

Wentworth Community Housing
Annual Report 2019

*Committed to
Western Sydney*





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Acknowledgement of Country

Wentworth acknowledges the Darug and Gundungurra people as the traditional owners of the land on which we work and pay respect to Elders, past and present, and to all Aboriginal people living or working in our communities. This land has always been and always will be Darug and Gundungurra land. We recognise the strength and resilience of all Aboriginal people, for they hold the memories, the traditions, the culture and hopes of all Australia.

Our Purpose

We provide secure, appropriate and affordable housing, the support required for people to sustain that housing, and the connections required to fully participate in our community.

Our Community

We are strongly committed to Western Sydney and proud of our origins in the Hawkesbury, Nepean and Blue Mountains area.

We will expand where we can develop strong community connections and effective partnerships, across the spectrum of housing need.

Our Values

Respect

We respect the diverse individuals, partners and communities we work with. Fairness, trust and equitable treatment are the hallmarks of how we work.

Integrity

We perform our duties to the highest standards and with honesty and transparency.

Compassion

We care about each other and the people we house and support.

Our Intent

We improve tenant experiences

Providing and maintaining access to suitable housing with tailored 'person centred' support to sustain tenancies and increase capacity for independent living.

We build communities

Building resilient communities which enable local leadership and participation.

We create housing solutions

Increasing the availability of appropriate and affordable housing to address chronic housing stress in our community.

We reduce homelessness

Delivering innovative and sustainable solutions for resolving and preventing homelessness.

We build organisational capacity

Developing the culture and capability to deliver highly effective services and thus be widely recognised for our commitment to social change.

▶ About Wentworth

Wentworth Community Housing is a registered Tier 1 not-for-profit housing company, committed to providing secure, appropriate and affordable housing across Western Sydney.

We are the only Western Sydney Community Housing Provider whose services reach across the full spectrum of housing need from homelessness services, to social housing and affordable housing.

We are also committed to deliver outcomes in education and employment for our tenants, opening up more opportunities for them to be able to enter the private market.

Wentworth's growing portfolio of housing stock includes the management of social housing properties across Western Sydney. Most of these are located in the Penrith, Hawkesbury, Blue Mountains and Blacktown Local Government Areas.

We are also committed to delivering more affordable housing and have developed properties in Penrith, Blue Mountains and The Hills Shire areas.

Our history

Wentworth was established in 1996 through the amalgamation of three housing providers working in the Blue Mountains, Penrith and Hawkesbury. At that time, we managed 58 properties.

Our services today

We provide a range of different housing and support services including:

Social housing for low income people eligible under Housing Pathways.

Affordable housing for those on low and moderate incomes needing to live near where they work.

Supported housing for those who are experiencing long-term homelessness.

Case management services to prevent homelessness, rehouse people and support them to sustain their housing.

Information and referrals through working with non-government and government services to help people access the supports they need.

Community participation initiatives to support clients to access training and employment opportunities and be active members in their community and local area.

Affiliations & Accreditations

- Tier 1 Accreditation with the National Regulatory System for Community Housing
- Member of the Community Housing Industry Association, Powerhousing Australia and the Australasian Housing Institute
- Member of BlueCHP
- Member of Western Sydney Business Chamber
- Member of the Urban Development Institute of Australia (NSW)



Courageous journeys into social housing

Paul – our tenant

Paul is inspired to give back to his community and challenge stereotypes about social housing tenants.

Having a sense of community is important to Paul.

“In social housing we say G’day to each other a little bit more often,” he says. “We’ve all got something we can share. We look after each other and help each other.”

Paul is one of a group of older tenants profiled as part of Wentworth’s *Journey to Social Housing* project. Produced in partnership with community arts agency CuriousWorks, *Journey* gave Paul and other participants the opportunity to share their stories and experiences of living in social housing through short films, podcasts and photo stories.

For Paul, it was a great opportunity to challenge the negative assumptions many in the community make about people living in social housing.

“A lot of people out there think we’re all bludgers, but that’s not true,” he says.

“They think we need to be nannied, but we don’t. There are people here who had everything, then lost it. And there are a lot of us who would like to be able to help. We’re looking for a hand up, not a hand out.”

Paul’s journey into social housing began when his marriage of 12 years ended. His financial problems were then compounded when he had a stroke and was diagnosed with mental health issues.

Paul says moving into a Wentworth apartment in Penrith two years ago gave him much more than a roof over his head.

“In society we’re often made to feel alone and that’s a sad thing. Our community is what makes us but I feel we’ve lost our sense of community in many ways.

“But in here we’re alright. We have barbeques and get together so people don’t feel isolated. It’s important that we as a community keep an eye out for each other.”

Having a roof over his head has given Paul the opportunity to give back to those around him.

“To get a place I can call my own has meant I’ve been able to help others who need a hand,” he says.

“I get out in my community and help where I can with my Lions Club. We organise fundraisers and barbeques for groups like the PCYC, the Soup Kitchen and the Nepean Hospital.”

You can watch, listen to and read more inspiring stories like Paul’s by visiting the *Journey* website: www.wentworthjourney.com.au

**“We’re looking for a hand up,
not a hand out.”**

Paul shared his story about living in social housing for Wentworth’s *Journey to Social Housing* project.



▶ Chair's report



It has been my absolute privilege to serve as the Chair of Wentworth for the last twelve months, and work with an exceptional Board of Directors who are focussed on serving our community, ending homelessness, and ensuring our tenants have access to housing and the services and support they need.

I want to particularly acknowledge two of our Directors who retired at our AGM in November 2018. Joseph Litwin was our longest-serving director and maintained throughout his tenure a strong focus on client outcomes. Keith Bryant served on the Board for almost seven years, five as the Chair, and we are indebted to his leadership during a time of rapid growth and transformation in our business.

As a Board we extend our thanks and gratitude to our staff, led by our exceptionally capable CEO, Stephen McIntyre. Our staff members represent the face of Wentworth for our tenants and clients and we could not ask for a more committed, enthusiastic and capable group of employees. The last twelve months have been challenging as we sought to build the solid foundations for Wentworth to launch growth targets for the future. That our entire team has taken on this challenge while continuing to deliver great service to our diverse client groups is testament to their passion and commitment to our sector. We thank them one and all.

If we thought the last twelve months were challenging, the future remains equally, if not more so. With no national housing policy or a coherent, meaningful government response to the issues of housing affordability and homelessness, the Community Housing sector

faces a huge challenge to deliver on its mission. The demise of the National Rental Affordability Scheme has left the sector with no meaningful government contribution to increasing the supply of housing for those in our community for whom the market has failed to deliver affordable, safe, appropriate and secure housing.

For Wentworth, our commitment to delivering solutions across the spectrum of housing need makes this challenge even more intense. While there are some financing options for the provision of affordable housing, the continuing decline of availability of social housing, the lack of appropriate transitional housing for those exiting homelessness or facing housing crisis, and the lack of at-scale, appropriate housing for key demographic groups such as older single females and young people leaving the family home, is cause for increasing concern.

We are proud of our innovative programs targeting the provision of Tiny Homes and Garden Flats, and the development of our micro-units at St Marys. Our challenge is to ramp up these programs and continue to innovate at scale, to create a meaningful increase in housing supply for our community.

We are equally focussed on innovation to ensure that services are available to support tenancies.

Recognising a service provision gap, this year we launched Neighbourhood Jobs (NJ). The project targets sustainable youth employment through life and work skills development. Initially funded through seeding from the NSW Department of Industry, NJ is an example of a business incubation approach to service provision. Our role has been to support this start-up with the expectation that it will become a self-sufficient social enterprise, which can survive and prosper in its own right.

We are equally proud of our work in Sustainable Communities where the focus is on building tenant capability to not only participate in their local communities, but become leaders and influencers of community activities and change. The Sustainable Communities team this year launched the *Journey to Social Housing* project, a bold, public statement of the positive impact that properly supported, appropriate, secure, affordable housing can bring to the lives of individuals and families, and the contribution those people are capable of making to their communities when they feel they belong.

And we remain proud of our ongoing record in the homelessness space. This year our team led a best practice approach to successfully resolving larger-scale, embedded homeless encampments in public spaces. The response resulted in a win/win for the homeless individuals and the community, and deserves special mention.

As a Board, over the last twelve months, we have spent much time discussing how we can continue to effectively respond to the crisis in housing affordability. Current indications suggest we cannot wait for Government to take the lead in this area. Wentworth is committed to:

- maintaining a focus on increasing housing supply across the spectrum of need, from homelessness to affordable housing
- innovating in the design and development of housing solutions which are aligned to the needs of our community, rather than 'shoe-horning' clients into whatever housing is available
- undertaking an ongoing development program that delivers housing outcomes

along the continuum

- ensuring the provision of services which support our tenants in sustaining their housing
- building the capabilities of our tenants so that they can participate as fully as they desire in their community.

While we recognise the challenge in delivering on this commitment, we enter the coming year with a committed and extremely capable Board of Directors who are dedicated to pursuing solutions for our clients. I thank all our Directors for their support and contribution, and in particular acknowledge the work of our Deputy Chair, Brodie Druett, who has stepped in whenever requested to ease the Chair's load.

What is our dream for the forthcoming year? Perhaps above anything else we would like to see a united, national approach to addressing the issue of housing affordability. An approach that recognises affordable, appropriate housing is a right in a developed country like Australia. An approach that does not hide behind inter-government shifting of responsibility, which engages all sectors and acknowledges that success depends on national policy but also local provision, and accepts that housing impacts on every other aspect of a person's life. If we were able to get that right, it is not only tenants who will benefit – it is our whole economy that will reap the rewards.



Ken Gilbert
Chair of the Board

▶ CEO's report



Wentworth has enjoyed another successful year supporting the communities of Western Sydney.

We have continued to enhance our services, whilst also conceiving and providing innovative solutions for people at risk of or experiencing homelessness.

Behind the scenes, our organisational capability has grown with improved systems and processes to ensure staff can effectively support clients to sustain their tenancies, have stable lives and feel they belong in their community.

We have maintained our focus on developing strong and mutually valuable partnerships with a range of service delivery, research and advocacy organisations that aspire to improve the economic and social outcomes of disadvantaged people in Western Sydney.

Our commitment to local communities included active involvement in NAIDOC Week and sponsoring the Blue Mountains Elders Olympics Team to participate in the Aboriginal Elders Olympics at Port Macquarie earlier this year.

Neighbourhood Jobs

Our specialised training and employment social enterprise, Neighbourhood Jobs, is for young people who are living in social housing or at risk of homelessness. It commenced in late 2018 and was developed by our Sustainable Communities team.

One of our success stories for the financial year, the program goes to the heart of our work to support people through more than just housing. We have already employed 15 young people in property care jobs and seen several of them transition to their second job.

Support and financial assistance from the NSW Department of Industry have been vital to the successful start-up of this social enterprise.

Tackling homelessness

In response to increasing community concern about rough sleepers in Judges Car Park in Penrith, Wentworth led a cross-agency project in July 2018 to successfully resolve the situation. Using an evidence-based approach adapted from proven experiences in Canada and the US, the project housed many of the people who were sleeping rough and returned the car park to its intended use.

One of the key ideas arising from community engagement during our *Heading Home* project has been the potential for leased garden flats to provide accommodation for people at risk of or exiting homelessness. Our Garden Flat Expo at Springwood in November 2018 was a great success, attracting more than 500 people to seek information on a range of topics.

Our tenants

It was very pleasing to see the membership of our Tenant Advisory Group continue to grow during the year to almost 50 active members. We now have tenant groups coming together in each of the Penrith, Hawkesbury and Blue Mountains Local Government Areas.

Our inspirational *Journey to Social Housing* project documented the stories of a group of our social housing tenants through podcasts, short films and photographic works. It was developed in conjunction with arts organisation CuriousWorks and highlighted the many insights and perspectives of our tenants while challenging the stigma that often surrounds social housing.

Improving our services

During the year we invited and assessed tenders for new maintenance contracts, with services to commence in July 2019. The outcome has seen significant cost benefits to Wentworth including the industry-first concept of contractor contributions made to Wentworth for social initiative projects. This initiative is likely to generate \$500K additional revenue over the life of the contracts.

We have also placed emphasis on improving our operational performance by using 'huddles' and increased visibility of key operational metrics to develop an operating rhythm across both our client facing and back office teams.

We have continued to invest in technology and systems to enhance the capability of our staff and improve the service offered to our clients. Our new housing management system went live in April 2019 and we also implemented a new payroll and HR self-service system.

Increasing supply

Good progress was made on our micro-units project in St Marys. Jointly funded by Wentworth and a \$3 million grant from the NSW Department of Family & Community Services, planning and design work was undertaken throughout the year culminating in tenders being invited in June for detailed design and construction. Construction is expected to start by early 2020.

Strategic partnerships

In collaboration with Western Sydney Community Forum we published the comprehensive *HOME in Western Sydney* report, providing insights into housing affordability and homelessness including previously unreleased data about the demand for social and affordable housing. Released at an event in April 2019, the report attracted significant metropolitan and local media attention.

At the same event we signed a Strategic Alliance with Western Sydney University to work in partnership on research and other activities to address housing related issues in Western Sydney. Although the Alliance is very broad in its scope we have agreed on four areas of initial focus.

ZEST Awards

At the Western Sydney ZEST Awards in February 2019 we were extremely proud when Jenny Ranft, our Divisional Manager, Community Services was awarded the Outstanding Not-for-Profit Leader. This was well-deserved recognition for her many years of work in serving local communities.

Financial performance

We achieved another twelve months of strong financial performance. The operating surplus for the year of \$1.9 million (2018: \$1.5 million) was positive, given the continuing investment in technology and new initiatives such as Neighbourhood Jobs. With reserves of \$19.18 million, Wentworth maintains a solid financial base. This provides capacity for the development of more affordable housing and the implementation of further initiatives to support our work in tackling homelessness and building sustainable communities.

Next year

A high priority for 2019-20 and future years is to develop a pipeline of projects so that we can increase the supply of social and affordable housing in Western Sydney. We are committed to exploring innovative housing solutions, new partnerships and financing options.

We will continue to build the capability of tenants through the Tenant Advisory Group and shape new initiatives that will focus on employment opportunities and environmental wellbeing of our tenants. Our expertise in homelessness will be applied to working in conjunction with partners in the Hawkesbury to resolve tent encampments.

We will see continued improvements in the quality and consistency of our housing operations through our investment in technology, systems and training. We will continue to strengthen our positive culture by building on our new Code of Practice.

Thank you

I would like to thank the Board of Directors for their effective oversight of the organisation throughout the year and for the support they have provided to me. Thanks also to our wonderful staff who provide passionate and professional service – you really do make a world of difference!



Stephen McIntyre
Chief Executive Officer

▶ The housing situation in Western Sydney

The growth of Western Sydney is continuing at a rapid pace.

In the coming decades, Western Sydney will support significantly more people, homes and jobs. Despite a recent slight easing in house prices and rents, housing affordability is still a significant issue.

Demand on our homelessness services has increased dramatically over the last three years.

We know from our work in Western Sydney that secure, appropriate and affordable housing can turn lives around. It provides the foundation for social and economic inclusion in our communities.

Governments and communities need to work together to reinvigorate the social housing system in NSW and significantly increase the supply of affordable housing. We have a moral responsibility to ensure that everyone has a home.

Total population projections 2036

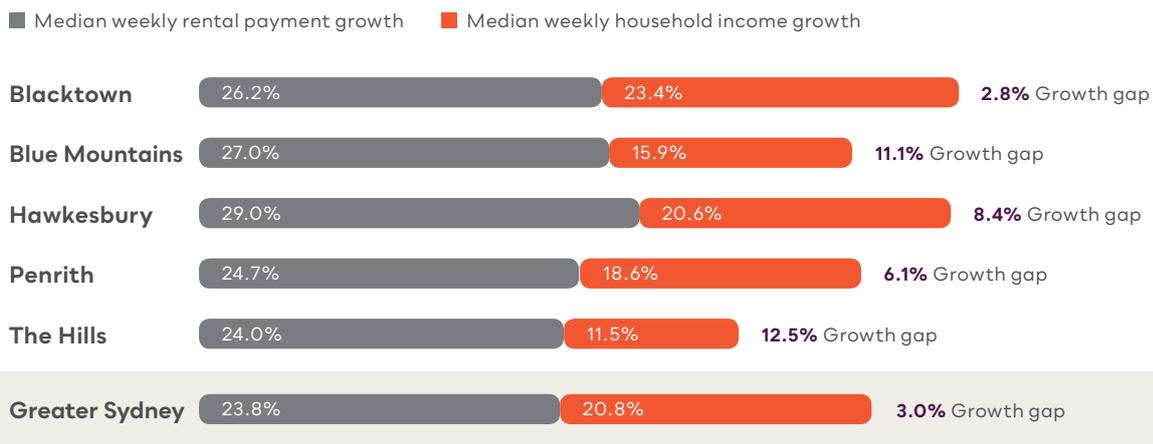
■ 2016 ■ 2036



Source: 2016 New South Wales State and Local Government Area Population and Household Projections, and Implied Dwelling Requirements; NSW Department of Planning & Environment.

Growth of rental costs in relation to income growth: 2011–2016

From 2011 to 2016, rental costs increased at a higher rate than incomes, exacerbating high levels of rental stress. In the region, all Local Government Areas had higher income to rental price growth gaps than Greater Sydney, except for Blacktown.

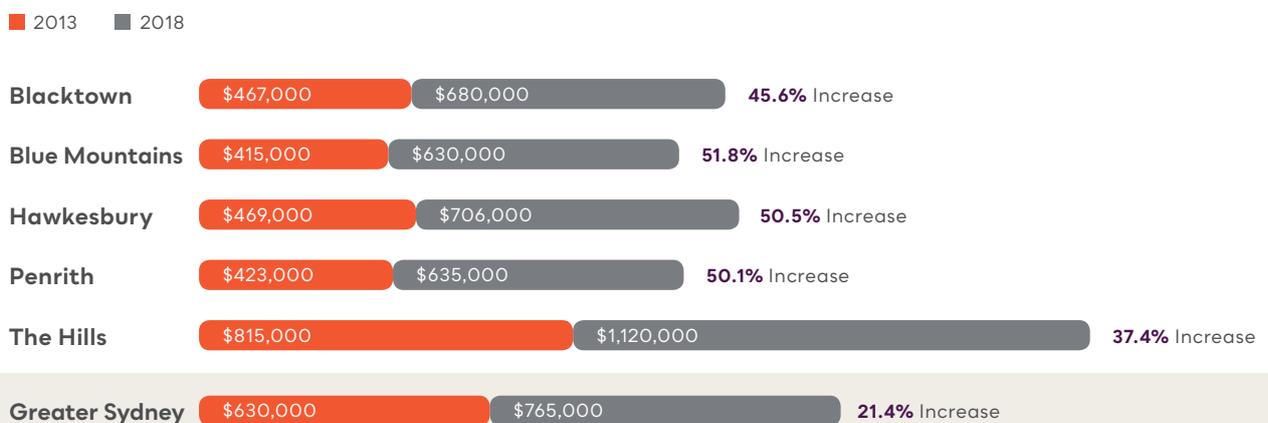


Source: .id (2017), Atlas.id – Median household incomes; .id (2017), Atlas.id – Median weekly rental payments.

Home purchase affordability

Despite a slight easing in the housing market, home sale prices across the region grew at a faster rate than Greater Sydney overall from 2013 to 2018. This rate of growth indicates that from 2013 to 2018, the pathway to home ownership for people who live in the region came at a higher cost.

Median sale price 2013–2018 (all dwellings and all bedrooms)

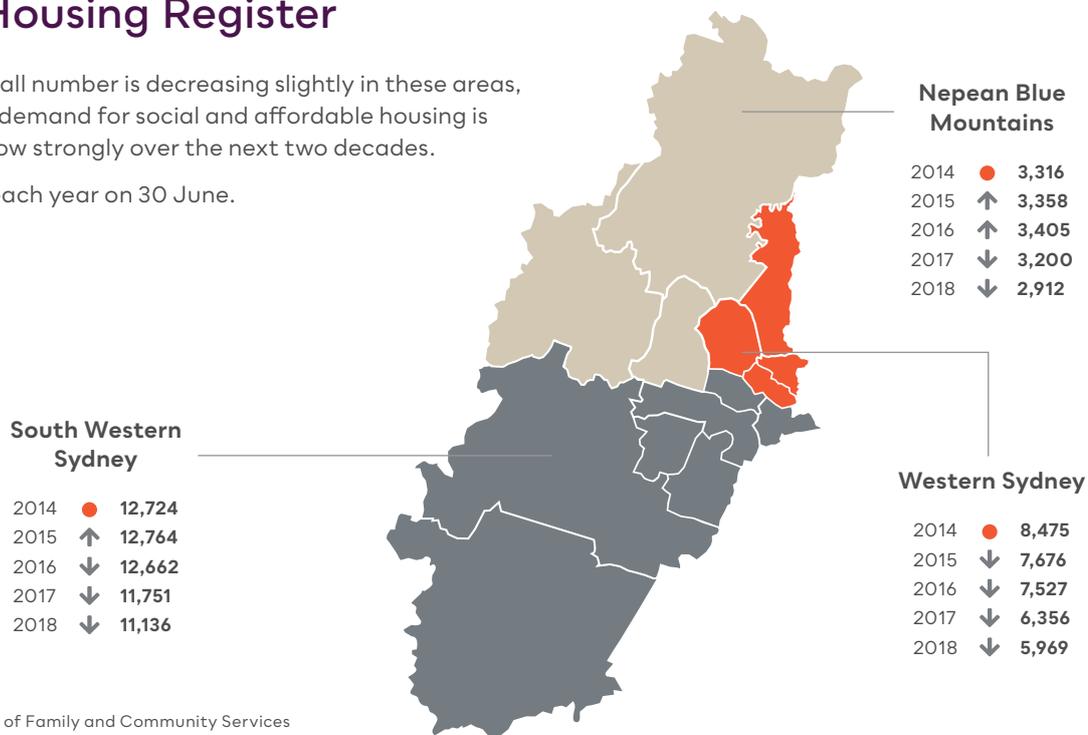


Source: Rent and Sales Report December Quarter 2013, 2018; Department of Family and Community Services, Housing NSW.

Number of social housing applicants on the Housing Register

Whilst the overall number is decreasing slightly in these areas, the underlying demand for social and affordable housing is expected to grow strongly over the next two decades.

Data sourced each year on 30 June.

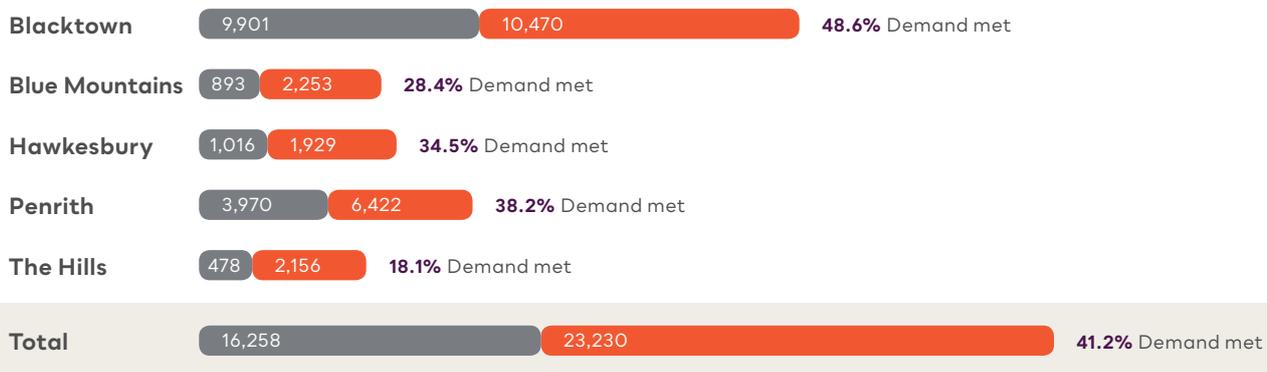


Source: Department of Family and Community Services Statistics, <https://public.tableau.com/profile/facs.statistics#!/vizhome/Objective4-Breakingdisadvantagewithsocialhousingassistance/Objective4Highlights>

Demand for social and affordable housing

The social and affordable housing supply in 2016 only met 41.2% of the total demand. The gap between current supply and unmet demand in 2016 ranged from just over two to more than five times the current level of dwellings available. Blacktown is the only Local Government Area in the region that has met close to 50% of its demand for social and affordable housing. Comparatively and markedly, The Hills Local Government Area only met 18% of its demand.

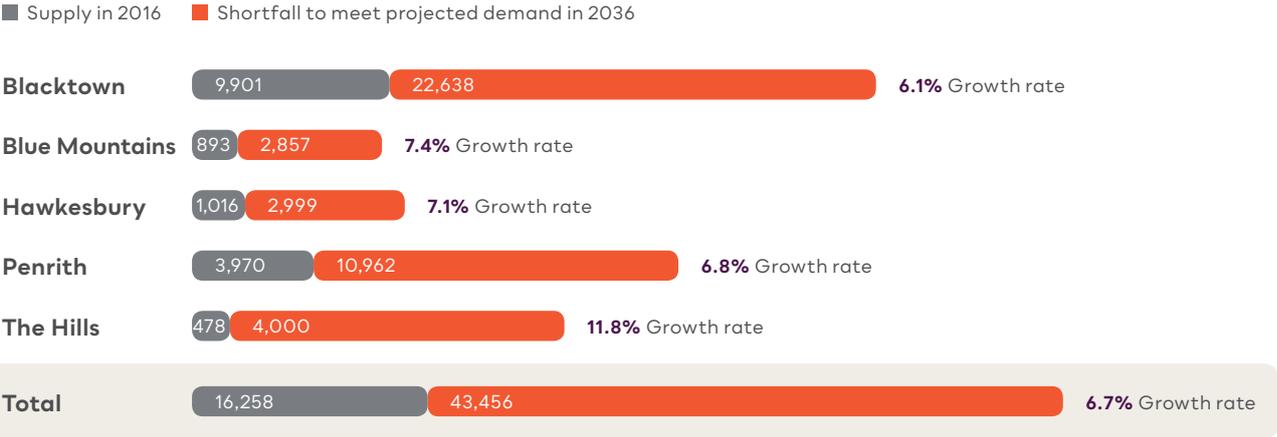
■ Supply in 2016 ■ Shortfall



Source: Demand for Social and Affordable Housing in Western Sydney City Deal (WSCD) area and Demand for Social and Affordable Housing in Blacktown, Cumberland, Parramatta and The Hills LGAs, SGS Economics and Planning, 2018.

Social and affordable housing demand forecast

To meet projected demand in 2036, more than 43,000 additional social and affordable housing dwellings would need to be made available in the region. This is equivalent to almost 2,200 additional dwellings each year across the region until 2036. This represents an average annual growth rate of 6.7% across the region.

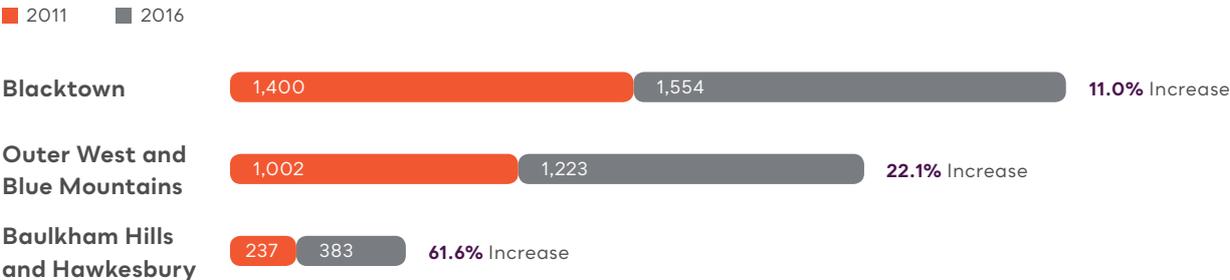


Source: Demand for Social and Affordable Housing in Western Sydney City Deal (WSCD) area and Demand for Social and Affordable Housing in Blacktown, Cumberland, Parramatta and The Hills LGAs, SGS Economics and Planning, 2018.

Number of homeless persons by area

The Australian Bureau of Statistics (ABS) considers a person homeless if they do not have suitable accommodation alternatives and their current living arrangement:

- is in a dwelling that is inadequate; or
- has no tenure, or if their initial tenure is short and not extendable; or
- does not allow them to have control of, and access to space for social relations.



Source: ABS Census of Population and Housing, 2011-2016 – Estimating Homelessness. Referenced from 2016 Census Topic Paper - Estimating Homelessness in Greater Western Sydney, published by WESTIR Limited, July 2018.



► Our year in highlights



Neighbourhood Jobs commenced operation

Garden Flat Expo attracts more than 500 attendees



HOME in Western Sydney Report released



Journey creative project shares social housing stories



New maintenance contracts awarded



Ending homelessness in Judges Car Park, Penrith



Strategic Alliance formed with Western Sydney University

Tenant Advisory Group (TAG) grows threefold and has set up in three Local Government Areas



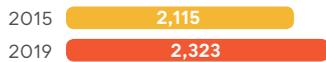
27%
increase in operating surplus

Another strong financial performance

Wentworth in 2018-19



2,323* Properties



4,334 People provided with a home



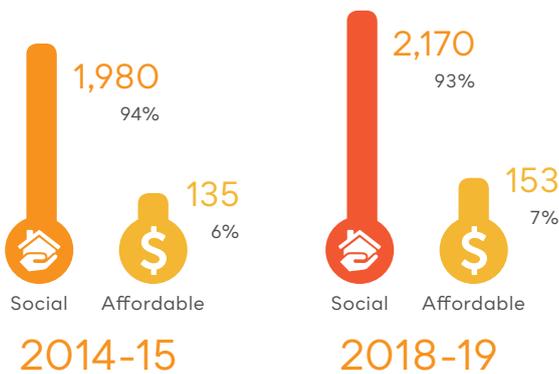
981 Clients supported through specialist homelessness services



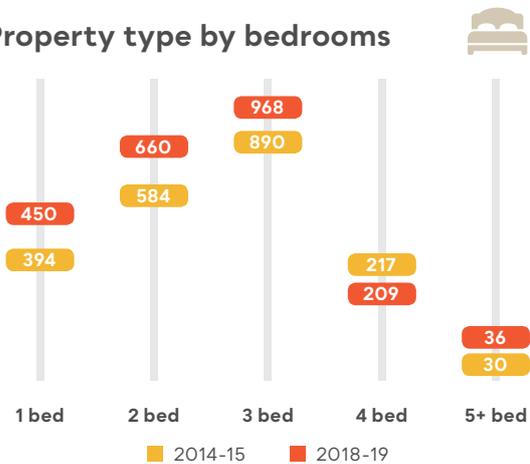
*On 1 July 2018, 114 properties owned by BlueCHP and managed by Wentworth were transferred to another Community Housing Provider to manage.

Our properties

Property by management type



Property type by bedrooms



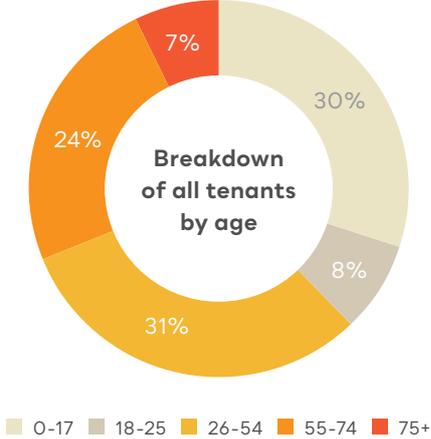
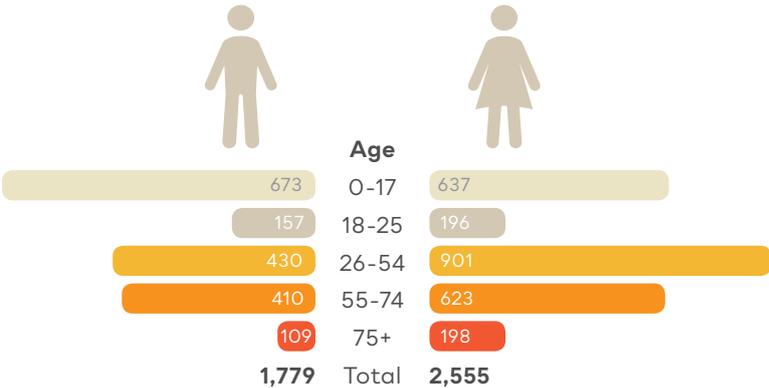
Our reach

Geographic spread of properties

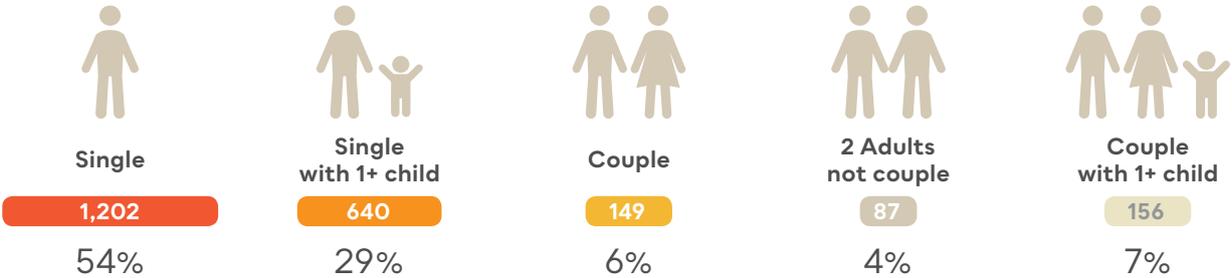


Our clients

Household age demographic 2018-19



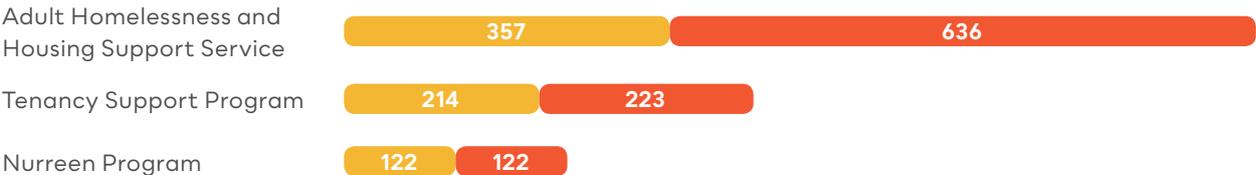
Household family breakdown 2018-19



Specialist homelessness services

2015-16 2018-19

Total clients supported by all partners



► Our performance

Since 2016, Wentworth's activities and initiatives have been guided by a 10-year strategic directions framework and strategic plan, both of which have served us well. The framework sets out our strategic intent and provides a clear path for what we will do and why we will do it.

We have extended our Strategic Plan 2016–19 for an additional year, with two priority actions added for Objective 1. The remaining 11 objectives and supporting priority actions remain the same.

The table below summaries our progress throughout 2018–19 and our key activities for the coming year.

KEY: ● Completed / Ongoing ● At risk ● Not commenced

Objective	Status	Highlights in 2018–19	Focus for 2019–20
Objective 1: Provide the services that our clients require to access housing, support our tenants to sustain their housing and improve the customer experience			
1.1 Improve the integration of our services to create a more seamless customer experience.	●	The Contact Centre continued to enhance its systems and processes. Client satisfaction levels as measured through a Net Promoter Score (NPS) remain very strong.	Review Client Services structure, functions and business processes to identify and implement opportunities to streamline interaction with clients and improve operational efficiency.
1.2 Strengthen our customer focus through enhanced communication products, processes and practice.	●	A draft refreshed Client Service Charter was developed however has yet to be implemented. A second tenant communication survey was conducted to obtain feedback about the way we communicate with them and how we can improve, with a focus on online communication.	Identify opportunities for more timely and responsive client interactions including switching, when appropriate, from traditional to digital channels e.g. SMS instead of letters. Update key policies and procedures and improve practice in complaints and appeals handling. Adapt arrears management processes to include debt prevention. Commence a review of client information, newsletters and fact sheets to ensure the content is in Plain English and culturally appropriate. Adapt content to reach those with disability or where English is a second language.

Objective	Status	Highlights in 2018–19	Focus for 2019–20
1.3 Implement staff development and other initiatives to enhance customer service.	●	Considerable documentation was developed and training provided for the launch of the new housing management system in April 2019. Staff attended a number of other client related training courses throughout the year.	We will continue to provide training and other staff development opportunities throughout the year to enhance our capacity to respond to client issues and improve our service quality.
1.4 NEW Enhance the environmental wellbeing of tenants living in our properties.	●	Preliminary work undertaken.	Scope solutions to address increasing impacts of heat waves and energy poverty associated with surging electricity prices.
1.5 NEW Enhance our Aboriginal cultural credibility through adoption of industry standards and deeper engagement with local Aboriginal communities.	●	Project proposal has been developed and approved. Consultation with industry peak bodies has commenced.	Complete a Self Assessment against Aboriginal Cultural Competency Standards, commence training and improvement programs and prepare designs for culturally inclusive reception areas and publications.

Objective 2: Increase tenant access to education, training and employment

2.1 Develop a training and employment strategy and related programs.	●	A pilot of the Women in Social Housing Program was completed. A number of women were trained as mentors and coupled with female social housing tenants who had completed a trauma informed employment readiness program. The social enterprise Neighbourhood Jobs was launched and in 2018–19 trained and employed 15 young people. Of these, four young people have gone onto further employment.	Maintain our commitment to supporting our clients connect with education and employment opportunities. In 2019 we will deliver a customer centred design project which will support a strategic approach to future employment initiatives for adult clients.
2.2 Establish formal partnerships with employment and training providers.	●	Partnerships have been established with employers such as Penrith City Council and Waratah Property Services. Networks have emerged with Platform Youth Services, several local community colleges and alternative education organisations, as well as a number of employment services. We are actively working with local providers of the Opportunity Pathways Program.	Continue to build on existing partnerships with employers and identify further opportunities. Continue to support referrals into the Opportunity Pathways Program. Continue to build opportunities to work in collaboration with adult education and training organisations.

Objective	Status	Highlights in 2018–19	Focus for 2019–20
Objective 3: Collaborate with partner organisations to build self-sustaining community leadership and promote participation			
3.1 Develop and implement a tenant engagement framework aimed at increasing leadership and engagement of tenants.	●	Membership of the Tenant Advisory Group grew from eight in 2017 to 48 in 2019. Two rounds of Tenant Advocacy Training were delivered in association with Community Housing Industry Association (CHIA) NSW. <i>Journey to Social Housing</i> saw Western Sydney based artists collaborate with older social housing tenants to produce audio, film and photographic works for exhibition. The project captured the diverse stories of older tenants and challenged the stigma of social housing.	A focus will remain on continuing to grow and promote the Tenant Advisory Group, Tenant Advocacy Training, and working in collaboration with tenants to deliver small tenant-led activities. A small Community Cultural Development project, like <i>Journey</i> , will be delivered in 2020. This project will be explicitly linked with tenant satisfaction.
3.2 Develop and implement community building plans for priority locations.	●	Completed in previous years.	Not applicable
Objective 4: Increase the supply of social and affordable housing			
4.1 Strengthen our internal commercial development capacity and capability.	●	A new Executive Manager, Housing Solutions and Development was recruited in Q4 to commence in July 2019.	Participate in opportunities through industry peak bodies and the property development and financing sectors to enhance organisational knowledge and skills.
4.2 Identify funding and partnership opportunities to increase the number of social and affordable housing properties owned by Wentworth.	●	Several partnership opportunities with developers were explored for the management of affordable housing in the Penrith area.	Continue to explore partnership opportunities with property developers, local councils and other landowners. Engage with the National Housing Finance & Investment Corporation regarding potential access to debt finance.
4.3 Initiate and develop a pipeline of property development projects.	●	Approval to a planning amendment for the St Marys micro-units project was achieved in early 2019 and tenders for detailed design and construction closed in July 2019. Investigations into a third affordable housing project at Rouse Hill were progressed with planning advice and initial design options prepared.	Emphasis will be placed on shaping a future property development pipeline. Construction of the St Marys micro-units project is expected to be completed in mid 2020. A preferred design option and financing proposal for Rouse Hill stage 3 will be prepared.

Objective	Status	Highlights in 2018–19	Focus for 2019–20	
Objective 5: Broaden the range of housing models and products we use				
5.1		Develop and implement a Nepean Youth Foyer model with education as its primary offer.	● Advocacy continued with Foyer partner, Platform Youth Services, to obtain a suitable site and attract project funding. A Federal ALP election promise was secured, however the election result means we need to reconsider our approach.	Continue to advocate to Federal and State governments for access to land on or near a TAFE campus and for both construction and support services funding.
5.2		Expand products, services and partnerships that help people access and sustain private housing.	● The Garden Flat Expo attracted around 500 people and confirmed homeowner interest in small, affordable secondary dwellings. Two financing models have been developed.	Test the Garden Flat model with one homeowner through delivery of one Garden Flat under construction in FY19–20. Continue to promote Garden Flats through a Mini Expo in Penrith.
5.3		Explore opportunities for innovative housing models, including those arising from the National Disability Insurance Scheme.	● Two options for land for a Tiny Homes project have been pursued. Negotiations are in progress with Roads and Maritime Services (RMS) for land in the Blue Mountains. Hawkesbury Council has identified a property to be progressed following finalisation of the state government Probable Maximum Flood Review.	Continue to pursue options to obtain land and a funding contribution for a Tiny Homes project in outer Western Sydney.
Objective 6: Expand the portfolio of properties we manage				
6.1		Review and enhance our readiness for future property transfer opportunities.	● Completed in mid 2017. No further action has been required.	Not applicable
6.2		Compete for and implement large scale property transfers through the NSW Government's Social Housing Strategy.	● Decided not to tender for large-scale property transfers in the FY16–17 as the locations were not aligned with our strategy. No further opportunities have been available.	Not applicable. We will be encouraging the NSW Government to conduct further property transfer programs.
6.3		Identify opportunities for partnering with other organisations willing to outsource property management to Wentworth.	● Completed an additional \$140,000 in Fee for Service property upgrades on behalf of the Department of Family & Community Services (FACS).	We will continue to explore suitable opportunities.

Objective	Status	Highlights in 2018–19	Focus for 2019–20
Objective 7: Manage and maintain properties at appropriate standards			
7.1 Implement a new maintenance contract with a strong audit and compliance framework to improve business efficiency and tenant satisfaction.	●	Tenders for new maintenance contracts were undertaken during the year and contractors were appointed. The outcome has seen significant cost benefits to Wentworth including the industry-first concept of contractor contributions made to Wentworth for social initiative projects that is likely to generate \$500K over the life of the contracts.	The new maintenance contracts start on 1 July 2019. Emphasis will be placed on bedding down new and more efficient business processes for maintenance orders and invoicing, together with implementation of stronger quality assurance systems to improve contractor performance and tenant satisfaction.
7.2 Strengthen our capacity to maintain a growing and more diverse portfolio of properties.	●	Continued to strengthen our approach to asset management, by completing about 700 property inspections to collect component level condition data. This data will populate the new asset management software implemented in mid 2018 to provide enhanced planning and reporting.	We will undertake detailed inspections at component level for another 550 properties as part of our new asset management system.
Objective 8: Assist people at risk and in crisis to access immediate accommodation and link people to long-term housing solutions			
8.1 Strengthen existing partnerships, build new relationships and explore innovative approaches to meet immediate housing needs.	●	Wentworth led a multi-agency team to house 20 rough sleepers from Judges Car Park in Penrith, to enable the car park to be returned to community use. The approach was adapted from international best practice. Wentworth tendered to provide Temporary Accommodation and was selected by FACS as the preferred service provider. However, a suitable financial arrangement could not be negotiated despite Wentworth reducing its price.	Wentworth will work with Hawkesbury Council and other partners to house people currently living in tent encampments along the Hawkesbury River. The project will replicate the approach used in Penrith. We will seek funding for research on the approach to begin to build a body of evidence for the model we've developed.
8.2 Implement a quality assurance and monitoring system to ensure our homelessness services continue to improve and deliver quality outcomes.	●	Wentworth was selected to participate in a pilot of Outcomes Based Contracting. The pilot will inform the roll-out of FACS Outcomes Based Contracting of Specialist Homelessness Services when contracts are rolled over in 2020.	Participate in the FACS trial of Outcomes Based Contracting across our three client-facing services and implement practice improvements ahead of the 2020 national roll-out.

Objective	Status	Highlights in 2018–19	Focus for 2019–20
8.3 Trial the use of the Vulnerability Index - Service Prioritisation Decision Assessment Tool (VI-SPDAT) to prioritise assistance.	●	Completed. VI-SPDAT was trialled during Registry Week in November 2016 and found to be effective as a triage tool for prioritising service delivery.	Not applicable
8.4 Develop and deliver a trauma informed practice framework within Wentworth homelessness services.	●	Completed across the Community Services, Housing Services and Asset Services Divisions. Most staff were trained in FY17–18 with the remainder trained in FY18–19.	Not applicable

Objective 9: Implement evidence-based initiatives that prevent homelessness, and increase independence following an experience of homelessness

9.1 Mobilise community and business support towards ending homelessness through the <i>Heading Home – Ending Homelessness Here</i> project.	●	The independent evaluation of <i>Heading Home</i> completed by consultant Carolyn Quinn was successfully launched. The evaluation has underpinned promotion of Wentworth services including rough sleeping projects in Penrith and the Hawkesbury as well as conference presentations.	Priorities for FY19–20 are captured under 5.2 Garden Flats and 5.3 Tiny Homes. Explore options for Wentworth to cement its reputation as a centre of practice excellence, to leverage its expertise and identify social investment opportunities.
9.2 Review and strengthen our engagement with real estate agents and other agencies in the delivery of prevention and rapid rehousing services.	●	Implementation of recommendations from the 2017 Tenancy Support Service evaluation was completed. Capacity building workshops on Real Estate Engagement were conducted in each Local Government Area (LGA) with support agencies.	Hold a Tenancies Plus Forum in September 2019. Engage our service delivery partners in planning and delivery of the event.

Objective 10: Be a best-practice housing agency that develops strong community connections and effective partnerships

10.1 Develop and implement a communications strategy to help us build broader relationships and promote the work we do.	●	Developed a social media strategy, our first corporate newsletter and branding guidelines. Produced the <i>HOME in Western Sydney</i> report with Western Sydney Community Forum, highlighting housing affordability and homelessness in the region, launched at an event in April 2019 achieving extensive media coverage.	We will improve our website to enhance communications with clients and stakeholders, and implement a broader social media strategy to raise our profile.
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Objective	Status	Highlights in 2018–19	Focus for 2019–20
10.2 Develop and implement a fundraising strategy so more people can contribute to our work.	●	The fundraising strategy was completed by a consultant in late 2018 with a recommendation to commence activity through grant-making and then recruit a person to undertake major donor fundraising.	Review our proposed approach to fundraising in the context of broader options for future growth.
Objective 11: Build a high performance culture, develop the capabilities of our staff and invest in technology			
11.1 Develop and implement a 3-year IT Strategy.	●	Significant progress was made with the move to cloud-based technology, upgrading desktop hardware and the implementation of new payroll, HR self-service and housing systems.	We will focus on technology solutions aimed at transforming the client service experience and improving client engagement and satisfaction. We will explore additional digital client interaction and payment channels. Manage data and electronic record keeping in a way that will enhance client outcomes and increase organisational capability. Improve in-house business insights to support strategic and operational decision making. We will also invest in new self-service HR modules.
11.2 Design and implement a capability framework to ensure we attract, recruit, engage, retain and develop our staff.	●	The Capability Framework is systematically being incorporated into position descriptions.	Priorities for implementation will be in performance planning and completing updated position descriptions.
11.3 Strengthen and maintain a constructive culture that promotes innovation and brings integrity to our values and goals	●	The annual staff engagement Voice Survey was conducted in late 2018 with positive results. Actions for further improvement are being implemented at both organisational and team level.	The implementation of the plan will continue and we will conduct another Voice Survey in November 2019.

Objective	Status	Highlights in 2018–19	Focus for 2019–20
Objective 12: Operate in a commercially astute and financially sustainable way			
12.1 Ensure a consistent business discipline in housing operations and management.	●	Coxswain Alliance was engaged to support Client Services and back office teams develop an operating rhythm based around key operational metrics. Team huddles have been embedded in day-to-day operations.	A detailed review and improvement to key business processes such as arrears management and aged debt collection will be undertaken and improvements implemented including client-focused debt prevention and early intervention.
12.2 Strengthen our financial capability to support commercially astute decisions and performance.	●	The focus was on integration of the financial system with the new housing management system. A Risk Appetite Statement was developed to establish agreed risk tolerances.	Develop decision support tools to strengthen Wentworth sustainability (including financial) through better data management and enhancing monitoring and reporting capabilities. Increase functionality of the financial system to consider automaton of the procurement to payment of vendors.
12.3 Develop an Investment Strategy for Wentworth’s financial assets	●	As a first step the Board approved moving some cash reserves to T-Corp to generate increased interest earnings. Work on the Investment Policy will be completed in early 2019–20.	Complete the Investment Policy and Strategy that will create the framework for the investment of cash assets. This framework will include limits on level of risk, counterparties and terms that will protect capital, ensure liquidity and obtain moderate returns on investments.



▶ We improve tenant experiences

Providing and maintaining access to suitable housing with tailored ‘person-centred’ support to sustain tenancies and increase capacity for independent living.

Wentworth’s tenants are more than just the people who live in our properties. Our tenants are part of the Wentworth community.

We care about their health and wellbeing, and aim to support them to live in safe and comfortable homes, sustain their tenancies and be part of their local community.

Our tenants may be among those most disadvantaged and vulnerable living in Western Sydney, yet they are resilient and strong.

Maintaining a tenancy is one of many challenges they face, along with finding and keeping a job and managing complex health issues. Despite this, many of our tenants and clients volunteer in their local community and support their neighbours and family members.

Our support goes beyond simply providing shelter to those in need. We take a holistic approach to understanding each individual’s situation and circumstances and aim to support them to build a positive future.

This means we link clients to other organisations and support such as education, training, or health-related services, that can help them overcome challenges, get back on their feet, sustain their tenancies and feel connected to their community.

Contact Centre

Our integrated client Contact Centre continues to effectively and efficiently handle maintenance requests and enquiries from tenants and other clients. In July 2018, we upgraded the Contact Centre software to enhance our customer service, and support better integration and collaboration with other Wentworth departments.

We continued to take a more proactive approach to monitoring service levels and the quality of calls by introducing an optional three-question survey at the end of each call.

Callers are given the opportunity to be transferred to an automated survey where they are asked to rate Wentworth’s service and their satisfaction with the outcome of their call, on a scale of 1-5. The survey uses the Net Promoter Score to measure a customer’s satisfaction with Wentworth for that specific call, as well as overall.

In the six months from December 2018 to June 2019, over 1,000 callers had completed the survey, with an overall Net Promoter Score of 53.34 – a great result for Wentworth. Scores above 50 are regarded as an excellent indicator of high levels of client satisfaction with the quality of service provided.

	2017-18	2018-19
Maintenance calls	9,646	8,905
Tenancy related calls	21,880	23,902
Homelessness Service inquiries	2,539	1,981
Total number of inbound calls	34,065	34,788



Looking after properties

We aim to provide properties that are well maintained, safe and comfortable for our tenants and their visitors. We follow a rigorous maintenance program to ensure the condition of our housing stock remains high.

Properties are regularly assessed and repairs and upgrades completed to an agreed standard. Urgent repairs requested by tenants are undertaken as required and in as timely manner as possible.

As part of our project to assess the condition of each property within our portfolio, around 700 properties were inspected throughout the year. This was made possible thanks to cooperation from tenants who enabled us to access over 90% of requested properties.

In the coming year, our aim is to assess a further 550 properties to continue to collect detailed component data. This information will assist in identifying future maintenance liability, cost implications and which properties are most in need of repairs and upgrades.

This year we reviewed and upgraded our maintenance contracts. Our aim was to introduce new requirements and key performance indicators for contractors in order to improve quality, customer service and transparency. Following a tender process, we awarded five contracts for various services, including fire safety and general day-to-day repairs and maintenance.

A key aspect of the new contracts is the inclusion of a clause that requires contractors to make a regular financial contribution towards our Social Initiative Fund. This fund supports community development and client employment, education and wellbeing programs managed by our Sustainable Communities Team.

The clause requires contractors to contribute 2% of the total amount paid to them into the fund.

Tenant satisfaction

Our annual independent tenant satisfaction survey was conducted over five weeks in May and June 2019 and went to all households managed by Wentworth at that time.

Community Housing Industry Association NSW (CHIA NSW) facilitated the survey, which aims to track our performance year-on-year and compare our service levels against other Community Housing Providers and the National Regulatory System for Community Housing (NRSCH).

By the survey's closing date, CHIA NSW had received 667 valid responses, representing a response rate of 29.5%. Overall, we performed favourably, particularly when comparing our results to the NRSCH thresholds, where we ranked above the thresholds for overall satisfaction, property condition and repairs and maintenance.

It was also pleasing to see our results improve year-on-year in 16 of the 25 indicators. For the remaining nine indicators, there were only slight decreases in our year-on-year results.

When comparing our results to CHIA NSW's benchmark indicator set (a group of 35 Community Housing Providers), Wentworth performed less well, falling below industry scores in 12 of the 16 categories.

The two areas where we performed best were appeals knowledge and complaints knowledge. Three areas of improvement highlighted by the survey were complaints handling, quality of life and tenant involvement.

It is worth noting however, that we did see some improvements in satisfaction in these areas, despite our results still being below benchmarks, suggesting we are making progress in these areas.

Measure	2018	2019	NRSCH threshold
Overall satisfaction	79%	80%	75%
Property condition	81%	80%*	75%
Repairs and maintenance	74%	78%*	75%

**Excludes responses from the 21 government properties transferred to Wentworth in the Management Transfer Program in July 2018.*

New housing management software

While largely not noticeable to our clients, we completed a significant project to upgrade our housing management software. The new system was implemented in April and is designed to capture more information about tenants and properties. New reporting methods have already seen improvements in our customer service and how we maintain our properties.

By enabling us to better understand our tenants' needs, the new system will also be useful for identifying future development opportunities or property acquisitions that meet community and tenant need.

Connecting clients to services

Part of our support for tenants includes linking them with government agencies, service providers, local businesses and community organisations that provide services and programs to assist them to overcome other challenges they may be facing in their lives. This is part of our holistic approach to supporting clients to have the capability to sustain their tenancies and be active members of their community.

Good working relationships within the communities we operate in are vital for ensuring we can assist our clients in this way. Our investment in a new office in Katoomba in early 2018 is evidence of the importance of this.

Our increased presence and improved client experience for those living in the Blue Mountains have enabled our local team to deepen their connection with the local community, strengthen our reputation and form new partnerships for the benefit of clients.

Our Sustainable Communities Team also provides opportunities for our clients to be supported in different aspects of their lives. See page 34 for more on the programs we offered in 2018–19.

Our partners include real estate agents, financial advisors, youth services, employment services, mental health providers and a range of community service providers.

Key partners in 2018–19 included:

- Platform Youth Services
- Nepean Community Neighbourhood Services
- West Connect Domestic Violence Services
- Flourish Australia.

In the year ahead

We are always looking at ways we can improve the experiences our tenants have with us. In the coming year, we will continue to assess the condition of our properties and complete upgrades and repairs as required.

We will also focus on improving customer service, both through our Contact Centre and via face-to-face interactions and written communications. To ensure our fact sheets, client information and newsletters are understood by all our clients, we are reviewing material to check it is written in Plain English and culturally sensitive.

We will undertake a project to review and update our policies and processes that support the way we interact with our tenants. If necessary, where policies are out-dated or lacking, we aim to work with tenants to develop appropriate guidelines. Two key areas will be our complaints and appeal process and the arrears process.

A first step to a better future

Madyson – our tenant

Connecting Wentworth tenant Madyson to our youth employment and training program, Neighbourhood Jobs, gave her the confidence and experience she needed to get started in work.

Madyson is not the sort of person who lets a setback stop her from achieving her goals.

The born and bred Hawkesbury girl lives with both Scheuermann's disease, which causes fractures in her spine, and a chronic condition called Complex Regional Pain syndrome, which leads to severe swelling down the left hand side of her body.

"It's very painful and it causes me a lot of distress," Madyson says. "I wear out very easily and it really mucked up my schooling and life. One semester I had 72 days off school."

Despite not being able to complete her HSC, the long-time Wentworth tenant managed to finish an Advanced Diploma of Music at TAFE and now performs and organises her own gigs. She has aspirations of turning her passion into a career.

Experiencing the ups and downs of the music industry, Madyson realised she needed a job, but found her physical conditions and lack of experience made it difficult for her to find anything suitable.

That was until she had the opportunity to participate in Wentworth's Neighbourhood Jobs training and work experience program. Madyson loved being involved with Neighbourhood Jobs straight away.

"I felt like I was in my element. It was a great environment with all these encouraging people who wanted to see me do better than I thought I could do. I got a lot of confidence and experience."

Madyson completed training and work experience in administration with Neighbourhood Jobs, and impressed the program's trainers so much that she was asked to stay on and develop an administration manual for other young people to use as a learning tool.

With a natural instinct for interacting with customers, and a knack for learning how to use computer systems quickly, Madyson was then offered a part-time position in Wentworth's Windsor Office.

Madyson says working at Wentworth has given her a sense of purpose, but believes participating in Neighbourhood Jobs has given so much more.

"I got something better than a job. It helped me grow and become independent. It's something I'm proud to put on my resume. To anyone thinking about doing the program I'd say 100 per cent go for it."

See page 34 for information about our Neighbourhood Jobs social enterprise.

*“I got something better than a job.
It helped me grow and become independent.”*

Madyson participated in our employment and training program for young people, Neighbourhood Jobs, and hasn't looked back.



▶ We build communities

Building resilient communities which enable local leadership and participation.

Supporting strong, vibrant communities is a guiding principle that underpins every aspect of our work.

For more than 20 years we have been active in Western Sydney, striving to ensure the people we work with live in safe communities where they have opportunities to be active and valued participants.

Many of the people who seek our help to find a home or maintain a tenancy face significant challenges and disadvantage. At the same time, many also contribute to the communities around them through paid and voluntary work, study, supporting family members and neighbours and taking an active role in community life.

Once we've helped people find suitable accommodation, they will sometimes need support and guidance to connect with health and community services in their new local area. Some of our clients, for example, request assistance in building skills for employment or returning to education.

We recognise that connecting to community and having access to opportunities to learn, work or volunteer are important for everyone.

Our Sustainable Communities team continued to deliver on our commitment to build more resilient communities in 2018–19. Having spent much of the previous year developing a framework for practice, the focus this year shifted to delivery.

Working collaboratively with clients, communities and other service providers, we successfully designed and rolled out a range of community building projects.

Tenant Advisory Group and Training

2018–19 again saw strong growth in membership of our Tenant Advisory Group (TAG), which tripled in size over the year. This has allowed us to achieve our goal of establishing a TAG in three of the Local Government Areas in which we work. These groups now meet in Richmond, Katoomba and Penrith, and come together each year in a community-focussed social event.

This year saw a significant overhaul to the way the TAG operates. Designed in collaboration with tenant volunteers, these changes move the focus of the TAG from being a forum to voice individual complaints to one that empowers tenants to identify and work through issues of common concern. In keeping with this empowerment model, TAG members were involved in developing promotional materials. These activities played a key role in the strong growth in membership numbers this year.

In 2018 and 2019, 25 tenants participated in Wentworth's Tenant Advocacy Training. Covering topics such as tenants' rights and how the tenancy system works, this training is an important way to empower our clients to develop decision-making and other skills to sustain their tenancies and support their peers. We now offer this training annually and information sessions from support agencies are offered quarterly as part of the TAG.

Neighbourhood Jobs

Aimed at tackling intergenerational dependence on social housing by employing and training local young people to do neighbourhood property care jobs, Neighbourhood Jobs is one of our great success stories from the year. It is now a fully-fledged social enterprise, which has employed 15 young people between the ages of 15 and 24 who face barriers to employment.



The program includes an occupational skills training component where participants can complete training which supports further employment, safety and customer service. There is also a personal development training component focussing on life skills such as financial literacy and anger management.

Young people in the program receive twelve weeks paid work during which they deliver maintenance and property care for Wentworth and other external clients. They also receive mentoring from Matt Rossler, our in-house coach, who works with them on an Individual Employment Plan focussing on career development.

We aim to support our participants to be work ready for their next job and to have formed some fruitful partnerships with local employers. To help us achieve this, we are grateful for support from organisations including Penrith City Council and Waratah Property Services.

Penrith City Council provided work experience placements and information sessions to inspire participants, while Waratah Property Services has employed two of our young people in four-year landscape apprenticeships.

Neighbourhood Jobs is open to any young person living in Western Sydney facing barriers to employment. We take referrals from Platform Youth Services, PCYC, the NSW Department of Education and NSW Department of Family and Community Services (FACS).



Journey to Social Housing

This innovative community and cultural development project was run in conjunction with Western Sydney based arts organisation, CuriousWorks.

A group of our social housing tenants over the age of 50 worked alongside local artists to share their journeys into social housing. The nine-month project documented the tenants' fascinating stories through podcasts, short films and photographic works.

An exhibition of works created during the project was launched in March 2019 at the Joan Sutherland Performing Arts Centre and Penrith Regional Gallery.



Both these organisations provided strong support for *Journey* and we would like to thank them for the role they played in making it a great success.

Journey was the first project to explore the rich complexity of our clients' stories and celebrate them for who they are. Many participants had passionate and insightful views on the stigma around social housing and their contributions are a great resource to help us improve the way we work.

To read and hear our tenants' stories, go to www.wentworthjourney.com.au

Women in Social Housing (WISH)

This 10-week pre-employment program was designed to support women in social housing looking to return to the workforce. Ten women from the community applied to be mentors and were provided with training to support our clients to reach their goals. While the initial results from the program were modest, we learned valuable lessons about the needs of participants and what the optimum design of a future version of the program would be.

A key insight for us was the importance of including participants in the design of the program, something we intend to do in developing future adult employment programs.

Our commitment to communities

We are committed to building strong relationships with Western Sydney's Aboriginal and Torres Strait Islander communities to help our tenants from Indigenous backgrounds to sustain their tenancies. In line with this commitment, Wentworth increased its support for the local Aboriginal community this year by sponsoring events and teams across Western Sydney, including the Butucarbin Warriors. This local junior rugby team is based in Mt Druitt and competed in the Koori Knock Out in Dubbo in September 2018.

We also provided significant in-kind support for a NAIDOC Week event in Penrith, and hosted our own stall at the Penrith NAIDOC Week event in

2018 for the first time. It was a great privilege to be part of this celebration of Indigenous culture, and it is something we look forward to being part of in the years ahead.

As Western Sydney is home to one of the largest Aboriginal populations in Australia, we were also very proud to sponsor the Blue Mountains Elders Olympic Team to participate in the Mid Coast Annual Aboriginal Elders Olympics in April 2019.

The competition was held in Port Macquarie and hosted by the Werrin Elders, with over 519 competitors and support workers participating. The Elders Olympics are about improving the health standards of the Aboriginal community, particularly the Elders.

This year, Wentworth was successful in securing funding from Women NSW to hold an event during Women's Week in July 2019. This presents a great opportunity for us to demonstrate our commitment to gender equality, and our recognition of the challenges and disadvantage faced by many women in the communities we serve.

In the year ahead

Our focus over the next twelve months will be consolidating and building on our existing programs, and exploring new ways we can make a difference to our clients.

Based on the success of *Journey*, we will look at running a similar project in the year ahead. We will also explore other potential projects that will improve the wellbeing and social connection of our tenants.

Similarly, we plan to build on our involvement during NAIDOC Week by supporting and participating in more Aboriginal events.

Energy poverty and rising heat are real concerns for many of our clients and this year we will scope solutions to help people cope with increasing heat waves, and surging electricity prices.

We also remain committed to investing in projects that help our clients connect with education and employment opportunities, and will continue to enhance the advocacy capability of our tenants.



Bis

A Sense of Community

Lynne – our tenant

By joining Wentworth’s Tenant Advisory Group, Lynne has had the chance to connect with other people living in the Hawkesbury.

Lynne has a long track record of doing her bit through community organisations in her local area. She’s been a member of the Country Women’s Association for many years, and volunteers regularly at Hawkesbury’s Helping Hands, a charity that feeds the homeless and needy in the Windsor area.

So when Lynne was invited to join Wentworth’s new Tenant Advisory Group (TAG) in the Hawkesbury, she jumped at the chance.

Lynne moved into Wentworth accommodation when her husband Dennis developed Parkinson’s disease a few years ago.

“Rents in the area are extremely expensive,” she says, “and we were getting further and further behind.”

Lynne says the TAG provides a valuable support network for people in her community, especially those who are isolated and lonely.

“There are people out there who need other people and need someone to talk to. The TAG arranges barbeques and morning teas and things like that to help. It’s a really worthwhile thing to do.”

The TAG, Lynne says, also plays an important role in addressing issues of common concern for Wentworth tenants. At a recent meeting they discussed the chances of the Hawkesbury River flooding, and how they could best plan for it together.

“There are people here who have never experienced a flood, and people at risk who might get trapped. We talked about making a list of tenants in the area and a message tree to make sure everyone has been contacted and knows what’s happening. We need to be aware of people so we can look after them if necessary.”

Lynne says the TAG also gives tenants, who may not otherwise feel comfortable, a chance to express their views and concerns.

“They might not talk to someone at Wentworth directly, but they’ll talk to one of us who is in the same situation as them.”

When Wentworth offered Tenancy Advocacy Training to TAG members earlier this year, Lynne once again put her hand up.

She says, “I learned a lot of things I didn’t know, particularly about the support that’s available out there. It gave me a platform to help other people out there like me.”

When asked whether she would recommend the TAG to other Wentworth tenants, Lynne says, *“Do it. You’ll be surprised at what you learn and the people that you meet. I get friendships out of it and we have the opportunity to do a lot of good.”*

“It gave me a platform to help other people out there like me.”

Being a member of Wentworth’s Tenant Advisory Group means Lynne can be there for her community.



▶ We create housing solutions

Increasing the availability of appropriate and affordable housing to address chronic housing stress in our community.

Western Sydney continues to face a worsening housing crisis. There is a shortfall in social and affordable dwellings, and an increase in the number of people experiencing homelessness as highlighted in our report, *HOME in Western Sydney, Housing Affordability and Homelessness Insights*, released in April 2019.

As a leading Community Housing Provider in Western Sydney, we recognise the role we must play in providing appropriate and suitable housing options now and in the future.

In addition to finding ways to grow our current portfolio to meet demand for housing, we are investigating innovative solutions to address future housing needs.

This year, our portfolio of properties numbered 2,323, with housing provided in Penrith, Hawkesbury, Blue Mountains, Blacktown and the Hills Shire Local Government Areas. At 30 June 2019, our properties housed 4,334 people.

St Marys micro-unit complex

Good progress was made on our micro-units project which received \$3 million in funding from the NSW Department of Family and Community Services (FACS) in June 2018.

This project, which is jointly funded by Wentworth and the Community Housing Innovation and Leverage Capital Funding program, will see 16 micro-units, and a common living space, constructed in a two-storey complex on Chapel

Street in St Marys. The units will house single women over the age of 45 who are on very low to low incomes.

Focus groups with Wentworth tenants and staff were held in September 2018 to gather feedback on the design on the micro-units, with a report prepared by a consultant.

The report outlined priorities for the use of space, amenity and inclusions to enhance the liveability of the units.

Penrith City Council granted development approval in early 2019 and tenders for detailed design and construction were called for in June 2019. We expect to see construction commence on the complex by early 2020.

Tiny homes

With the tiny homes movement gathering momentum, we continued to search for suitable land on which to build our tiny homes pilot village. We met with a number of landowners including the NSW State Government to discuss our plans.

Garden flats

Our Garden Flat Expo in November 2018 was a great success, with over 500 people attending to learn more about building and renting low-cost garden flats for people on very low incomes.

With the intention of supporting landlords to lease their garden flats to those in need of affordable housing, our role has been to provide information to assist owners in all aspects of construction and leasing.

The Expo served as a stepping stone to build on strong interest from homeowners, key stakeholders and community groups in this innovative housing solution.



We also continued to explore incentives that could encourage landlords and homeowners to consider this unique rental opportunity.

Affordable housing in Rouse Hill

We have been exploring potential options for the use of Wentworth-owned land on White Hart Lane in Rouse Hill for an affordable housing project.

This site is adjacent to the Rouse Hill Town Centre and in close proximity to the recently opened Sydney Metro Station.

In the past year, we obtained land-use planning advice to understand the potential use of the site and any constraints that may exist. Initial concept design options indicated that the site may be suitable for a complex of about 20 affordable housing units.

In the year ahead

Our main focus for the coming year will be to

complete the construction of our micro-units complex in St Marys and find suitable women who meet our criteria to fill the units. Once these women are settled in their new homes, we will aim to support them in other aspects of their lives so they can sustain their tenancy and become active members of their community.

Over the next 12 months, we hope to progress discussions about our tiny homes pilot village to the next stage, which would see land secured and the design phase commencing.

For our garden flats project, our goal is to build a cohort of landlords willing to offer their garden flats to people exiting homelessness, and to sign up our first tenant.

In Rouse Hill, we are aiming to develop a preferred design option and financing model to be able to move forward with the affordable housing project.

Significant effort will also be applied to identifying and developing a pipeline of potential affordable housing projects.

A fresh start in the right place

Daryn – our tenant

A mental health incident almost left Daryn homeless. Wentworth found him permanent and stable housing when he had nowhere else to go.

Daryn has lived in social housing from a very early age. When his parents separated, Daryn's mother struggled to bring up three young sons and pay the rent. The family moved into public housing when Daryn was at school. They became Wentworth tenants in 2009, when their government housing was transferred to Wentworth.

Daryn's life changed dramatically in 2018 when he stopped taking medication to manage his schizophrenia.

"I had a meltdown. I was being weaned off it. I thought I would be fine. Six months later, I had to be hospitalised," Daryn says.

"For about 18 years, I was my mother's carer. So when I was hospitalised, she too had to be hospitalised. Then she was put into a nursing home. All this meant I didn't have a place to go."

Unable to return to home, Daryn was at risk of being homeless. Wentworth Client Service Officer, Nerida, stepped in to find accommodation for Daryn. When a vacancy came up in a Wentworth complex in Richmond, Nerida knew she'd found the right place. She negotiated with the hospital to ensure Daryn wouldn't be discharged until the property was available.

"Having Nerida get in contact and say 'we've got a place' was a relief," says Daryn, who was completing his PhD in Ancient History at the time. "I loved the place straight away. I used to pray for a place like this. Somewhere with one

bedroom, a bit of a balcony, with grounds and gardens that I didn't have to look after. I got exactly that here. I love it. The neighbours are nice. It's two doors down from a church that I can go to, there's parks, a lagoon, the shops are within walking distance. There's a train within 13 minutes' walk."

With just a mattress, chest of drawers and boxes of treasured books, Nerida also connected Daryn with St Vincent de Paul who provided him with whitegoods and other furniture to make the unit feel like home.

Sadly, Daryn's mother passed away less than two months after he moved into his new place. It was a difficult time for Daryn who was recovering from his mental health incident and settling into his new life. Now almost 12 months since moving in, Daryn is grateful for the fresh start and comfortable home he's created with Wentworth's help. His mental health is on track; he graduated with a PhD in April; and he has a publishing contract for a book on Ancient Rome based on his thesis.

"This place has been a real blessing because it means there is somewhere nice, safe and warm for me to heal," he says. "It gives me a sense of peace. I would be in a worse state mentally if I didn't have this place."

“This place has been a real blessing... it gives me a sense of peace.”

With Wentworth’s help, Daryn has created a home where he feels safe and can heal.



▶ We reduce homelessness

Delivering innovative and sustainable solutions for resolving and preventing homelessness.

We have been working alongside people in the Nepean Blue Mountains area who are homeless or at risk of homelessness for the last five years. Our aim is to help them find permanent homes and rebuild their lives.

To do this we provide support to people at each stage of their journey, from helping them access immediate accommodation to assisting them transition to long-term housing options.

We also support people to become more independent and sustain their tenancies by connecting them with a range of services and support.

In Penrith, Hawkesbury and Blue Mountains Local Government Areas (LGA), where we are a lead homelessness agency, we deliver direct services to help people access secure, long-term housing in both social and private rental properties.

We also offer people accommodation in transitional houses for up to 12 months, and lead community-wide initiatives aimed at eliminating homelessness in the area.

As the number of people in the Hawkesbury and Penrith areas who are sleeping rough continues to increase, so does our engagement with them.

Through our Assertive Outreach service, we meet people where they are staying; under bridges, in parks, car parks and other public or nature based locations.

We are persistent in our work to build trust and hope with people sleeping rough, to assist them to re-engage with health and support services at the same time as finding a home.

Homelessness services and support

Wentworth is the lead agency in two Specialist Homelessness Services and is a key partner in a third. Each of these services is currently funded to June 2020.

Almost 700 people were supported by Wentworth across the three Specialist Homelessness Services, which greatly exceeds the number we received funding for.

Adult Homelessness and Housing Support Service

405 people supported by Wentworth

Delivered in partnership with West Connect Domestic Violence Services and the Community Restorative Centre, this service supports people who are homeless or at risk of homelessness to secure a home, connect with community and services and get back on their feet.

Services delivered under this initiative include early intervention and prevention, rapid rehousing, intensive support, assertive outreach and transitional housing.

Tenancy Support Service

153 people supported by Wentworth

The service supports people in private rentals who are at risk of eviction. Partnering with Lithgow Community Projects, The Gender Centre and Platform Youth Services, we help people stabilise and sustain their tenancies through a range of early intervention initiatives.

We also help people who have recently become homeless to quickly re-enter the private rental market, and actively link them with real estate agents. Our work also includes building the capacity of other services and organisations in the area to support people in private rentals and engage with the real estate industry.

Nurreen

122 women and children supported

Delivered as a partner of West Connect Domestic Violence Services, this service provides transitional housing and support for women and children in the Hawkesbury who are escaping or experiencing domestic violence.

Accommodation is available for up to twelve months in a transitional house for women and children looking to stabilise their situation and secure long-term housing. Domestic and family violence support is also offered to women who are able to remain in their own homes.

Other support

In addition to our three Specialist Homelessness Services, we provide people with casework support and access to housing information forums such as Homelessness Hubs in Penrith and the Hawkesbury. These are an important channel for us to help people understand the housing options available to them and what they need to do to apply.

In 2018–19 we continued our work with the Baptist Church of South Windsor's Baptist Emergency Accommodation Ministry (BEAM). This service offers short-term accommodation to people in the Hawkesbury LGA who are facing a crisis. We assist by making and assessing referrals and providing case management support to people who are accepted into the service.

Judges Car Park, Penrith

In July 2018, Wentworth led a cross-agency project to house a group of 20 people who were sleeping rough in a busy car park in the Penrith CBD. Owned by Penrith City Council, the Judges Car Park has been a seasonal site for rough sleeping for a number of years.

Until recently, outreach from Specialist Homelessness Services had been successful at finding people alternative accommodation, but this approach wasn't working with such a large group.

The situation was having a negative impact on everyone involved and needed to be urgently resolved. The physical and mental health of those living in the car park was deteriorating and the community was being denied access to the public car park and toilet.

Recognising the traditional outreach approach was not working, we searched for successful examples of large groups of people being rehoused and public space returned to the community. We came across the work of Iain de Jong, who has led successful projects in the U.S. and Canada to end much larger tent cities, and adapted his processes to meet our needs.

At Wentworth's request, Stuart Ayres, Member for Penrith, convened a cross-agency meeting bringing together key service providers and stakeholders working with homeless people in the region.

Wentworth agreed to be the backbone organisation, responsible for meeting with each agency to explore its role, draw on its strengths and identify key tasks and timeframes.

The agencies that participated in this cross-agency group included Platform Youth Services, Penrith City Council, the NSW Department of Family and Community Services (FACS), Christ Mission Possible (CMP), the NSW Police Force and Homelessness NSW.

Once the group was established, we set a clear timeframe to close the encampment, secured resources and worked collaboratively to provide support and housing solutions to each person sleeping rough in the car park.

The project was a success with only two people still living at the site at the project's completion. Almost half the people sleeping rough in the car park accepted support to be rehoused or reconnect with family inside the project's timeframe.

Those who reconnected with family were offered non-housing assistance in the form of long-distance train tickets and assistance with moving.

This innovative response has attracted the interest of a number of other communities facing similar issues.

Tiny homes pilot village

Following strong interest and support from the community, media and local councils, we moved into the next phase of this project in 2018–19.

We are currently pursuing land to build our tiny homes village and have met with a number of landowners including the NSW State Government through the Roads and Maritime Service (RMS). Our focus in the next 12 months is to progress these discussions to the next stage.

Garden flats

In a housing market experiencing supply problems, we identified leasing garden flats to people exiting homelessness as a possible solution to limited housing options.

To gauge interest, and encourage people to build low-cost garden flats to rent to single people transitioning back into rental market, we held an expo in November 2018. The expo provided information to interested homeowners on topics including zoning requirements, fire regulations and finance options. We also explored possible ways to provide incentives to landlords and homeowners to rent out their backyard flats.

The expo was a great success with more than 500 people attending. Our focus this year has been building on this strong interest by circulating information to key stakeholders and continuing discussions with community groups.

Our goal for the next year is to sign up our first garden flat tenant.

ZEST Award

In February 2019 our Divisional Manager, Jenny Ranft, was awarded Outstanding Not-For-Profit Community Leader at the Western Sydney ZEST Awards. In accepting the award, Jenny emphasised that the achievement reflected the hard work of her entire team and the Division's innovation in efforts to end homelessness.

In the year ahead

As the housing affordability crisis continues to grind on, we expect demand for our services to increase in the year ahead.

We will continue to look for innovative and effective ways to meet the needs of families and individuals experiencing or at risk of homelessness in the communities we serve.

Based on the success of our Judges Car Park project, we will work with Hawkesbury City Council to house people currently living in tent encampments on the Hawkesbury River.

We will also participate in a FACS pilot to measure the outcomes of our three client-facing services and ensure we are providing the best possible support to those who need it.

WENTWORTH COMMUNITY HOUSING

BENDIGO COMMUNITY BANK KATOOMBA

wentworth
community housing

wentworth community housing
wentworth community housing
wentworth community housing
wentworth community housing
wentworth community housing
wentworth community housing
wentworth community housing
wentworth community housing
wentworth community housing
wentworth community housing

Katoomba & Upper Blue Mountains
Community Bank Branch
Bendigo Bank



Support to get back on your feet

Lionel – our tenant

When Lionel's doctor told him he couldn't work anymore, he had no idea how he would put a roof over his head.

Lionel spent his working life driving trucks before a series of medical issues forced him out of his job. Already suffering from heart problems and epilepsy, the proud Kamilaroi man discovered he was blind in his right eye and was told he wouldn't pass the medical to return to work.

Compounding his medical issues was the fact he urgently needed somewhere to live.

Lionel's flatmate had decided to move out and Lionel couldn't cover the rental payments on his own with no work and only a meager Newstart allowance to survive on. He says it was a very anxious time for him.

"If I was a younger person it might not have worried me so much, but at my age I went really down. I'm still seeing a psychiatrist now trying to pick myself back up again."

Realising he faced the very real prospect of becoming homeless, Lionel reached out for help. His doctor at the Mount Druitt Aboriginal Medical Service put him in contact with Wentworth, where he met Joseph, one of our Case Workers.

Joseph helped Lionel liaise with Centrelink to receive the correct payment for his situation by accompanying him to meetings, completing forms and talking on his behalf.

As Lionel was ineligible for Aboriginal Housing or social housing due to prior debts, Joseph also

helped him to find and move into a private rental property in Kingswood, close to where he had been living. Now settled in his new home, Lionel says he's feeling much happier and more relaxed.

"It's really good. I like it here because it's nice and quiet. I still wake up at three in the morning ready to go to work, but I don't have the stress anymore."

Joseph is also supporting Lionel, who has low level literacy, with submitting a new application for government housing assistance and applying for a full disability pension, which will give him some much-needed extra money to cover his living and medical expenses.

"After bills and rent I've got about \$120 a fortnight to live on," Lionel says. "That's not much, especially when you have health issues."

Lionel says he couldn't be more thankful for the support he has had from Joseph and the Wentworth team.

"When you go in there they're all so nice. Joseph always comes out with a big smile on his face. They had a lot of patience with me and I've got no idea where I would be without their help."

*“I like it here because it’s nice and quiet...
I don’t have the stress anymore.”*

Lionel feared he would be homeless, until Wentworth stepped in to find him a home.



▶ We build organisational capacity

Developing the culture and capability to deliver highly effective services and thus be widely recognised for our commitment to social change.

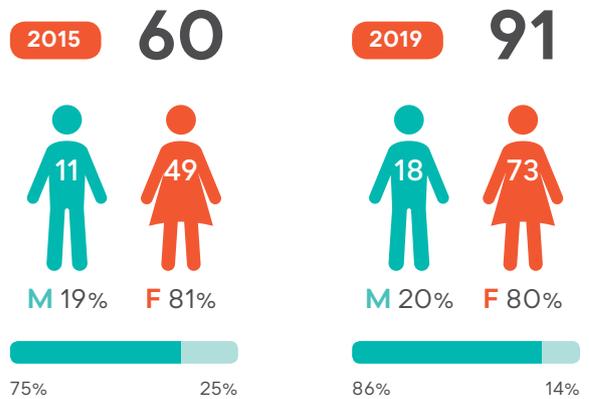
Our people

Whether it's working behind the scenes to ensure our systems are working effectively, supporting a client to sustain their tenancy, or providing housing to someone who is sleeping rough, every Wentworth staff member is valued for their compassion to our clients and dedication to their work.

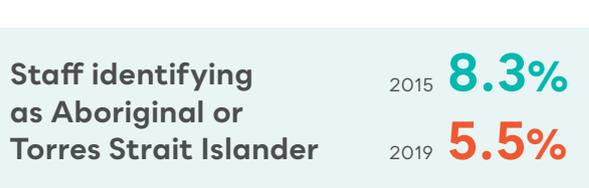
In recent years, we have worked hard on developing Wentworth's workplace culture to ensure all employees feel respected and take pride in the work we do to support the Western Sydney community.

This year, we are extremely proud of a new corporate induction video we produced that not only explains what we do, but also shares views from a range of staff members about why they are proud to work at Wentworth.

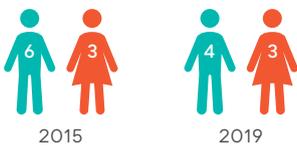
Number of staff



Employment status



Board Members



Executive Leadership Team



Staff turnover*

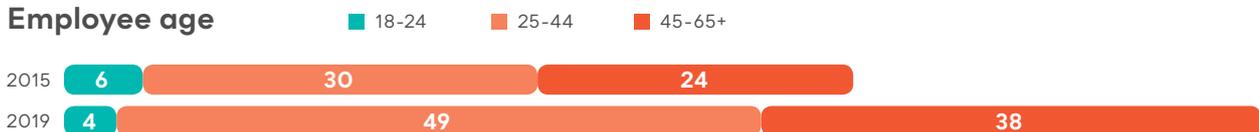


*excludes turnover as a result of casual, fixed term and/or maximum term contract conclusions.

Years of service



Employee age





New Code of Practice

We launched our new Code of Practice to staff in August 2018. This work has been significant in reshaping Wentworth's organisational culture.

Developed in consultation with staff through focus groups and feedback sessions, and with assistance from Maddocks, an external legal adviser, and an external senior Human Resources (HR) policy writer, the new document is ethics and values-based. It outlines the practical application of behavioural standards using engaging, meaningful and jargon-free language.

Designed to be relevant to both employees and the Board of Directors, the Code introduces the concept of doing business 'The Wentworth Way'.

It includes an ethical decision-making model (see below) designed to guide and empower employees to make objective and ethically sound decisions at work. Since its launch, feedback on the Code and associated handbook has been positive.

To support the continued roll-out and uptake, tailored Ethics Training workshops run by Maddocks will be provided to staff from July 2019.

The workshops will see staff from all teams participate in hands-on practical training aimed at improving their understanding of the Code and ethical implications.

Ethical decision-making model



Employee recognition and benefits

To contribute to positive staff engagement and satisfaction, we revised our Employee Recognition Program this year.

Staff can now be nominated across six categories: Leadership, Teamwork, Client Focus, Innovation, Quiet Achiever, and Above & Beyond. We also increased the frequency of the program, with awards to be presented quarterly in March, June, September and December. Recipients receive a certificate in recognition of their contribution.

We also offer a range of employee benefits to ensure Wentworth continues to be a professional and supportive place to work. From our popular Wellbeing Program offering workplace massages, ergonomic assessments and health-related initiatives, to team bonding activities and

opportunities for staff to grow their skills and develop a career path with Wentworth, we have continued to look at ways to ensure we remain an attractive workplace for all.

This year we continued our Ambassador Program, part of the Employee Assistance Program. Staff can volunteer to participate and receive training on how to support colleagues who may be facing challenges.

To promote a sense of belonging, we celebrate significant events such as White Ribbon Day, Sorry Day and Australia's Biggest Morning Tea by hosting staff morning teas.

Gatherings like this encourage connections between staff from different teams and promote positive staff engagement.

Change Advisory Group

Our Change Advisory Group, which was formed in early 2018 as part of our 2017 Voice Survey action plan, made a strong contribution throughout the year as staff members were faced with significant changes to our Information, Communications and Technology (ICT) systems and business processes.

The group was able to provide observations on, and feedback from their teams, as well as helpful suggestions on how to successfully manage change across the organisation. This was particularly beneficial during the implementation phase of the new housing system.

Learning and Development

We placed a strong emphasis on Learning and Development throughout 2018–19, delivering a range of external and internal training opportunities so staff could refresh or gain new skills. Off-site training workshops covered topics including Aboriginal Cultural Awareness Training, Change Management, Working with Complex and Demanding Clients, Working Inclusively with LGBTI Communities, Domestic Violence Awareness, Difficult Conversations about Child Protection and Tenancy Law for Non-lawyers.

We also ran a number of compulsory internal training sessions for relevant staff in Working in the Field, Privacy Awareness Training and Workplace Behaviour focussing on bullying and harassment. Other internally run training covered topics including Workplace Ergonomics, Preparing for a Performance Appraisal, Trauma Informed Care Training, as well as several online modules on Work, Health and Safety and Bullying and Harassment.

With significant upgrades to our business systems and processes, the People & Culture Team also supported internal training in our new ICT systems and housing software to ensure our staff are properly skilled in using the new systems.

Policies and procedures review

We have continued our extensive project to review and update our People & Culture policies and procedures. This project is important because staff need to know and understand the guidelines covering all aspects of their employment such as recruitment, retention, performance planning, development planning, as well as the day-to-day performance of their roles. This project will continue into the next financial year.

Staff Engagement Survey

Each year we invite staff to participate in an engagement survey facilitated by The Voice Project. Completed in November 2018, this year’s results showed improvements across a number of areas, suggesting our focus on cultural change is having a positive influence on employee satisfaction. We rated well above the industry benchmark in areas including organisational direction, resources, safety, risk management, facilities, Board and governance, and teamwork.

New payroll system

In March 2019, a new single touch payroll system was implemented, along with an employee self-service system for accessing and managing staff employment details, timesheets, leave applications, and information such as tax, super and pay details. Some of the benefits of the changeover have included improved employee access to their own information and greater ability for staff to self-initiate changes about themselves if required.

In the year ahead

Following an extremely busy 2018–19, the upcoming year will focus on consolidating our organisational culture and bedding down new systems, processes and procedures. We will continue to implement new self-service HR modules to give staff greater control and access over their personal information and other HR-related matters such as performance planning or learning and development applications.

Our project to review and update all People & Culture policies will continue. We will also focus on providing more learning, development and training opportunities for all staff and investigate career development opportunities to encourage employees to look internally at future career prospects and pathways.

624 Individual participants on programs



Empowering staff to achieve their potential

Amy – Acting Rent Review Team Leader

Amy says Wentworth’s culture of respect and support has inspired her to take on challenges she didn’t realise she was capable of meeting.

Amy joined Wentworth in 2015 as an Administrative Officer with the Finance team. Since then she has climbed quickly through the ranks, and recently took on the important role of Acting Rent Review Team Leader. She puts her rapid rise down to the workplace culture at Wentworth.

“It’s fantastic,” Amy says. “I’ve made so many friends here and everyone gets along. There’s respect and support, and a lot of opportunities. There’s also a focus on up-skilling, to give you the ability to do things for yourself. And no one looks down on you for making mistakes.”

Amy’s current role involves leading a team that twice a year reviews rent paid by all Wentworth tenants based on their income and personal circumstances. With more than 2,000 tenants, it’s a huge responsibility, and one she initially had reservations about taking on.

“It was a massive step from where I started. There were so many things I thought I couldn’t do until my managers assured me I could. But the confidence that comes with the up-skilling in this role is astounding.”

Compared to past employers, Amy says there is much more respect and opportunity for career development for women at Wentworth.

“Other places I’ve worked at have been boys’ clubs where there was no room for growth for women. Women were expected to do multiple roles but were paid the minimal amount. It’s not like that here.”

One of the reasons Amy enjoys working at Wentworth is that she feels her values are aligned closely with those of the organisation, especially around integrity.

“I believe in making sure my work is done correctly and to the best of my ability, and not turning down opportunities to do extra. And if I’ve made a mistake, I’ll own up to it and look to fix it.”

Away from her day-to-day responsibilities, Amy enjoys the opportunities Wentworth provides to volunteer in the field.

“I work in this community, but I also live in this community,” she says. “I really enjoyed getting involved with the Wentworth stall during NAIDOC Week. It’s a great way to meet people.”

*“There’s respect and support,
and a lot of opportunities.”*

Amy has embraced working at Wentworth where she feels valued and knows she is making a difference.



Our Board 2018–19



Ken Gilbert Chair *from November 2018*

Appointed February 2013

Ken has held general management roles in municipal councils and senior positions in leading community services teams. He has also occupied human resources and senior executive roles in companies and management consulting firms.

He is now an independent consultant assisting businesses to improve the return on investment in their human capital. His experience in the corporate and not-for-profit sectors is extensive and he provides specific expertise in the areas of human resources management, strategy development and community networks.

Qualifications: Bachelor of Social Work; Bachelor of Business; Graduate Member of the Australian Institute of Company Directors (GAICD).

- Member, Finance, Risk and Audit Committee
- Member, Remuneration and Nominations Committee
- Member, Asset and Development Committee



Brodie Druett Vice Chair *Appointed November 2013*

Brodie is a retired senior public servant formerly with Housing NSW and the Department of Family and Community Services (FACS).

He was General Manager for Southern and Western Region in Housing NSW for six years up to February 2013. His latest role prior to retirement was Interim District Director FACS Nepean Blue Mountains.

Qualifications: Graduate Certificate in Housing Management and Policy; Member of the Australasian Housing Institute (AHI) and Australian Institute of Company Directors (MAICD).

- Chair, Asset and Development Committee



Amanda Anker *Appointed January 2016*

Amanda is a consultant with over 20 years' international experience in building brands and marketing products and services. She has a particular interest in business and brand strategy, and has worked in the industrial market as well as the business events and hospitality sectors.

Qualifications: Master of Business; Bachelor of Science; Occupational Hygiene Certificate; Graduate Member of the Australian Institute of Company Directors (GAICD).

- Chairperson, Communications and Fundraising Steering Committee
- Chairperson, Remuneration and Nominations Committee
- Member, Finance, Risk and Audit Committee



Dr Dianne Jackson *Appointed January 2016*

Dianne Jackson is the CEO of Opportunity Child, a national, not-for-profit organisation that works locally with communities and nationally with cross-sector stakeholders to improve the lives of disadvantaged children.

Dianne has formally held the positions of Director Strategic Collaborations at Charles Sturt University, CEO of the Australian Research Alliance for Children and Youth (ARACY) and CEO of Connect Child and Family Services Ltd.

Dianne has a particular interest in the social determinants of health and education and the role of place-based approaches in achieving better outcomes for children and their families.

Qualifications: Doctor of Philosophy – Education/Social Science; Bachelor of Social Science (Hons First Class); Bachelor of Teaching; Member of the Australian Institute of Company Directors (MAICD).

- Member, Finance, Risk and Audit Committee
- Member, Neighbourhood Jobs Committee



Cameron Lamb *Appointed February 2013*

Cameron has very broad experience in property development. The majority of his work has been focussed around the planning, development and construction of large master planned and medium-density residential developments. He also has considerable experience in commercial developments and special projects including schools and parks.

His work in the community development sector on housing estate renewal, has enabled him to provide a unique perspective on achieving commercial development with housing in the context of community housing.

Qualifications: Bachelor of Engineering (Civil); Chartered Professional Engineer; Diploma of Youth and Development.

- Member, Asset and Development Committee



Aimee Lindfield *Appointed October 2015*

Aimee is an experienced IT leader, passionate about enabling business strategy through technology. She has over 17 years' experience in professional services and corporates including IT strategy and program delivery, management consulting and financial audit.

Qualifications: Bachelor of Business; Member of the Institute of Chartered Accountants of Australia (2007- February 2019).

- Chair, Finance, Risk and Audit Committee
- Chair, Neighbourhood Jobs Committee



Andrew Sweeney *Appointed September 2017*

Andrew has over 30 years' experience in property. This includes 14 years at Lend Lease, where he held Property Development roles on flagship projects like Sunshine Plaza, Rouse Hill Town Centre and Victoria Harbour. In 2005, Andrew co-founded Greengate to provide quality, care-based housing for the elderly. He remains a Non-Executive Director of Greengate. In 2012 Andrew initiated Support Lindfield with other community leaders to create a new heart for the Lindfield, Roseville and Killara village. He currently assists Singaporean property and infrastructure group Keppel to invest in Australia.

Qualifications: Built Environment and Architecture Degrees; Registered Architect; Licenced Real Estate Agent (QLD, NSW).

- Member, Asset and Development Committee
- Member, Neighbourhood Jobs Committee
- Member, Remuneration and Nominations Committee



Keith Bryant *Chair until November 2018*

Appointed January 2012; resigned November 2018

Keith is the principal of a consultancy that supports philanthropists to improve the effectiveness of their giving programs. He is the Chief Executive Officer of the Australian Society of Plastic Surgeons.

He is also the Chairperson of the Board of the Foyer Foundation and is on the Board of the Australian Alliance to End Homelessness. Previously, Keith worked as the Chief Operating Officer, The Benevolent Society (2001–2011) and as a Director at Deutsche Bank Australia (1989–1999).

Qualifications: Bachelors of Economics and Law; Masters of Business Administration; Graduate Member of the Australian Institute of Company Directors (GAICD).

- Member, Finance, Risk and Audit Committee
- Member, Asset and Development Committee



Joseph Litwin

Resigned November 2014; reappointed May 2015; resigned November 2018

Joseph is the Executive Manager, Community Partnerships with Hawkesbury City Council. He has over 30 years of experience in both public sector and local government agencies with a focus on community engagement, demographic analysis, the planning and management of community assets and the provision of a broad range of human services.

Qualifications: Bachelor of Social Anthropology; Diploma in Teaching; Masters in Development and Community Organisation.

- Member, Asset and Development Committee



Justin Doyle *Appointed September 2017; resigned November 2018*

Justin has over 15 years of experience across both Financial Services and the Public Sector as a Director, Non-Executive Director, and Senior Executive. While a Director at Wentworth, Justin was the Executive Director of Governance and Transformation at Family and Community Services and has held previous positions at the NSW Attorney Generals Department.

He is currently a Non-Executive Director for two successful organisations that support Aboriginal businesses and employees and is currently spearheading a mentoring program for Aboriginal youth with the University of New England and lecturing Public Sector Leadership at the University of NSW Business School.

Qualifications: Masters in Business; Masters in Education.

- Member, Neighbourhood Jobs Committee

Senior Leadership Team 2018–19



Stephen McIntyre Chief Executive Officer

Stephen has 25 years of leadership experience in senior executive roles across planning, housing, roads, transport and the Sydney Olympics. He is strongly committed to social justice and in particular to providing opportunities for people to improve their lives. He also has a keen interest in the future growth and shape of Western Sydney, and is passionate about creating organisations that are great places to work.

Qualifications: Stephen holds a Bachelor of Engineering (Hons), Diploma of Environmental Studies and Diploma of Management, and has completed the Company Directors Course. He is a Member of the Australasian Housing Institute, Australian Institute of Company Directors (MAICD), and Community Housing Industry Association (NSW) Board.



Peter Stenvert General Manager, Client Services

Resigned 26 April 2019

Peter has extensive experience in leading business transformation and client service delivery across a number of industries including Financial Services, Technology, Media, Telecommunications & Real Estate. Peter joined Wentworth after eight years with Westpac, where he developed a strong commercial acumen. Peter is a firm believer in creating a client-centric culture which looks to embrace change and new ways of working. Innovative thinking, quality relationships and leading digital capability are the key factors Peter focuses on in order to deliver service excellence.

Qualifications: Peter holds a Master of Business Administration (Executive) and a Bachelor of Science (Business Information Technology).

Coralie Kelly commenced as Interim General Manager, Client Services on 15 April 2019.



Tony Smith Chief Financial Officer

Tony has had over 30 years' experience in leadership positions and has held senior management roles in the financial services, energy, local government and not-for profit sectors. He has extensive experience in positioning organisations to be financially sustainable and adaptive in meeting opportunities for growth and efficiency.

He is a Fellow of Certified Practising Accountants Australia, Institute of Chartered Secretaries and Administrators, Governance Institute of Australia and Financial Institute of Australasia as well as a member of Australian Institute of Company Directors.

Qualifications: Tony holds a Bachelor of Business (Major – Accounting; Sub-Major – Law) and a Graduate Diploma in Local Government Management.



Denise Hartman Executive Manager, People and Culture

Denise has worked in Human Resources for the last 25 years, primarily for financial services institutions including Westpac, Rothschild Australia and most recently BNP Paribas.

In 2014, she made a conscious decision to move to the not-for-profit sector, and was attracted to Wentworth because of the critical work it does within the community. Denise is passionate about supporting staff to be able to do their jobs effectively. She has a particular interest in performance planning and management, organisational development, leadership and management development and career planning.

Qualifications: Denise holds a Diploma of Teaching, Masters in Training and Development, and accreditation in a variety of Human Resources and Learning and Development tools.



Eva Gerencer Manager, Communications and Projects

Passionate about driving results for communities through collaboration, partnerships and relationships, Eva has worked for over 25 years in the community services industry covering a wide range of areas including communications, advocacy, social research and project management.

She has led the rebrand of several community organisations and has extensive experience in event management. At Wentworth she is responsible for our brand and communications strategy as well as managing our cross-sector collaboration to end homelessness in the region, *Heading Home*.

Qualifications: Eva has a Bachelor of Arts, Post Graduate Diploma in Adult Education and is completing a Master of Policy and Applied Social Research.

Melissa Grah-McIntosh held the position of Executive Manager, Communications until her resignation on 7 December 2018.



Heather Chaffey Divisional Manager, Sustainable Communities

Heather has over 15 years' experience in the community, health and Local Government sectors, particularly in Western Sydney. She has developed a keen focus on place-based disadvantage, innovation and leadership and is well known for her leadership in the community engagement work of the Neighbourhood Renewal Program, Penrith City Council.

Heather and her team developed and launched Wentworth's first social enterprise, Neighbourhood Jobs, in 2018–19. This property care business employs young people and delivers services to Wentworth tenants and private customers.

Qualifications: Heather holds a Bachelor of Social Science, a Post Graduate Certificate in Local Government Leadership and is a graduate of Sydney Leadership 2016, an adaptive leadership development program of Social Leadership Australia (SLA).



Jenny Ranft Divisional Manager, Community Services

Jenny leads the Wentworth Community Housing response to homelessness including three Specialist Homelessness Services and the *Heading Home* project. She has worked from within local and state government and the not-for-profit sector to lead teams and deliver programs and reforms that strengthen families and individuals and build communities.

With an interest in cross-agency collaboration, Jenny has led regional initiatives in Western Sydney to change culture and practice through whole-of-government strategies and through local initiatives to engage the private sector in responding to homelessness.

Qualifications: Jenny holds a Bachelor of Social Work and a Masters in Applied Science – Social Ecology.



Dragan Velkovski Divisional Manager, Asset Services

Dragan has extensive experience in property development, residential construction and facilities management across the public, private and NGO sectors. Dragan has sought to utilise his previous experience as a contract administrator, quantity surveyor and construction manager to contribute to working towards achieving social outcomes for some of the most disadvantaged in Sydney.

Dragan is driven by an ambition to deliver innovative, efficient and quality business and asset management strategies that improve the customer experience. He also seeks to maximise prospective yield towards local and state government social agendas, specifically around asset management.

Qualifications: Dragan holds a Diploma of Construction and a Certificate IV in Frontline Management.



Clive Bradshaw Divisional Manager, Housing Services

Resigned 28 June 2019

Clive has had an extensive career in social housing, working in the sector for more than 30 years in government and non-government roles in Australia and the UK. He has held many positions including roles where he has been responsible for managing client service delivery, assisting tenants and applicants, business planning, performance management and strategic policy.

Clive also has considerable experience managing and delivering affordable housing. At Wentworth Clive is focussed on delivering high quality services and building positive relationships with individuals, communities, partner organisations and business partners.

Qualifications: Clive holds a degree in Housing Administration and is a graduate of the Public Sector Management Program.



Jason Press IT Manager

Jason joined Wentworth in August 2017. He has over 14 years of leadership experience in IT service management roles across outsourcing, government, banking, internet service provider and telecommunications industries.

He is strongly committed to implementing IT strategies and providing an efficient platform to allow people to work more efficiently.

Qualifications: Jason is currently completing a Master of IT Management. He is a Member of both the Australian IT Industry and IT Service Management Forums.



Steven Attard Finance Manager

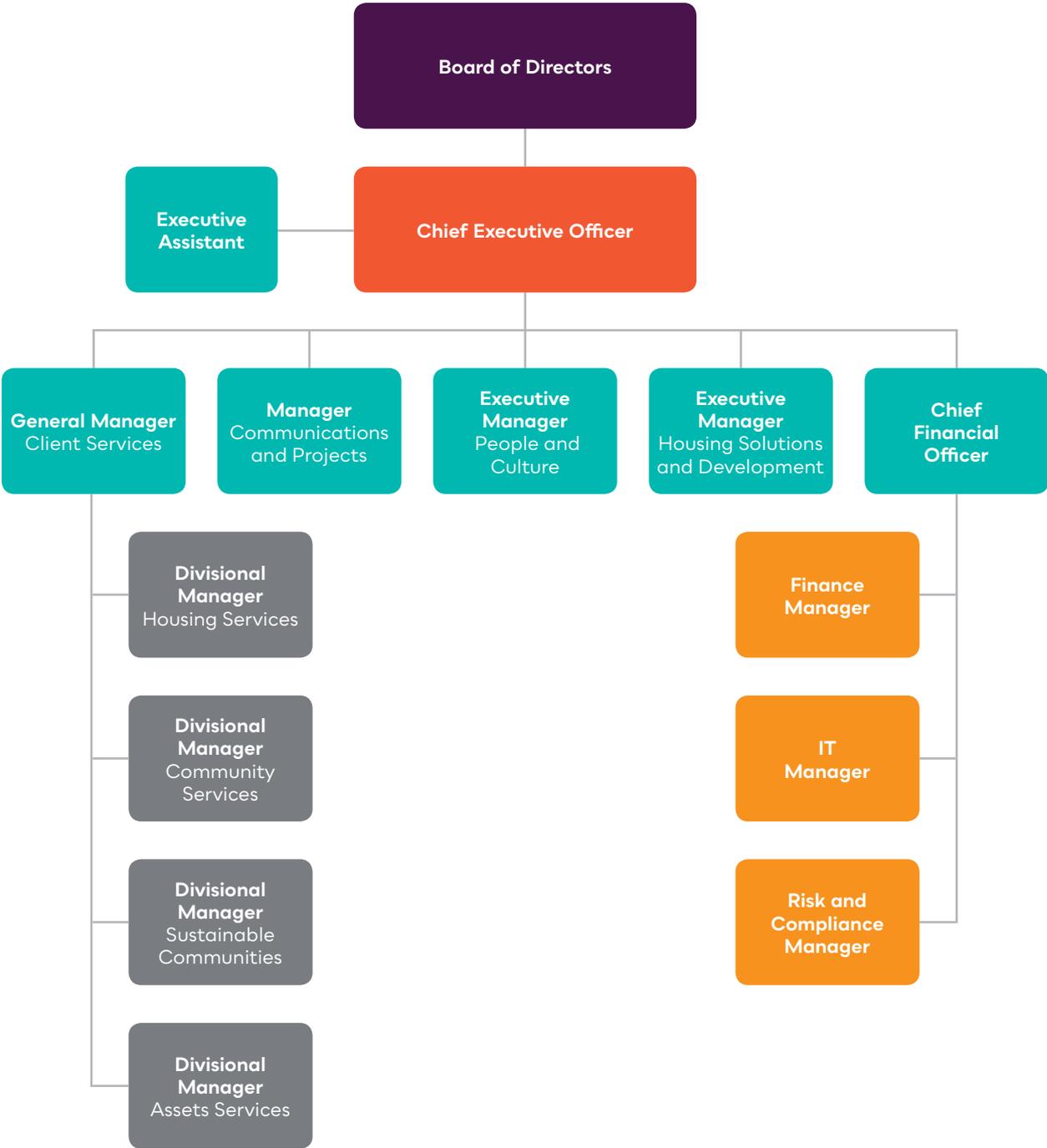
Steven has extensive experience in finance, operational management and system implementations from a variety of roles over the last 25 years, primarily in the banking and finance, manufacturing and aged care sectors.

In his most recent role as Finance Manager at WentWest Limited, Steven was responsible for the operational finance function and assisted in the transition from a Medicare Local to a Primary Health Network provider.

Qualifications: Steven holds a Bachelor of Commerce and is CPA-qualified.

Organisational structure

Senior Leadership Team Overview



Communications

2018–19 saw several firsts in the area of communications, including production of our first corporate video and the hosting of our inaugural thought leadership event. Both these activities were aimed at building recognition of Wentworth within the wider community.

Overall, our communications activities were in line with the final year of our three-year strategic communications plan, consolidating our commitment to Western Sydney and strengthening our brand.

HOME in Western Sydney report

In collaboration with Western Sydney Community Forum, we published *HOME in Western Sydney - Housing Affordability and Homelessness Insights*, which includes previously unreleased data about the demand for social and affordable housing in Western Sydney. The paper aims to promote discussion about housing in the context of a fast-growing region.

The report was presented at our first thought leadership event in April 2019, held in partnership with Western Sydney Community Forum with support from Western Sydney University. This event brought together well-known experts to provide a diverse range of views about the future of housing in Western Sydney.

Speakers came from organisations including Western Sydney University, the Property Council of Australia, Community Housing Industry Association (CHIA), NSW Council of Social Services, and Shelter NSW.

Over 100 people attended the event, which together with the report attracted significant media interest including television news coverage from ABC and Channel 7, as well as radio and metropolitan press.

New Strategic Alliance

At the conclusion of the *HOME in Western Sydney* event, Wentworth and Western Sydney University signed a Strategic Alliance to work in partnership on research and other activities to address housing and related issues in Western Sydney.

In the Alliance, which runs until December 2021, we have agreed to initially explore the following four issues:

- Domestic violence, housing precariousness and related issues in the Hawkesbury
- Innovative low-cost, low-rent housing models, such as tiny homes and garden flats
- Community responses to house people who are sleeping rough in encampments
- Solutions to energy poverty and heat abatement.

Media coverage

Our innovative projects including the Judges Car Park re-housing project in July 2018 (see page 45), our Garden Flat Expo in November 2018 and the release of the *HOME in Western Sydney* report in April 2019 attracted positive local and metropolitan media coverage, including print and online articles, television news bulletins and radio stories.

Our social media channels

Our social media engagement continued to grow across all channels.

The State and Federal Elections presented opportunities to run awareness campaigns about housing issues on Facebook. These boosted posts resulted in increased reach and engagement.

Facebook Followers

June 2017

594

June 2018

922

June 2019

1,088



ZEST sponsorship

This was our second year as a major event partner of the ZEST Awards, which celebrate the great work of the Community Sector in Greater Western Sydney. As part of our partnership, we produced a short corporate video to communicate key messages about Wentworth and highlight our commitment to Western Sydney.

The video was shown at the Awards Ceremony to an audience of 500 people from community, business and government across Western Sydney.

Tenant communications survey

In April 2019, we surveyed a small group of tenants by email to ask them about their online and social media habits as well as their use of Wentworth’s website.

We wanted to find out how these tenants engage with Wentworth online and through social media to help us determine the best ways to communicate with them through online channels.

The feedback we received will feed into the development plans for our new website, as well as our future social media strategy.

In the year ahead

In 2019–20 we will continue to promote our work and brand by demonstrating our commitment to Western Sydney and dedication to addressing the housing issues facing those living in our local communities. Other priorities include implementing a broader social media strategy and developing a new website.

We will also continue to build positive relationships with local media outlets to ensure our success stories are promoted.

This will help to grow brand awareness of Wentworth across the communities where we work, and further afield within the housing sector in general.

Fundraising

Fundraising continues to be an area of development. In 2018, we engaged a consultant to deliver recommendations and a strategy on the best way forward for Wentworth in this area. Guided by these recommendations, work commenced in 2019 on pursuing philanthropic and other grant opportunities. As part of this work, a strategic grants workshop was delivered in April to assist staff writing applications.

Operational improvements

Consultants from Coxswain Alliance were engaged to support our Client Services, Finance and Corporate Services Divisions to develop an operating rhythm.

Team ‘huddles’ (quick, small meetings) have been embedded in day-to-day operations as a way to provide visibility of key operational metrics and performance, and to enable team-based discussions about daily and weekly operational priorities and the allocation of work activities.

The process has enhanced organisational productivity and provided greater transparency regarding outputs and outcomes.



Core systems

This year we progressed with our Information, Communications and Technology (ICT) strategy, which is intended to reduce dependence on old desktop technology and allow staff to move easily from one location to another. This will drive improved performance and reliability and allow our business to become more agile in the way we operate, as staff can now easily work between offices, and remote locations. In line with this strategy, we embarked on a process of retiring old desktop technology and systems and replacing them with laptops using the latest technology.

We rolled out a new housing system, which creates a more consistent, user-friendly experience for our clients. From an organisational perspective it also allows for more accurate and efficient end-to-end reporting.

In addition, this year we introduced a new single touch payroll system to modernise this function. A new vehicle tracking system was introduced to make our fleet more accessible and improve efficiency. To support the introduction of these new systems, and to grow our in-house IT expertise, we have conducted extensive training for staff members working in all areas of the business.

We would like to acknowledge the important role played by the Wentworth team during this period of transition. They have had to make significant changes to the way they work and have taken on this challenge in a positive and proactive way.

In the year ahead

Our focus in the coming year is to bed down our new systems and strive for continuous improvements to all ICT systems. We will also explore a range of technologies to improve the way we work including Optical Character Recognition, which will assist with the transition from paper-based to digital record keeping.

We will look at ways to gather more data about our properties and employ big data analytics to allow us to be more proactive about the way we schedule maintenance. We will also commence planning for e-services to give clients greater choice in the way they communicate with us. By continuing to modernise the way we work, we hope to improve work life balance for our staff.

Risk Management

Wentworth's approach to managing risk is guided by our Risk Management Framework, which is based on the International Standard for Risk Management (AS/NZS ISO 31000:2009).

This is supported by a strategic risk register which includes risks such as financial management, property development, organisational infrastructure and work, health and safety risk.

This year a review of the Framework commenced with a Risk Appetite Statement (RAS) introduced.

While the Framework, and strategic risk register, have served us well for several years, the RAS will confirm the amount and type of risk the Board is now willing to take in order to meet our strategic objectives. It will also look at the Risk Policy, Risk Strategy and Risk Plans which form the core elements of our Framework.

Ensuring staff understand potential risks, and how to alleviate them, is an important part of our risk management strategy. We continued to provide training and education to help staff identify and mitigate risks associated with their roles and the way we operate.

Internal Audit

Our Internal Audit program this year focussed on improving the control environments in payroll and tenancy management through the implementation of our new IT systems.

Designed as an independent and objective assurance tool, this program evaluates the quality of our performance in carrying out assigned responsibilities.

Privacy compliance

We take the privacy of our clients and their data seriously and aim to ensure our policies and procedures are compliant with legislative requirements.

Following an audit in the previous year, we are implementing changes across a number of key areas to ensure we remain compliant in this important area.

Work Health and Safety

We have an active Work Health Safety (WHS) Committee that has representation from all teams in the organisation, as well as our three locations. The Committee has a continuing focus on the health and safety of our staff – both physical and emotional.

Working with partners, Rehabilitation Services (our provider for workers' compensation claims) and Altius Risk Consulting (our Return to Work Coordinator), we are implementing rigorous and compliant workplace safety programs to assist with effectively managing and closing claims.

A new WHS portal added to the employee self-service system now allows for centralised incident reporting and management.

Workplace injury incidents year on year

	2016-17	2017-18	2018-19
Reported incidents	27	29	22
Incidents resulting in injury	17	18	14
Average incidents per month	2.25	2.42	1.83
Injuries resulting in Workers Compensation claims	29%	33%	36%
Most common injury type	Trip/fall (41%)	Environmental (33%)	Environmental (29%)
Most common injury location	Office & street path (29%)	Office (56%)	Office (64%)



Statement of Governance

Wentworth Community Housing Limited is committed to maintaining high standards of corporate governance to ensure the organisation achieves its stated objectives in ways that are transparent, accountable and effective. Corporate governance arrangements are reviewed annually by the Board.

The Board's conduct is governed by Wentworth's constitution. The Board is responsible for:

- setting and monitoring the strategic direction of the organisation
- approving and monitoring financial reporting including financial budgeting and forecasting
- establishing policies and guidelines to ensure accurate and timely financial and operational reporting
- establishing policies on risk oversight and management
- approving delegation of authority
- promoting ethical and responsible decision-making
- appointing and measuring the performance of the Chief Executive Officer and the organisation
- ensuring that the Board is and remains appropriately skilled to discharge its responsibilities and duties, and to meet the changing needs of the organisation and sector
- ensuring that Wentworth complies with Corporations Law, Australian Charities and Not for Profits Commission and all other relevant legislation
- providing guidance on and overseeing the performance of other key aspects of Wentworth's operation.

Committees

The Board has established the following standing committees to assist the Board with governance:

- Finance, Risk and Audit
- Asset and Development
- Remuneration and Nominations
- Neighbourhood Jobs

Board attendance at Board meetings and Committee meetings

	Board meetings held whilst a Director	Board meetings attended	Finance, Audit & Risk meetings held whilst a Director	Finance, Audit & Risk meetings attended
Keith Bryant	3	3	3	1
Ken Gilbert	8	8	7	5
Aimee Lindfield	8	8	7	5
Brodie Druett	8	8	-	-
Dianne Jackson	8	7	7	5
Amanda Anker	8	8	4	4
Andrew Sweeney	8	8	-	-
Joseph Litwin	3	2	-	-
Cameron Lamb	8	6	1	1
Justin Doyle	3	1	-	-

The Board has also established a joint Board/ Management Steering Committee to oversee communications and fundraising activities.

Each committee has terms of reference that set out its role, responsibilities, composition and structure. The terms of reference are reviewed periodically. Committees report regularly to the Board and minutes of meetings are provided.

Ethical standards

The Board promotes practices that are transparent and uphold the principles of good citizenship. All Directors and staff sign a code of practice and register of interests. The code guides compliance with legal, policy and other obligations.

Directors are required to disclose any potential conflict of interest at the start of all Board and committee meetings, when the Board determines an appropriate response which may require a Director to remove themselves from discussions, decisions or votes.

In the case of staff, any actual or perceived conflict of interest must be declared to management in accordance with policy.

Board performance review

The performance of the Board and its committees and Directors is reviewed regularly to ensure that Directors and the Board work effectively and efficiently to maintain high standards of governance and fulfil their functions set out in the Board charter. The performance review covers areas including the Board’s role, strategic directions, oversight of service delivery, legal and regulatory framework, financial and risk management, knowledge of the community housing sector, and relationship with the Chief Executive Officer.

Board composition and renewal

The Board considers that, individually and collectively, the Directors bring an appropriate mix of skills, experience and expertise. Information about Directors and their skills and experience can be found in this report. The Board regularly reviews and evaluates its succession planning process. A Board skills matrix identifies the skills and experience of current Directors and the skills and experience that the Board considers necessary and desirable for the future. This matrix helps guide renewal and recruitment.

Asset & Development meetings held whilst a Director	Asset & Development meetings attended	Remuneration & Nominations meetings held whilst a Director	Remuneration & Nominations meetings attended	Neighbourhood Jobs meetings held whilst a Director	Neighbourhood Jobs meetings attended
3	1	-	-	-	-
4	4	1	1	-	-
-	-	-	-	7	7
6	6	-	-	-	-
-	-	-	-	7	4
-	-	1	1	-	-
6	6	1	1	7	6
3	1	-	-	-	-
6	6	-	-	-	-
-	-	-	-	1	1

Notes
 Amanda Anker attended two additional Finance, Risk & Audit Committee meetings as an observer
 Cameron Lamb attended a Finance, Risk & Audit Committee meeting as an observer
 Ken Gilbert attended two Neighbourhood Jobs Committee meetings in his ex-officio capacity as Chair
 Keith Bryant, Joseph Litwin and Justin Doyle resigned November 2018

Five year financial summary

Five year top line financial comparison

(Figures in \$'000s)	2019	2018	2017	2016	2015
Income and expenditure					
Operating revenue	33,559	34,531	32,241	31,000	29,788
Operating expenditure	(31,651)	(33,027)	(29,500)	(25,390)	(25,793)
Operating surplus/(deficit)	1,908	1,504	2,741	5,609	3,995
Capital grants income	-	-	8,381	3,060	717
Net surplus/(deficit)	1,908	1,504	11,122	8,669	4,712
Assets and liabilities					
Total assets	67,236	65,303	64,995	57,780	50,848
Total liabilities	10,956	10,931	11,796	15,702	17,440
Total equity	56,280	54,372	53,199	42,078	33,408
Cash flows					
Cash and cash equivalents at 1 July 2017	21,305	21,150	26,497	27,604	12,927
Net cash from operating activities	3,575	4,295	7,941	6,630	10,271
Net cash from investing activities	(6,648)	(3,831)	(12,548)	(7,436)	4,706
Net cash from financing activities	(310)	(310)	(740)	(300)	(300)
Cash and cash equivalents at 30 June 2018	17,921	21,305	21,150	26,498	27,604
Ratios					
Current assets/current liabilities	2.48:1	3.01:1	3.09:1	2.63:1	1.52:1

Summary of FY2019 performance

Operating revenue

Revenue decreased during the year due to lower fees associated with a reduction in the outsourced maintenance program undertaken on behalf of the NSW Department of Family and Community Services (FACS) and lower rental income associated with fewer properties under management due to the end of the BlueCHP contract on 30 June 2018.

Operating expenditure

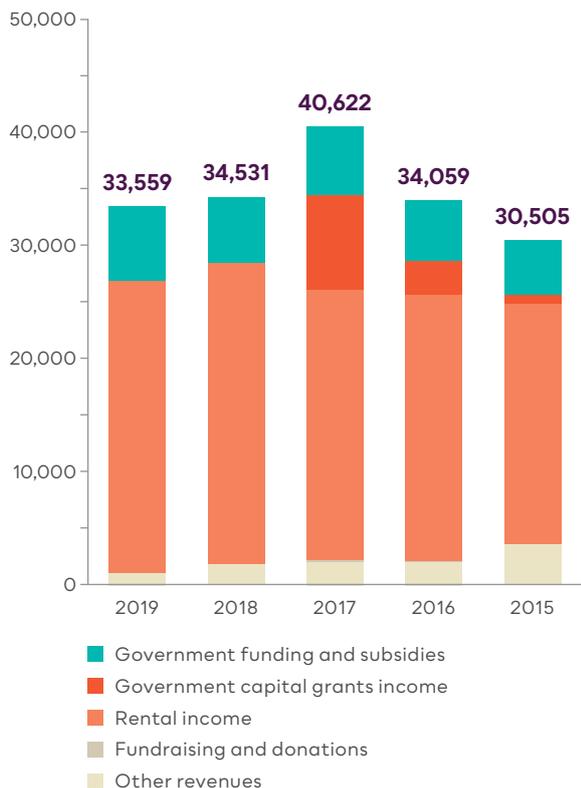
Expenditure decreased during the year associated with the reduction in the outsourced management program, fewer properties under management (above) and the increased management focus on reduction of costs.

Assets and liabilities

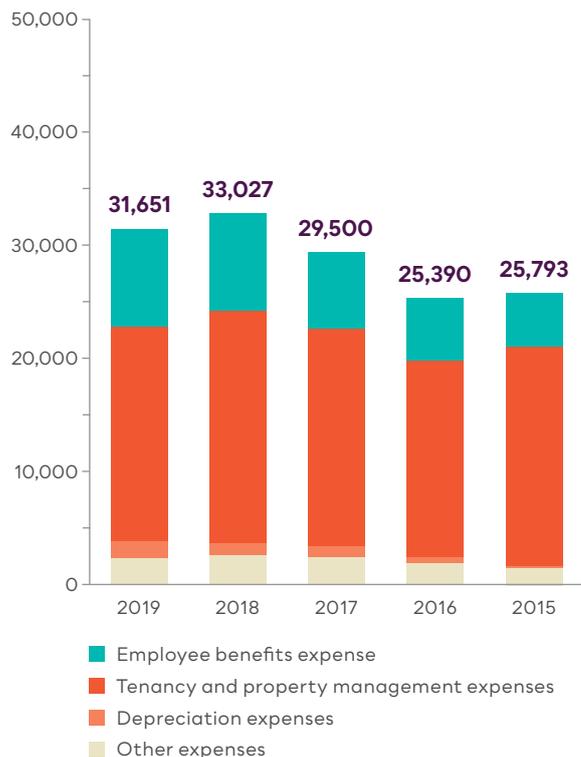
Assets and liabilities have remained relatively stable during the year with the increase associated with the operating surplus of \$1.9m.

Five year financial performance summary

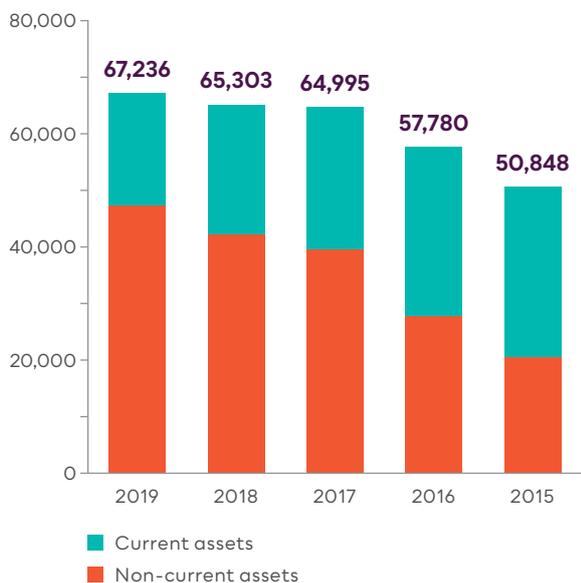
Income (\$'000)



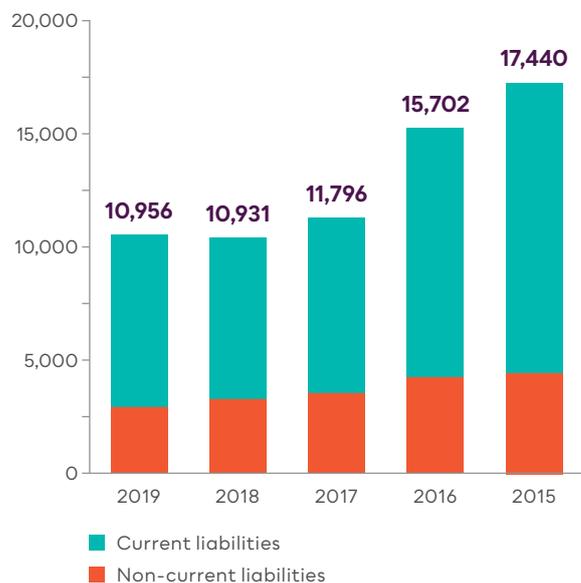
Expenditure (\$'000)



Assets (\$'000)



Liabilities (\$'000)





▶ Financial Report

For the year ended 30 June 2019 | ABN 50 003 076 337

Corporate information

Directors

The Directors (Responsible Entities) at the date of this report are:

- Kenneth Gilbert
- Brodie Druett
- Cameron Lamb
- Aimee Lindfield
- Amanda Anker
- Dianne Jackson
- Andrew Sweeney

Chief Executive Officer

Stephen McIntyre

Company Secretary

Mark Langan

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Auditor

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Auditor's Independence Declaration

To the Responsible Entities of Wentworth Community Housing Limited

In accordance with the requirements of section 60-40 of the *Australian Charities and Not-for-profits Commission Act 2012*, as lead auditor for the audit of Wentworth Community Housing Limited for the year ended 30 June 2019, I declare that, to the best of my knowledge and belief, there have been no contraventions of any applicable code of professional conduct in relation to the audit.

Grant Thornton Audit Pty Ltd
Chartered Accountants

James Winter
Partner – Audit & Assurance
Sydney, 18 October 2019

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Statement of profit or loss and other comprehensive income

for the year ended 30 June 2019

	Note	2019 \$	2018 \$
Revenue from ordinary activities			
Government funding			
Capital grants		-	-
Government funding and subsidies		6,543,761	5,976,679
Fundraising		25,143	34,938
Non-monetary donations		-	-
Rental income		25,899,815	26,672,776
Management fees		348,623	1,284,511
Other revenue		741,630	561,828
Total revenue	2	33,558,972	34,530,732
Expenses from ordinary activities			
Employee benefits expense		(8,611,927)	(8,649,008)
Tenancy and property management expenses	4	(19,097,424)	(20,534,754)
Depreciation expenses	3	(1,545,360)	(1,167,273)
Other expenses from ordinary activities	5	(2,396,523)	(2,675,839)
Total expenses		(31,651,234)	(33,026,874)
Net surplus for the year		1,907,738	1,503,858
Other comprehensive income			
Other comprehensive income for the year		-	-
Total comprehensive income for the year		1,907,738	1,503,858

This statement should be read in conjunction with the notes to the financial statements.

Statement of financial position

as at 30 June 2019

	Note	2019 \$	2018 \$
Current assets			
Cash and cash equivalents	6	17,921,204	21,304,983
Trade and other receivables	7	1,123,182	1,215,565
Other current assets	8	794,704	522,174
Total current assets		19,839,090	23,042,722
Non-current assets			
Property, plant and equipment	9	42,325,158	41,768,516
Other non-current assets	10	5,071,815	492,194
Total non-current assets		47,396,973	42,260,710
Total assets		67,236,063	65,303,432
Current liabilities			
Trade and other payables	11	7,116,014	6,845,996
Borrowings	12	310,000	310,000
Provisions	13	560,298	505,146
Total current liabilities		7,986,312	7,661,142
Non-current liabilities			
Borrowings	12	2,755,000	3,065,000
Provisions	13	214,760	205,037
Total non-current liabilities		2,969,760	3,270,037
Total liabilities		10,956,072	10,931,179
Net assets		56,279,991	54,372,253
Funds			
General reserve		19,183,000	19,183,000
Accumulated funds		37,096,991	35,189,253
Total funds		56,279,991	54,372,253

This statement should be read in conjunction with the notes to the financial statements.

Statement of changes in funds

for the year ended 30 June 2019

	Accumulated funds \$	General Reserve \$	Total funds \$
Balance at 30 June 2017	33,685,395	19,183,000	52,868,395
Comprehensive income			
Surplus for the year	1,503,858	-	1,503,858
Other comprehensive income for the year	-	-	-
Total comprehensive income	1,503,858	-	1,503,858
Balance at 30 June 2018	35,189,253	19,183,000	54,372,253
Comprehensive income			
Surplus for the year	1,907,738	-	1,907,738
Other comprehensive income for the year	-	-	-
Total comprehensive income	1,907,738	-	1,907,738
Balance at 30 June 2019	37,096,991	19,183,000	56,279,991

This statement should be read in conjunction with the notes to the financial statements.

Statement of cash flows

for the year ended 30 June 2019

	Note	2019 \$	2018 \$
Cash flows from operating activities			
Tenant rents received		26,017,940	28,611,121
Sundry income		147,303	1,758,443
Government funded subsidies and grants		7,733,786	8,962,150
Payments to suppliers and employees		(31,020,064)	(35,483,210)
Interest received		695,564	446,933
Net cash inflow from operating activities	15	3,574,529	4,295,437
Cash flows from investing activities			
Acquisition of investment fund units		(4,546,303)	-
Purchase of property, plant and equipment		(2,124,917)	(3,830,748)
Proceeds from the sale of property, plant & equipment		22,912	-
Net cash outflow from investing activities		(6,648,308)	(3,830,748)
Cash flows from financing activities			
Proceeds/(payment) from bank loan		(310,000)	(310,000)
Net cash outflow from financing activities		(310,000)	(310,000)
Net increase/(decrease) in cash held		(3,383,779)	154,689
Cash and cash equivalents at the beginning of the financial year		21,304,983	21,150,294
Cash and cash equivalents at the end of the financial year	6	17,921,204	21,304,983

This statement should be read in conjunction with the notes to the financial statements.

Notes to the financial statements

for the year ended 30 June 2019

Note 1: Summary of significant accounting policies

a) Nature of operations

The principal activity of Wentworth Community Housing Limited (the "Company") during the course of the year was the provision of housing to very low to moderate income earners and the homeless. There was no significant change in the nature of this activity during the year.

b) General information and statement of compliance

These financial statements are general purpose financial statements of the Company that have been prepared in accordance with the requirements of the Australian Charities and Not-for-profits Commission Act 2012, Australian Accounting Standards – Reduced Disclosure Requirements and other authoritative pronouncements of the Australian Accounting Standards Board ('AASB').

The financial report covers Wentworth Community Housing as an individual entity and is presented in Australian dollars, which is the Company's functional and presentation currency. Wentworth Community Housing Limited is a not-for-profit public company limited by guarantee, incorporated and domiciled in Australia and registered with the Australian Charities and Not-for-profits Commission, and under the Charitable Fundraising Act 1991.

The financial statements for the year ended 30 June 2019 were approved and authorised for issue by the Board of Directors on 18 October 2019.

The significant accounting policies that have been used in the preparation of these financial statements are summarised below.

The financial statements have been prepared using the measurement bases specified by Australian Accounting Standards for each type

of asset, liability, income and expense. The measurement bases are more fully described in the accounting policies below.

c) Changes in accounting policies

New and revised accounting standards and interpretations

Certain new accounting standards and interpretations have been published that are not mandatory for 30 June 2019 reporting periods. The impact of these new standards and interpretations is not expected to be significant.

d) Revenue recognition

Revenue mostly comprises revenue from the rendering of services, government funded subsidies, capital grants, rental revenue and utilities received and management fees. Revenue from major sources is shown in further detail in Note 2.

Revenue is measured by reference to the fair value of consideration received or receivable by the Company for services provided.

Revenue is recognised when the amount of revenue can be measured reliably, collection is probable, the costs incurred or to be incurred can be measured reliably, and when the criteria for each of the Company's different activities have been met. Details of the activity-specific recognition criteria are described below.

Rental income

Rental income is recognised as income in the period within which it is earned.

Government funded subsidies and NRAS subsidies

A number of the Company's activities are supported by grant funding received from the federal, state and local governments.

If conditions are attached to a grant which must be satisfied before the Company is eligible to receive the contribution, recognition of the grant as revenue is deferred until those conditions are satisfied.

Where a grant is received on the condition that specified services are delivered to the grantor, this is considered a reciprocal transaction. Revenue is recognised as services are performed and at year end a liability is recognised until the service is delivered.

Revenue from a non-reciprocal grant that is not subject to conditions is recognised when the Company obtains control of the funds, economic benefits are probable and the amount can be measured reliably. Where a grant may be required to be repaid if certain conditions are not satisfied, a liability is recognised at year end to the extent that conditions remain unsatisfied.

Where the Company receives a non-reciprocal contribution of an asset from a government or other party for no or nominal consideration, the asset is recognised at fair value and a corresponding amount of revenue is recognised. Grants received on the condition that specified services are delivered, or conditions are fulfilled, are considered reciprocal. Such grants are initially recognised as a liability and revenue is recognised as services are performed or conditions fulfilled. Revenue from non-reciprocal grants is recognised when the Company obtains control of the funds.

Rendering of services

Revenue from fees received for services and management fees is recognised when the service is provided.

Interest income

Interest income is recognised on an accruals basis using the effective interest method.

e) Cash and cash equivalents

For the purposes of the Statement of Cash Flows, cash and cash equivalents includes cash on hand and at bank, bank overdrafts, deposits held at call with financial institutions, other short term, highly liquid investments with maturities of three months or less, that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

f) Financial instruments

Recognition, initial measurement and de-recognition

Financial assets and financial liabilities are

recognised when the Company becomes a party to the contractual provisions of the financial instrument, and are measured initially at fair value adjusted by transactions costs, except for those carried at fair value through profit or loss, which are measured initially at fair value. Subsequent measurement of financial assets and financial liabilities are described below.

Financial assets are derecognised when the contractual rights to the cash flows from the financial asset expire, or when the financial asset and all substantial risks and rewards are transferred. A financial liability is derecognised when it is extinguished, discharged, cancelled or expires.

Classification and subsequent measurement of financial assets

Except for those trade receivables that do not contain a significant financing component and are measured at the transaction price, all financial assets are initially measured at fair value adjusted for transaction costs (where applicable).

For the purpose of subsequent measurement, financial assets other than those designated and effective as hedging instruments are classified into the following categories upon initial recognition:

- amortised cost
- fair value through profit or loss (FVPL)
- equity instruments at fair value through other comprehensive income (FVOCI).

Classifications are determined by both:

- The entities business model for managing the financial asset
- The contractual cash flow characteristics of the financial assets.

All income and expenses relating to financial assets that are recognised in profit or loss are presented within finance costs, finance income or other financial items, except for impairment of trade receivables, which is presented within other expenses.

Subsequent measurement of financial assets

Financial assets at amortised cost

Financial assets are measured at amortised cost if the assets meet the following conditions (and

are not designated as FVPL):

- They are held within a business model whose objective is to hold the financial assets and collect its contractual cash flows.
- The contractual terms of the financial assets give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding.

After initial recognition, these are measured at amortised cost using the effective interest method. Discounting is omitted where the effect of discounting is immaterial. The Company's cash and cash equivalents, trade and most other receivables fall into this category of financial instruments.

Financial assets at fair value through profit or loss (FVPL)

Financial assets that are held within a different business model other than 'hold to collect' or 'hold to collect and sell' are categorised at fair value through profit and loss. Further, irrespective of business model financial assets whose contractual cash flows are not solely payments of principal and interest are accounted for at FVPL. All derivative financial instruments fall into this category, except for those designated and effective as hedging instruments, for which the hedge accounting requirements apply.

Equity instruments at fair value through other comprehensive income (Equity FVOCI)

Investments in equity instruments that are not held for trading are eligible for an irrevocable election at inception to be measured at FVOCI. Under Equity FVOCI, subsequent movements in fair value are recognised in other comprehensive income and are never reclassified to profit or loss. Dividend from these investments continue to be recorded as other income within the profit or loss unless the dividend clearly represents return of capital.

Impairment of financial assets

AASB 9's impairment requirements use more forward looking information to recognise expected credit losses - the 'expected credit losses (ECL) model'. Instruments within the scope of the new requirements included loans and other debt-type financial assets measured at amortised cost and FVOCI, trade receivables and loan commitments and some financial guarantee contracts (for the issuer) that are not measured

at fair value through profit or loss.

The Company considers a broader range of information when assessing credit risk and measuring expected credit losses, including past events, current conditions, reasonable and supportable forecasts that affect the expected collectability of the future cash flows of the instrument.

In applying this forward-looking approach, a distinction is made between:

- financial instruments that have not deteriorated significantly in credit quality since initial recognition or that have low credit risk ('Stage 1') and
- financial instruments that have deteriorated significantly in credit quality since initial recognition and whose credit risk is not low ('Stage 2').

'Stage 3' would cover financial assets that have objective evidence of impairment at the reporting date.

'12-month expected credit losses' are recognised for the first category while 'lifetime expected credit losses' are recognised for the second category.

Measurement of the expected credit losses is determined by a probability-weighted estimate of credit losses over the expected life of the financial instrument.

Trade and other receivables

The Company makes use of a simplified approach in accounting for trade and other receivables records the loss allowance at the amount equal to the expected lifetime credit losses. In using this practical expedient, the Company uses its historical experience, external indicators and forward-looking information to calculate the expected credit losses using a provision matrix.

The Company assess impairment of trade receivables on a collective basis as they possess credit risk characteristics based on the days past due.

Classification and measurement of financial liabilities

As the accounting for financial liabilities remains largely unchanged from AASB 139, the Company's financial liabilities were not impacted by the

adoption of AASB 9. However, for completeness, the accounting policy is disclosed below.

The Company's financial liabilities include borrowings and trade and other payables. Financial liabilities are initially measured at fair value, and, where applicable, adjusted for transaction costs unless the Company designated a financial liability at fair value through profit or loss. Subsequently, financial liabilities are measured at amortised cost using the effective interest method except for derivatives and financial liabilities designated at FVPL, which are carried subsequently at fair value with gains or losses recognised in profit or loss (other than derivative financial instruments that are designated and effective as hedging instruments).

All interest-related charges and, if applicable, changes in an instrument's fair value that are reported in profit or loss are included within finance costs or finance income.

Trade and other payables represent liabilities for goods and services provided to the company prior to the year end and which are unpaid. These amounts are unsecured and have 7 to 90 day payment terms.

g) Property, plant and equipment

Each class of property, plant and equipment is carried at cost less, where applicable, any accumulated depreciation and impairment losses. Plant and equipment is recognised at historic cost, including costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management, less depreciation and any impairment. Land and buildings transferred to the company for nil consideration are measured at the fair value of the contribution received. This takes into account any restrictions on use imposed by the transferor.

As no finite useful life for land can be determined, related carrying amounts are not depreciated. Depreciation is recognised on a straight-line basis to write down the cost less estimated residual value of buildings, plant and other equipment.

The following useful lives are applied:

- Motor vehicles	4 - 5 years
- Leasehold improvements	5 - 6 years
- Office furniture	4 - 10 years
- Computer equipment	3 - 4 years
- Buildings	40 years

In the case of leasehold property, expected useful lives are determined by reference to comparable owned assets or over the term of the lease, if shorter.

Material residual value estimates and estimates of useful life are updated as required, but at least annually.

Gains or losses arising on the disposal of property, plant and equipment are determined as the difference between the disposal proceeds and the carrying amount of the assets and are recognised in profit or loss within other income or other expenses.

h) Leases

Finance leases

Leases of property, plant and equipment where the company has substantially all the risks and rewards of ownership are classified as finance leases and capitalised at inception of the lease at the fair value of the leased property, or if lower, at the present value of the minimum lease payments. Lease payments are apportioned between the finance charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Operating leases

Leases where the lessor retains substantially all the risks and rewards of ownership of the net asset are classified as operating leases. Payments made under operating leases are charged to profit or loss on a straight-line basis over the period of the lease. Associated costs, such as maintenance and insurance, are expensed as incurred.

i) Provisions, contingent liabilities and contingent assets

Provisions are measured at the estimated expenditure required to settle the present obligation, based on the most reliable evidence available at the reporting date, including the risks and uncertainties associated with the present obligation. Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. Provisions are discounted to their present values, where the time value of money is material.

Any reimbursement that the Company can be virtually certain to collect from a third party with respect to the obligation is recognised as a separate asset. However, this asset may not exceed the amount of the related provision.

No liability is recognised if an outflow of economic resources as a result of present obligation is not probable. Such situations are disclosed as contingent liabilities, unless the outflow of resources is remote in which case no liability is recognised.

j) Deferred income

The liability for deferred income is the unutilised amounts of grants received on the condition that specified services are delivered or conditions are fulfilled. The services are usually provided or the conditions usually fulfilled within twelve (12) months of receipt of the grant. Where the amount received is in respect of services to be provided over a period that exceeds twelve (12) months after the reporting date or the conditions will only be satisfied more than twelve (12) months after the reporting date, the liability is discounted and presented as non-current.

k) Employee benefits

Short-term employee benefits

Short-term employee benefits are benefits, other than termination benefits, that are expected to be settled wholly within twelve (12) months after the end of the period in which the employees render the related service. Examples of such benefits include wages and salaries, non-monetary benefits and accumulating sick leave. Short-term employee benefits are measured at the undiscounted amounts expected to be paid when the liabilities are settled.

Other long-term employee benefits

The Company's liabilities for annual leave and long service leave are included in other long-term benefits as they are not expected to be settled wholly within twelve (12) months after the end of the period in which the employees render the related service. They are measured at the present value of the expected future payments to be made to employees. The expected future payments incorporate anticipated future wage and salary levels, experience of employee departures and periods of service, and are discounted at rates determined by reference to market yields at the end of the reporting period on high quality corporate bonds that have maturity dates that approximate the timing of the estimated future cash outflows. Any re-measurements arising from experience adjustments and changes in assumptions are recognised in profit or loss in the periods in which the changes occur.

The Company presents employee benefit obligations as current liabilities in the statement of financial position if the Company does not have an unconditional right to defer settlement for at least twelve (12) months after the reporting period, irrespective of when the actual settlement is expected to take place.

l) Income tax

The Company is a public benevolent institution registered under the *Australian Charities and Not-for-profits Commission Act 2012* and is exempt from income tax under Division 50 of the *Income Tax Assessment Act 1997*.

m) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office ('ATO'). In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the statement of financial position are shown inclusive of GST.

Cash flows are presented in the statement of cash flows on a gross basis, except for the GST components of investing and financing activities, which are disclosed as operating cash flows.

n) Reserves

The general reserve is for future expenditure such as property development, property repairs and maintenance, IT projects, and other programs to achieve Wentworth's strategic objectives.

o) Significant management judgement in applying accounting policies

When preparing the financial statements, management undertakes a number of judgements, estimates and assumptions about the recognition and measurement of assets, liabilities, income and expenses.

Estimation uncertainty

Information about estimates and assumptions that have the most significant effect on recognition and measurement of assets, liabilities, income and expenses is provided below. Actual results may be substantially different.

Impairment

In assessing impairment, management estimates the recoverable amount of each asset or cash-generating units, based on expected future cash flows and uses an interest rate to discount them. Estimation uncertainty relates to assumptions about future operating results and the determination of a suitable discount rate.

Useful lives of depreciable assets

Management reviews its estimate of the useful lives of depreciable assets at each reporting date, based on the expected utility of the assets. Uncertainties in these estimates relate to technical obsolescence that may change the utility of certain software and IT equipment.

Long service leave

The liability for long service leave is recognised and measured at the present value of the estimated cash flows to be made in respect of all employees at the reporting date. In determining the present value of the liability, estimates of attrition rates and pay increases through promotion and inflation have been taken into account.

p) Correction of prior period adjustment

During the year the Company reviewed its tenant debtor repairs balances as a result of the transition of tenancy management systems. This resulted in the identification of tenant debtor amounts relating to prior years that required to be written off.

The prior period adjustment has been amended against opening balances as follows:

Statement of financial position (extract)	Previous 2018 amount	Adjustment	Restated 2018 amount
	\$	\$	\$
Assets			
Trade and other receivables (current asset)	1,546,654	(331,089)	1,215,565
Accumulated Funds			
Opening funds 1 July 2017	34,016,484	(331,089)	33,685,395
Closing funds 30 June 2018	35,520,342	(331,089)	35,189,253
Total Funds			
Opening Funds 1 July 2018	53,199,484	(331,089)	52,868,395
Closing Funds 30 June 2018	54,703,342	(331,089)	54,372,253

Note 2: Revenue	2019	2018
	\$	\$
Revenue from operating activities:		
Rental income and utilities received	25,899,815	26,782,271
Government funding and NRAS subsidies	6,543,761	5,976,679
Fundraising	25,143	34,938
Management fees	348,623	1,284,511
Insurance recoveries	23,149	5,400
Proceeds on sale of non-current assets	22,916	-
Other income	262,639	42,631
Interest revenue	432,926	404,302
	33,558,972	34,530,732

Note 3: Surplus from ordinary activities

Surplus from ordinary activities been determined after charging as expense:		
Depreciation	1,545,360	1,167,273
Loss on disposal of assets	-	-
Total employee benefits including, salaries, superannuation and provisions for entitlements, other remuneration expenses and benefits	8,611,927	8,649,008

Note 4: Tenancy and property management expenses

Bad and doubtful debts	1,030,829	688,935
Insurance	887,918	452,332
Property leases	6,536,318	7,941,434
Rates and utility charges	4,073,917	3,881,857
Repairs and maintenance	5,152,535	6,223,194
Return of unexpended funds	299,147	232,100
Sundry expenses	1,116,760	1,114,902
	19,097,424	20,534,754

Note 5: Other expenses

Office expenses	325,720	367,392
Program expenses	30,409	14,700
Office rental expenses	411,112	460,159
Professional and consultancy expenses	649,840	650,875
Sundry expenses	979,442	1,182,713
	2,396,523	2,675,839

Note 6: Cash and cash equivalents	2019	2018
	\$	\$
Cash at bank and on hand	97,510	797,989
Short term deposits	17,823,694	20,506,994

Note 7: Trade and other receivables

Sundry debtors and accrued income	475,776	434,145
Tenant arrears – rental	962,452	436,439
Tenant arrears – water	237,463	356,203
Tenant arrears – other	893,395	958,448
Allowance for credit losses	(1,445,904)	(969,670)
	1,123,182	1,215,565

Note 8: Other current assets

Prepayments	593,906	589,782
Net GST receivable/(payable)	127,064	(141,342)
Security bonds and deposits	73,734	73,734
	794,704	522,174

Note 9: Property, plant and equipment

	Land and Buildings	Leasehold Improve- ments	Office Furniture and Equipment	Motor Vehicles	WIP	Total
At cost	\$	\$	\$	\$	\$	\$
Balance as at 1 July 2017	38,175,049	330,723	324,938	274,329	-	39,105,039
Additions	3,200,305	161,700	479,276	252	-	3,841,533
Disposals	-	-	-	(10,784)	-	(10,784)
Depreciation	(900,245)	(127,682)	(47,869)	(91,476)	-	(1,167,272)
Balance as at 30 June 2018	40,475,109	364,741	756,345	172,321	-	41,768,516
Balance as at 1 July 2018	40,475,109	364,741	756,345	172,321	-	41,768,516
Additions	128,193	24,534	709,316	116,387	1,141,875	2,120,305
Disposals	-	-	-	(85,799)	-	(85,799)
Depreciation	(1,064,167)	(151,656)	(226,025)	(103,512)	-	(1,545,360)
Depreciation on disposals	-	-	-	67,496	-	67,496
Balance as at 30 June 2019	39,539,135	237,619	1,239,636	166,893	1,141,875	42,325,158

Note 10: Other non-current assets	2019	2018
	\$	\$
Security bonds and deposits	535,512	492,194
Financial assets – TCorp growth funds units – at Fair Value Through Profit and Loss	4,536,303	-
	5,071,815	492,194

Note 11: Trade and other payables

Current		
Trade creditors and accrued expenses	1,621,582	1,194,637
Rental income received in advance	1,185,747	1,179,450
Government subsidies and grants received in advance	4,200,247	4,271,422
Tenant bonds	108,438	88,994
Other payables	-	111,493
	7,116,014	6,845,996

Note 12: Borrowings

Current		
Bank loan (secured) – Westpac	310,000	310,000
	310,000	310,000
Non-current		
Bank loan (secured) – Westpac	2,755,000	3,065,000
	2,755,000	3,065,000

The bank loan is secured against the Company's land and buildings at Derby Street, Penrith and a deed of priority between the company, Westpac Banking Corporation and the Director-General of the NSW Department of Family and Community Services.

Note 13: Provisions

Current		
Employee entitlements	560,298	505,146
	560,298	505,146
Non-current		
Employee entitlements	214,760	205,037
	214,760	205,037

Note 14: Leasing commitments

Operating Lease Commitments

The Company's future minimum operating lease payments contracted for but not capitalised in the financial statements (exclusive of GST) are as follows:

	2019	2018
	\$	\$
Within one year	1,010,593	985,926
More than 1 year but not greater than 5 years	231,463	629,445
Greater than 5 years	-	-
Total operating lease commitments	1,242,056	1,615,371

The property lease commitments are non-cancellable operating leases within lease terms between one month and 12 months. Increases in lease commitments may occur in line with CPI or market rent reviews

Note 15: Reconciliation of cash flows from operating activities

Cash flows from operating activities		
Net operating surplus for the year	1,907,738	1,503,858
Non-cash items in operating surplus		
Depreciation	1,545,360	1,167,273
Movement in assets and liabilities		
Decrease/(Increase) in trade receivables and other current assets	(180,145)	2,207,497
(Increase)/decrease in other receivables and other non-current assets	(33,318)	(28,376)
(Decrease)/increase in trade and other payables	270,018	(594,436)
Increase/(Decrease) in provisions	64,876	39,621
Net cash (used in)/provided by operating activities	3,574,529	4,295,437

Note 16: Related party transactions	2019	2018
	\$	\$
Directors' remuneration		
Directors were paid honorariums as follows:		
Keith Bryant	3,375	8,258
Ken Gilbert	9,139	6,593
Cameron Lamb	6,189	4,950
Justin Doyle	2,025	-
Joseph Litwin	2,025	4,950
Brodie Druett	8,010	6,549
Aimee Lindfield	7,110	4,950
Amanda Anker	6,110	4,950
Dianne Jackson	6,110	4,950
Andrew Sweeney	6,110	3,825
	56,203	49,974
Key management personnel compensation		
Key management personnel of the Company are the Responsible Entities (Directors) and the executive management team. Key management personnel are those having authority for planning, directing and controlling the Company's activities, directly or indirectly.		
Total remuneration (excluding Directors' honorariums)	935,225	1,096,552
Other related party transactions		
Donations from Directors	19,133	22,329

Note 17: Contingent liabilities

There is a security deposit guarantee of \$45,684 held at year end. The company had no other contingent liabilities at 30 June 2019 (2018: nil).

Note 18: Capital commitments

As at 30 June 2019, nil (2018: nil).

Note 19: Events subsequent to reporting date

In October 2019 Wentworth Community Housing entered into a contract for the design and construction of 16 mirco-units at 42 Chapel St, St Mary' NSW. The contract price is \$2,669,998 with the funding sourced from Government Subsidies and Grants received in advance and held as current asset 'Cash and cash equivalents'. The contract duration is 35 weeks.

Note 20: Economic dependency

Wentworth Community Housing Limited receives funding with the Federal and State Government departments.

Any change in the policies of these Governments may impact on the Company's ability to achieve its principal objectives. At the date of this report, management has no reason to believe that this financial support will not continue.

Note 21: Information and declarations to be furnished under the Charitable Fundraising (NSW) Act 1991

	2019	2018
	\$	\$
Gross donations from fundraising appeals	25,143	34,938
Less: direct costs of fundraising appeals	-	(99)
Net surplus obtained from fundraising appeals	25,143	34,840

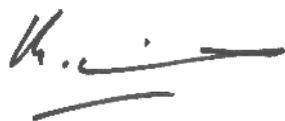
The net surplus is applied to the charitable purposes of the entity.

Responsible Entities' declaration

In the opinion of the Responsible Entities of Wentworth Community Housing Limited:

1. The financial statements and notes of Wentworth Community Housing Limited are in accordance with the requirements of the *Australian Charities and Not-for-profits Commission Act 2012*, including:
 - a. Giving a true and fair view of its financial position as at 30 June 2019 and of its performance for the financial year ended on that date; and
 - b. Complying with Australian Accounting Standards – Reduced Disclosure Requirements and the Australian Charities and Not-for-profits Commission Regulation 2013, and
2. There are reasonable grounds to believe that Wentworth Community Housing Limited will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of the Responsible Entities of the Company:



Ken Gilbert
Director



Aimee Lindfield
Director

Dated the 18th day of October 2019

Principal Officer's declaration

I, Stephen McIntyre, Principal Officer of Wentworth Community Housing Limited declare that in my opinion:

1. the income statement of Wentworth Community Housing Limited for the year ended 30 June 2019 gives a true and fair view of all income and expenditure of the organisation with respect to fundraising appeals:
2. the balance sheet of Wentworth Community Housing Limited for as at 30 June 2019 gives a true and fair view of the state of affairs of the organisation with respect to fundraising appeals conducted by the organisation;
3. the provisions of the *Charitable Fundraising Act (NSW) 1991*, the Regulations under that Act and the conditions attached to the Charitable Fundraising Authority have been complied with by the organisation; and
4. the internal controls exercised by Wentworth Community Housing Limited are appropriate and effective in accounting for all income received and applied by the organisation from any of its fundraising appeals.



Stephen McIntyre
CEO and Principal Officer

Dated the 18th day of October 2019



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Independent Auditor's Report

To the Members of Wentworth Community Housing Limited

Report on the audit of the financial report

Opinion

We have audited the financial report of Wentworth Community Housing Limited (the "Registered Entity") which comprises the statement of financial position as at 30 June 2019, the statement of profit or loss and other comprehensive income, statement of changes in funds and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and the Responsible Entities' declaration.

In our opinion, the financial report of Wentworth Community Housing Limited has been prepared in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012* ("ACNC Act"), including:

1. giving a true and fair view of the Registered Entity's financial position as at 30 June 2019 and of its financial performance for the year then ended; and
2. complying with Australian Accounting Standards and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2013*.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Registered Entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

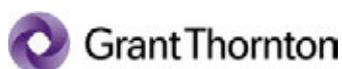
We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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Responsibilities of the Responsible Entities for the financial report

The Responsible Entities of the Registered Entity are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the ACNC Act and the Charitable Fundraising Act 1991 (NSW), and for such internal control as the Responsible Entities determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Responsible Entities are responsible for assessing the Registered Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Responsible Entities either intend to liquidate the Registered Entity or to cease operations, or have no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Registered Entity's financial reporting process.

Auditor's responsibilities for the audit of the financial report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Registered Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Responsible Entities.
- Conclude on the appropriateness of the Responsible Entities' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Registered Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Registered Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.



We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

A handwritten signature in blue ink that reads 'Grant Thornton'.

Grant Thornton Audit Pty Ltd
Chartered Accountants

A handwritten signature in blue ink that reads 'James Winter'.

James Winter
Partner – Audit & Assurance
Sydney, 18 October 2019

▶ Acknowledgements

Wentworth relies on financial and in-kind support from many valued corporate partners, businesses and individual donors.

We are grateful for the support we have received from the following organisations and individuals this year.

Corporate donors and supporters

- Creative Planning Solutions
- Impact Group
- James N Kirby Foundation
- Maddocks
- Taysols

Government supporters

- Blue Mountains City Council
- Hawkesbury City Council
- Penrith City Council

Wentworth would like to thank the NSW Department of Family and Community Services and NSW Department of Industry for their continued contribution to our activities.

Individual donors

We are grateful for the support we received from generous individual donors who made a significant contribution to our fundraising.

Our thanks go to:

- Amanda Anker
- Keith Bryant
- Justin Doyle
- Brodie Druett
- Ken Gilbert
- Dianne Jackson
- L Keady
- Aimee Lindfield
- Joseph Litwin
- Kyle McGarrigle
- Stephen McIntyre
- Pik Wong

Head Office

Penrith

Borec House, Suite 1002, Level 1
29-57 Station Street, Penrith 2750
PO Box 4303, Penrith Westfield 2750
P (02) 4777 8000
F (02) 4777 8099
E admin@wentworth.org.au

Opening hours

8:30am-4:30pm Monday, Tuesday, Thursday, Friday
1:00pm-4:30pm Wednesday

Branches

Hawkesbury

409A George Street, South Windsor
P (02) 4777 8000

Opening Hours

8:30am-4:30pm Monday, Tuesday, Thursday, Friday (closed Wednesday)

Blue Mountains

Level 2, 98 Bathurst Road, Katoomba
P (02) 4777 8000

Opening Hours

8.30am-4:30pm Monday, Tuesday, Thursday, Friday (closed Wednesday)

Out of hours emergency maintenance line 1300 761 315

Wentworth Community Housing Limited

wentworth.org.au

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