



YWCA NSW

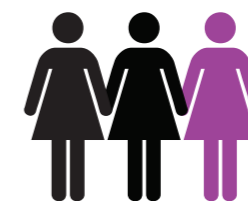
Find your possible

2015/2016 ANNUAL REPORT

Deliver | Grow | Lead



In 122 countries throughout the world, local YWCA groups are connecting with their community for social and economic justice. The focus of YWCA's may be different, including racism, homelessness, the environment, and giving young people the best start in life, but behind each are women leading change.



YWCA NSW stands for gender equality, eliminating violence against women and children, and providing safe harbour to those in need.

We raise funds through profit-for-purpose businesses, donations, and government grants to provide a range of programs and services. These programs and services deliver domestic violence support, women's refuges, homeless support, mentoring for young women, financial literacy, and life skills.

PURPOSE

build a better Australia
through the power of women

VISION

be the place and voice
for women in Australia

MISSION

build a strong, disruptive, independent
organisation of women for women

01 CEO REPORT



"We're for gender equality
and empowering women."
— ANNA BLIGH



OUR STRATEGY

New Strategic Vision

YWCA NSW has revisited its vision and direction. We have resolved to return to our roots as an advocate for gender equality and a provider of safe shelter for women. Our purpose is building a better Australia through the power of women. Our vision is to be the place and voice of women in Australia. And our mission is to build a strong, disruptive, independent organisation of women, for women.

Programs & Services

In executing our vision, we have expanded our services in domestic and family violence. We have a solid foundation of expertise in best practice support in Nowra. We also have a wealth of knowledge and experience about domestic violence in our Sydney Metropolitan homelessness team.

Building on that expertise and experience we committed to provide extra support workers in our teams in Lismore and Sydney.

In an exciting move, we committed to establish a new women's shelter in western Sydney, began to develop the project and raise funds to make it a reality.

To further embed our new mission we have continued to review our existing programs to ensure alignment to our vision. In 2016 this led to a decision to transition our NSW Big Brothers Big Sisters™ program to Big Brothers Big Sisters Australia™. Having operated this program for many years we want to see it continue and thrive, and believe the national organisation is the best place for this to happen. The transition was planned in a way to minimise the impact on clients and staff. The team remain co-located in our Sydney office and the program is now operating successfully. This decision enabled us to allocate funds to our new domestic violence services.

Profit-For-Purpose Businesses

We opened a new café, The Song Kitchen, in partnership with Mirvac, at their brand new head office, exclusively serving their 600 staff and guests. This is a new venture for the Y. As we develop the business, we will look to expand the model to other corporate partners.

We also began major renovations at Y Hotel Hyde Park to expand our profit for purpose offering. Beginning

with a new ground floor, the renovations will result in a rebranded Song Hotel and a new Song Kitchen licensed café. The hotel and café will better take advantage of the premium location the hotel currently occupies and provide a stronger source of revenue for our programs and services. We also purchased a new building in Campbelltown. These premises now house our Campbelltown team and deliver a new revenue stream through the letting of vacant offices in the building.

OUR PROGRAMS

We have been awarded carriage of two large programs this year, Youth Frontiers (mentoring program) and a Y-PEP (a schools-based child protection initiative).

Youth Frontiers

We received \$1.5M over 2 years from the NSW Government and began delivering the Youth Frontiers mentoring program in the 2015 & 2016 school years. Targeting year 8 & 9 students, it focuses on young people who could benefit from mentoring on leadership and civic engagement. Our state-wide presence, experience with young people, and close relationships with schools made us the right choice to reach 313 people in the 2015 school year, and 317 in 2016.

Y-PEP (Child Protection Initiative)

This \$4 million 3.5 year contract was awarded to us by the NSW Department of Education for a program in public, catholic, and independent schools starting in Lismore, South Western Sydney, and the Illawarra region. It will assist young people to recognise safe and unsafe relationships, understand that help is available, and will explicitly deal with domestic and family



violence. It is a terrific recognition of the long experience YWCA NSW has in delivering school-based programs.

OUR FINANCES

We have ended the year with a profit of \$50,791. This is a solid result, given our investment in new businesses and the purchase of a new building in Campbelltown. This result represents a good performance in program delivery and profit-for-purpose businesses.

Fundraising

This year we again held our annual fundraising events, Breaking The Cycle and The Mother of All Balls. Together, they raised over \$350,000 for our programs.

A new initiative, the Twilight Seminar Series, was launched in November 2015, and will now be a regular event on our calendar. There are some innovative fundraising projects on the horizon, and we are excited about our next phase.

OUR PEOPLE

Successful change requires investment in our people, the staff and volunteers at the frontline of our work. We committed to a change management plan that actively brings our team on the change journey. I am proud of the enthusiasm with which our people are embracing a new direction and am confident that their passion for their work and for YWCA NSW will enhance our success. Our Board of Directors have been deeply involved in the development of our new strategy and I thank them for their support in 2016.

OUR NATIONAL PROJECT

Throughout 2016 the 11 YWCAs in Australia have actively pursued the possibility of creating a single national organisation through a merger of all Associations. Thorough research was undertaken by our pro bono partners, McKinsey Consulting, to review the non-government landscape and develop the best possible model for a new structure.

Any change to the current structure of YWCA NSW will require the endorsement of our members. Substantial work has been undertaken to build a business case and prepare the documentation needed for members to consider these proposals in due course.

OUR YEAR AHEAD

The year ahead will continue to be one of change and transformation. We will continue with our review of programs and services to ensure they align with our more cohesive focus. We will develop and implement new programs to assist women and children experiencing domestic violence. We will launch our newly rebranded Song Hotel and our new licensed café, The Song Kitchen, at 5-11 Wentworth Avenue, Sydney. We will explore the opportunity to grow our commercial catering business as we embed our new Song Kitchen/ Mirvac partnership.

There is much to look forward to as we watch these changes take shape in the coming year. I look forward to the next stage with enthusiasm.


ANNA BLIGH
CEO

I am pleased to present the 2015/16 Annual Report. This year our focus has been on embedding our new vision and mission. We are growing our partnerships, fundraising, and profit-for-purpose businesses. We are delivering new and transformed programs aligned to our purpose.

O2 PRESIDENT REPORT

The 2016 financial year was one of significant change for YWCA NSW as we continued the transformation of our organisation. During the year, the Board of Directors refined the Vision, Purpose and Mission of the organisation and made a number of strategic decisions to drive this vision and deliver on our mission.

The Board of YWCA NSW resolved to invest in revenue generation and in our commercial businesses. A new commercial property was purchased in Campbelltown to house our Campbelltown team which had been in long term rental premises. The new property has surplus office space which is now leased, adding a revenue stream to our business.

A major renovation of our YHotel Hyde Park was approved and commenced in June 2016. This renovation will see a significant upgrade of the Hotel lobby and reception to ensure the Hotel remains competitive in a fast moving market. Further, the establishment of a new licensed bar and café adjacent to the lobby will create a new profit-for-purpose business, generating additional funds for new programs. The Board also entered into a new partnership with Mirvac to operate the staff café, conferencing and board catering services in their new building in George Street Sydney.

"The decision to invest in this new business, The Song Kitchen, will generate profits which will grow new programs."

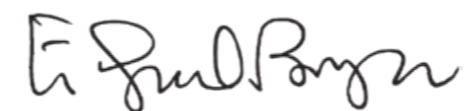
Again, the decision to invest in this new business will generate profits which will grow new programs.

The 2016 financial year saw strong performance in our current Hotel businesses and the award of new government tenders. YWCA NSW is fortunate to enjoy the support of strong corporate partners, philanthropic trusts and foundations, major donors and members. The financial year will end with a surplus of \$50,791.

Throughout the financial year the organisation has continued the work necessary to ensure that our programs are aligned to our vision and purpose. As a result, our long standing Big Brothers Big Sisters program was transitioned to the auspices of Big Brothers Big Sisters Australia™ which will now fund and operate the program. This decision has freed up organisational funds to invest in new programs for women and children experiencing violence.

In 2016 YWCAs from around Australia explored the possibility of creating a single, unified, national YWCA organisation in Australia. YWCA NSW was an active participant in this process and will continue to play a role in 2017.

I would like to thank my fellow board members whose active involvement in the transformation of our organisation has been integral to the progress made this year. I would like to thank all of the YWCA NSW team and our volunteers for their good work throughout the year. The year ahead holds much to be excited about and I look forward the opportunities ahead.



ELIZABETH BRYAN AM
PRESIDENT



O3 OUR BOARD



ELIZABETH BRYAN AM
PRESIDENT YWCA NSW
Chairman & Independent
Non-Executive Director



LINDALL WEST
VICE PRESIDENT
YWCA NSW
Head of Human Resources,
Colonial First State Global
Asset Management



JANE REILLY
TREASURER YWCA NSW
Partner,
PricewaterhouseCoopers



ANNA BLIGH
CEO & Company Secretary
YWCA NSW



SUZIE RIDDELL
DIRECTOR YWCA NSW
Executive Director,
Strategy & Projects,
Social Ventures Australia



TRISTAN LANDERS
DIRECTOR YWCA NSW
Principal, IN21



ROSE HERCEG
DIRECTOR YWCA NSW
Chief Strategy Officer,
WPP AUNZ



NICOLE KUEPPER
DIRECTOR YWCA NSW
Consultant,
Bain & Company Inc.



JULIANA NKUMAH AM
DIRECTOR YWCA NSW
Senior Policy Officer, Cultural
Diversity, NSW Police Force



LINA TCHUNG
DIRECTOR YWCA NSW
Director, Financial Services,
Ernst & Young



O4 NATIONAL MERGER



This year YWCAs across Australia have been engaged with a movement wide review of the organisation's structure. The National Merger Project's goal is to identify the most effective and efficient business model for our organisation, so that we can maximise our impact on the lives of women, girls and their families. Underpinning this work is our shared purpose of achieving gender equality.

The National Merger Project also seeks to empower the Australian YWCA movement to better respond to trends affecting the viability of the community sector and secure our long-term viability and growth.

FEDERATION & TRANSFORMATION

The YWCA in Australia is currently a federated organisation with 10 Member Associations across the country. The national association

- YWCA Australia - brings the members together and is affiliated to the World YWCA.

The National Merger Project is driven by a desire and a growing awareness among YWCA Boards and Executive teams that current structures need to nationally transform in order for our movement to grow and thrive.

FULFILLING OUR POTENTIAL

It has been recognised that moving to a more flexible, collaborative and centralised model could ensure that YWCAs around the country remain sustainable, financially viable and make the biggest impact we can on the communities we serve.

With a new structure the YWCA would be able to create opportunities that should be available to an organisation with the size, asset base, credibility and reach of the YWCA in Australia.

PURPOSE & IMPACT

The purpose of the National Merger Project is to explore new ways in which YWCA Member Associations around the country could be structured, the focus of our work and ways in which we can collaborate more effectively and efficiently.

YWCA National Convention in November 2015 strongly articulated a shared purpose for a new national YWCA achieving gender equality, through work in dual pillars of championing young women's leadership and supporting housing, safety and empowerment for women. These areas are underpinned by YWCA's expertise as a research and advocacy organisation.

LEADERSHIP & EXPERTISE

The project is being led by the YWCA Presidents, Board Directors and Executive Directors from around the country, in partnership with McKinsey & Company and with support from K&L Gates, Clayton Utz, and PricewaterhouseCoopers.

NEXT STEPS

A new structure will require a new constitution and this will require a vote by members. It is currently envisaged that this will occur in 2017.

O5 28TH WORLD YWCA COUNCIL



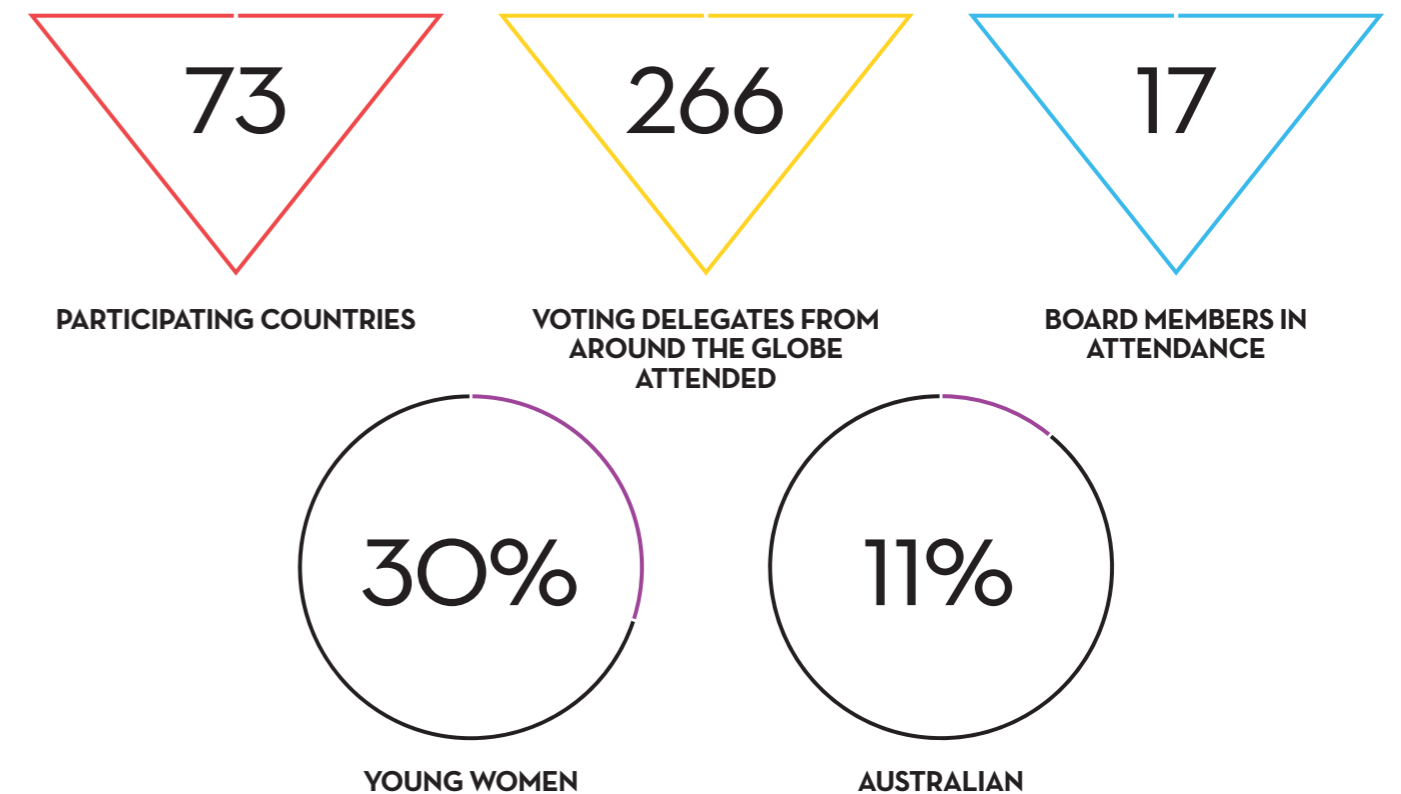
YWCA NSW members attended the 28th World YWCA Council in Bangkok, Thailand, 11-16 October 2015 under the theme of bold and transformative leadership.

The Council provided an opportunity to set common goals for the World YWCA and share programs and learnings across the world. Over 6 days, members attended workshops and roundtables to share and collaborate on initiatives. One attended by YWCA NSW members was a workshop presenting the experiences of YWCAs in Tanzania, Kenya, Ethiopia, and Rwanda on their advocacy for young women's sexual and reproductive health and rights, and violence against women programs.

The Council was a momentous occasion when YWCA Member Associations rallied around a common vision for the future, with a commitment that:

"By 2035, 100 million young women and girls transform power structures to create justice, gender equality and a world without violence and war; leading a sustainable YWCA movement, inclusive of all women."

YWCA NSW was represented by staff members Neesha Eckersley, Sue Davies, Skye Gunning, Ali Kroger, and Board Directors Lina Tchung, Tristan Landers, and former president Elizabeth Dibbs.





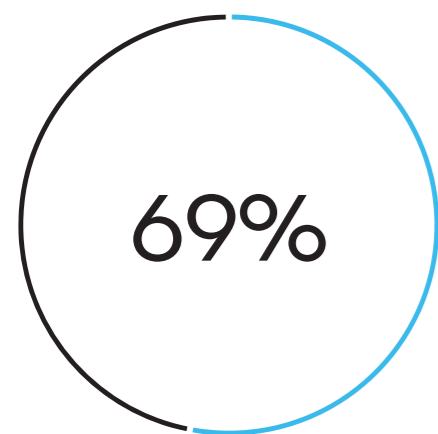
06 OUR PEOPLE

Our ability to deliver on our bold new strategic direction is supported by our commitment to ongoing targeted development and growth opportunities for staff. In 2015-16 our people were given opportunities to develop their skills in leadership, management, anti-bullying, mindfulness, presenting skills, cultural awareness, and compliance, as well as opportunities specifically focused on broadening and deepening our understanding of the work we do. This was part of our commitment to fostering a culture of learning and development.

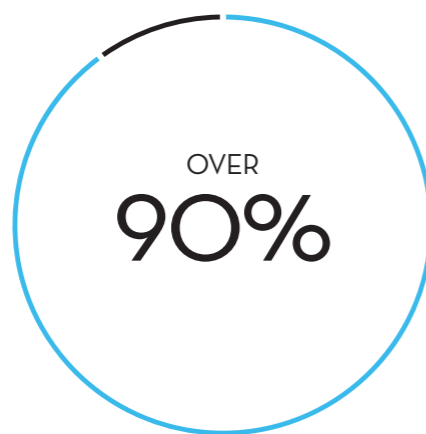
Response rate for the staff engagement survey was up this year to 69%, giving us more feedback to utilise in achieving our aspiration of becoming an employer of choice. Our survey results are in the top 10 percentile for 'willingness to contribute discretionary effort' and 'pride in the organisation', and over 90% of our staff would recommend YWCA NSW as a good place to work.

New leadership positions were introduced to ensure we are best placed to deliver on our promises. Staff turnover remained at the industry average of 17% for the year.

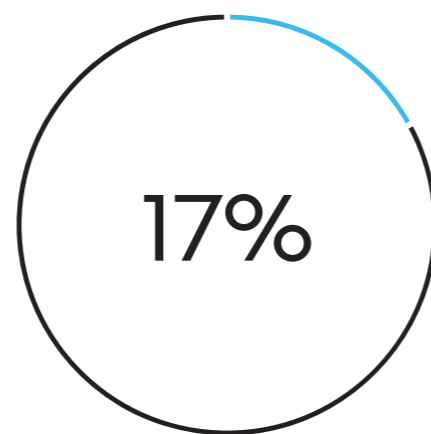
"As we continue on our change journey, we are both proud of and driven by the commitment our staff have to doing great work with us." – TERI HAID



RESPONSE RATE FOR STAFF
ENGAGEMENT SURVEY



OF STAFF WOULD
RECOMMEND YWCA NSW AS
'A GOOD PLACE TO WORK'



STAFF TURNOVER

07 OUR REACH

LISMORE

Child & Family Support, Work-Ready Programs, Aboriginal Family Support, Community Catering Service

YOUTH MENTORING PROGRAM - YOUTH FRONTIERS

Coffs Harbour, Grafton, Armidale, Tamworth, Terrigal, Swansea, Lake Macquarie, Charlestown, Port Stephens, Wallsend, Cessnock, Murwillumbah

STATEWIDE

Post Breast Cancer Program (Encore)

SYDNEY INNER CITY

Homelessness Programs, At-Risk of Homelessness, Family Support, School-Based Programs

ASHFIELD

Youth & Family
Homelessness Support

CAMPBELLTOWN

Child & Family Support, School-Based Programs, Work-Ready Programs, Girls' Leadership Program

AMBARVALE

Community Support Hub

BOWRAL

Domestic & Family Violence Support

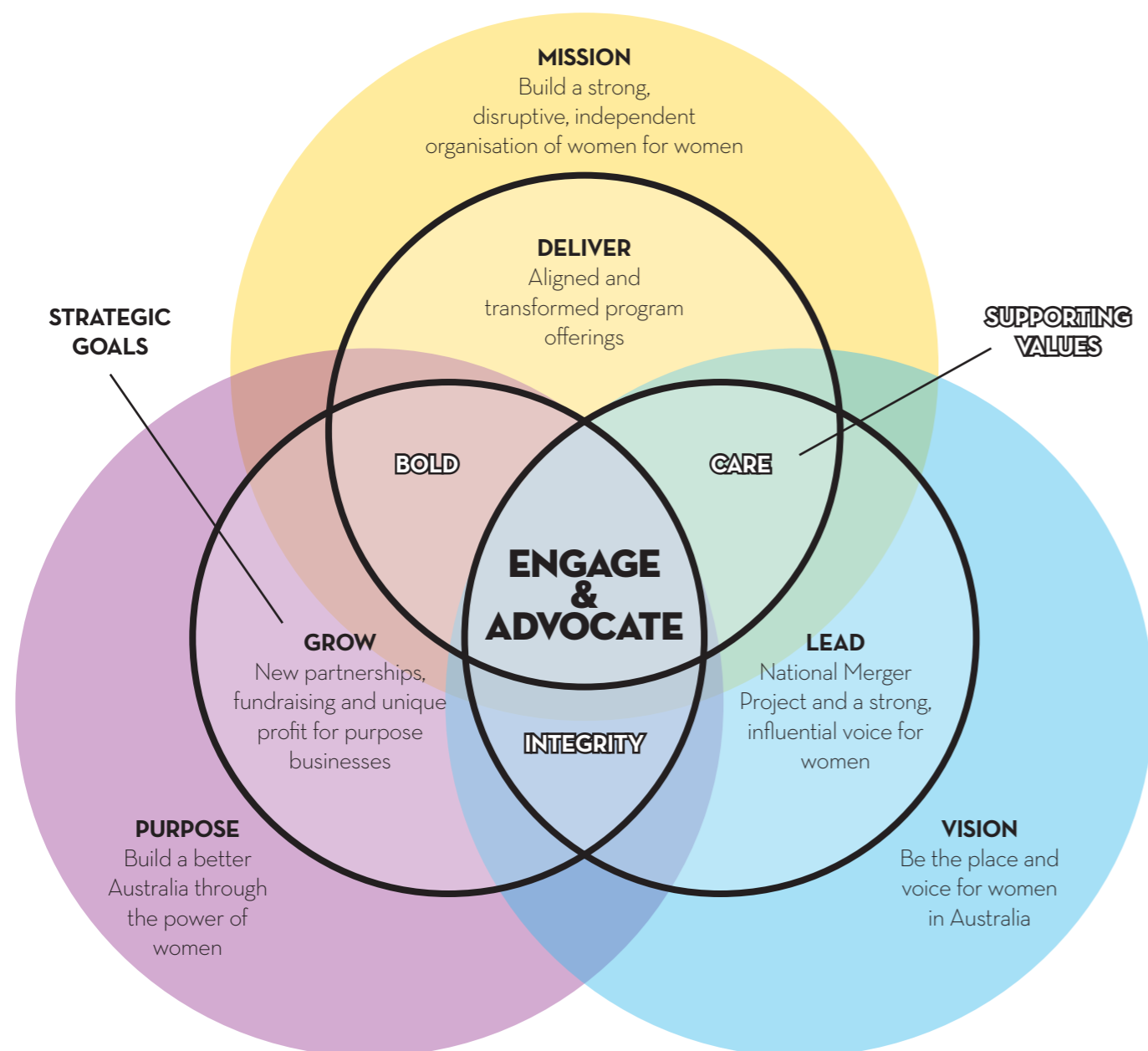
NOWRA

Police Station Domestic Violence Crisis Support, Domestic Violence Support, School-Based Programs, Girls' Leadership Program

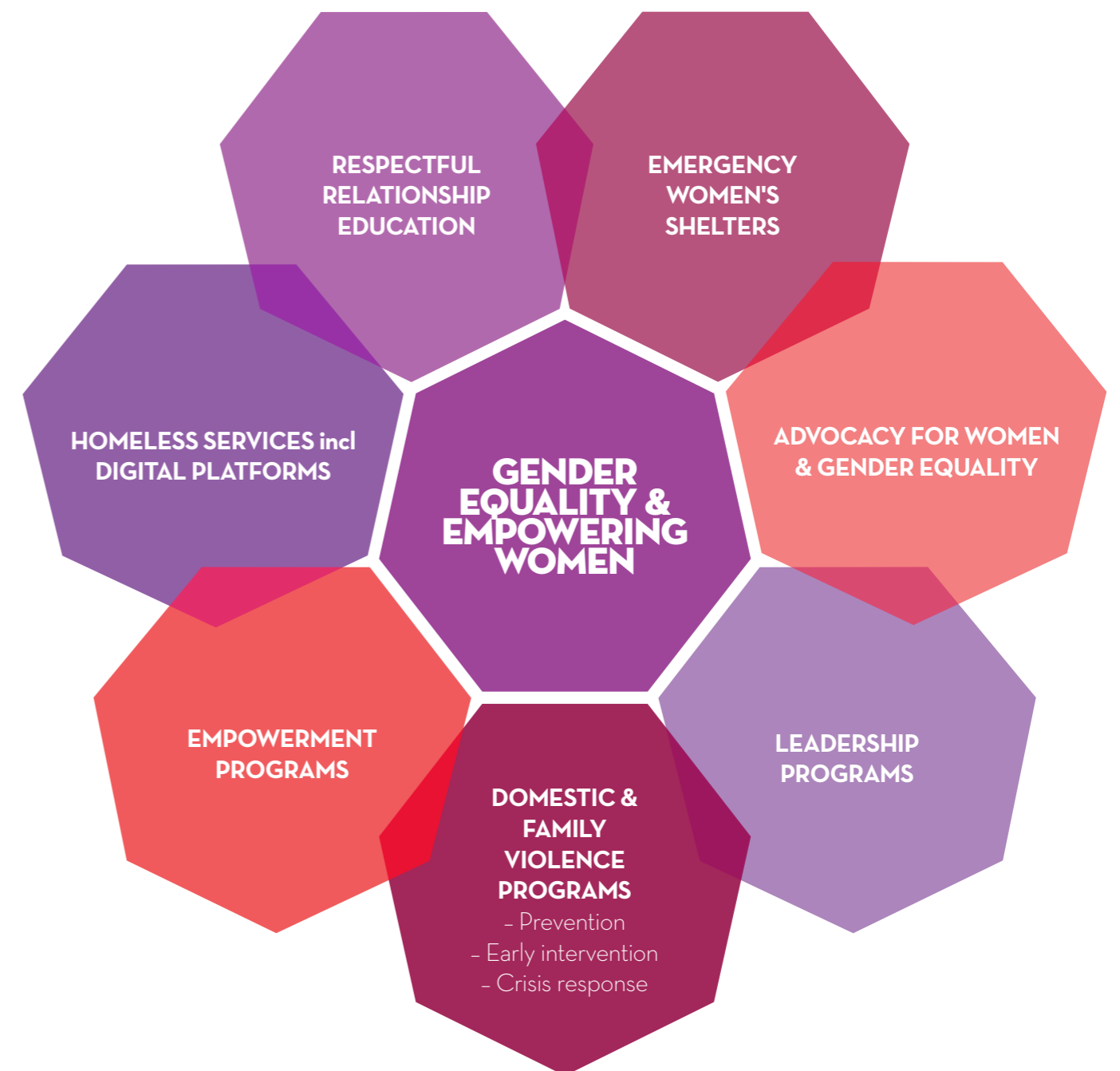
O8 OUR APPROACH

STRATEGY

Our strategy brings together why we exist, who we are, and what we will do to be effective.



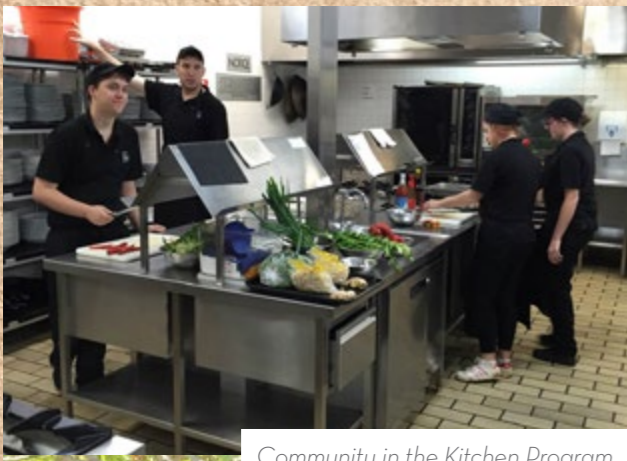
OUR FOCUS FOR 2015-2016



HAPPY SNAPS



2015 Supporters Christmas Party



Community in the Kitchen Program



EY Treadmill Challenge



Western Sydney University Community Award



Microsoft Opening



Y Quest Program



Youth Frontiers Award



Encore



321 Run



Kick Start Program Graduation



Campbelltown New Office Opening

09 OUR IMPACT

Making a measurable impact

MEASURING

YWCA NSW is committed to making positive change in our communities. We ensure we are achieving change through a robust framework of Results Based Accountability™ (RBA). We use RBA to quantify the achievement of program outcomes, client results and improved service delivery. This enables us to determine how much better off our individuals, families and communities are from working with YWCA NSW.

RBA measures the impacts of community programs on individual wellbeing. Not confined to knowing whether we achieved positive change, the framework provides in-depth information on outcomes and useful analytics. This is determined by answering the three core questions:

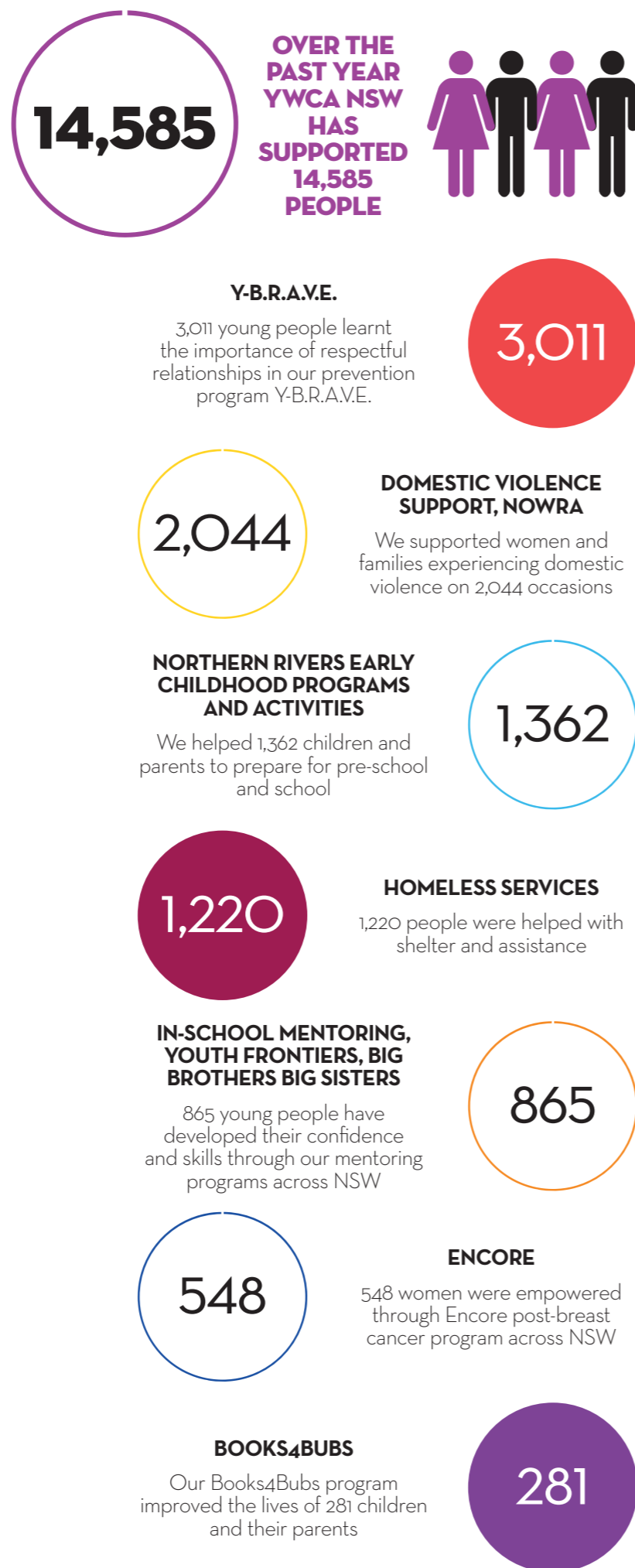
HOW MUCH DID WE DO?

HOW WELL DID WE DO IT?

IS ANYONE BETTER OFF?

The comprehensive measurement has continuous improvement built-in, with learnings shared between programs and replicated.

This award-winning framework demonstrates to our stakeholders the depth of our long-term, sustainable change for people experiencing disadvantage and communities.



Results Based Accountability
means we know our
programs are delivering

A LOOK AT SOME OF OUR PROGRAM OUTCOMES



PROGRAMS & SERVICES

Our programs and services have reached thousands across NSW in the last financial year.

- ▼ We operate playgroups at our Ambarvale hub and café for young families. The hub also provides training for seniors, involving them in the community through work opportunities.
- ▼ We provide early education resources through our Books4Bubs program.
- ▼ We have school-based programs for young people providing mentoring, training in respectful relationships, support transitioning between primary and secondary school, and assist young people to stay engaged in schools.
- ▼ We provide a targeted program for the Aboriginal community in Goonellabah that provides support for families with young children transitioning into school.
- ▼ We provide skills training for young adults in disadvantaged communities, to prepare them for work.
- ▼ In domestic and family violence support, we provide services assisting people to find emergency accommodation, counselling, and legal assistance in the Shoalhaven and Southern Highlands. We have also been awarded with a contract for a Child Protection Education Programs across New South Wales, starting mid 2016 – to educate young people on recognising safe and unsafe relationships, and explicitly deal with domestic and family violence, and how to seek help.
- ▼ We provide homelessness support to assist families, young people and older women who find themselves homeless. We also work closely with people at risk of becoming homeless, to prevent them becoming homeless.
- ▼ For women who have survived breast cancer, we provide a post surgery exercise and networking program. “Encore” brings women together to exercise, helping them to be active again.
- ▼ In 2015/2016 we began a review of our programs and services to ensure we are operating within our vision and mission. We transferred NSW Big Brothers Big Sisters™ to Big Brothers Big Sisters Australia™. Our renewed focus is to expand our work in domestic and family violence, adding support workers in Sydney and Lismore.



Breaking The Cycle 2015: Participants enjoying the day (top left) and Adriano Zumbo with Anna Bligh, CEO (bottom left)

Twilight Seminar Series: March 2016 (top right) and December 2015 (bottom right)

10 FUNDRAISING

BREAKING THE CYCLE

On Friday, 14 November 2015, 311 people from 20 of Sydney's top corporates joined together to help young people in need of a hand to break the cycle of disadvantage. YWCA NSW's corporate supporters took part in a stationary cycle in four Sydney gyms. During the day they rode approximately 4,589 kilometres, drank 194,400 litres of water and most importantly, they raised over \$50,000 for the cause. All profits from the day went directly to supporting YWCA NSW's youth mentoring programs.

TWILIGHT SEMINAR SERIES

A new fundraising and marketing initiative launched in November 2015. Organised with our Y Connect Committee - a group of young professional women, the event is a relaxed forum, led by a panel of female leaders and influencers, capturing the interest and imagination of corporate Australia. The quarterly events invite influencers from all walks of life to discuss their experiences in business, from pushing boundaries, to giving advice on how they navigated their way to success. Over 250 guests attended the two events in 2015-16, "In Conversation with Anna Bligh and Elizabeth Bryan" and "Game Changers and Innovators." The series will continue with more challenging topics and formidable women.

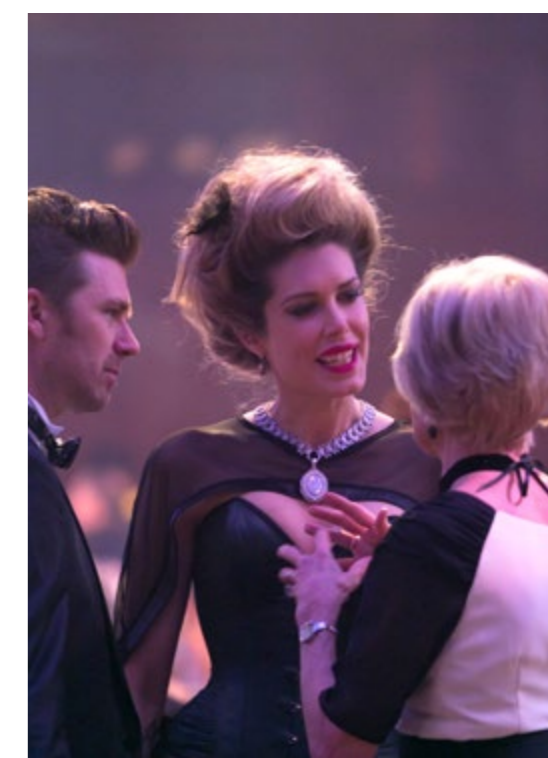


MOTHER OF ALL BALLS

La Belle Epoque was the theme of our annual flagship fundraiser held on Saturday 14 May 2016. 500 of Sydney's business elite and officials including YWCA Patron Dame Quentin Bryce and Consulate General of France, Nicolas Crozier, swept into "The Beautiful Era of Paris" - recreated at Sydney Town Hall. Guests were treated to an exquisite menu created by Luke Mangan and his team, and fabulous entertainment from Sydney Dance Company and Ilan Kidron and the Glass Band. The atmosphere was convivial and relaxed, with guests dancing. Through all the fun, there was also a serious reason for the event.

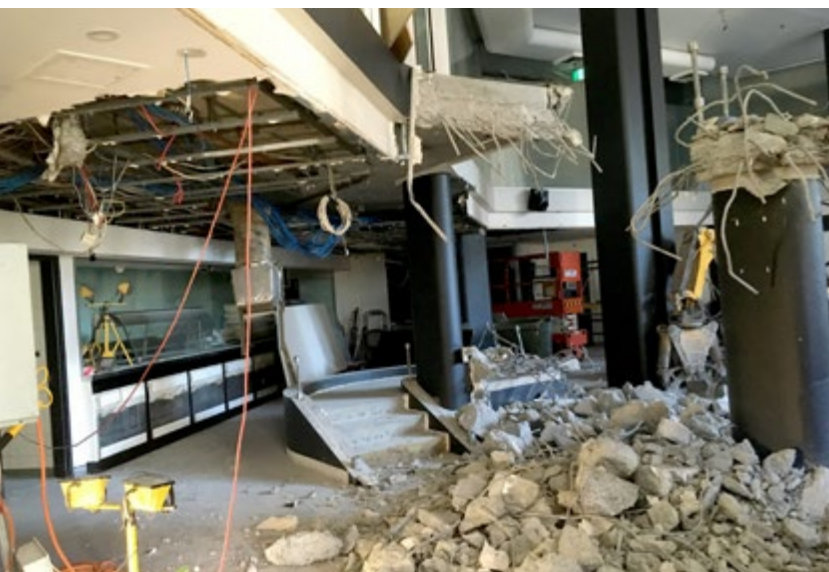
The Mother of All Balls specific aim was to raise funds to expand our domestic and family violence programs and services across the state. Hearing first hand from a strong and courageous young woman, who we helped escape from a volatile home, brought the reality of the issue to influential people and public figures at the event. The night raised \$300,000, enabling us to help more women and children escaping domestic violence.

Below; Elizabeth Bryan AM, YWCA NSW President and Dame Quentin Bryce, Patron of YWCA Australia with Anna Bligh, YWCA NSW CEO





Y Hotel Hyde Park



Y Hotel ground floor renovations

11 OUR PROFIT FOR PURPOSE BUSINESSES

YWCA NSW runs profit-for-purpose enterprises to sustain our programs and services

HOTELS

The hotels in Sydney city and Redfern continued to trade strongly. The Sydney accommodation market is strong on the back of growing inbound tourism and a resurgent domestic market. Both of these trends are as a result of a decline in the relative value of the Australian Dollar.

Y Hotel Hyde Park

Occupancy at Y Hotel Hyde Park achieved a record of 91.8% for the year which was up from 87.5% in the previous year. The higher occupancy also meant we served a record 81,000 breakfasts, resulting in better revenue.

Y Hotel City South

The Redfern hotel saw an increase in average room rate, resulting in a 6% revenue increase, however occupancy was down slightly.

Y Hotel Hyde Park Conferences & Events

Construction meant the closure of conference facilities in the last quarter of the year, affecting revenue.

New Direction

We received approval for plans to renovate the ground floor of Y Hotel Hyde Park, with construction scheduled to start in August 2016. The plans include a new lobby, reception and 150-seat licensed café for breakfast, lunch and dinner.

HOTEL REBRAND: WHAT'S IN A NAME?

In late 2015, a proposal to update the ground floor of the Y Hotel Hyde Park site was submitted and subsequently approved by the YWCA NSW Board of Directors. A need to reinvest in and modernise our profit for purpose business also created an opportunity to maximise profits from the ground floor of building and create a return on investment. The key to boosting income was to create a new business that would not only serve our hotel guests, but bring in a new clientele as a food venue.

In addition to the renovations, a review of the Y Hotels Sydney branding was conducted. The name Y Hotel has been cause for confusion for our hotel guests and the wider public on a daily basis, many people assuming the hotel was in fact a hostel.

In January 2016, YWCA NSW Board of Directors and Executive Management Team embarked on a rebranding journey for our Profit for Purpose Hotels.

It was key for our new brand to have an association to the YWCA NSW. Engaging media and branding agency "Tongue", our brief was to focus on the power of women, positivity and to be bold and unique. A 2 day workshop with the creative team was the beginning of the new brand.

And **Song Hotel** was created.

"Song stirs something primal within all of us and lifts us up regardless of gender or agenda. Song is for everyone... but it starts with us. Yes, Song is about hope, positivity and safe harbour, but it's also about the inferno of 'woman' that burns within all of us. Song is nurturing. Song is elegant. Song is unstoppable. It's the feeling you get when you sing your way through a bad morning, dance in the face of adversity and defeat the odds by soaring to new heights. Join us in chorus, as we stand united in Song."

To add to the renovations and new brand another opportunity presented itself for an innovative partnership.

YWCA NSW were approached during our rebranding process to run the new staff café and catering service at

"To maximise our profits from the hotels, a new brand was a necessity."

Song



Artist's impression: The Song Kitchen restaurant/café

the brand new Mirvac building (at 200 George Street). All profits from the Mirvac staff café going directly to YWCA NSW programs.

We were proud to launch The Song Kitchen at Mirvac in June 2016 – and are looking forward to a wonderful future with this powerful partnership.

By December 2016, Y Hotel Hyde Park and Y Hotel City South will be rebranded as Song Hotel Sydney and Song Hotel Redfern respectively. The Song Kitchen licenced café on Wentworth Avenue (ground floor Song Hotel Sydney) will be open to the public at the end of the year.

NEW CAFÉ & CATERING BUSINESS

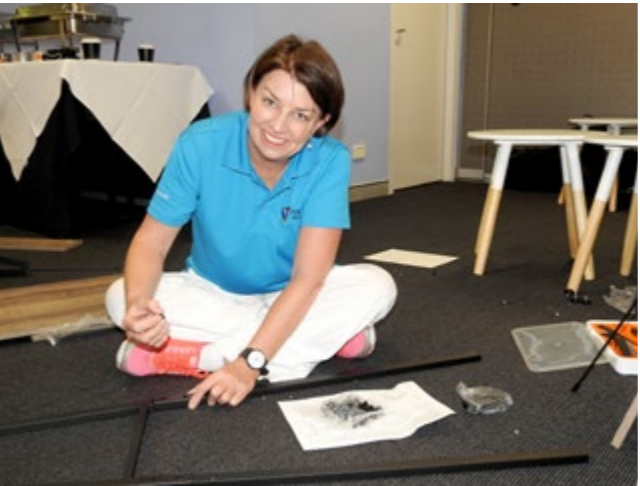
We have established a new catering and café business, The Song Kitchen opened in late June 2016 at the Mirvac head office, 200 George Street. The café serves 600 Mirvac staff and their guests. Following on from this venture, we will seek similar opportunities in the CBD, including in-house cafes and remote catering.



The Song Kitchen at Mirvac has coffee cups with a message: "ENDING DOMESTIC VIOLENCE ONE CUP AT A TIME"



Susan Lloyd Hurwitz, CEO Mirvac, helping at the Mirvac staff community day



Anna Bligh, CEO YWCA NSW, helping at the Mirvac staff community day



MIRVAC STAFF COMMUNITY DAY

Our partnership with Mirvac was best exemplified by a fantastic contribution at the Mirvac Staff Community Day on 26 October, 2015. 40 Mirvac staff, including CEO Susan Lloyd-Hurwitz, spent the day with YWCA NSW staff painting, gardening and decorating the Sydney city hotel. A highlight was an IKEA "allen key CEO challenge" between Anna Bligh and Susan, seeing who was the fastest to decipher instructions and assemble IKEA furniture for guest accommodation.

Catering on the day provided by Y Hotel staff was well-received, leaving Mirvac staff impressed. It was the beginning of our journey to secure the catering contract at Mirvac head office.

Mirvac staff improving the hotel's garden



12 OUR FINANCES

TREASURER'S REPORT

For the year ended 30 June 2016, YWCA NSW reported a net statutory surplus of \$50,791 (2015: net surplus of \$315,803).

This result reflects the solid operating performance throughout the year in program delivery, hotel operations and organisational support.

YWCA NSW and its impact on the wider community is supported by many business and community partners, individuals and donors who contribute in many ways, including financial and skills based support, planning and development and program delivery. With the generosity of our corporate and individual donors and the contributions of our commercial hospitality businesses, we are able to deliver critical and much needed services.

During 2016, YWCA NSW has redirected some of its focus on our mission to support young women and girls, and provide various

levels of support to those who experience violence in their homes and communities. I would like to extend my thanks on behalf of the Board and Management to all our supporters whose efforts allow us to develop and lead new programs and services outside of government funded support networks.

Our profit-for-purpose businesses have expanded to incorporate other income streams and models beyond our Hotels. One of our major assets, the Y Hotel at Hyde Park will be rebranded to the Song Hotel to coincide with the completion of major capital improvements to the ground floor which will include a refurbished lobby and reception, kitchen and new licensed café. The proceeds from these new commercial initiatives will directly fund new housing and domestic violence support programs.

In looking to the future, the Board and Management have made a number of strategic decisions during the year about which we are very excited and proud.

During the year, we supported YWCA Australia and other member associations to review our collective roles in the community service space and opportunities for collaboration. We agreed to support YWCA NSW's commercial businesses including the implementation of new food and beverage business models for which the profits will directly benefit our program delivery. We have formed alliances to support our existing expertise and programs in domestic violence support, recognising this as one of the most critical cultural issues affecting Australian women and our way of life today.

At this time, YWCA NSW is experiencing increasing demands for its services, in an environment where competition for government and other funding is very high. As YWCA NSW invests in its assets and strategic businesses, we are optimistic about the future and have confidence in the financial stability for the YWCA NSW.

JANE REILLY
TREASURER



STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2016

	\$ 2016	\$ 2015
Revenue	15,778,100	15,196,835
TOTAL INCOME	15,778,100	15,196,835
Hotel commissions	(669,275)	(586,922)
Computer and IT expenses	(318,199)	(317,643)
Cost of sales	(332,405)	(294,416)
Depreciation	(478,122)	(680,997)
Insurance, rent and utilities	(585,970)	(395,235)
Program expenses (excluding salaries and wages)	(3,056,723)	(2,496,191)
Repairs and maintenance	(201,547)	(204,443)
Salaries and wages	(8,414,969)	(8,430,102)
Subscriptions and membership fees	(201,488)	(119,155)
Other expenses	(1,646,229)	(1,519,724)
TOTAL EXPENSES	(15,904,927)	(15,044,828)
Operating (loss) / profit	(126,827)	152,007
Finance income	301,371	224,571
Finance expense	(123,753)	(60,775)
NET FINANCE INCOME	177,618	163,796
Profit before tax	50,791	315,803
Income tax expense	-	-
NET PROFIT FOR THE YEAR	50,791	315,803

FINANCE & ICT HIGHLIGHTS



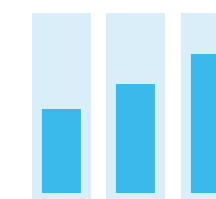
PURCHASE AND SET-UP OF NEW HUB IN CAMPBELLTOWN WITH AN INDEPENDENT REVENUE RETURN



ESTABLISHED AS 1 OF 10 MICROSOFT COMMUNITY PARTNERS WHICH INCLUDED A SIGNIFICANT GRANT OF SOFTWARE



IMPLEMENTED A NEW COMPUTER ASSET MANAGEMENT PROGRAM DELIVERING LATEST TECHNOLOGY TO STAFF



ESTABLISHED A NEW INVESTMENT STRATEGY WHICH DOUBLED OUR INVESTMENT RETURNS

STATEMENT OF FINANCIAL POSITION
FOR THE YEAR ENDED 30 JUNE 2016

	\$ 2016	\$ 2015
Current assets		
Cash and cash equivalents	3,603,546	2,740,832
Trade and other receivables	237,120	392,079
Inventories	27,685	30,618
Financial asset	762,174	1,744,305
Other	34,535	63,892
Total current assets	4,665,060	4,971,726
Non-current assets		
Property, plant and equipment	14,712,089	13,473,115
Financial asset	4,952,487	4,279,346
Total non-current assets	19,664,576	17,752,461
TOTAL ASSETS	24,329,636	22,724,187
Current liabilities		
Trade and other payables	817,362	774,517
Interest-bearing loans and borrowings	-	1,140,000
Employee benefits	618,595	527,338
Other liabilities	1,788,149	1,080,321
Total current liabilities	3,224,106	3,522,176
Non-current liabilities		
Interest-bearing loans and borrowings	1,827,500	-
Employee benefits	172,842	147,614
Total non-current liabilities	2,000,342	147,614
TOTAL LIABILITIES	5,224,448	3,669,790
NET ASSETS	19,105,188	19,054,397
Accumulated funds		
Reserves	5,467,757	5,467,757
Retained surplus	13,637,431	13,586,640
TOTAL ACCUMULATED FUNDS	19,105,188	19,054,397



13 THANK YOU



Thank you to everyone who has contributed to YWCA NSW over the past year. Whether it be through funding, volunteering or donating, we value your commitment and contributions. The outcomes we have achieved are only possible because of your generosity..

OUR BOARD

Thank you for your support and professional expertise, which provides strength, governance and direction.



Special thanks to Heidi Beck and Lisa George who have now completed their commitment on the YWCA NSW Board. Heidi finished up with us in October 2015 after 6 years, and Lisa in April 2016, after more than 4 years. We appreciate your dedication and want to thank you for your contributions to our organisation.



OUR COMMITTEES

Finance Committee

Jane Reilly, Maureen Ahern, Lina Tchung, Melanie Van Cuylenburg

Fundraising Committee

Rose Herceg, Lisa George, Tristan Landers

HR & Noms Committee

Lindal West, Elizabeth Bryan, Suzie Riddell

Property Advisory Group

Jane Reilly, Ray Abraham, Drenka Andjelic, John Ferrarin, Rob Harper, Nicole Kuepper, Andrew Murray, Peter Valanidas

Mother of All Balls Committee

Kevin Reilly, Rebel Barty, LJ Loch, Nicole Scurrah, Rose Herceg

Y Connect Advisory Committee

This dynamic group of young women have delivered the annual fundraising event, Breaking the Cycle, and launched new initiatives to fundraise and engage. A huge thank you for your hard work: Stacey Agland, Iva Bacvic, Ellen Beale, Emma Bryan, Joanna Bushby, Malika Chandrasegaran, Lauren Cuda, Tracey Darmanin, Erin Doyle, Morgan Dwyer, Diane Gates, Helen Geoghean, Amanda Haack, Lisa Kingham, Wanda Lam, Felicity Masson, Sian Nagle, Regina Otero, Kristen Rajkovic, Simone Rapaport, Patricia Routledge, Marion Smith, Sigrid Soolepp, Kathy Toskovski, Alexandra Veroude, Olivia Walsh and Christine Wong.

OUR SUPPORTERS

Members & Life Members

Thank you to all of the members of YWCA NSW for your constant and distinguished support.

Y-Wise Women

Thank you to all of the inspirational women who have played an enormous role in building our organisation in the past, and their continued support to date. Thank you for your wisdom and commitment: Mary Pulsford, Louise Murray, Helene Petit, Vivienne Ashcroft, Frances Everingham, Dorothy Das, Ruth Callaghan and Marilyn Scanes.



LOCAL, COMMUNITY & GOVERNMENT

Government Funders

City of Sydney, Department of Education, Employment and Workplace Relations, Department of Environment, Water, Heritage & Arts, Department of Families, Housing, Community Services and Indigenous Affairs, Department of Health and Ageing, Housing NSW, Legal Aid NSW, Lismore City Council in particular Mayor Jenny Dowell, Councillors and Staff, Ministry of Transport, NSW Department of Education and Communities, NSW Department of Human Services (Community Services), NSW Department of Premier and Cabinet, Community Building Partnership, NSW Family and Community Services, NSW Health

Pro Bono Supporters

All supporters who choose to donate their 'time and talent' are very much valued by YWCA NSW. Your generosity makes our job of supporting thousands of people each year, easier. So to each and every individuals and business below... from all at YWCA NSW.... thank you!

Individual Supporters

Andrew Frank, Anton Duc, Chuan Ng, Cheny Lioe, Colleen Norris, Geoff Simpson, Glynn Austen-Brown, Ilea Stoltenberg, James Norton, Jeff Pearce, Jess Shannon, Jo Colliver, Kate Britt, Kit Yap, Kymberly Steer, Louisa Manfre, Mark Hutchison, Matt Wynn-Jones, Miles Bastick, Nicole Thompson, Rhys Jones, Richard Shakenovsky, Sarah Rettke, Shivchand Jhinku, Susan Duc, Veronica Willis

Community Organisations

Airds/Bradbury Community Centre, Baptist Care, Breast Cancer Institute, Breast Cancer Network Australia, Bridge Housing, Bulundidi Gudaga, Campbelltown Cancer Therapy Centre, Cancer Council NSW, Danks Trust, FiCAP (Financial Industry Community Aid Program), Focus on Families, Ian Potter Foundation, John T. Reid, KU Services, Lifehouse RPA Hospital, Liverpool Cancer Centre, Shoalhaven, Macarthur Family and Youth Services, Macquarie Cancer Institute, McGrath Foundation, Mission Australia, Nano Nagle Camps, Paths to Independence, Rotary, Save the Children, Sector Connect, South West Sydney Community Health, The Benevolent Society, The Outdoor Education Group, Uniting Care NSW, Volunteering Macarthur, Westmead Breast Cancer Institute, Yourtown

Business Supporters

AFL Giants, ANZ, Bunnings Warehouse, Ben Walton Photography, Canterbury Leagues Club, CBRE, Collier Foundation, Colonial First State Global Asset Management, Commonwealth Bank, Coogee Diggers Club, Counterparts Technology, Deloitte, Ernst & Young, Fork Time, Mulgrave, Herbert Smith Freehills, HSBC, IKEA, Ingleburn RSL, James Norton Design, JBWere, JP Morgan, Kirana Training, Liverpool, KPMG, Lifeline, Maroubra Seals Sports and Community Club Ltd, Microsoft, Mirvac, Mitnter Ellison, National Rugby League, Nyx Design, Print Media Group, South Sydney Junior Rugby League Club Ltd, Team Event, University of Western Sydney Child Care, West Tigers, Westpac, Wests Leagues Club, Zurich Financial Services

Volunteers

Thank you to all of our Volunteers who have been involved in our fundraising events, property maintenance and programs over the year. We appreciate all of your support, and we really couldn't do it without you - we sincerely appreciate your time and effort.

Our Funders

Arthur J Gallagher, Beecher Family Charitable Trust (via Australian Communities Foundation), Commonwealth Bank Community Fund, Collier Charitable Foundation, Ernst & Young, Grant Thornton, HSBC, Ian Potter Foundation, James N Kirby Foundation, John T Reid Charitable Trust, JP Morgan, Marian & EH Flack Trust, National Australia Bank, State Street Corporation

Our Ambassadors

Deborah Thomas, Kerry Chikarovski

Special Thanks

Special thank you to the JAAM Foundation





**YWCA
NSW**

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ACKNOWLEDGEMENT OF COUNTRY

YWCA NSW acknowledges the traditional owners of the land on which we work and their continuing connection to land, sea and community. We pay our respect to them and their cultures and to elders both past and present.