

# STRATEGIC PLAN 2016–2019

---

Housing. Supporting. Connecting.



# Our Foreword



Wentworth Community Housing is committed to shaping its own future and priorities. We have a strong Board of Directors and executive team who all share a commitment to our social purpose and to doing what it takes to enable Wentworth to meet that purpose.

We are concerned by the extreme shortage of affordable housing in Western Sydney. Every day we see the negative impact this has on people's lives, particularly the most vulnerable. Increased housing prices have pushed rents to new highs and put more people into higher levels of housing stress. Rents in outer Western Sydney have risen by about 30% in the last five years and show little sign of abating.

The New South Wales and Commonwealth Governments have a critical role to play. We think collaboration with government is critical to address these challenging problems. Together we are committed to improving personal outcomes for those already in social housing. We are committed to maintaining the quality of that housing, increasing housing supply, and creating pathways to housing for those people who are homeless.

During the first half of 2016 we established a ten-year strategic directions framework that set out our strategic intent and provided clear guidance for what we will do, and why we will do it.

**This Strategic Plan aligns with and supports our strategic directions framework. It sets out our objectives and priority actions for the next three years.**

The Plan positions us for another strong period of growth by focusing on client needs, maintaining and expanding our strong network of local relationships, encouraging innovation in our service provision and ensuring the ongoing development of our internal capability.

We are excited about the future of the community housing sector, and the role that Wentworth Community Housing will play in providing essential housing and homelessness services to the vulnerable populations of Western Sydney. We are clear on what we want to do. This Plan sets out how we will achieve it.

**Keith Bryant**  
Chairperson

**Stephen McIntyre**  
Chief Executive Officer

# 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 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.

# Our Objectives

## Objective 1: Provide the services that our clients require to access housing, support our tenants to sustain their housing and improve the customer experience

How we'll achieve this	Measure of success
<p>We will continue to deliver quality services and work with other organisations to connect people with the support they need to sustain their tenancies and increase independence.</p> <p><b>During 2016-19 our priority focus is to:</b></p> <ul style="list-style-type: none"> <li>1.1 Improve the integration of our services to create a more seamless customer experience</li> <li>1.2 Strengthen our customer focus through enhanced communication products, processes and practice</li> <li>1.3 Implement staff development and other initiatives to enhance customer service</li> </ul>	<ul style="list-style-type: none"> <li>› Increased proportion of tenants who say they are overall satisfied in the post client service visit survey</li> <li>› Increased tenant satisfaction with the overall standard of Wentworth services</li> </ul>

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

How we'll achieve this	Measure of success
<p>We will continue to develop, implement and partner on initiatives that enable tenants to transition out of subsidised housing and live more independently.</p> <p><b>During 2016-19 our priority focus is to:</b></p> <ul style="list-style-type: none"> <li>2.1 Develop a training and employment strategy and related programs</li> <li>2.2 Establish formal partnerships with employment and training providers</li> </ul>	<ul style="list-style-type: none"> <li>› Increased number of tenants linked to employment</li> <li>› Increased proportion of tenants who exit social housing to private rental and home ownership</li> </ul>

## Objective 3: Collaborate with partner organisations to build self-sustaining community leadership and promote participation

How we'll achieve this	Measure of success
<p>We will continue to engage our tenants and partner agencies to be actively involved in long-term community development and estates renewal to create safe and livable communities where people can thrive.</p> <p><b>During 2016-19 our priority focus is to:</b></p> <ul style="list-style-type: none"> <li>3.1 Develop and implement a tenant engagement framework aimed at increasing leadership and engagement of tenants</li> <li>3.2 Develop and implement community building plans for priority locations</li> </ul>	<ul style="list-style-type: none"> <li>› Increased level of tenant satisfaction with the way Wentworth involves them</li> <li>› Number of tenants engaged in community development activities in or about priority communities</li> </ul>

## Objective 4: Increase the supply of social and affordable housing

How we'll achieve this	Measure of success
<p>We will continue to develop our own properties and advocate for better policies and more funding to increase social and affordable housing supply.</p> <p><b>During 2016-19 our priority focus is to:</b></p> <p>4.1 Strengthen our internal commercial development capacity and capability</p> <p>4.2 Identify funding and partnership opportunities to increase the number of social and affordable housing properties owned by Wentworth</p> <p>4.3 Initiate and develop a pipeline of property development projects</p>	<ul style="list-style-type: none"><li>› Number of property development projects commenced</li><li>› Increased number of social and affordable housing dwellings we own</li></ul>

## Objective 5: Broaden the range of housing models and products we use

How we'll achieve this	Measure of success
<p>We will build on and expand our current products and services to assist people in need through private rental and other innovative housing models and solutions.</p> <p><b>During 2016-19 our priority focus is to:</b></p> <p>5.1 Develop and implement a Nepean Youth Foyer model with education as its primary offer</p> <p>5.2 Expand products, services and partnerships that help people access and sustain private housing</p> <p>5.3 Explore opportunities for innovative housing models, including those arising from the NDIS</p>	<ul style="list-style-type: none"><li>› Number of new housing models and products developed and implemented by Wentworth</li><li>› Proportion of clients assisted with alternative housing options (other than social housing)</li></ul>

## Objective 6: Expand the portfolio of properties we manage

How we'll achieve this	Measure of success
<p>We will continue to adapt to meet the opportunities and needs of a growing property portfolio.</p> <p><b>During 2016-19 our priority focus is to:</b></p> <p>6.1 Review and enhance our readiness for future property transfer opportunities</p> <p>6.2 Compete for and implement large scale property transfers through the NSW Government's Social Housing Strategy</p> <p>6.3 Identify opportunities for partnering with other organisations willing to outsource property management to Wentworth</p>	<ul style="list-style-type: none"><li>› Increased number of properties under Wentworth management</li><li>› Increased number of partnerships where Wentworth provides property management services</li></ul>

## Objective 7: Manage and maintain properties at appropriate standards

How we'll achieve this	Measure of success
<p>We will continue to manage our property portfolio to improve, renew and maintain our housing stock.</p> <p><b>During 2016-19 our priority focus is to:</b></p> <p>7.1 Implement a new maintenance contract with a strong audit and compliance framework to improve business efficiency and tenant satisfaction</p> <p>7.2 Strengthen our capacity to maintain a growing and more diverse portfolio of properties</p>	<ul style="list-style-type: none"><li>› Proportion of properties maintained to required standard</li><li>› Increased tenant satisfaction with repairs and maintenance</li><li>› Increased proportion of planned maintenance expenditure and reduction in responsive maintenance</li></ul>

## Objective 8: Assist people at risk and in crisis to access immediate accommodation and link people to long term housing solutions

How we'll achieve this	Measure of success
<p>We will continue to be a lead agency and partner in quality homelessness support and accommodation services. We will consolidate and continue to improve the homelessness services we have established over the past 2 years.</p> <p><b>During 2016-19 our priority focus is to:</b></p> <p>8.1 Strengthen existing partnerships, build new relationships and explore innovative approaches to meet immediate housing needs</p> <p>8.2 Implement a quality assurance and monitoring system to ensure our homelessness services continue to improve and deliver quality outcomes</p> <p>8.3 Trial the use of the Vulnerability Index – SPDAT (Service Prioritisation Decision Assessment Tool) to prioritise assistance</p> <p>8.4 Develop and deliver a trauma informed practice framework within Wentworth homelessness services</p>	<ul style="list-style-type: none"><li>› Increased proportion of clients at risk assisted before they become homeless</li><li>› Increased proportion of people experiencing primary homelessness who access immediate accommodation</li><li>› Increased proportion of our clients who access and sustain long term secure housing</li></ul>

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

How we'll achieve this	Measure of success
<p>We will continue to be a partner and lead agency in the prevention of homelessness. We will continue to play a lead role in the homelessness service system.</p> <p><b>During 2016-19 our priority focus is to:</b></p> <p>9.1 Mobilise community and business support towards ending homelessness through the Heading Home – Ending Homelessness Here project.</p> <p>9.2 Review and strengthen our engagement with real estate agents and other agencies in the delivery of prevention and rapid rehousing services</p>	<ul style="list-style-type: none"><li>› Proportion of clients housed who were identified through the Heading Home project</li><li>› Increased proportion of homeless clients who are rehoused in private rental</li></ul>

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

How we'll achieve this	Measure of success
<p>We will continue to work with government, not-for-profit and corporate partners to build our capacity and profile as an innovative best practice organisation delivering quality outcomes.</p> <p><b>During 2016-19 our priority focus is to:</b></p> <p>10.1 Develop and implement a communications strategy to help us build broader relationships and promote the work we do</p> <p>10.2 Develop and implement a fundraising strategy so more people can contribute to our work</p>	<ul style="list-style-type: none"><li>› Increased traditional and social media activity</li><li>› Increased number and value of Wentworth financial and pro-bono contributors</li><li>› Number of awards entered by Wentworth where it is selected as a finalist</li></ul>

## Objective 11: Build a high performance culture, develop the capabilities of our staff and invest in technology

How we'll achieve this	Measure of success
<p>We will continue to strengthen our staff capabilities, business systems, processes and technology. We will also continue to engage staff and monitor and support their performance.</p> <p><b>During 2016-19 our priority focus is to:</b></p> <p>11.1 Develop and implement a 3-year IT Strategy</p> <p>11.2 Design and implement a capability framework to ensure we attract, recruit, engage, retain and develop our staff</p> <p>11.3 Strengthen and maintain a constructive culture that promotes innovation and brings integrity to our values and goals</p>	<ul style="list-style-type: none"><li>› Reduction in unplanned absences</li><li>› Increased level of overall staff engagement and job satisfaction</li><li>› IT Strategy projects are delivered to time, cost and quality</li></ul>

## Objective 12: Operate in a commercially astute and financially sustainable way

How we'll achieve this	Measure of success
<p>We will continue to focus on the effective management of our operations to maximise the rental income and cost-effectiveness of our services.</p> <p><b>During 2016-19 our priority focus is to:</b></p> <p>12.1 Ensure a consistent business discipline in housing operations and management</p> <p>12.2 Strengthen our financial capability to support commercially astute decisions and performance</p> <p>12.3 Develop an Investment Strategy for Wentworth's financial assets</p>	<ul style="list-style-type: none"><li>› Maintaining operational profitability at a sustainable level</li><li>› Return on assets in line with investment strategy</li><li>› Increased externally generated revenue from non-traditional sources</li></ul>

# Delivering on our Plan

Everyone at Wentworth will contribute to achieving this plan.

We have a system to align, cascade, implement and review our progress against our 3-year strategy which includes:

- › Establishing definitions and targets for each of our measures of success
- › Developing annual business plans that provide a focus on annual priorities and targets
- › Aligning the budgeting process to ensure resources are directed towards our strategic priorities
- › Allocating lead responsibility for each strategic priority and target to a senior Wentworth manager
- › Implementing a strong governance and reporting regime including a quarterly business review to track performance against the objectives, priorities and measures in the plan
- › Cascading the strategic and business plans to individual performance plans

This will enable the Board and executive team to:

- › Regularly measure our effectiveness in meeting our objectives
- › Respond to change to ensure we stay on course to achieve or exceed our objectives
- › Demonstrate integrity and promote public accountability for actions taken

We will strengthen our data collection and client outcome monitoring to ensure we have a strong evidence base for planning and evaluation.

We will report publicly on our achievements through the Wentworth Community Housing annual report.

We look forward to working with our clients, communities and partners to make our intent and objectives a reality.

**Wentworth Community Housing Limited**

ABN 50 003 076 337

Borec House, Suite 1002,  
Level 1, 29–57 Station Street, Penrith NSW 2750  
PO Box 4303, Penrith Westfield NSW 2750

Tel 4777 8000 Fax 4777 8099  
Email [admin@wentworth.org.au](mailto:admin@wentworth.org.au)

[www.wentworth.org.au](http://www.wentworth.org.au)