

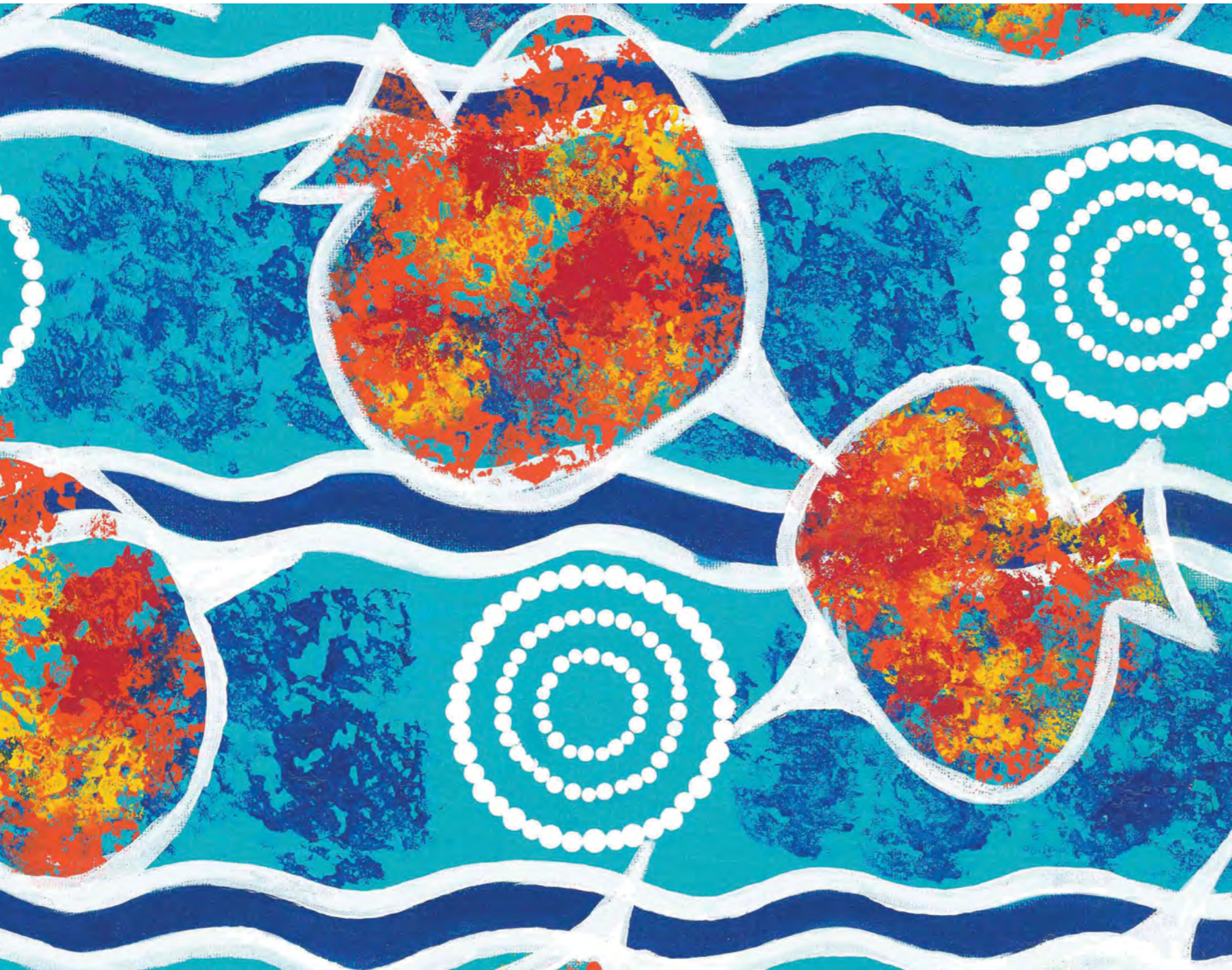


OUR IMPACT 2023

ENVIRONMENTAL SOCIAL GOVERNANCE



LIVE. WORK. LOCAL.



ACKNOWLEDGEMENT OF COUNTRY

City West Housing (CWH) acknowledges the Traditional Custodians of the land on which we operate and throughout Australia. We pay our respects to their Elders past, present and emerging, for they hold the memories, traditions, cultures and hopes of Aboriginal and Torres Strait Islander Australia. We acknowledge that Aboriginal and Torres Strait Islander peoples continue to live in spiritual and sacred relationships with this Country.

City West Housing resides on Gadigal Country.

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Gadigal Dreaming by Graham Toomey
Wurrumunga clan of the Wiradjuri nation /
Wongaibon nation.

Front cover image - Resident Amanda,
a powerful advocate for more affordable
housing.

At City West Housing, we are very conscious
of our environmental responsibilities. Our
impact report is printed on paper made
carbon neutral and manufactured from
100% post-consumer recycled fibre.

LIVE. WORK. LOCAL.

ABOUT CITY WEST HOUSING

City West Housing is an affordable housing provider and developer with heart. We understand how fundamental a home is for people's health, wellbeing, resilience and opportunity.

Our 1,600 residents live in 932 apartments* in 21 buildings fully owned by City West Housing across the City of Sydney LGA. We are also developing more affordable housing in Bayside LGA, Canterbury-Bankstown LGA, as well as the City of Sydney.

* At 30 June 2023: 890 affordable apartments and 42 market rent apartments.



OUR PURPOSE

Our purpose is to build **stronger communities** and improve people's lives by providing **affordable housing**.

OUR STRATEGIC PRIORITIES

- » Delivering growth and sustainability
- » Engaging with our residents and communities
- » Managing key relationships
- » Supporting our people

OUR VALUES

- » Inclusion
- » Integrity
- » Compassion
- » Accountability

CITY WEST HOUSING STRATEGIC PRIORITIES





MESSAGE FROM THE CHAIR

As the world grapples with climate change and growing inequality between the haves and have-nots in a rapidly transitioning economy, environmental, social and governance (ESG) reporting is in the spotlight.

Australia's responsible investment market was valued at \$1.3 trillion in 2022, or 36% of the total market, according to the *Responsible Investment Benchmark Report 2023*.¹ While the economic climate curbed its growth in the past 12 months, 93% of all professionally managed funds in Australia are now managed by investors with a public commitment to responsible investment.²

It is increasingly becoming a regulatory requirement and a pre-condition for securing investment that organisations can clearly evaluate the impact of their operations on their stakeholders and communities, and that they have a clear path to demonstrate environmental and social responsibility in what they do. Financial institutions are also under pressure to gather accurate and detailed data, not only about their own operations, but of those they lend to.

In the UK, where ESG reporting has been a feature of the community housing sector for several years, we are seeing housing organisations secure "sustainability loans" for new housing based on its high energy efficiency rating.³ In Australia community housing providers have secured loans valued at \$2.2 billion raised through bonds issued by the National Housing Finance Investment Corporation⁴, including the largest social bond in Australia. The new Australian ESG reporting framework for community housing will support our sector and individual providers to envision such possibilities.

City West Housing is at the forefront of rooftop solar installation in our sector, with 50% of our apartment buildings and 31.4% of households now enjoying access to cheaper electricity through solar credits. We have also taken the early initiative to phase out gas in all new developments - a step now being taken by some state and local governments - and we are incrementally phasing it out in existing apartments too.

I commend to you *Our Impact 2023* and thank the Leadership Team for its work in bringing together a story that will inspire our stakeholders, as well as potential investors.

DIANA D'AMBRA
Chair, Board of Directors

“The new Australian ESG reporting framework for community housing will support our sector and individual providers to envision such possibilities.”

1 [Responsible Investment Benchmark Report 2023 Australia - responsibleinvestment.org/resources/benchmark-report/](https://www.responsibleinvestment.org/resources/benchmark-report/) p.6
 2 [Responsible Investment Benchmark Report 2023 Australia - responsibleinvestment.org/resources/benchmark-report/](https://www.responsibleinvestment.org/resources/benchmark-report/) p.6
 3 [Sustainabilityforhousing.org.uk/demand-for-esg-data-from-funders-will-continue-to-intensify-so-now-is-the-time-to-prepare/](https://sustainabilityforhousing.org.uk/demand-for-esg-data-from-funders-will-continue-to-intensify-so-now-is-the-time-to-prepare/)
 4 [Housing Australia Annual Report 2022-23 - housingaustralia.gov.au/reports-and-publications](https://housingaustralia.gov.au/reports-and-publications)



MESSAGE FROM THE CEO

Transitioning to a more sustainable business and one that truly understands its environmental, social and governance impact requires commitment, focus, resources and persistence.

As an organisation whose purpose is to improve people's lives through the provision of affordable housing, ESG considerations are at the heart of what we do. At City West Housing, we are committed to this journey but recognise that it's a marathon, not a sprint.

For our first Impact Report in 2022 we took stock of our ESG performance and our capacity to measure and report on it.

Our second Impact Report builds on the first report and also paves the way for us to get on board with the new national ESG reporting standard for Australian community housing launched by the Community Housing Industry Association (CHIA) earlier this year.

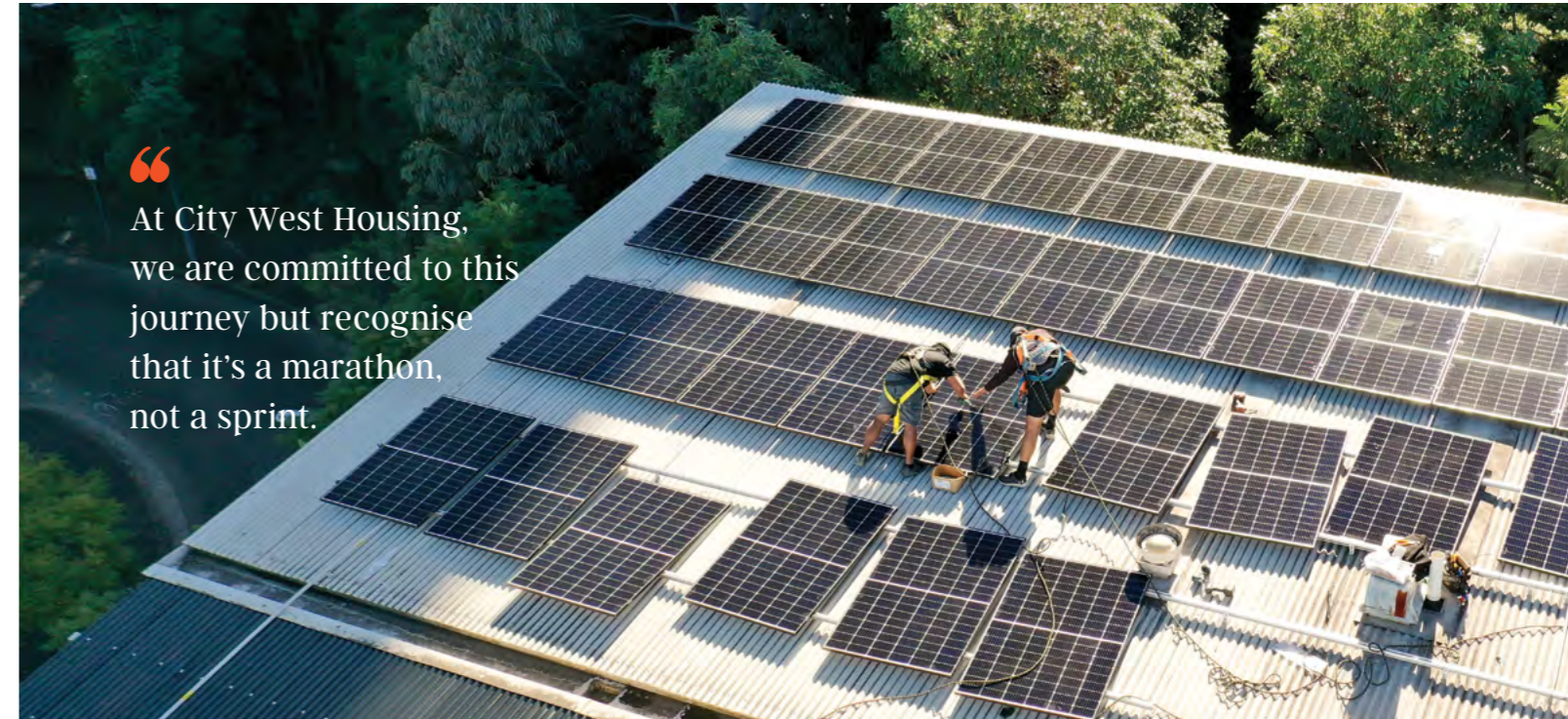
At the core of City West Housing's business is the 1,600 very low to moderate income residents living in our almost 900 affordable apartments, paying rents that are set with reference to each household's income.

We pride ourselves on providing residents access to well-located quality affordable housing, which in turn facilitates economic inclusion through proximity and access to education, healthcare and employment.

We know that an affordable, safe and secure home has a positive impact on residents' wellbeing and this sits alongside initiatives focussed on tackling cost of living pressures, such as our solar retrofit program, our financial literacy partnership and the Aspire Education Fund which supports younger school aged residents to remain in formal education.

How we treat our residents is just as important, placing services at the forefront of what we do and giving residents a voice on how we deliver those services through surveys, forums, focus groups and our tenant advisory group amongst other mechanisms.

While well received, *Our Impact 2022 Report* inevitably raises the question about what more we need to do. We are still grappling with the question of how do we use our finite resources to deliver the most impact? What can we afford to do, and what can't we afford not to do?



“
At City West Housing, we are committed to this journey but recognise that it's a marathon, not a sprint.”

While our primary focus is and should be our customers and how we can improve their lives through the services and homes we provide, we need to do this in an economically sustainable way while still providing great amenity. We also recognise that we need to take further steps to reduce our environmental impact and improve resource efficiency, as well as to build on our efforts to engage with our residents and to promote social inclusion and diversity. These priorities align to the United Nation's Sustainable Development Goals which are the blueprint to achieve a better and more sustainable future for all.

While we are committed to complying with the new national ESG standard for community housing, this also raises the question of how City West Housing is best able to capture and report on our compliance with the Standard and the impact of our efforts.

These and the answers to many other questions will inform our onward ESG journey. Our thanks to CHIA, Housing Australia and other housing organisations for the leadership you have shown to get our sector to this point, including the advice and training provided to members. Thanks also to the City West Housing Board who are fully supportive of our efforts.

LEONIE KING
Chief Executive Officer



OUR IMPACT GOALS AND JOURNEY

Last year we produced *Our Impact 2022*, our first ESG (environmental, social, governance) report to begin our journey towards comprehensive reporting on how impactfully we run our business and support our residents as investments in a more sustainable future for everyone and our planet.

Impact reporting is now a well-established practice globally in business and is increasingly important in the public and not-for-profit sectors. For City West Housing, it is fast becoming an essential tool for reporting to our stakeholders, including to:

- » attract more and more diverse funding, including from institutional investors at scale, to grow our affordable housing portfolio.
- » benchmark our continuous service improvement to residents and other customers.
- » drive organisational change and continuous improvement as a business.
- » be a workplace and culture that supports our people and lives our values.
- » hold us to account for our environmental, social and governance performance.

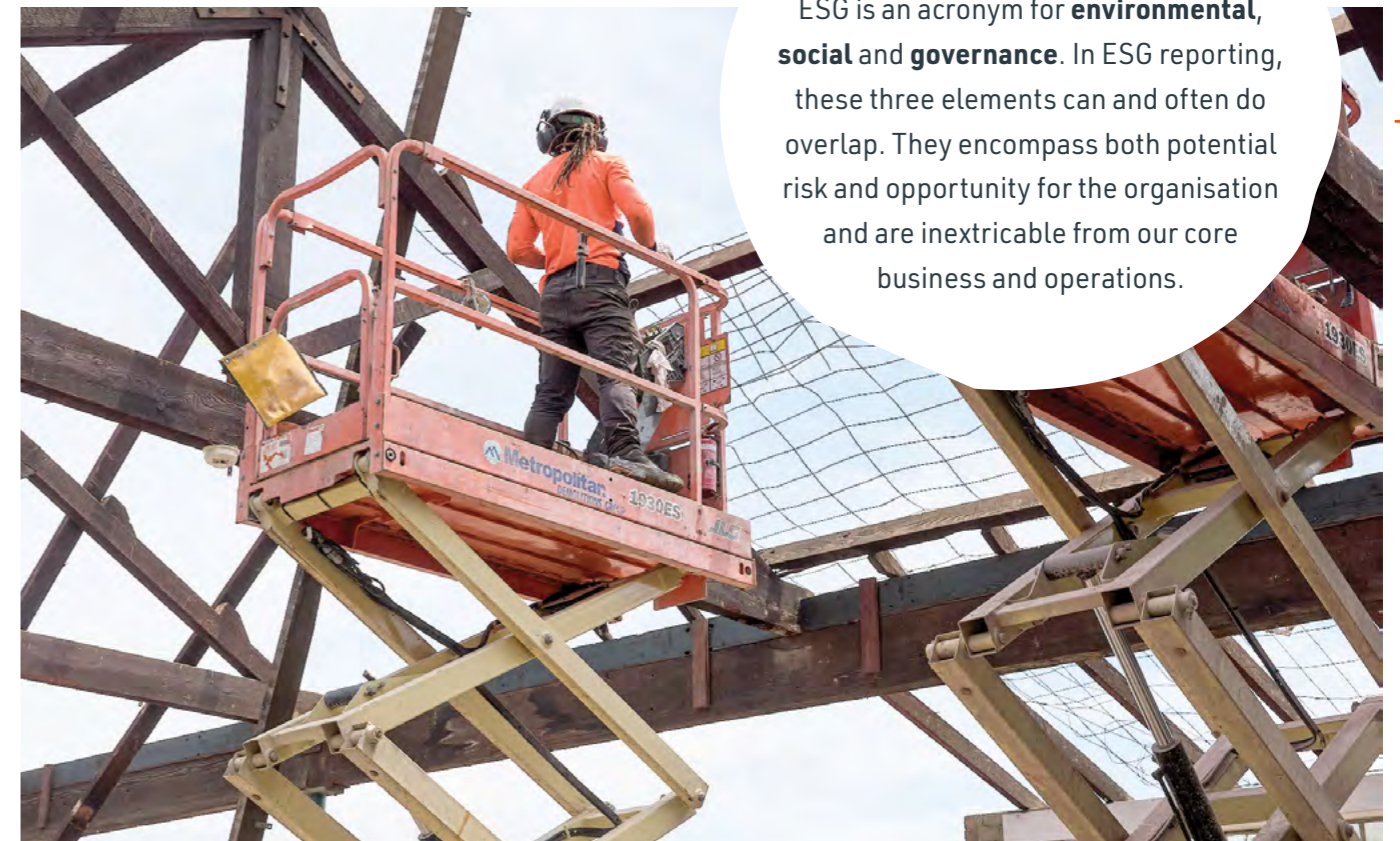


Our first Impact Report in 2022 collated the activities and reporting that we were already doing into one document, drawing on research into industry best practice. In 2023 a workshop with the Leadership Team, Board input and education seminars organised by CHIA to introduce the new national standard have also informed our approach.

This report is a companion document to the 2023 Annual Report, applying an ESG lens to the activities and performance we are reporting on for this financial year.

WHAT IS ESG?

ESG is an acronym for **environmental, social and governance**. In ESG reporting, these three elements can and often do overlap. They encompass both potential risk and opportunity for the organisation and are inextricable from our core business and operations.



“Australia’s rental crisis is the worst it has ever been.”⁵

MARKET CONTEXT

Australia’s rental crisis is the worst it has ever been, according to Anglicare Australia’s authoritative *Rental Affordability Snapshot 2023*. We are in the perfect storm of low housing supply, increasing demand, unaffordable private rents and long term under-investment in social housing, all driving people into rental stress. In 2019, 42% of low-income households in Australia were in rental stress, up from 38% in 2008. Average rents have risen by 11% in the past year alone.⁶

In the *Rental Affordability Snapshot 2023*, a mere four rentals were affordable for a single person receiving JobSeeker across Australia while none were affordable for someone on Youth Allowance.⁷ Essential workers in aged care and

community care could afford just 1% of available rental properties; even better paid teachers and firefighters could only afford 3%.⁸ On average, a single person living in Greater Sydney on Jobseeker would need to spend 116 % of their income on housing.⁹

There are very real and tragic consequences for the people impacted. “Large numbers of Australians will not be able to land a lease without getting into severe rental stress. This means that people can be forced into unfair choices like skipping meals, foregoing essentials, or turning to payday loans to get by. As our rental crisis becomes a permanent reality, many people can expect to live in these conditions for most of their lives.”¹⁰



Affordable rental housing is an essential part of the solution to a failing housing market that excludes increasing numbers of lower income Australians. Sitting between social housing and market housing, City West Housing’s affordable housing provides people on very low to moderate incomes with secure rental housing for as long as they need it at no more than 30% of their income, the threshold for rental stress.

Our affordable housing waiting list has doubled in the 12 months to June 30, while our residents are being hit hard by inflation and the rising cost of everyday necessities like food, clothing, fuel and utilities. We can do our part by ensuring our apartments are well designed and adapted to be sustainable and efficient to impact positively on residents’ finances, health and wellbeing, as well as on the environment.

5 anglicare.asn.au/publications/rental-affordability-snapshot-2023/ Essential Workers
 6 [Australian Bureau of Statistics](https://www.abs.gov.au/australian-bureau-of-statistics). Housing Occupancy and Costs 2019-20. [Table 1; Table 5; Table 13]. sgsep.com.au/projects/rental-affordability-index
 7 anglicare.asn.au/publications/rental-affordability-snapshot-2023/ National report p.6
 8 [Responsible Investment Benchmark Report 2022 Australia - responsibleinvestment.org/resources/benchmark-report/](https://www.responsibleinvestment.org/resources/benchmark-report/) p.6
 9 [SGS Economics & Planning sgsep.com.au/projects/rental-affordability-index](https://sgsep.com.au/projects/rental-affordability-index) p.13
 10 anglicare.asn.au/publications/rental-affordability-snapshot-2023/ Essential Workers

▲ Build Your Neighbourhood resident and plant library participant Mary.

OUR MODEL FOR IMPACT REPORTING

The community housing sector in Australia now has its own national ESG reporting framework. Commissioned and developed by the Community Housing Industry Association (CHIA) and the National Housing Finance Investment Corporation (NHFIC)*, it followed months of design work and sector consultation for a March 2023 launch. City West Housing was a financial supporter of the initiative.

The new Australian framework is substantially based on the UK Sustainability Reporting Standard for Social Housing (Good Economy White Paper)¹¹ which aligns with relevant UN Sustainable Development Goals (SDGs).¹² As City West Housing based our first report on both the UK standard and UN SDGs, it will help us transition to reporting against the new Australian framework.

This report comprises three sections:

1. Introduction, context and definitions.
2. Highlights of our ESG activities in FY23, including key metrics and qualitative information.
3. A report card summary of how we are performing against the new national standard.

Where an initiative in a previous year continues to have *cumulative* impacts, such as rooftop solar on our carbon footprint as an environmental impact, we have presented total figures since the initiative began. In other areas, where the impacts are discrete or the initiative is new, we have presented FY23 impacts only.

* now Housing Australia
 11 thegoodeconomy.co.uk/resources/reports/SRS_final-report_2020-11-16-094356.pdf
 12 sdgs.un.org/goals

THEMES

Environment Social Governance

THEME	Environment	Social	Governance	UN SDG
THEME 01 CLIMATE CHANGE Practices to impact climate change				7 13
THEME 02 ECOLOGY Protection of the local environment				13 15
THEME 03 RESOURCE MANAGEMENT Sustainable approach to construction & building management				11 12 13
THEME 04 AFFORDABILITY & SECURITY Long-term homes that are genuinely affordable				1 10 11
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ENVIRONMENTAL

THEMES 01 - 03

THEME 01

CLIMATE CHANGE PRACTICES TO IMPACT CLIMATE CHANGE

- » energy efficiency ratings.
- » emissions data.
- » capacity for renewable energy production.

Energy sustainability is not only good for the planet, it keeps our operating costs down, extends the lifecycle of our assets and delivers vital cost-of-living benefits to our residents.



SOLAR INITIATIVE

Our program to retrofit rooftop solar panels to suitable apartment buildings reached critical mass this year, with 10 out of our 21 apartment buildings now drawing on solar energy. Nearly one third* of all households have access to cheaper, renewable energy.

PHASES 1 AND 2 SINCE 2021-22 * 31.4%



1,109 ROOFTOP PANELS

10 BUILDINGS

293 HOUSEHOLDS BENEFITED



\$323 ANNUAL SAVINGS PER HOUSEHOLD AVERAGE



\$11,170 ANNUAL SAVINGS TO CWH (ALL COMMON AREAS)

545 tonnes PROJECTED ANNUAL GREENHOUSE GAS EMISSIONS CUT

EQUIVALENT TO 79 cars off the road (RESIDENT AND COMMON AREAS TOTAL)

GLOSSARY OF TERMS

In this report we use the following tools and terms to describe and evaluate impact. They align with those used in the first edition of the ESG standard for community housing:

DIMENSION

The three broad dimensions of the standard align with ESG as an impact reporting methodology: Environmental, Social, Governance

THEME

The 12 themes that sit within the E, S & G e.g Climate change within Environmental

CRITERIA

The 41 specific reporting requirements under the 12 themes

CRITERIA TYPE

Core criteria are essential for reporting while enhanced criteria are desirable if the provider has the capability to report

MEASUREMENT UNIT

How we will measure our performance against particular criteria e.g. Affordability 100% of City West Housing affordable housing residents pay no more than 30% of their income



City West Housing resident Barry enjoying the benefits of solar energy.



REMOVING GAS FROM KITCHENS

Gas stoves and ovens were replaced with electric induction cooktops and ovens this year as part of a kitchen upgrade program for 25 older apartments in Quarry Master Drive. All future developments will completely eliminate the use of natural gas for cooking, heating and hot water to further reduce our carbon footprint.



\$200 ANNUAL GAS CONNECTION FEE SAVING
UP TO **\$18** ANNUAL SAVING IN ENERGY COSTS TO RESIDENTS

28% OVER 10 YEARS PROJECTED ANNUAL GREENHOUSE GAS EMISSIONS CUT



GREEN TRANSPORT OPTIONS

City West Housing's new developments have green transport plans: sites for apartment buildings are intentionally chosen close to public transport, local amenities, car share spaces and bicycle parking areas are generally provided.

6 CAR SHARE SPACES

PLANNED AT TALLOWOOD APARTMENTS

Our partnership with GoGet offers residents and staff car share memberships at discounted rates.

THEME 02

ECOLOGY

PROTECTION OF THE LOCAL ENVIRONMENT:

- » managing pollutants.
- » increasing biodiversity.

Green space around our buildings can help protect the local environment and create places in which our residents are happy to live and interact with others.



THE PLANT LIBRARY

A resident-inspired Build Your Neighbourhood initiative this year to swap plants and vegetables and share gardening tips with neighbours has also blossomed into a real community of residents who help each other out.



35+
RESIDENT PARTICIPANTS

John St
PYRMONT

\$373
CITY WEST HOUSING INVESTMENT



“In being involved in the garden and the plant swap, neighbours have started sharing their food as they've gotten to know each other. It really feels like the community has flourished.

Resident feedback



NATIVE FLORA NAMING CONVENTION

City West Housing’s new developments are named after native, endemic plant species to acknowledge the land on which we build and to create a connection with the land for residents and visitors. We are now developing wayfinding signage and other visual representations of the building names.

-  **Acacia**
APARTMENTS
-  **Boronia**
APARTMENTS
-  **Bangalay**
APARTMENTS
-  **Melaleuca**
APARTMENTS
-  **Banksia**
APARTMENTS
-  **Tallowwood**
APARTMENTS

THEME 03

RESOURCE MANAGEMENT
SUSTAINABLE APPROACH TO MATERIALS IN CONSTRUCTION & BUILDING MANAGEMENT

- » waste management.
- » water management.
- » internal resource management.
- » resident education-sustainable living opportunities.

City West Housing takes a pro-active approach to sustainability in the development and maintenance of our housing assets. Contracts with suppliers include environmental and waste management plans that set out our expectations and their legal obligations for resource and waste management.

Boronia
APARTMENTS



3,008 sq m
DEMOLITION SITE

4,020+ tonnes
RECYCLED OR REUSED MATERIALS

97.6%
SAVED FROM LANDFILL

90%
CITY OF SYDNEY REQUIREMENT

 **SUSTAINABLE DEMOLITION**

We seek to go beyond Council waste management requirements for recycling and reuse when clearing a site for redevelopment.

Our new Boronia Apartments in Waterloo will also take a sustainable approach to minimising waste throughout the building’s lifecycle.



NATIVE LANDSCAPING AND COMMUNITY GARDENS

 **7**
GRASSED AREAS

 **18**
GREEN SPACES (COMMUNITY GARDENS, ROOFTOP GARDENS)

 **1**
BUSH TUCKER GARDEN





Resident Alexis enjoying the benefits of solar energy.



FUNCTIONAL, ENDURING DESIGN

We design and manage our portfolio to provide resident comfort and amenity while maximising the lifecycle of our assets. This improves the quality of our residents' lives and makes good economic and environmental sense.

- » Choosing quality fixtures and appliances that last.
- » Clever solutions to simple problems: e.g. sliding auto doors at Tallowood for improved accessibility.
- » Retrofitting: e.g. halogen-LED lighting replacement.

“Improving the quality of City West Housing residents' lives makes good economic and environmental sense.”

SOCIAL

THEMES 04 - 09

THEME 04

AFFORDABILITY & SECURITY PROVIDE LONG-TERM HOMES THAT ARE GENUINELY AFFORDABLE TO THOSE ON LOWER INCOMES

Our portfolio of 890 affordable rental apartments is offered in perpetuity as affordable housing to ensure our residents have a secure, affordable home with us for as long as they need one.

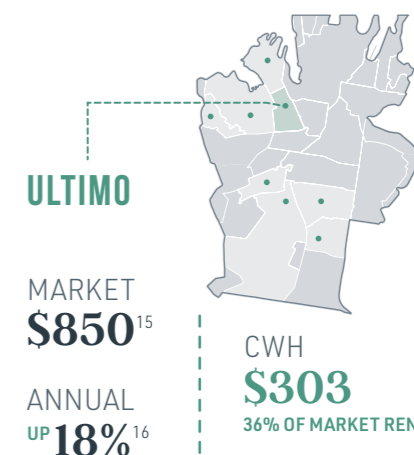
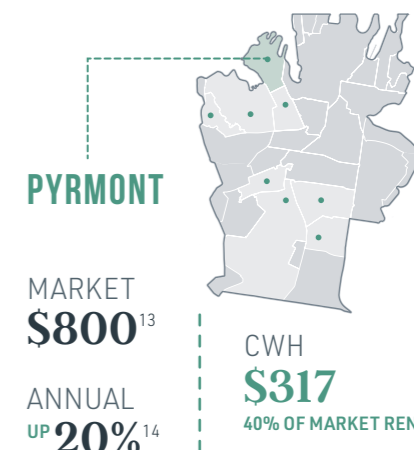
INCOME-BASED RENT MODEL

100% of City West Housing's affordable housing residents pay subsidised, income-based rents that do not exceed 30% of their combined household income. (i.e. are below the rental stress threshold).

In the suburbs where we have the most apartments (275 in Pyrmont and 147 in Ultimo), City West Housing residents pay on average just 36-40% of the market rate for a two-bedroom rental apartment.

84% of residents think their home is good value for money, the same as in 2022.¹⁷

AVERAGE MEDIAN WEEKLY RENTS, TWO-BEDROOM APARTMENTS



13 www.propertyvalue.com.au/suburb/pyrmont-2009-nsw#Unit
 14 <https://www.tenants.org.au/resource/rent-tracker-postcode-tool>
 15 <https://www.propertyvalue.com.au/suburb/pyrmont-2009-nsw#Unit>
 16 <https://www.tenants.org.au/resource/rent-tracker-postcode-tool>
 17 2023 Tenant Satisfaction Survey

THEME 05

BUILDING SAFETY & QUALITY
EFFECTIVE AT MEETING LEGAL RESPONSIBILITIES TO OUR RESIDENTS AND KEEPING BUILDINGS SAFE

SUSTAINABLE HOUSING DESIGN

As the owner of all our 21 apartment buildings, City West Housing goes above and beyond when it comes to the safety and quality of our buildings. Set out below are two examples of our approach.



^ Sydney Lord Mayor Clover Moore at the Boronia groundbreaking ceremony.



“The standard of housing they offer is second to none, better than a lot of privately rented places.”

Resident feedback



INVESTMENT IN LIGHTING SAFETY

City West Housing has extended our program to replace older fluorescent lighting with low-energy LED lights in common areas, such as entrance halls and fire stairwells, to our Portman Street, Zetland building this year.

Many of our residents feel safer entering our buildings where there is the stronger, more diffuse light of LEDs, which also last longer, with reduced risk of blow-outs. There are also environmental and cost benefits for City West Housing.



19 + TWO NEW BUILDINGS*
COMMON AREAS RETROFITTED

96**
APARTMENTS RETROFITTED

\$154,378
PROJECTED ANNUAL SAVINGS

93% or 502,600 Kw
ONGOING CONSUMPTION CUT

448 tonnes
PROJECTED ANNUAL GREENHOUSE GAS EMISSIONS CUT
EQUIVALENT TO 136 CARS OFF THE ROAD

* Since 2021-22 ** As vacancies arise/halogens fail



QUALITY DESIGN

We have a suite of documents that guide the quality, amenity and sustainability of new developments:

- » Our Approach to Sustainable Design, with our overarching design principles.
- » Concept Design Guidelines, to guide property professionals and partners in developing the preliminary design of fit-for-purpose affordable rental housing.
- » Design Guidelines, with detailed specifications for affordable housing developments.

87% of residents are satisfied or very satisfied with the condition of their home.*

84% of residents feel their neighbourhood is a safe place to live.*

* Since 2021-22



RESIDENT VOICE
EFFECTIVE AT LISTENING TO AND EMPOWERING RESIDENTS

We seek our residents' opinions on issues affecting them, their tenancies and communities and get their feedback on our customer service.

In FY23, there were more than 1,436 such resident interactions.



TENANT VOICE GROUP

FOCUS GROUPS

ABORIGINAL YARNING CIRCLE

BLOCK MEETINGS

HOME VISITS

ANNUAL RESIDENT FORUM

TENANT SATISFACTION SURVEY

A COMMUNITY OF PET LOVERS

Our inaugural Cutest Pet Competition in September 2022 encouraged residents to engage with each other online through our social media channels around their shared loved of pets.

Run on Facebook, and also promoted on Instagram, it invited residents to send in pet photos, so others could vote on them with likes. We offered prizes totalling \$350 at a pet supplies retailer to the three most popular pets of the 40+ entrants.



ACROSS ALL COMPETITION POSTS ON FACEBOOK

527 REACTIONS, SHARES, COMMENTS, LINK CLICKS
TOTAL ENGAGEMENT

21% TOP COMPETITION POST ENGAGEMENT RATE

14.5% AVERAGE ENGAGEMENT RATE

TOP POST FOR ENGAGEMENT IN FY23
voting for pet winners POSTED 04/10/22

11% QUARTERLY GROWTH IN FOLLOWERS
AVERAGE 4%

THEME
07

RESIDENT SUPPORT

EFFECTIVENESS OF OUR INITIATIVES TO SUPPORT INDIVIDUAL RESIDENTS MAKING IT EASIER FOR RESIDENTS TO MANAGE THEIR TENANCIES AND ACCESS CWH SERVICES

City West Housing variously offers our residents support for their wellbeing, to maintain their tenancies and access our services, and to improve their life opportunities.



< The City West Housing CEO, Leonie King presented 15 young City West Housing residents with certificates for participating in the Aspire Education Fund.

SUPPORTING YOUNG PEOPLE

Our Aspire Education Fund was launched this year to help residents in Years 7-10 stay in school and to support their parents and carers with the cost of educational and community activities such as tutors, dance and music lessons, sporting equipment and registrations, school uniforms and camps.

OUTCOMES FOR THE FIRST YEAR OF THE TWO-YEAR PROGRAM

15 RECIPIENTS

\$745 AVERAGE GRANT

FUNDING PARTNERS
SR CONSTRUCTION

83% OF PARENTS/CARERS NOTED POSITIVE CHANGES IN THEIR YOUNG PERSON

9/10 OR **10/10** PARENTS/CARERS RATED THE PROGRAM

0% DROPOUT RATE

MANAGING YOUR TENANCY ONLINE

The Resident Portal on our website provides a secure, alternative way for residents to undertake key tenancy transactions such as:

- » pay their rent.
- » request a rent statement.
- » notify us of a change of circumstances.

IN FY23, RESIDENTS MADE

2,159 RENT PAYMENTS VIA BPOINT
UP 68% ON 2022 *

2,648 REQUESTS FOR RENT STATEMENTS
DOWN 3% ON 2022 *

278 CHANGE OF CIRCUMSTANCE NOTIFICATIONS
DOWN 9% ON 2022 *

* Over the 11 months to 31 May (when the portal was integrated into our new TAS housing management system), compared with 12 months in FY22.

PERSONAL WELLBEING INDEX

The Personal Wellbeing Index (PWI) measures a person’s satisfaction with their quality of life across seven dimensions, including standard of living, health, achieving in life, relationships, safety, community connectedness and future security. We have been measuring PWI since 2018, through six-week post allocation visits and through our annual Tenant Satisfaction Survey.

For City West Housing tenants, the highest satisfaction scores in 2023 were for sense of personal safety (76.64) and standard of living (74.32) while the lowest scores were for future security (69.58) and community connectedness (70.10). On all measures, our residents score above the industry benchmark.

	CHIA NSW BENCHMARK	CITY WEST HOUSING 2023	DIFFERENCE
Personal health	62.34	70.16	+7.82
Achieving in life	65.36	70.44	+5.08
Life as a whole	70.92	74.69	+3.77
Community connectedness	66.50	70.10	+3.60
Wellbeing Index 😊	68.23	71.64	+3.41
Personal relationships	68.18	71.17	+2.99
Future security	67.50	69.58	+2.08
Personal safety	74.66	76.64	+1.98
Standard of living	72.57	74.32	+1.75

THEME 08

PLACEMAKING

CREATING WELL-DESIGNED HOMES AND PLACES THAT MEET LOCAL NEEDS AND PROVIDE GREAT PLACES FOR PEOPLE TO LIVE AND ENJOY MAKING HOUSING ACCESSIBLE AND INCLUSIVE AND FOSTERING SOCIAL COHESION.

We create places where residents can have a sense of belonging and wellbeing and where they can come together as a community. We work with them to promote social cohesion and wellbeing, and support them to age in place.

BUILD YOUR NEIGHBOURHOOD

Build Your Neighbourhood, now in its fourth year, is a tenant-led program to strengthen neighbourhood and community and to foster resident wellbeing. In 2022-23, its impact included:

109 PARTICIPANTS | **6** FUNDED PROJECTS | **\$6,543** TOTAL INVESTMENT | **\$60** PER PARTICIPANT*

Opportunities to participate in a plant library, coffee club, kids' yoga, boomerang workshop, a bush tucker garden and a reticulated garden.

* excluding staffing costs.



^ The highly successful Kids' Yoga classes were run for a second year

“

The kids came home and showed me all their moves. It was great, they got their friends involved and their parents came along. It was just a really nice community of kids and parents.

Kids' yoga parent

BELVOIR

ACCESS TO THE ARTS

A new partnership with the Belvoir Theatre is helping residents get to know one another by sharing the experience of live theatre. In its first year, we accessed subsidised Belvoir tickets and funded residents to join fellow residents at:

- 4 plays:**
- » Into the Woods.
 - » At what cost?
 - » Scenes from the climate era.
 - » Miss Peony.

“ Thank you City West Housing. I loved it. I had never been to theatre before but will be back.

Resident feedback

59
PARTICIPANTS

free
TICKET
COST TO
RESIDENT

\$1,475
TICKET
COST TO
CWH

COMMUNITY INFRASTRUCTURE


2
COMMUNITY
ROOMS


4
BARBECUE
AREAS


Free
WI-FI IN ALL
COMMON AREAS

THEME
09

STAFF WELLBEING

HOW STAFF ARE SUPPORTED AND HOW THEIR WELLBEING IS CONSIDERED

Supporting the careers and wellbeing of staff is a high priority at City West Housing. We appointed our first dedicated People and Culture Manager this year to have a singular focus on our people. The 2023 Employee Satisfaction Survey found:

- 94%** belief in our purpose
- 75%** staff engagement
- 54%** wellbeing

Supporting City West Housing staff is our priority.

EMPLOYEE BENEFITS PROGRAM

Investment in Professional Development, Wellbeing and Team Building.

\$21,110 | **\$603**
IN 2022 - 23* | PER EMPLOYEE

* Excluding investment in training (below)

INVESTMENT IN TRAINING

\$34,656 | **\$990**
IN 2022 - 23** | PER EMPLOYEE

** Includes training for housing professionals: corporate membership



GOVERNANCE

THEMES 10 - 12

THEME 10

STRUCTURE & GOVERNANCE

OVERALL APPROACH TO GOVERNANCE INCLUDING REGULATORY COMPLIANCE & CORPORATE STRUCTURE

City West Housing meets and often exceeds its obligations under the sector, corporate and not-for-profit regulatory regimes that oversee our business. Our corporate structure is designed to ensure individuals and their teams are variously accountable for delivery of those requirements.

REGULATORY OVERSIGHT



NRSCH COMPLIANCE

Fully compliant, with no management recommendations National Regulatory System for Community Housing, March 2023



THEME 11

BOARD

DEMOGRAPHICS, SKILLS, EXPERIENCE OF DIRECTORS, SIZE OF BOARD, FUNCTIONING

Our skills-based Board of seven directors oversees the governance of City West Housing, along with its two sub-committees.

NO BOARD TURNOVER IN PAST 2 YEARS

GENDER-BALANCED 4 FEMALE DIRECTORS, 3 MALE DIRECTORS

SKILLS GOVERNMENT, PROPERTY DEVELOPMENT, FINANCE AND INVESTMENT, PLANNING, LAW

COMMITTED DIRECTORS

Our directors collectively dedicated a significant amount of time to their City West Housing responsibilities in FY23. Time spent attending meetings is on top of meeting preparation including reading Board and Committee papers and attending strategy meetings.

186 HOURS IN BOARD MEETINGS

42 HOURS IN DEVELOPMENT AND ASSET MANAGEMENT COMMITTEE MEETINGS

38 HOURS IN FINANCE, RISK AND AUDIT COMMITTEE MEETINGS

THEME
12

SYSTEMS & RISK MANAGEMENT
HOW THE BOARD & MANAGEMENT MANAGE RISK

The management of risk is central to how our Board and Management Team operate, informed by City West Housing’s robust systems and policies.

SYSTEMIC CHANGE

Our new TAS housing management system is a major business transformation project launched in FY23 that will help us to manage risk by:

- » Replacing a legacy system with a modern system built for growth.
- » Helping us better track financial transactions and data.
- » Better managing customer interactions and service delivery.

A SOUND POLICY FRAMEWORK

City West Housing’s policy framework minimises and mitigates our risks by setting out the Board’s risk appetite, particularly in relation to growth through development. As part of managing risk, the Board reviews its Risk Appetite Statement annually. It also guides the ethical conduct of directors and staff. Our Risk Register is regularly reviewed and updated to identify potential risks for the business and how we will respond to them.

This year we implemented new whistleblower’s, investment and cybersecurity policies.

All policies are reviewed every three years, except the Governance, Risk and Compliance policy which is reviewed every two years.



WHERE TO FROM HERE?

City West Housing will continue to develop our capacity to measure and report on our impact, aligning where we can with the new national industry standard and commensurate with our growth and resources.

OUR NEXT PRIORITIES

CONSULT - further engage with key stakeholders to better understand investor and other stakeholder expectations of our ESG performance and reporting.

GAP ANALYSIS - Identify shortfalls in our capabilities to measure what we do.

POLICY FRAMEWORK - Develop an ESG Policy to inform what we decide to measure.

DATA CAPTURE AND RECORDING - Develop a consistent approach, exploring the capabilities of our new housing management system, to establish baselines and measure changes over time.

OUR REPORT CARD

The Report Card below summarises how we are tracking against key criteria under the new national ESG standard for community housing. Our full ESG reporting framework will be submitted to the Community Housing Industry Association (CHIA) in early 2024 according to the specified timetable for adopters of the standard.

Environment

CRITERIA	OUR PROGRESS
1: C Percentage of homes assessed against an energy rating scheme	M
2: C Portfolio greenhouse gas emissions	W
3: C Energy efficiency actions taken in past 12 months	M
4: E Energy efficiency actions planned in next 12 months	M
5: E Share of homes with rooftop solar	M
6: C How we are mitigating climate-related risks	W
7: E How we inform residents about correct ventilation, mould prevention, heating, waste recycling etc.	W
8: C How we are expanding green space & promoting biodiversity	W
9: E A policy to actively manage & reduce pollutants	N
10: C A policy on environmentally friendly sourced building materials	N
11: C How we manage performance against the above policy	N/A
12: C A policy for water management & how we manage our performance	N

CRITERIA TYPE

C: a core reporting requirement that is required
 E: an enhanced reporting requirement that is optional

OUR PROGRESS

M indicates we are undertaking ESG activity in this area and meeting the reporting requirement
 W indicates we are embarking on ESG activity in this area and working towards meeting the reporting requirement
 N indicates we are not currently undertaking ESG activity and/or reporting in this area.

Social

CRITERIA	OUR PROGRESS
13: C Percentage of tenants on affordable, other subsidised or market rents	M
14: C Share & number of existing homes allocated in different housing categories	M
15: C Share & number of new homes allocated in different housing categories	M
16: C How we are supporting residents to manage their energy bills	M
17: E Distribution of rental homes per length of tenure	M
18: C Percentage of homes with gas appliance with in-date, accredited gas safety check?	N/A in NSW
19: C Percentage of homes with an in-date & compliant Fire Risk Assessment	W
20: C Arrangements enabling residents to hold us accountable for provision of services	M
21: C How we measure & act on Resident Satisfaction & how scores have changed over the past 3 years	M
22: C Number of complaints captured by NCAT in the last 12 months & any resulting changes in practice	M
23: C Support services offered to residents & how they improve their lives	M
24: E Examples of placemaking	M

Governance

CRITERIA	OUR PROGRESS
25: C Code/s of Governance we follow	M
26: C Any adverse regulatory findings in past 12 months	M
27: C Executive Board member & Management team turnover in past 2 years	M
28: E How the Board manages organisational & financial risks	M
29: E Submission of a Modern Slavery Policy	N
30: C Maximum tenure for a Board member	M
31: C Number of Board members on Audit Committee with recent, relevant financial experience	M
32: C How long the current external audit partner has audited the accounts	M
33: C Date & who conducted last independent Board effectiveness review	M
34: E How we handle conflicts of interest at the Board	M
35: C Provision of a Real Living Wage &/ or staff collective bargaining	M
36: E Median gender pay gap	M
37: E How we support the physical & mental health of staff	W
38: C Average staff turnover in the past 12 months	M
39: E Adoption of a Reconciliation Action Plan, approved by Reconciliation Australia	M Reflect
40: E Proportion of Board & staff identifying as Aboriginal and/or Torres Strait Islander	W Innovate
41: E How suppliers' ESG credentials are considered when procuring goods & services	W



CITY WEST

HOUSING

Suite G01, Building B, 33-35 Saunders Street
Pymont NSW 2009

Phone 02 8584 7500

Email enquiries@citywesthousing.com.au

Website citywesthousing.com.au



LIVE. WORK. LOCAL.