracked timeline to shelter establishment, expert advice on building community support, and a developed suite of tools to run new shelters.

**ANNABELLE DANIEL**

Chief Executive Officer  
Women's Community Shelters



