



ANNUAL REVIEW

2018/2019



Wayss exists to support people who are homeless, or at risk of homelessness and people who have experienced family violence, to access safe, secure and affordable housing.

Message FROM THE CHAIR

STEVE PETERSON



2018/19 has continued to see significant change across the sector and wider industry. A lot of the change we are seeing is positive, with the increase in funding continuing to grow. Much change is focused on family violence, as the Victorian Government continues to work through the implementation of the recommendations from the Royal Commission into Family Violence.

With the increased investment, however, we need to demonstrate that Wayss is the expert that we know we are. We must ensure we are well positioned to become a recipient of further, much-needed funding. We do amazing work, as an organisation, and there is so much upside in terms of how we grow and develop that expertise. We also have fantastic stories to share, which showcases the work that our wonderful staff do for a growing number of clients across the South East. We have only just begun to tell these stories; and with our re-brand across the organisation, the awareness of our organisation has grown. We look forward to launching the new website in the coming months. Coupled with a move of our headquarters into a brand new office space later in the year, our 'front of house' - in terms of how clients learn about and access our services - gets wider and more welcoming, which I am really excited about.

Throughout 2018/19, we have been working with an independent management consultant, Andrew Hollo, and developed our new strategic plan for the next phase 2019-2022. It has been completely reset from previous editions and we have plotted some ambitious objectives. We need to. The growing demand on our services in turn demands us to be more innovative, more efficient and more effective to deliver high quality client services. It became clear through this process that the organisation is not yet equipped and ready to embark on the journey that the strategic plan points us towards. We therefore determined that changes were necessary. Changes have taken place and there are more to come. We have now begun the journey of transition, focused on placing the organisation in a better state of readiness to begin delivering against the strategic plan as we roll into 2020, and 'the next phase of Wayss'.

With client outcomes at the centre of everything we do, we have been placing priority on ensuring that we are as efficient as possible with our back room processes, absolutely focused on delivering enhanced and more innovative frontline services. We have been working with a team of independent experts, all focused on business-process improvement. Pleasingly, we have been able to find a number of administrative efficiencies. We have invested heavily as an organisation

in this review process and are quickly moving through into the implementation of its recommendations. We are moving as swiftly as possible, in order to ensure we are reducing the impact on the staff and on the services that the organisation so expertly provides.

Changes continue to take place and we appreciate the ongoing cooperation of the staff, who have embraced the change and harnessed the energy associated with the positive momentum that has been created. Credit to Elizabeth Thomas, who joined as our interim CEO in recent months, and who has worked closely with the board and with our team of consultants as we work together to nurture change. Her skills and experience have been crucial as she leads our transformation readiness planning.

I would like to thank my fellow board members for their ongoing commitment to the organisation and their dedication to the task of driving the change that is necessary. Change has not been easy and there have been some tough decisions along the way, but we have stayed the course and remained focused and aligned, together. We welcomed three new board members to the team in 2019, with Diana Brown, Vijay Susarla and Susan Brown. Each have made an immediate impact. I look forward to working with each of them into the future.

Thank you to the board and staff who continue to ensure that the organisation remains in a strong and stable financial position. And, finally, I would like to thank Gaye Ealy, who left the CEO position in 2019. Gaye, and her Executive colleague, Jen Kelly, both departed in 2019 after long tenures at Wayss and we are thankful for their long and distinguished service to the organisation. We wish both of them well on their next chapter.

I appreciate the opportunity to continue serving as Chair of this terrific organisation. I am proud of the work we do; the ambition that we all demonstrate and the commitment to the cause.

A handwritten signature in black ink, appearing to read 'Steve Peterson'. The signature is stylized and somewhat cursive.

Steve Peterson

OUR YEAR *at a glance*

15,826

People accessed Wayss support services



161

WAYSS employees identify as female 60%



Victoria

Areas covered:

Cardinia, Casey, Frankston, Dandenong, Berwick, Pakenham, Cranbourne, Doveton



Our clients are **culturally** and **linguistically diverse**.

Top 10 countries of origin are:

Australia, Afghanistan, New Zealand, Sudan, India, Samoa, Vietnam, South Sudan, Cambodia, Kenya



43 clients supported through our **Indigenous Tenancy at Risk** program.

Family Violence referrals from Police

19 EVERY DAY
7,085 in total



935

young people aged 16 - 25 years sought assistance

359 Properties managed



73% of family violence incidents occur between



5pm and 9am



128

Support programs delivered

1,581

children were in need of family violence support



1,256

nights of **crisis hotel accommodation** provided

31%

disclosed a previous **mental illness**



51

Women &

48

Children

were provided a safe place to live at our family violence refuge

OUR *financials*

For a complete set of financial statements please contact Wayss on (03) 9791 6111.

\$19.1
Million
REVENUE

\$7.73
Million
EQUITY

\$168,646
OPERATING
PROFIT

AT WAYSS

We believe safe, secure and affordable housing is a human right.

OUR PURPOSE

We are here for all people facing homelessness and family violence and we will support them to have a safe, secure and affordable home that helps them to live a better life.

OUR ROLES

SOLUTIONS

We respond to your needs using our expertise and networks.

SUPPORT

We offer one-to-one personalised assistance.

ACCOMMODATION

We can provide information and support to access crisis, transitional and long-term housing.

ADVOCACY

We will speak up for people who have common issues or needs and take action on their behalf.

LOOKING *ahead*

Strategic Priorities 2019 - 2022

GROWING OUR HOUSING

- We are identifying opportunities to increase housing options for clients
- We are investigating options for property management
- We are partnering with social investors to increase and diversify our housing stock

BUILDING OUR PROFILE

- We are developing our profile in the community through partnerships and alliances
- We are amplifying our voice in the sector and the community
- We are influencing sector decision-makers
- We are increasing government, business and community support for our services

ENHANCING OUR SERVICES

- We are continuing to develop and deliver inclusive and responsive services
- We are improving the positive impact of our services on clients and our community
- We are responding to new and emerging service opportunities in our local community
- We are developing data systems to plan for future growth and measure our impact and client outcomes
- We are providing opportunities for clients to provide feedback so our services are always relevant

DEVELOPING OUR PEOPLE

- We are building an inclusive workforce that is innovative, adaptable and committed to professional excellence
- We are working towards being an employer of choice
- We are developing and nurturing exceptional leadership skills in our workforce



Everyone is welcome at Wayss

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 wayss.org.au

REGIONAL OFFICES:

Berwick Office -
20 Langmore Lane

Frankston Office -
24 Fairway Street

Toomah Community Centre -
18 Golden Green Street, Pakenham



Wayss acknowledges
the support of the
Victorian Government

