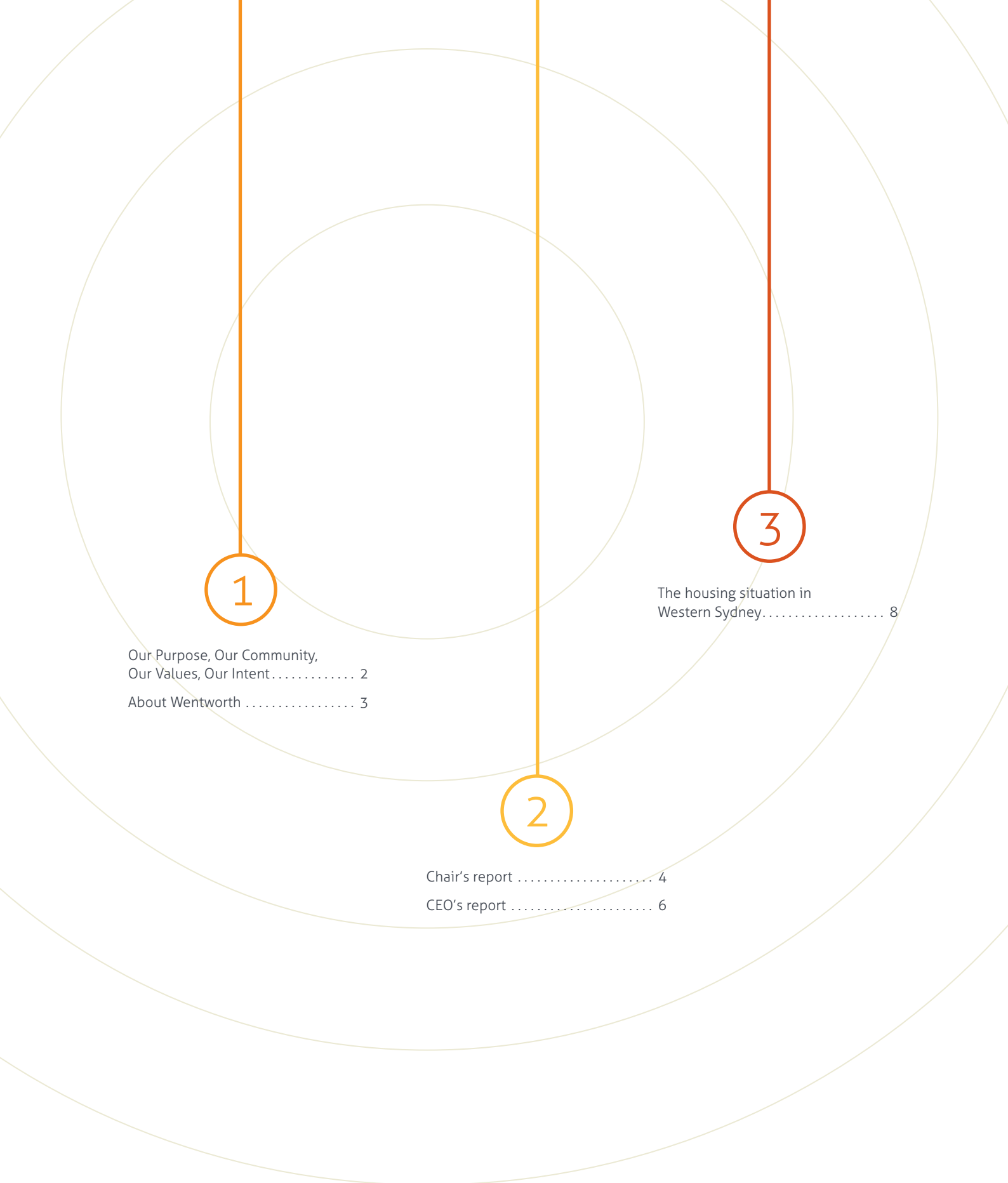


**COMMITTED TO
WESTERN SYDNEY**

Wentworth Community Housing Annual Report 2017



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.

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Our Purpose, Our Community, Our Values, Our Intent

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.

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 in our three-year strategic plan to deliver outcomes in education and employment for our tenants, opening up more opportunities for clients 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. Currently, 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, the 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 very low and 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 referral services through working with non-government and government services to help people access the services and supports they need.

Affiliations and Accreditations

- Tier 1 Accreditation with the National Regulatory System for Community Housing.
- Member of the NSW Federation of Housing Associations, Community Housing Industry Association, Powerhousing Australia and the Australasian Housing Institute.
- Member of BlueCHP (a special purpose affordable housing development company).



Chair's report

In the coming decades, Western Sydney will support significantly more people, homes and jobs. With such unprecedented amounts of growth and change forecast, it is an exciting — and challenging — time to be involved with Wentworth, the housing sector and the communities of Western Sydney.

Housing policy

In the 2017–18 Federal Budget, the Australian Government announced the formation of the National Housing Finance and Investment Corporation (NHFIC) to operate an affordable housing bond aggregator. The goal of the aggregator is to provide money at lower interest rates and over longer terms to Community Housing Providers, like Wentworth, so we can finance property developments that will address the shortage of affordable housing.

There is no doubt this policy is a positive boost for Community Housing Providers. On its own, however, lower cost financing is not sufficient to deliver affordable housing at scale, particularly within Australia's major capital cities. Several other issues must also be addressed.

One such issue is the cost of urban land. At the root of this is Australia's very unusual settlement pattern. A remarkably large percentage of our population growth over the last 150 years has gravitated to our five major cities. This trend has become more pronounced in the last 25 years, as modern populations choose the considerably better job variety and prospects, health and education services and entertainment and leisure activities that are available in large cities.

As a consequence, Australia is unique in having very few cities with populations between 400,000 and 1 million inhabitants which meet these needs. Instead we have five cities with populations greater than 1 million inhabitants. These five cities house 60% of the nation's population, with the remainder settled mostly in small towns of less than 50,000 people.

This congregation of people in large cities has and continues to impact the cost of land. Even on the outer urban fringe of Australia's major capital cities the price of small blocks of vacant land, intended for housing, has reached a level which alone creates a near impossible starting point for the provision of housing which could be deemed affordable. The high cost of land must be addressed if Community Housing Providers are to be successful in providing affordable housing solutions.

Affordable housing benchmarks

The term 'affordable housing' in itself is another hurdle to overcome. It has developed a looseness in public commentary that unfortunately serves to obscure the nature of the problem and limit an accurate description of what policy objective is to be set and measured against.

'Affordable housing' should mean that the cost of housing, whether as tenants or owners, is affordable relative to the householder or householder family's income. For tenancing arrangements, the benchmark for affordable housing is usually set so rents are no more than 25-30% of household income. For new home ownership, a home's purchase value should be no more than four times the gross household income.

From a policy point of view, these benchmarks are most relevant for low income households, i.e. those in the lowest two quintiles, or the 'bottom' 40% by income — and are not just arbitrary or nice-to-have measures. It is widely evidenced that for low income groups, the 30% rental benchmark allows for the most significant single item in their budgets (their housing costs) to be contained and for the modest remainder to be available for other life and household needs.

Without this modest remainder, individuals and low income families don't adequately participate in schools or community activities, let alone training or employment. They become more consistently ill and dependent on the welfare and health systems. There is evidence that where there is uncertainty of affordable housing, particularly amongst older Australians, mental health problems emerge with resultant additional costs on our health system. A further and significantly more serious outcome is that these individuals and families become homeless. At this point, the financial and human costs to the community and our Governments escalate very quickly.

Currently, the cost of housing rentals in Australia's five major capital cities exceeds 30% of income for a significant proportion of the two lowest income quintiles. Similarly, the capital cost of housing in low value areas, mostly outer urban and within those five cities, is also substantially greater than four times the median gross household income.

At Wentworth we know that dealing with homelessness early, either before stable long-term housing is lost or immediately after the first occurrence, is optimal. But when there is a dramatic shortage of affordable housing, the challenge of ending homelessness becomes insurmountable. It should be clear that housing affordability has an acute effect on the levels of homelessness in our communities.

We fully support innovative Government policies and programs that are set out to meet affordable housing benchmarks. We applaud the NHFIC but think all three levels of Government can do more to deal with the high cost of urban land. As a Community Housing Provider, we acknowledge that we too can play an important role in innovation. We can work harder on construction costs. We are experimenting with the 'tiny homes' concept to see how we can win community acceptance for smaller (and therefore more affordable) housing. We are also working in communities to end homelessness and provide people with the services they need to rebuild their lives.

Thank you

It is my pleasure once again to thank my fellow Board Directors, our CEO, Stephen McIntyre, the Senior Leadership Team, and all the staff at Wentworth for their contributions throughout the year.

I would like to particularly acknowledge the contribution of Ron Coskerie, who retired from the Board at the 2016 Annual Meeting. Ron played an integral part in developing our Board culture over the last four years whereby we set high professional standards and challenge one another, respectfully, when we are not meeting them.

Our CEO has been with us for two years and the Board is delighted with his leadership. As I indicated last year, it is a privilege to serve as the Chair of Wentworth at such an important time in our history.



Keith Bryant
Chair



CEO's report

This financial year has been marked by several exciting activities, including Wentworth's 20th anniversary in October 2016.

While our organisation today differs in structure and size from the one formed 20 years ago, we remain entirely committed to addressing the housing needs of people living in Western Sydney – and evolving our organisation in order to achieve this.

This year our priorities were guided by our Strategic Plan 2016–19 and our strong focus on strengthening foundations which will drive improved client service and organisational efficiencies in future years. We also continued to develop and maintain strong partnerships and relationships with local stakeholders, reinforcing our clear commitment to Western Sydney.

Housing affordability continues to be a major issue in Western Sydney, with house prices and rents continuing to climb. Consequently, demand for our housing services has remained strong. The need for our homelessness services increased significantly compared to the previous year; a concerning trend being seen across Sydney and undoubtedly linked to the lack of affordable housing options.

In July 2017, 135 properties were transferred to Wentworth from the Department of Family and Community Services for management purposes via tranche 1 of the NSW Government's Social Housing Management Transfer program. The total number of properties we manage is now over 2,300.

Tackling homelessness

Our project, Heading Home - Ending Homelessness Here was a major focus for the year. Working closely with other specialist homelessness services, real estate agents, the business community, state and local government and community service organisations, we led and coordinated the first stage of this ambitious project to end chronic homelessness in the Nepean Blue Mountains. During a Registry Week held in November 2016, 91 individuals and families were interviewed to assess their housing and support needs, and by the end of June 2017, 29 people had been housed. Through community engagement we also identified tiny homes and secondary dwellings as innovative ways to provide future housing solutions.

We are delighted that Heading Home has been recognised for its excellence in community partnerships and community engagement by winning both a Western Sydney Zest Award and an Australasian Housing Institute (NSW) Award.

Improving our services

During the year the Senior Leadership Team was restructured to provide stronger alignment with our strategic priorities. A General Manager was appointed to focus on improving and better integrating our client services and strengthening our commitment to sustainable communities. We also created a team to focus on the development and implementation of housing solutions and introduced initiatives to enhance our commercial capability and strategic communications.

The renovation and expansion of our Penrith office, completed in November 2016, provided a more spacious and welcoming reception area for our clients, additional interview and meeting rooms and improved the working conditions for staff.

Increasing housing supply

A clear priority in our Strategic Plan is to increase the supply of social and affordable housing in Western Sydney. To better understand the need for housing assistance, we completed studies of the Penrith, Blue Mountains and Hawkesbury Local Government Areas. The insights from these studies will inform future housing solutions and property development projects.

In May this year we completed our affordable housing complex of seven townhouses and three secondary dwellings at Caddies Boulevard, Rouse Hill. In addition, construction of our 49-unit development at St Marys progressed according to schedule and is due for completion in late 2017.

Local community initiatives

We continued to work closely with local communities and our tenants to promote participation in the design and implementation of local initiatives. Planning and design of the Our Place, Our Gathering Space at Cranebrook involved several consultation activities with local residents. The project was completed in September 2017. In a similar way, we consulted with residents in our Darley Street complex at Katoomba, as part of a project to upgrade and enhance the amenity of common areas and encourage ongoing interest in the care and use of the space.

With about 11% of our tenants being from an Aboriginal and Torres Strait Islander background, we are committed to strengthening our connections with Aboriginal communities. During the year we sponsored and attended a number of Aboriginal-focussed events and activities in our local communities.

Strengthening our organisation

We continued to find ways to strengthen our organisational capacity. Significant effort has been invested in the implementation of our Information Communications and Technology (ICT) Strategy to improve customer service, financial management and operational efficiency.

We also enhanced our governance by developing and implementing a comprehensive new Risk Management Framework and introducing an Internal Audit Program to review and assess the effectiveness of our internal policies, processes and internal controls.

Our partners and supporters

During the year we received tremendous support for the Heading Home project, including funding of \$50,000 from the Mercy Foundation and a generous donation of \$10,200 from Upper Blue Mountains Sunrise Rotary. We also appreciated the ongoing support of law firm Henry Davis York, which provided valuable pro-bono legal services across a range of practice areas during the year.

Financial performance

We achieved another 12 months of strong financial performance. The operating surplus for the year of \$2.74 million (2016: \$5.61 million) was very positive, given the increased investment in staff and other resources. With reserves of \$19.18 million unchanged from the previous year, Wentworth has a significant financial base to ensure its long-term viability. This solid financial position will also support continued investment in new housing stock to meet demand and the implementation of initiatives to support our work in preventing and reducing homelessness and building sustainable communities.

Looking ahead

Our priorities are guided by our commitment to clients and our goal to continually improve the services we deliver. The next year will see an upgrade to our IT infrastructure, completion of the implementation of our new housing management system, and installation of an integrated call centre. Together with a conveniently located new office at Katoomba, these initiatives will underpin a better client experience.

We will continue to explore innovative housing solutions and develop a pipeline of potential property development projects. Importantly, we will also commence development of an Aboriginal Housing Strategy to provide clarity around how we intend to work with local Aboriginal communities and more effectively support our Aboriginal tenants.

Externally we will continue to develop strategic relationships and promote opportunities that advance our commitment to Western Sydney. Internally, we will increase our efforts to shape a culture that supports our values and achievement of our strategic objectives.

Finally, I would like to thank our staff for their fabulous contribution, and the Board of Directors for their support and guidance, throughout the year.



Stephen McIntyre
CEO

The housing situation in Western Sydney

The growth of Western Sydney is continuing at a rapid pace. The shortage of affordable housing, coupled with rising rental prices, is placing more people than ever before in housing stress. Wentworth is committed to finding solutions to the housing crisis in Western Sydney.

Our analysis

This year we completed studies into the three Local Government Areas (LGAs) where Wentworth has its strongest presence – Penrith, the Blue Mountains and the Hawkesbury. We did this to start to develop a deeper understanding of the current and future demographics of each area, and identify potential future housing needs.

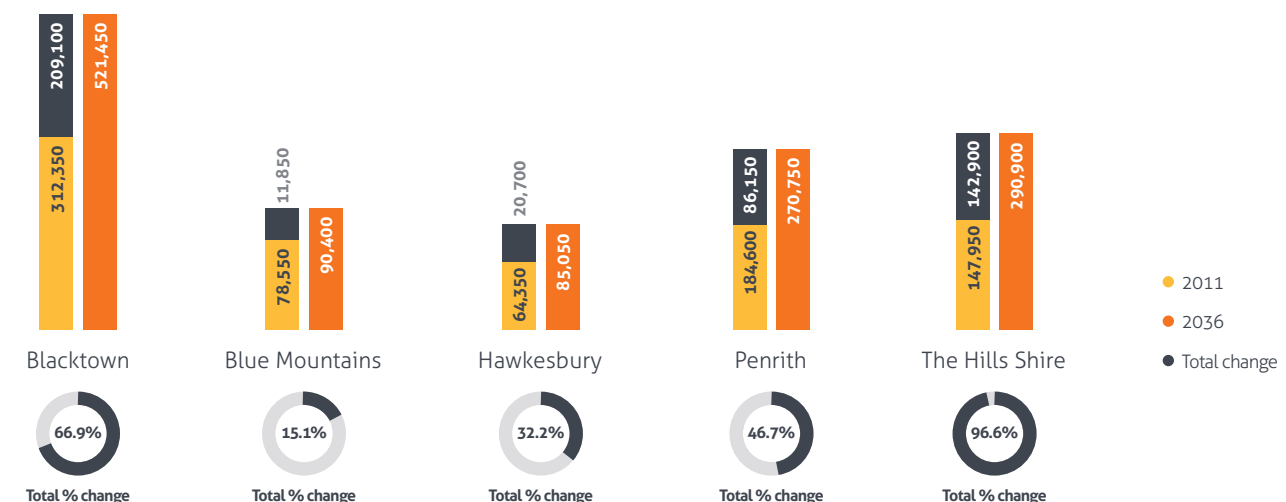
Our key findings were:

- Local private rental markets continue to tighten, and the proportion of very low to moderate income earners in housing stress continues to rise.
- Projected population growth from 2011 to 2036 is forecast at as high as 47% for Penrith.
- There is an implied dwelling requirement of 54,800 new homes across the three LGAs by 2036 to meet the corresponding demand, and a high demand for affordable housing.

- An ageing population brings with it predominance of couple-only households, older single persons and retirees. The 60+ age groups are the fastest growing.
- Average household sizes are projected to drop, yet there is a significant shortage of 1-bedroom properties or smaller.
- There are high rates of young people in out-of-home care. This means there needs to be more local and accessible education, training and employment opportunities linked to housing.
- In some LGAs, there are high rates of domestic and family violence, leading to homelessness. Consideration needs to be given to rapid rehousing options and solutions to homelessness.
- Over the last five years, rents across the Western Sydney communities we service have increased between 17% and 23%, putting increased rental stress on individuals and families, particularly those on low and moderate incomes.

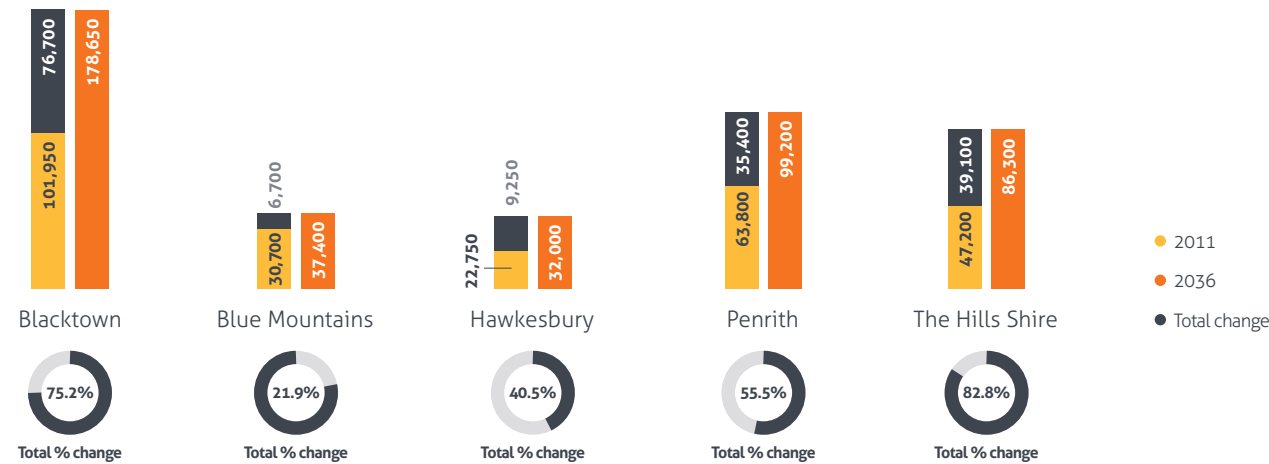
These findings are shaping Wentworth's work in developing housing solutions, services and projects that will meet the needs of people living in Western Sydney now and in the future.

Total population projections 2036



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

Total household projections 2036

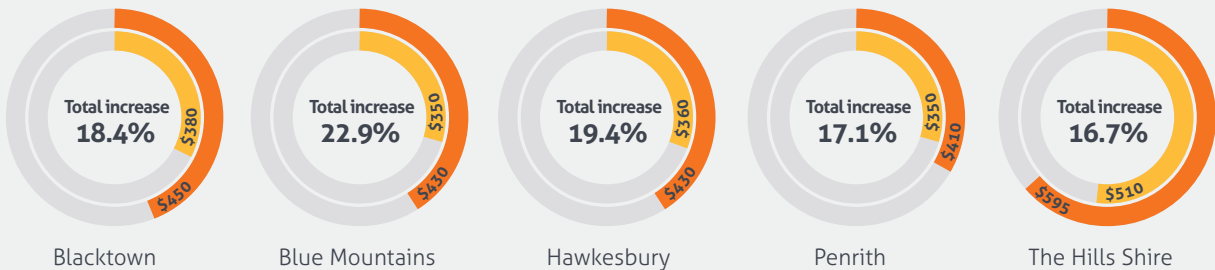


Source: New South Wales and Local Government Area Household, and Implied Dwelling Projections: 2016 Final; NSW Department of Planning and Environment.

Market rental affordability

Median rent changes 2012–2017 (all dwellings and all bedrooms) \$/week

2012 2017

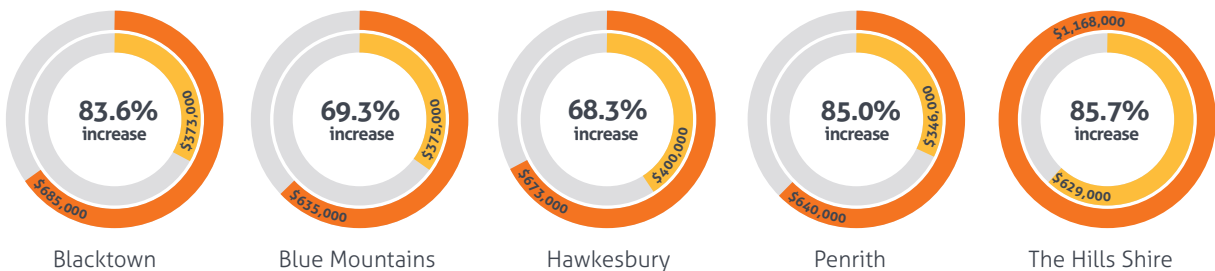


Source: Rent and Sales Report March Quarter 2017; Department of Family and Community Services, Housing NSW.

Home purchase affordability

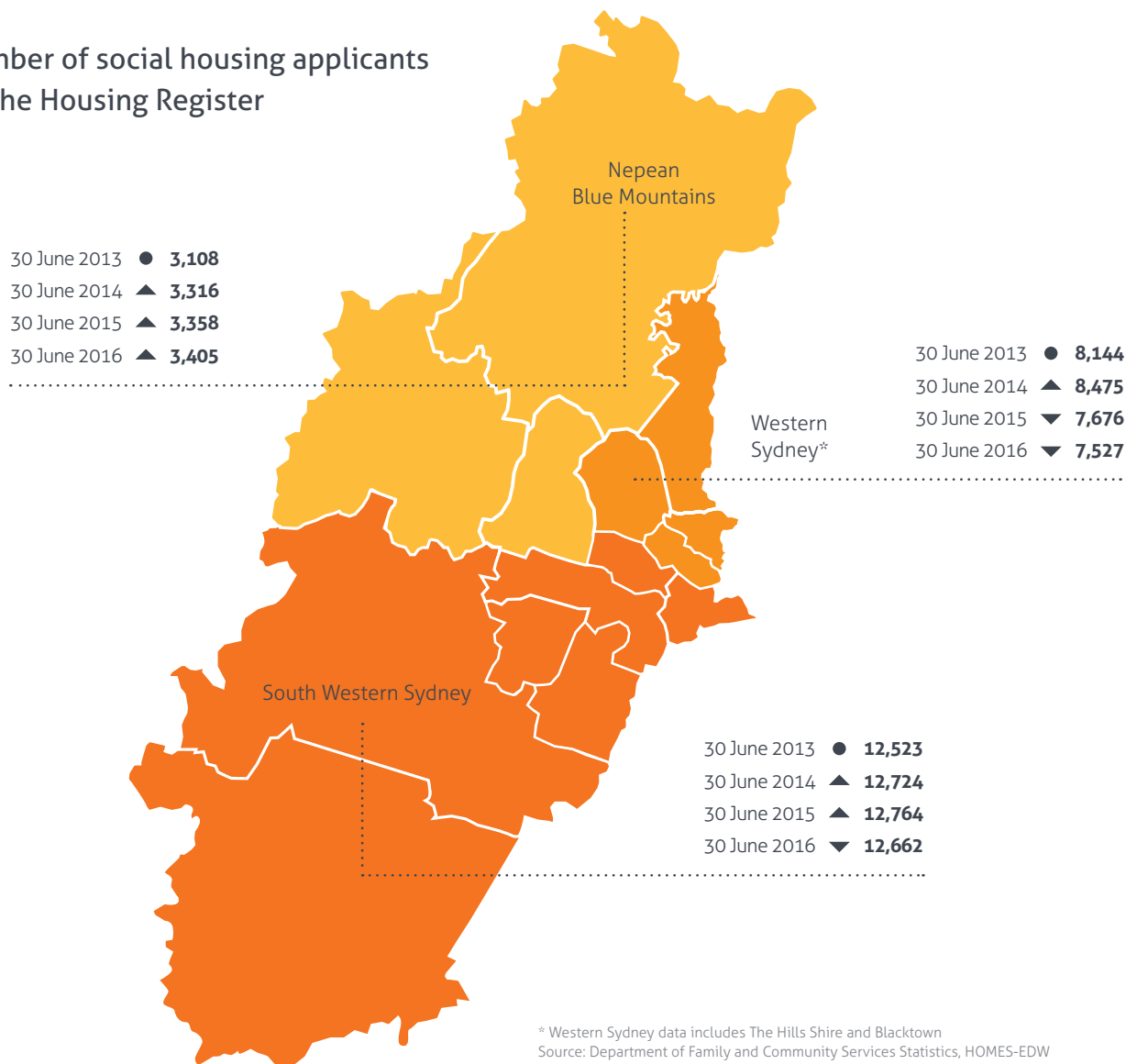
Median sale price 2011–2016 (all dwellings and all bedrooms)

2011 2016



Source: Rent and Sales Report December Quarter 2016; Department of Family and Community Services, Housing NSW.

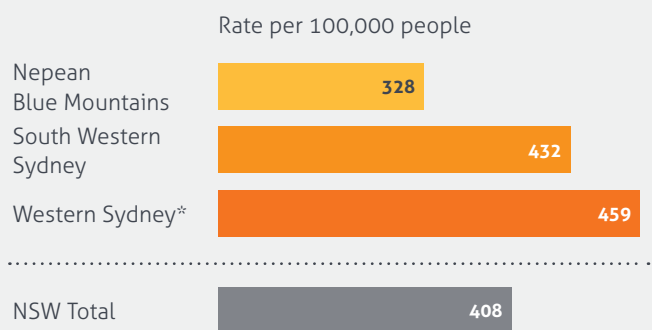
Number of social housing applicants on the Housing Register



Rate of Homelessness

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.



* Western Sydney data includes The Hills Shire and Blacktown
Source: Department of Family and Community Services, District Profiles based on 2011 ABS Census.

Newly completed affordable housing
in Rouse Hill, The Hills Shire.

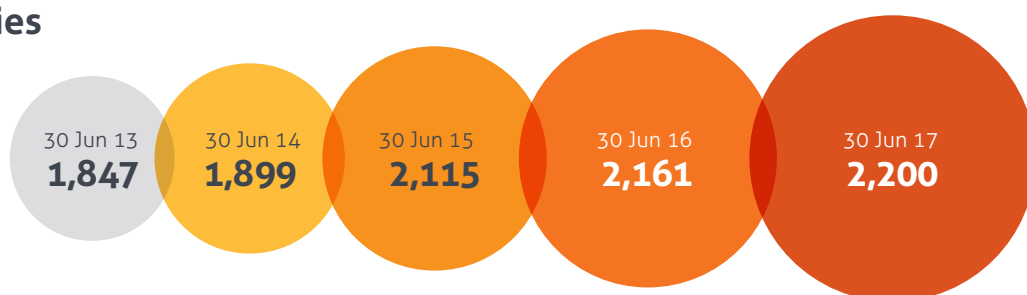


Wentworth in 2016–17

2,200  properties | **4,392**  people provided with a home | **994** clients supported through our homelessness services

Our properties

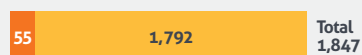
Number of properties



Properties by management type

● Affordable ● Social

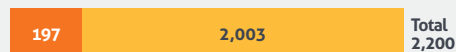
2012-13



Total
1,847



2016-17



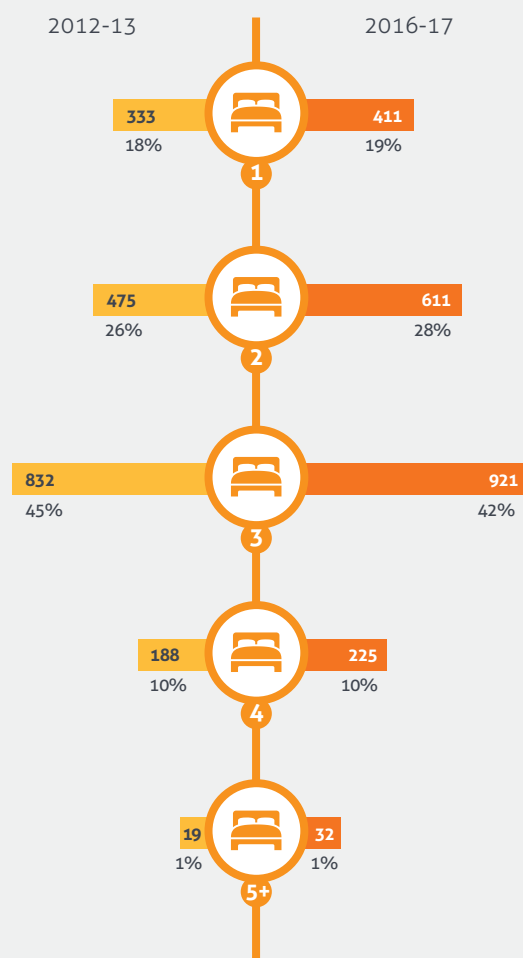
Total
2,200



Property types by bedrooms

2012-13

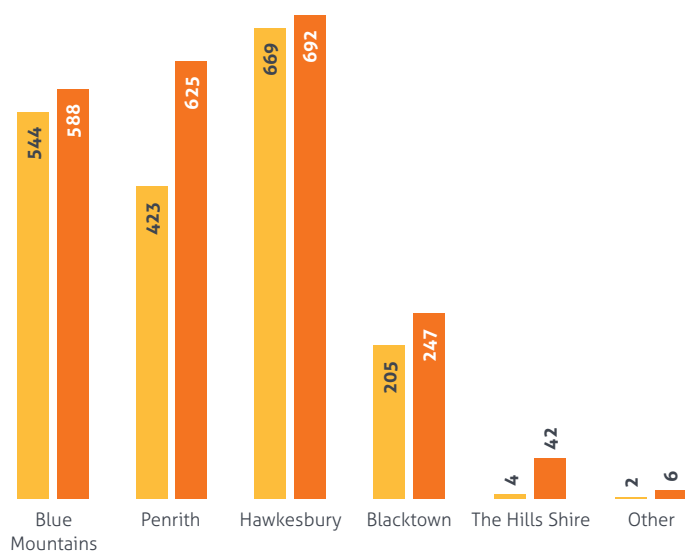
2016-17



Our reach

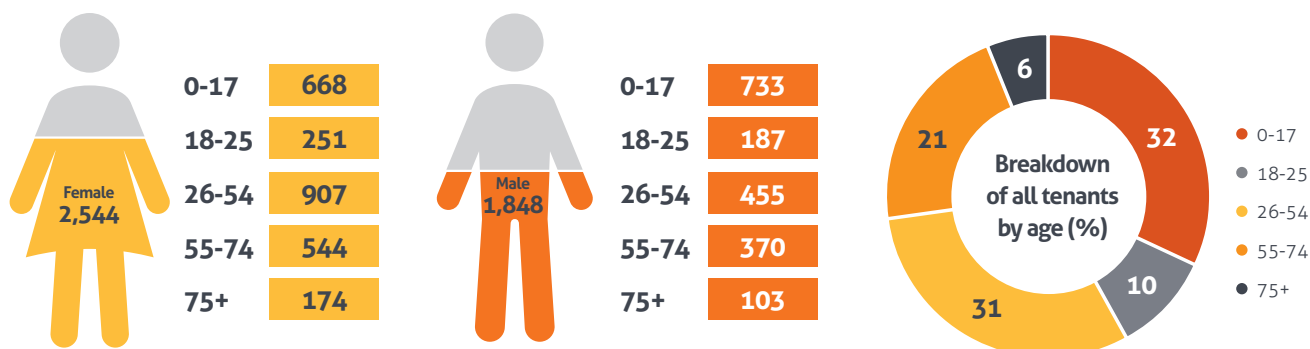
Geographic spread of our properties

● 2012-13 ● 2016-17

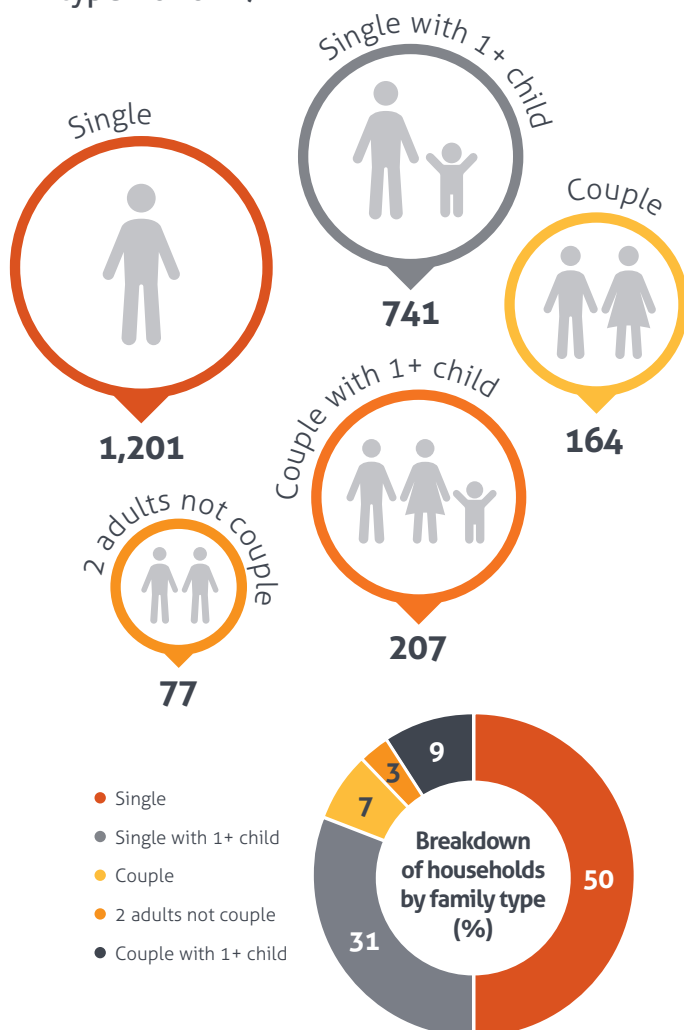


Our clients

Breakdown of tenants by age 2016–17



Breakdown of households by family type 2016–17



Spotlight: Our Aboriginal tenants

11% (466) of our tenants are from an Aboriginal or Torres Strait Islander (ATSI) background.

58% are female | **42%** are male

Aboriginal tenants supported aged 0-17 years 39%

Aboriginal tenants supported aged 26-54 years 32%

Our Aboriginal tenants live in 240 of our properties

located primarily in Penrith, the Hawkesbury and the Blue Mountains. 94% of these properties are social housing, with almost half (48%) being 3-bedroom dwellings.

15% of people (151)

supported by our Specialist Homelessness Services were from Aboriginal and Torres Strait Islander backgrounds.

Our homelessness services

Adult Homelessness and Housing Support Service

595 People supported by Wentworth

Tenancy Support Program

289 People supported by Wentworth

Nurreen

110 People supported

A snapshot of our year



Winner of

industry and sector awards
for Heading Home – Ending
Homelessness Here



83 staff

up from 68



\$40.62m

income



Strengthened our governance

by implementing a new Risk
Management Framework
and Internal Audit
Program



10-unit

property completed
and opened in
Rouse Hill



Celebrated

20 years of serving
Western Sydney



29

people rehoused through the
Heading Home project – after
meeting with 91 people about
their housing, health and
wellbeing needs



Upgraded and expanded our
**Penrith Head
Office**

Our performance

In the first half of 2016, Wentworth established a 10-year strategic directions framework that sets out our strategic intent and provides clear guidance for what we will do and why we will do it.

To support this framework, we developed a three-year Strategic Plan with 12 objectives, each with supporting priority actions, that will ensure we achieve this intent. 2016–17 was the first year of this Strategic Plan. The table below summaries our progress throughout 2016–17 towards completing the priority actions.

	Objective	Status	Comments
	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	Underway	Established and restructured Client Services group to deliver better balanced functional and geographic requirements and drive improved consistency, quality, efficiency and integration. Our existing call centre will be upgraded in FY17/18 to manage all inbound client calls.
1.2	Strengthen our customer focus through enhanced communication products, processes and practice	Not commenced	A tenant communication survey will be completed in FY17/18.
1.3	Implement staff development and other initiatives to enhance customer service	Underway	Rolled out Resilient Client Service training to all staff during March-May 2017.
	Objective 2: Increase tenant access to education, training and employment		
2.1	Develop a training and employment strategy and related programs	Not commenced	For consideration as part of a Sustainable Communities Strategy in FY17/18.
2.2	Establish formal partnerships with employment and training providers	Not commenced	For consideration as part of a Sustainable Communities Strategy in FY17/18.
	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	Not commenced	For consideration as part of a Sustainable Communities Strategy in FY17/18.
3.2	Develop and implement community building plans for priority locations	Underway	Completed a place-based renewal project at Darley Street, Katoomba following extensive tenant consultation. A place-based project at Beacroft Place, Cranebrook was completed in September 2017. See page 26 and 27.

	Objective	Status	Comments
Objective 4: Increase the supply of social and affordable housing			
4.1	Strengthen our internal commercial development capacity and capability	Underway	Recruited a Development Manager to commence in October 2017.
4.2	Identify funding and partnership opportunities to increase the number of social and affordable housing properties owned by Wentworth	Underway	Working with local councils to identify potential land for future affordable housing projects. Unsuccessfully participated in Social and Affordable Housing Fund (SAHF) tender as part of a consortium in 2016.
4.3	Initiate and develop a pipeline of property development projects	Underway	Made a submission to Hawkesbury Council to initiate an affordable housing development project on Council land. Participated in an Expression of Interest process for Communities Plus sites.
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	Underway	Planning and consultation continues with prospective Foyer partners including Platform Youth Services, Brotherhood of St Laurence and TAFE NSW.
5.2	Expand products, services and partnerships that help people access and sustain private housing	Not commenced	Options currently under consideration.
5.3	Explore opportunities for innovative housing models, including those arising from the NDIS	Underway	Working with a disability support provider to explore the potential to use some units in Phillip Street, St Marys to attract Specialist Disability Accommodation (SDA) funding. Working with a local council to further explore using SDA funding for a potential project on Council land.
Objective 6: Expand the portfolio of properties we manage			
6.1	Review and enhance our readiness for future property transfer opportunities	Completed	Completed and assessed the transfer for 135 properties via tranche 1 of the Social Housing Management Transfer program to improve readiness for future transfer opportunities. See page 31.
6.2	Compete for and implement large scale property transfers through the NSW Government's Social Housing Strategy	Not relevant	Decided against tendering for large scale property transfers as the locations were not aligned with our strategy.
6.3	Identify opportunities for partnering with other organisations willing to outsource property management to Wentworth	Not commenced	Carried out Fee for Service work with the Department of Family and Community Services.

	Objective	Status	Comments
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	Underway	Planning for the tendering of new contracts in FY17/18 is underway, including the design of a potential Social Impact Fund.
7.2	Strengthen our capacity to maintain a growing and more diverse portfolio of properties	Underway	Completed a range of policy and procedure activities.
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	Underway	Completed investigation into international best practice regarding tiny homes. Formed new relationship with Tiny Homes Foundation. Commenced discussions with local councils for the provision of a suitable site. See page 31.
8.2	Implement a quality assurance and monitoring system to ensure our homelessness services continue to improve and deliver quality outcomes	Underway	Completed self assessment process. Identified areas for further improvement and commenced implementation.
8.3	Trial the use of the Vulnerability Index - Service Prioritisation Decision Assessment Tool (VI-SPDAT) to prioritise assistance	Completed	Successfully trialled VI-SPDAT as a triage tool for prioritising service delivery during Registry Week. Commenced discussion with industry peak Homelessness NSW to influence adoption of VI-SPAD or another prioritisation tool.
8.4	Develop and deliver a trauma informed practice framework within Wentworth homelessness services	Underway	Training completed for all Community Services staff. Client-facing Housing Services and Assets staff will be trained in FY17/18.
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 Heading Home – Ending Homelessness Here project.	Completed	Conducted a Registry Week in November 2016. Achieved considerable engagement of local businesses, community services organisations and the general community along with extensive media coverage and local political support. See page 36.
9.2	Review and strengthen our engagement with real estate agents and other agencies in the delivery of prevention and rapid rehousing services	Underway	Completed independent evaluation of Tenancy Support Service. Recommendations under review. See page 37.
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	Underway	Developed and approved strategy. Commenced implementation.
10.2	Develop and implement a fundraising strategy so more people can contribute to our work	Not commenced	Planned for FY17/18.

Objective	Status	Comments
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 ICT Strategy	Underway	Strategy approved in mid 2016. Several projects are completed or are underway. See page 52.
11.2 Design and implement a capability framework to ensure we attract, recruit, engage, retain and develop our staff	Underway	Designed Capability Framework. Work is now underway to implement it into our HR processes with a focus on redesigned position descriptions in FY17/18. See page 40.
11.3 Strengthen and maintain a constructive culture that promotes innovation and brings integrity to our values and goals	Underway	Rolled out Organisation Culture Inventory (OCI). Commencing work on an action plan to address the findings. See page 42.
Objective 12: Operate in a commercially astute and financially sustainable way		
12.1 Ensure a consistent business discipline in housing operations and management	Underway	Commenced review and improvement of key business processes, procedures and practices.
12.2 Strengthen our financial capability to support commercially astute decisions and performance	Underway	Implemented enhanced management and Board reporting.
12.3 Develop an Investment Strategy for Wentworth's financial assets	Not commenced	Scheduled for completion by FY17/18.

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 provide homes for a diverse range of people and have a strong focus on assisting some of the most vulnerable in the community. We view the people we assist not simply as tenants of Wentworth, but as clients, with whom we form lasting relationships in order to build their capacity so they can improve their situation and feel more engaged in the local community. For many of our clients, finding and keeping a home is one of the many challenges they face. The wrap-around support we provide after a person or family moves into our property is crucial for improving their personal outcomes and helping them to live more independently.

We care about the people we house and support and the environments and communities in which they live. To ensure our clients have a positive experience with us, we take a holistic approach to the way we support them, looking after their property as well as their wellbeing. We ensure our properties are well maintained so residents feel comfortable, safe and secure in their homes. By getting to know our clients, we support and help them to build their independence and feel connected with their community. For those who may be at risk of homelessness or losing their home, we work with them to overcome issues so they are able to sustain their tenancy.

This year we introduced a new role, General Manager, Client Services, to oversee all aspects of our work related directly to clients. This includes people who live in the properties we own and manage, as well as those we support through our other services such as the Specialist Homelessness Services. We also established a new Sustainable Communities team to engage more effectively with clients within their communities. With this enhanced focus and connection to clients, our aim is to deliver services that support people to achieve improved life outcomes and be active community participants.

Upgraded Head Office

Our Head Office in Penrith was renovated and expanded in 2016 to become more welcoming and family-friendly for our clients. The aim was to upgrade the facilities to improve service delivery and access for our growing number of clients, and to reflect the care and compassion our staff have for clients. As part of the upgrade, all the meetings rooms were named after local Indigenous items, selected by Aboriginal staff in conjunction with a local Elder.

The new office was officially opened in March 2017 by The Hon. Pru Goward MP, Minister for Social Housing and The Hon. Stuart Ayres MP, Member for Penrith and Minister for Western Sydney.



Sustaining tenancies

With limited housing options available for low income earners, supporting people who have gained access to housing to sustain their tenancy is vital. This year, we completed a review and update of our operational policies and procedures to introduce more rigour in our tenancy management processes and improve the way we manage tenancies. Two key changes that will be introduced in the coming year include the introduction of 12-month probationary tenancies which set expectations of good behaviour at the start of the tenancy, and the classification of tenants after their tenancy ends.

We also worked with external service providers including real estate agencies, financial advisors, health providers and other community organisations to uphold firmer standards with our tenants around bond payment, rent payment and tenant obligations. To further support better tenancy experiences for everyone, we set new customer service standards and provided training to frontline staff on how to better interact with tenants when dealing with issues such as looking after their homes, hoarding and squalor, and anti-social behaviour.

Creating safe and comfortable homes

We are committed to maintaining the quality of our housing stock so people feel safe and can be proud of their homes. To ensure tenant safety, we conduct annual inspections, smoke alarm testing and fire safety audits on all properties. We also respond to repairs and maintenance requests from tenants, regularly maintain lawns, grounds and common areas and follow a program of scheduled maintenance to ensure a consistent standard for all our properties.

Our repairs and maintenance call centre operates during business hours on Mondays to Fridays to respond to tenants' requests. With a growing property portfolio, the volume of calls to the hotline is increasing. Despite the higher volumes, our ability to answer and handle enquiries quickly and efficiently is improving as a result of our focus on high quality customer service. This year we installed a more advanced call system in which callers are directed through a menu system. We also made changes to the way calls are answered and the speed at which we answer. This has led to an improvement in our abandoned call rate and a reduction in the average talk time with callers.

We continued our Planned Maintenance Program with repairs, upgrades and maintenance work completed on 205 properties. This program ensures a proactive approach to property maintenance, with all properties comprehensively assessed and upgraded every seven years. Our program looks at all aspects of a property in one assessment and, at that time, completes any repairs, upgrades or renovations that may be needed to keep the property to a pre-determined and agreed standard.

As a result of this program, 90% of all Wentworth capital stock has been upgraded in the last six years. The program has also delivered significant maintenance cost savings since it was implemented in FY 2014. During this time, we have also seen an increase in tenant satisfaction in repairs and maintenance, from 72% in 2015 to 80% this year. Results from the Land and Housing Corporation Property Assessment Survey also found that 95% of Wentworth properties are considered to be well maintained.

The final stage of this program's first cycle will be completed in 2017-18.

Tenant satisfaction

Every year we survey our tenants to understand what we are doing well and how we can do better. This year our overall satisfaction score was 80%, well above the National Regulatory System for Community Housing's (NRSCH) threshold of 75%. We also scored above the NRSCH threshold in the areas of satisfaction of property condition and satisfaction of repairs and maintenance, indicating that both our Planned Maintenance Program and improvements in our call centre are having a positive impact on tenant experiences.

While there was an improvement in satisfaction of our overall customer service performance, we are continuing to focus on strengthening our customer service capability.

Other areas for development include client engagement, out-of-hours repairs and maintenance and our complaints handling process. Work is already underway to develop new initiatives and processes to address these aspects of our service.

Tenant satisfaction survey results



Maintenance line performance

Total calls

2016-17; 10,449
2015-16; 10,131
2014-15; 11,964

Abandoned call rate

2016-16; 3.7%
2015-16; 5.52%
2014-15; 14.24%

Phone call performance

Average talk time

2016-17; 0:03:27
2015-16; 0:03:37
2014-15; 0:04:08

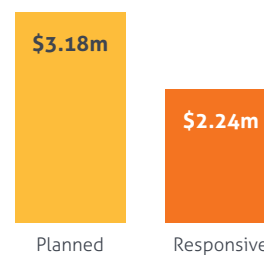
Average speed to answer

2016-17; 0:00:41
2015-16; 0:00:46
2014-15; 0:02:12

Average time to abandoned

2016-17; 0:01:38
2015-16; 0:01:51
2014-15; 0:03:03

2016-17 Maintenance costs



Working with partners

We recognise that to effectively support people to sustain their tenancies and move towards greater independence we need to partner with other service providers and organisations with speciality skills and services. This includes real estate businesses, financial advisors, youth services, mental health providers, government agencies and other community organisations that are also committed to supporting the most vulnerable people in our community.

Key partners in 2016–17 included:

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

In the year ahead

We will continue to improve our communication and engagement with clients so they feel supported and have a good experience with us. Enhancing our customer service capability will be a priority to improve overall satisfaction. We are considering upgrades to our call centre and out-of-hours repairs and maintenance service to better meet tenants' needs.

With the first cycle of our Planned Maintenance Program due for completion in 2017–18, we will evaluate the effectiveness of this program to determine whether it is the best way to maintain a consistent standard in the quality of the properties we own and manage.

Increasingly, clients are looking to us for support in overcoming other social challenges they face such as unemployment and health issues. Developing tailored local strategies to create pathways to education, employment and digital inclusion for our clients are also a priority for the next year.



"Life is a lot better for me and Jenny now. The support has been very good and Helen is wonderful."

Amy (right) with her dog Jenny and Wentworth staff member, Helen (left)

Improving quality of life

Amy – Wentworth tenant

Amy had been living in a leasehold property rented by Wentworth for about five years when she received a Notice of Termination from the real estate agent related to the upkeep of the property.

"I was embarrassed because I did try and clean the house best I could, but the estate agent thought I wasn't cleaning it properly," the 57-year-old explains.

Amy has low vision (approximately 6%) and lives with her companion dog, Jenny. Her previous house had three bedrooms, two bathrooms and backyard. It was a lot for Amy to look after.

When Amy was relocated to a smaller unit in one of our over 55s complexes, Wentworth's Specialist Client Services Officer, Helen, was referred to Amy. Helen identified a number of areas where Amy required support, including progressing her application for the National Disability Insurance Scheme (NDIS).

With her daughter living interstate, Amy had no one to help her with her application. Helen provided support by accompanying Amy to meetings with her planner and NDIS support coordinator.

"It was good that Helen came with me. Without her I couldn't do it on my own. In that first meeting, I would have been really confused," says Amy. "It was so complicated so it made me feel better to have Helen there."

Helen worked with Amy's support coordinator to ensure a comprehensive NDIS package was developed for Amy with all the supports and services she needs. Now Amy receives NDIS support coordination, homecare assistance for daily household tasks and funding to purchase equipment and vision aids that help her live safely and comfortably in her own home.

"All of this has made a lot of difference for me. It makes it easier for me to get up in the morning and go out with Jenny. I have somebody to help me clean the house, take me shopping and walk the dog. I didn't get out that much before but now I am able to visit my friends," Amy says.

Living in a Wentworth-owned property is also making a difference. "If you need any repairs or handiwork, they come out straight away to do it. You don't have keep ringing around," she says.

"Life is a lot better for me and Jenny now. The support has been very good and Helen is wonderful."

We build communities

Building resilient communities which enable local leadership and participation.

We are committed to helping build strong, safe communities where people can thrive. We know that many of our clients have experienced disadvantage, which can make it difficult for them to be active and engaged community participants. That's why we offer support after a person or family is housed.

Our Housing Services and Sustainable Communities teams focus on helping clients connect with their wider community. Our aim is to support them to play an active role in shaping the development of their neighbourhood and contribute to building a productive, supportive and sustainable community. We work closely with local community organisations to connect clients to the right supports, services or opportunities that can enrich their lives and enable them to be active community members.

This financial year, we employed two Sustainable Community Officers who are responsible for improving our engagement with tenants and creating opportunities for tenants to connect with each other. A number of activities were organised to support residents to meet each other, and Wentworth staff, in a casual and relaxed environment.

Tenant Advisory Group

One of the ways we improve the experiences for our tenants is to ensure we maintain open communication and involve them in our decisions, activities, and initiatives that are happening within their local communities.

Our Tenant Advisory Group (TAG) encourages tenant involvement and participation by providing the opportunity for people from different areas to come together and discuss sustainable practices that benefit the communities in which they live. As a group representing all tenants, members of the TAG also have the opportunity to discuss their ideas and opinions with Wentworth's management.

This year, two new tenants joined the TAG bringing the membership to 12. The TAG members live in properties from throughout our portfolio and all want to make a difference to their community and fellow tenants. Our role in the group is to help to connect members with other tenants and to develop community projects that benefit residents and their neighbourhoods. Activities conducted included organising community events such as morning teas and lunch functions for tenants to socialise and discuss ideas.

We also facilitated training and workshops for TAG members on relevant topics such as rental payment procedures and property maintenance so they have skills and knowledge to make informed decisions and help their fellow tenants.

We thank our TAG members for taking the time to attend meetings and provide invaluable feedback to assist us in delivering an effective service to our tenants.

Consultative regeneration project

As part of a capital works project to upgrade common areas in our 30-unit social housing complex on Darley Street, Katoomba, we consulted with residents to seek their views on what they would like. This consultative approach to our upgrade work created an opportunity for residents to be actively involved in the decision-making and sought to increase support for the planned work and encourage ongoing interest, care and use of the common areas.

Following feedback from tenants about the garbage area of the complex, we also consulted with the Blue Mountains City Council to develop more efficient waste management arrangements that better suit the needs of residents.

Upgrades to the complex included a new driveway, the creation of a waste bin area and development of a landscaped community garden with footpaths and seating for residents. Trees and bushes were trimmed to allow more light into the green space and new plants were introduced to make the area more welcoming and attractive. Our aim is for the new garden area to foster a sense of community and ownership amongst residents, who can come together for events and activities in the space.

Cranebrook Connects Collective Impact Project

We joined the Cranebrook Connects Collective Impact Project in 2015. The project aims to bring Cranebrook services, schools, parents, youth and the wider community together to promote positive outcomes and inclusion in the community. Within the project, there is a particular focus on supporting children and young people to thrive.

As part of our involvement, we regularly participated in the fortnightly Cranebrook Community Outreach events throughout the year. This initiative provides the opportunity for service providers including Wentworth, Centrelink, NSW Department of Family and Community Services (FACS, Housing), Break Thru, WestCare, Staple Bags, Mission Australia and LikeMind to come together to support the Cranebrook community through events and activities.

Young Women's Netball Scholarship project

Under the *Girls with Goals* scholarship program we supported five girls from Cranebrook to participate in a year of netball with Cambridge Park Netball Club. We provided funding to cover registration costs and uniforms so the girls could join the club. This would otherwise have been financially out of reach for their families. Through a partnership with Nepean Community & Neighbourhood Services, we also arranged transport and ongoing support for the players and their parents so they all enjoyed and benefited from participating in a social activity in their community. During the netball season, all of the scholarship recipients developed their skills and confidence and built new friendships by being part of this supportive netball community.

This is the third year we have supported the *Girls with Goals* initiative.

Our Place, Our Gathering Space

With a \$50,000 grant from the NSW Government's Social Housing Community Improvement Fund (SHCIF), we worked with local residents to design a new outdoor space on Beacroft Place, Cranebrook. The aim is to develop a space that is safe for children and parents to meet and where local organisations can deliver their mobile services and community engagement activities.

Using a consultative approach to engage local residents, we undertook a range of community activities to seek feedback from tenants about what they would like to see in this space. Activities included a community survey, Christmas party and a morning tea to gather ideas and share the concept plans with tenants.

The new gathering space was completed and available for use in September 2017.

Working with Aboriginal communities

Within our tenant population, around 11% of people are from an Aboriginal and Torres Strait Islander background. We employ an Aboriginal Coordinator who works closely with Aboriginal people living in the communities where we work.

This role's responsibilities include building relationships with Elders and community members, attending community meetings and liaising with other service providers to ensure the right support and services are available to our Aboriginal tenants.

In 2016–17, to help enhance our connections with Aboriginal communities, we sponsored and attended a number of Aboriginal-focussed events and activities in our local areas, including NAIDOC week celebrations in July 2016 in Riverstone, Penrith, Katoomba and Richmond. We were also proud to sponsor Aboriginal Elders from Katoomba to attend the Aboriginal Elders Olympics, held in Newcastle.

In May 2017, three staff and two Board Directors participated in an Aboriginal Housing Master Class presented jointly by the Australasian Housing Institute and NSW Aboriginal Housing Office. This forum was an opportunity for housing professionals and providers to exchange ideas and views on existing Aboriginal housing issues, ways to support housing for Aboriginal people and future Aboriginal housing needs. The topics ranged from appropriate design principles, community engagement, tenant support and decision-making.

In the year ahead

Our work with service partners, individuals and community organisations will continue to underpin all the activities we undertake to help build and sustain vibrant and safe communities. We will continue to explore ways to connect with tenants and to connect tenants to others including neighbours and services that support community participation and cohesion. We look forward to developing new connections and relationships to achieve this.

**"I care about the
community and other
people around me."**

Joanne is happy to
be part of our Tenant
Advisory Group.



Supporting tenants to feel they belong

Joanne – Wentworth tenant and TAG member

Our tenant Joanne admits she had been interested in joining our Tenant Advisory Group (TAG) for several years, regularly following news from the group in Wentworth's Tenant Newsletter.

Yet it wasn't until she met and clicked with our Sustainability Communities Officer, Vanessa, that she accepted an invitation to attend a meeting.

The TAG is a forum where Wentworth tenants can come together to discuss issues and share ideas around supporting their community and other tenants. Tenants meet monthly and have opportunities to participate in skills training and other initiatives offered by Wentworth.

"I first met Vanessa at a morning tea with other tenants and Wentworth staff. Since then we've built an amazing rapport. When Vanessa mentioned the TAG to me I decided I needed to join to see what goes on and if I can contribute in any way," Joanne recalls.

Joanne has attended several TAG meetings and participated in a research project with the University of Sydney. She is enjoying contributing to the group and the Wentworth community.

"I've been a member of several different committees over the years. I believe that meetings like this are important and that everybody needs to have a say," she says.

"I care about the community and other people around me. Being involved with the TAG is a way of giving back to Wentworth for everything that they've done for me."

Vanessa, who runs the TAG, is delighted to have Joanne onboard and assisting other tenants to build a strong community.

"Joanne comes with experience and training in many different areas. I think she has a lot to offer. Eventually we'd love for our tenants to step up and take leadership roles within the group," Vanessa explains.

For Joanne, being involved in the group is both rewarding and satisfying. "The TAG keeps me involved in giving to other people because I can't give money or things like that. I feel very much part of the community and very well accepted by Wentworth. I like that Vanessa has confidence in me – this given me confidence.

"I'm just very, very grateful and thankful that I'm with Wentworth. They have done so much for me in 10 years. I probably wouldn't have survived without them."

We create housing solutions

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

The housing crisis in Western Sydney is far from easing. In the areas where we operate, the shortage of suitable affordable housing is predicted to worsen as the population grows and the needs of the community change.

Our capacity to supply and manage properties, build appropriate and affordable housing and develop innovative solutions to address future housing needs continues to be vitally important. This year, our housing portfolio grew to 2,200 properties located in the Penrith, Hawkesbury, Blue Mountains, Blacktown and The Hills Shire Local Government Areas (LGAs). This enabled us to provide a home and manage the tenancy for 4,392 adults and children. We also continued to partner with government and the private sector to build our own new properties in areas of high need.

Understanding the need

A key project for our Housing Solutions and Development Team this year was to conduct local area studies on the three LGAs where we have our strongest presence: Penrith, Blue Mountains and the Hawkesbury. Our aim was to start to develop a deeper understanding of the specific housing demands and requirements of each area to ensure we can develop and provide the right housing solutions to meet the future demands of communities.

The studies analysed existing internal and external data including current population and population projections, housing supply and demand, housing affordability, homelessness, social economic disadvantage and other key demographic data related to indicators of housing need.

The analysis, while high-level, clearly revealed an emerging significant need for more smaller-sized, affordable housing options to meet the patterns of population growth across all the three areas. With this knowledge, we are already beginning to explore housing solutions that may address this need. We are also completing more in-depth data analysis and research, incorporating the 2016 Census data, to further inform decisions about our future growth and property development. Our further research will examine specific client cohorts in more detail, such as older single women and women escaping domestic violence, with a view to identifying distinct products and service priorities for the most vulnerable in our communities.

Completed construction projects

Caddies Boulevarde, Rouse Hill

Our second affordable housing development in Rouse Hill was completed in May 2017. The complex is a mix of one, two and three-bedroom dwellings, built as seven attached townhouses and three secondary dwellings. The units were made available to single income families and retirees, with the rent capped at up to 75% of the market rate. By June, all 10 units were leased.

The land for this development was provided by Lend Lease as part of its affordable housing contribution under a Voluntary Planning Agreement with the NSW Government. The NSW Government provided funding of \$2.32 million which included contributions from Lend Lease. Wentworth contributed the remainder of the required funding. The Commonwealth Government has committed to provide National Rental Affordability Scheme (NRAS) incentives until June 2026.

Construction projects in progress

Phillip Street, St Marys

We are close to completing the construction of our large social and affordable housing complex in St Marys. This complex will provide 49 one-bedroom and two-bedroom apartments with subsidised rent for people on low to moderate incomes and people with disabilities.

Funding for this project has been provided by Penrith City Council, the NSW Government and Wentworth. The Commonwealth Government has also committed to provide 24 NRAS incentives.

To support people with disabilities who may move into the complex, we are in discussions with several disability services providers who operate in Western Sydney.

Social Housing Management Transfer Program

In October 2016, the NSW Government passed new legislation to enable social housing tenancies managed by FACS to be transferred automatically to a community housing provider. Through this initiative, the government aims to deliver improved service quality and better outcomes for social housing clients.

Under this arrangement, the management of 135 properties and associated tenancies was transferred to Wentworth. These properties are predominately based in the Hawkesbury, Blue Mountains and Blacktown LGAs, with some properties located in buildings or precincts already managed by Wentworth. The program was targeted at areas where Wentworth already managed most of the social housing.

In preparation for the transfers, Wentworth and FACS staff visited tenants together to advise them of the change and introduce Wentworth staff and services. The transfers were completed in July 2017.

Future opportunities

We have begun to explore potential housing models and solutions such as tiny homes and other small-sized secondary dwellings which may be suitable options to meet future housing demand from older single people or couples. The need for small format homes was identified as a priority in all three of our local area studies, and was consistent with suggestions generated through our Heading Home project (see page 36).

Following preliminary investigations and discussions we have considered the benefits and risks of these innovation solutions to understand the cost implications and financial viability, as well as suitability for those who may face housing stress or homelessness in the future. Our Housing Solutions and Development Team is now seeking land on which to develop a tiny homes pilot project. To assist with this pilot, we have connected with Tiny Homes Foundation, a not-for-profit organisation establishing the first tiny homes project in Australia in Gosford on the Central Coast.

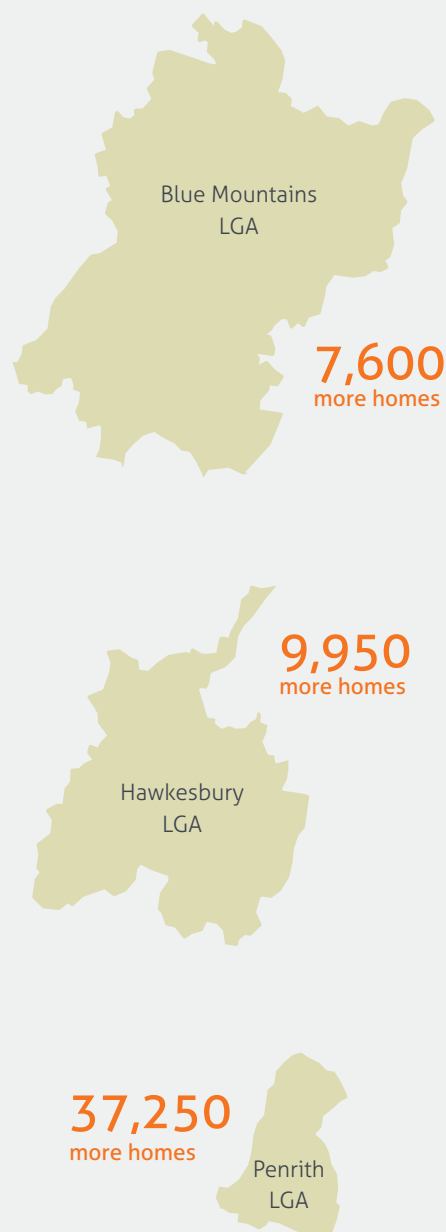
In the year ahead

Further research into the needs and demands of people living in Western Sydney will continue to guide and inform our work to create more housing solutions. We are already investigating innovative solutions including the viability of tiny homes and ways to maximise use of secondary dwellings such as granny flats. In addition, we are working closely with local councils to identify potential opportunities for affordable housing projects.

To support our growth plans, strong, mutually beneficial partnerships with other housing providers, developers and governments will become increasingly important for construction projects and the development of other housing solutions. Strengthening our capability to become more commercial in our operations and approaches will also be a focus.



Housing need projections for 2036



**"My girls feel
loved and secure
in this house."**

Jayne and her
daughters Tori (left)
and Eden (front) love
their new home.



Building homes for families in need

Jayne – Wentworth tenant

When she applied for social housing with Wentworth while living in a women's and children's refuge, Jayne never dreamt she would end up in a brand new unit close to facilities and services that could support her daughter Eden, who has autism.

Jayne is a single mother with two daughters, Tori (16) and Eden (5). The family moved into Wentworth's new social and affordable housing complex in Rouse Hill in June. Jayne had been looking for a property within her budget for months after fleeing her previous house due to domestic violence.

"I don't know what I've done to be here. It's fantastic, everything's fantastic. The girls have made friends, the neighbours are great. There's so much opportunity close by for a child with disability," Jayne says.

The family had previously been living in area with limited services to support Eden and long waiting lists. Jayne was constantly worried about Eden's future because of the lack of services to support her. Now Eden goes to speech therapy and occupational therapy, has swimming lessons and attends Riding With The Disabled.

"Eden had been missing out on services, but here there is lots of support that is appropriate for her," Jayne explains, adding that she can already see improvements in Eden's development and behaviours.

Jayne says both her daughters have settled into the new house and neighbourhood and they are all grateful for the support from Wentworth to help them feel comfortable.

"A house is made of mortar and bricks, but your children need a home, with love and security. My girls feel loved and secure in this house. It's become their home. Tori likes it. She's got her own room and it's everything she wanted," Jayne says.

"I couldn't have done this without Wentworth because there's no way I could afford private rent. We wouldn't be eating. Having this happen has opened up so many opportunities and doors for my girls. I feel so happy and relaxed. Seeing my kids happy makes me happy."

We reduce homelessness



Delivering innovative and sustainable solutions for resolving and preventing homelessness.

We are committed to ending chronic homelessness in our local communities. We engage with and mobilise local communities to be part of the solution and to join us in developing initiatives to prevent homelessness across Western Sydney. A core part of our role is to support people who are homeless or at risk of homelessness to find a permanent home and rebuild their lives. This includes providing support and services through our role as a lead homelessness agency in the Nepean Blue Mountains district. We support people to access housing and move towards securing long-term stable accommodation in both social and private rental properties. We also have 14 transitional houses where people can stay for up to 12 months.

Homelessness services and support

This year our homelessness support services reached significantly more people in need.

Adult Homelessness and Housing Support Service

This service is one of two Specialist Homelessness Services we provide in the Nepean Blue Mountains district. We partner with West Connect Domestic Violence Service and The Community Restorative Centre to deliver early intervention/prevention, rapid rehousing, intensive support, assertive outreach and transitional housing. Through this service, people who are homeless or at risk of homelessness are supported to secure a home and connect with the community and services that can help them to get their life back on track.

This year, 595 people received support from Wentworth through the Adult Homelessness and Housing Support Service.



Tenancy Support Service

We provide this Specialist Homelessness Service in partnership with Lithgow Community Projects, The Gender Centre and Platform Youth Services. The service supports people in private rentals who are at risk of eviction. We provide early intervention to help people stabilise and sustain their tenancy. We also assist people who have recently become homeless to rapidly re-enter the private rental market. We work with real estate agents to link with tenants and we build the capacity of homelessness services across the district to support private rental tenants and to engage with real estate agents.

This year, 289 people accessed Wentworth support through this service.

Nurreen

Nurreen is a transitional housing and support service for women and children in the Hawkesbury who are escaping or experiencing domestic or family violence, and who may be homeless or at risk of homelessness. We are a partner to West Connect Domestic Violence Services in the provision of this service. We support women and children to be safe and to access housing and support services. There is one transition house where women and children can live for a period of up to 12 months to assist them in stabilising their situation while they secure other long-term housing. In addition, domestic and family violence support is provided to women who are able to remain in their home.

This year, 110 women and children received support through this service.

Other support

We have continued to be involved in the Homelessness Hubs in Penrith and the Hawkesbury. These hubs provide homeless people with access to support and services from a wide range of organisations in a single, safe location. We provided case work support and access to housing information to help people understand the accommodation options available to them and how to apply for housing.

Our partnership with the Baptist Church of South Windsor to support their Baptist Emergency Accommodation Ministry (BEAM) has continued. BEAM provides short-term accommodation within the Hawkesbury district for people in crisis situations. We support BEAM by making and assessing referrals and providing case management support to people who are accepted into the accommodation service.

WestCare

In March 2017, we formed a new partnership with Penrith charity, WestCare, to provide an emergency accommodation service for males who are homeless. The first clients accessed the service in April this year.



Heading Home outcomes



136

individuals and families identified sleeping rough, couch surfing, in transitional accommodation or crisis services



91

surveys completed with people currently experiencing homelessness



75

volunteers from the community, partners and support groups assisted with the survey



29

individuals and families rehoused (as of 1 July 2017)

Heading Home – Ending Homelessness Here

With financial support and advice from the Mercy Foundation, we led this ambitious project to identify and rehouse vulnerable people in Penrith, the Blue Mountains and the Hawkesbury. Our key partners were Platform Youth Services and Mission Australia, with real estate agents, local councils, volunteer groups and government also involved. The project also engaged the community through a Registry Week and community briefings to generate innovative housing solutions for the future.

The first stage of this project ran from August 2016 to July 2017. We kicked off with launches in each area and a media campaign to debunk myths about homelessness and garner community support for our Registry Week.

In Registry Week, 75 volunteers took to the streets from 1-3 November 2016 to identify every homeless person in our target areas and talk with them about their health and housing needs. Using information from National Parks and Wildlife Service rangers, Council rangers, Neighbourhood Centres, community members, and homelessness services, groups visited more than 72 locations such as cars, parks, riverbanks, grandstands, drop-in centres, train stations, refuges, car parks and bushland to find people.

A customised screening tool was used to triage those we found so we could prioritise assistance to the most vulnerable.

The screening tool was completed with 91 individuals and families and our findings revealed that more than half those we found (54%) needed housing and short-term case management and more than a third (37%) needed housing and long-term support.

Since Registry Week, we have been working with partners to rehouse as many of the individuals and families as possible. As at 1 July 2017, 29 people had been moved into stable accommodation and are being supported to maintain their tenancy.

We are grateful to the Mercy Foundation, the Upper Blue Mountains Sunrise Rotary Club and our other project partners.

Finding a home for each individual and family is a challenge. To help generate innovative ideas to increase housing we brought together homelessness services with real estate agents, state and local government and a local peak community organisation. Four priority ideas were taken to a series of community briefings in Penrith, the Blue Mountains and the Hawkesbury, where members of the public had the opportunity to discuss the ideas and prioritise the solutions they thought could work in their local community. The number one priority identified was to establish a tiny homes pilot project.

We are grateful to the Mercy Foundation, the Upper Blue Mountains Sunrise Rotary Club and our other project partners whose contributions, donations, pro-bono skills and support helped to ensure Heading Home was a success. See page 79 for a list of organisations that supported Heading Home.

"I had very little knowledge or understanding [of homelessness] at the beginning [of the project] and I felt the community was similarly uninformed. I've learnt a lot. It's excellent to see we can make a difference." Greg Taylor of Stanton & Taylor First National Real Estate in Penrith.

Awards for Heading Home

Winner of the 2017 Zest Award

for Exceptional Community Partnership across a Region



Winner of the 2017

NSW Australasian Housing Institute Award

for Leading Community Engagement Practice



In the year ahead

Our Specialist Homelessness Services will focus on continual improvement of our service delivery and customer service. A review of the Quality Assurance Standards is planned and work is also being undertaken on developing and implementing a Case Work Framework.

Following a review of our Tenancy Support Service, we will assess recommendations and develop an implementation action plan for improvements. The service received a positive evaluation and we aim to refine our approach to continue to deliver a successful and innovative service in the future.

For the Heading Home project, we plan to focus on two activities over the coming 18 months to two years. With the Housing Solutions and Development Team we are developing a tiny homes pilot project as a way to house people transitioning from homelessness. We are currently exploring options for obtaining land suitable for the project, and will begin work on developing a service model. Work is also being done to run an expo about secondary dwellings (or garden flats) to encourage home owners to build a secondary dwelling. We believe that home owners can be part of the solution to homelessness and can also benefit through a modest rental return.



"Just to have that roof over my head and somewhere safe...that was fantastic."

Jason feels comfortable and safe in his new home.

Rebuilding lives and homes

Jason – Wentworth tenant

When Jason's marriage of 12 years broke down, the father of three found himself without a job and a home.

"All of a sudden I was living in the back of my vehicle. It was scary. I didn't have many choices of where I could go," he says, explaining that he previously worked in his ex-wife's family business.

Jason was homeless for around four years, living in his car, sleeping rough, couch surfing or living in transitional and crisis accommodation. Without a stable home or job, he hadn't seen his children in several years and his physical and mental health were suffering.

However, it wasn't until Jason was interviewed during Wentworth's Heading Home – Ending Homelessness Here project in November 2016 that the extent of Jason's support needs were realised. A customised screening tool used to measure the vulnerability of homeless people ranked Jason as a high priority for housing and additional support that could help him get his life back on track.

Wentworth was able to find Jason transitional accommodation, and link him with solicitors, mediators and other support services that have helped him build his confidence, start to look for work and move forward with custody proceedings in relation to his children. Then when Wentworth offered Jason a permanent lease for the two-bedroom house he was living in, he couldn't believe his luck.

"Just to have that roof over my head and somewhere safe I could lock the door, that was fantastic," he says. "One of the main things that I've missed is cooking, eating regularly and taking care of my diet. When you are homeless, you basically eat when you can, wherever you can, just to stay alive. I love being able to cook for myself here."

In just a few months Jason has managed to furnish the unit and transform it into a home ready for his children.

"At first it was just a house, but now it's actually my home," he says. "My long-term goal is to have part custody or visiting rights so my kids can stay with me. If I wasn't in the situation that I'm in now, I don't think I'd have any chance of that."

"I'm very appreciative of everything that Wentworth has done. Every little thing has made a very big difference."

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

Our people are at the centre of what we do. We value the skills, dedication and contributions of every individual, and aim to support them to be fulfilled in their career with Wentworth.

The past year has seen significant work undertaken in relation to growing our workforce and strengthening staff capability to ensure we create a high performing organisation. Whether working directly with our clients or as a member of one of our support functions, all staff are committed to our purpose of supporting people to sustain a permanent home and participate fully in their community.

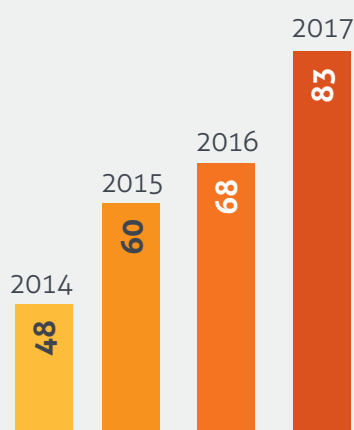
We now employ 83 people, up from 68 in the previous financial year. This increase is partly the result of a restructure of the Senior Leadership Team in September 2016, which saw a number of new positions created to support a more efficient and skilled workforce. The primary aim of the restructure was to create a more client-centric and commercially-focussed organisation which can drive better outcomes for our clients and support the organisation to grow in line with the Strategic Plan. Central to this restructure was the introduction of the new executive role, General Manager, Client Services, responsible for operational and service delivery. Other executive and senior roles such as Executive Manager, Communications and Finance Manager were also introduced to strengthen our capabilities in these core areas.

Capability Framework

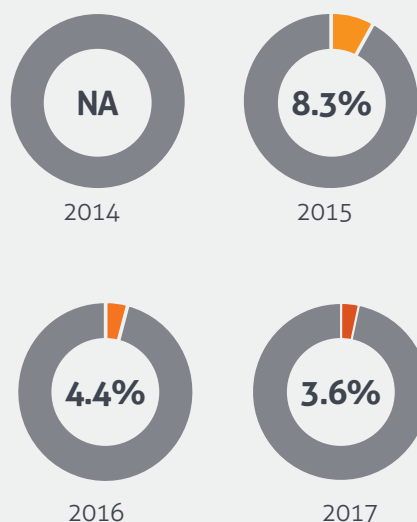
A major project for the People & Culture team has been the development and implementation of a Capability Framework to ensure we attract, recruit, engage, retain and develop our staff. Encompassing a set of core capabilities designed in consultation with staff, the framework provides more rigour around recruitment and induction, ensuring new staff are more aligned to our culture and strategic objectives.

The framework, which is now in place, also delivers a more disciplined approach to performance planning, learning and development, career development and succession planning.

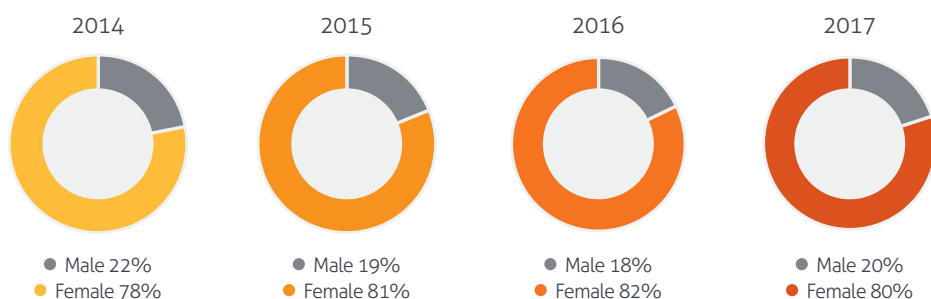
Number of staff



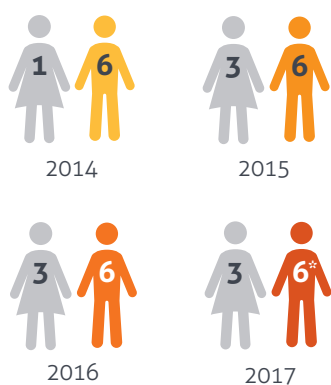
Staff identifying as Aboriginal or Torres Strait Islander (%)



Gender comparison (all staff) (%)

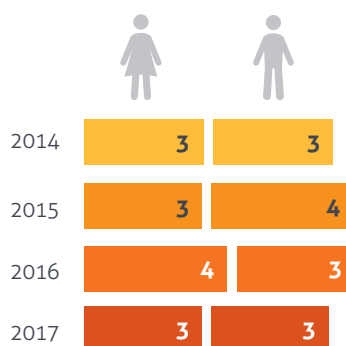


Board members by gender

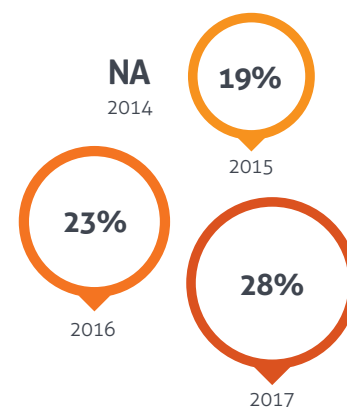


*Includes Board member who retired in November 2016.

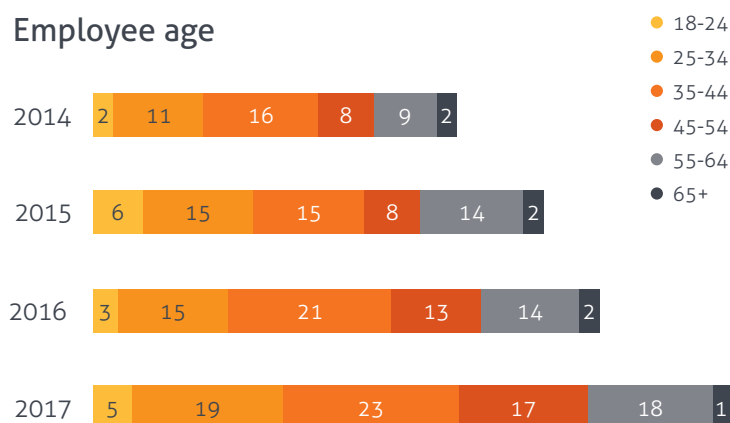
Executive Leadership Team by gender



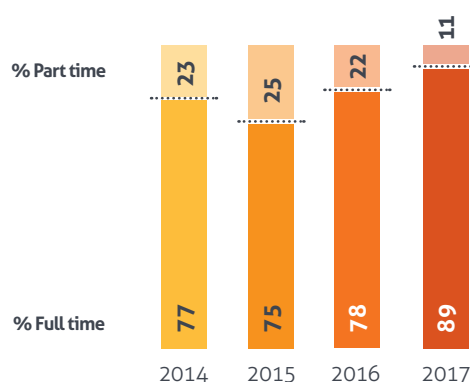
Staff turnover (%)



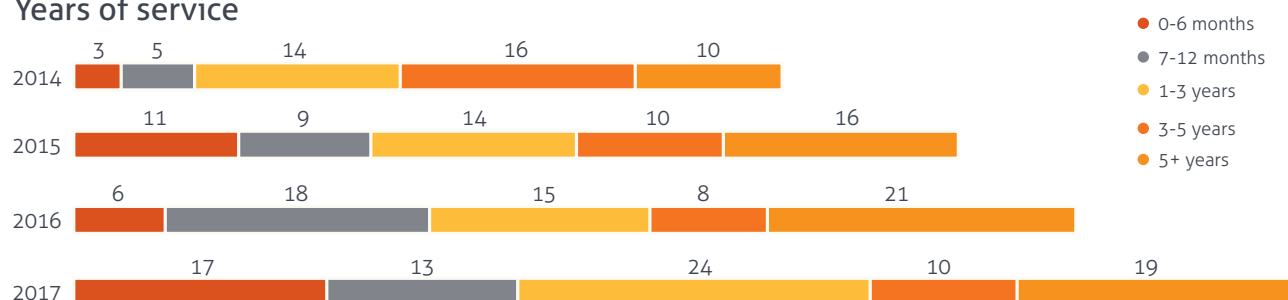
Employee age



Employee status (%)



Years of service



Culture Survey

We continued our focus on nurturing and developing shared values, behaviours and attitudes of staff across the organisation to support the move towards a more positive work environment and higher performing staff. We conducted a culture survey in May to investigate how staff perceive the current workplace environment and elicit their thoughts on the ideal culture for Wentworth. Insights revealed that staff believe we currently have a 'Moderately Constructive' culture, and that there are opportunities for growing the existing positive aspects of Wentworth's culture.

A major project for the coming year is to work with staff and the Senior Leadership Team to develop a detailed action plan for enhancing the current culture. This will dovetail with the action plan that will emerge from the Engagement Survey to be rolled out in November 2017.

Staff training

Training was a key priority throughout the year with a number of organisation-wide training programs rolled out to support staff at all levels to build their knowledge and improve their skills. Topics have included bullying and harassment and resilient client service training to re-inforce our strong client focus.

Staff have also been supported to complete training specific to their job roles including project management, child protection, Aboriginal housing, dealing with mental health and Certificate IV in Social Housing.

Policies

The development of new policies and procedures, as well the refinement of existing policies, is ongoing. The employment of a People & Culture Officer has increased our capacity to identify areas where policies need to be developed or refined, and we are working in consultation with staff to develop and implement appropriate policies.

We have continued to refine our induction process to support future growth in our workforce and give new employees a positive experience with Wentworth from the moment they begin working with us. Enhancements this year have included: development of a probation performance plan and training plan, introduction of a learning journal in which to capture thoughts, and meetings with the CEO and other senior staff during the induction period.

We take a proactive approach to supporting the health and wellbeing of our staff.

Looking after our people

We take a proactive approach to supporting the health and wellbeing for our staff. This year, we held a wellbeing event every month with high involvement by staff throughout the year. One highly successful event was our '10,000 Steps Challenge' held in May to raise awareness of the importance of incorporating walking or some other physical activity into daily routines. Most staff participated in this activity with some healthy competition between teams.

Through our Rewards and Recognition Program, we have continued to acknowledge the commitment and dedication of staff who go above and beyond in their roles. The program is proving to be a successful way to engage staff, build a positive team environment and promote the excellent work and initiatives taking place across the organisation.

In the year ahead

As our organisation continues to grow in employees and clients, ensuring our workplace provides a supportive, healthy and safe environment will become ever more important. Using the new capability framework, we will continue to refine the documentation underpinning tasks and procedures such as recruitment, job design and employee records. We are also working to improve our performance management process to ensure we can attract and retain people who share our commitment to supporting those experiencing housing stress in our communities.

To support the introduction of new systems and processes to improve our effectiveness and efficiency, we will continue to provide on-the-job training and peer coaching so our people are equipped to do their best work. We will also continue our strong focus on the professional development of our Senior Leadership Team at an individual level and as a team as a whole.

Our Board 2016–17



Keith Bryant > Chairperson

Appointed January 2012

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
- Member, Remuneration and Nominations Committee
- Member, Communications and Fundraising Steering Committee



Ken Gilbert > Vice Chairperson

Appointed February 2013

Ken has held senior positions leading community services teams in municipal councils and senior human resources roles in organisations and consulting firms. He currently works as a 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)

- Chairperson, Finance, Risk and Audit Committee
- Member, Remuneration and Nominations 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



Ron Coskerie

Appointed February 2013, resigned November 2016

Ron has been a senior banking executive for over 20 years. He has extensive experience across the banking and finance industry with particular reference to property funding/ development and aged healthcare in the not-for-profit sector. He provides expertise to Wentworth through his wealth of experience and expertise in finance and, in particular, funding of development projects.

Qualifications: Master of Business in Accounting and Finance, Graduate Member of the Institute of Company Directors (GAICD), Fellow of the Institute of Public Accountants and Fellow of the Financial Services Institute.

- Chair, Remuneration and Nominations Committee
-



Brodie Druett

Appointed November 2013

Brodie is a recently 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. Brodie currently volunteers in a number of roles in the Penrith/Blue Mountains area.

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
-



Dianne Jackson

Appointed January 2016

Associate Professor Dianne Jackson is the Director, Strategic Collaborations at Charles Sturt University. Dianne has a particular interest in the social determinants of health and education and the role of place-based approaches that support positive 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



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

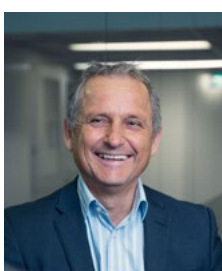


Aimee Lindfield
Appointed October 2015

Aimee has a broad range of experience in professional services and has recently taken on an IT strategy and governance role for a large FMCG company. Her experience covers consulting, financial audit and transformation change projects.

Qualifications: Bachelor of Business; Member of the Institute of Chartered Accountants of Australia

- Member, Finance, Risk and Audit Committee
- Chair, Remuneration and Nominations Committee



Joseph Litwin
Resigned November 2014; reappointed May 2015

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

Senior Leadership Team

Current August 2017

Executive Leadership Team



Stephen McIntyre
Chief Executive Officer

Stephen has over 20 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.

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 both the Australasian Housing Institute and Australian Institute of Company Directors (MAICD).



Peter Stenvert
General Manager, Client Services

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 joins 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.

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



Jitender Balani
Executive Manager, Housing Solutions and Development

Jitender has over 30 years of experience in a range of asset management roles. His extensive experience includes responsibility for community housing portfolios and asset systems, including portfolio supply, contracts, quality assurance and major asset improvement initiatives. Jitender is passionate about his work in asset management and program delivery and continues his professional journey of working in the social housing sector by supporting innovative models of housing solutions for clients most in need.

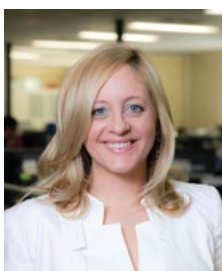
Jitender holds an Executive Master of Public Administration, Bachelor of Building and tertiary qualifications in Civil Engineering.



Melinda Ewell
Chief Financial Officer

Melinda brings extensive experience in finance operational management and systems implementations from a variety of finance roles over the last 25 years primarily in the IT and not-for-profit sectors. In her most recent role as Finance Manager at Northcott, Melinda was involved in the transformation of the back-office functions to support the transition to National Disability Insurance Scheme funding. Prior to this she was the Finance Director at the McGrath Foundation.

Melinda is passionate about adding value in the not-for-profit sector and supporting her team to be successful. She holds a Bachelor of Commerce, Master of Commerce and is CPA-qualified.



Melissa Grah-McIntosh
Executive Manager, Communications

Prior to joining Wentworth, Melissa was Chief of Staff to the Assistant Minister to the Australian Treasurer. While at the US Studies Centre at the University of Sydney she was the founding director of W21, the 21st century global women's initiative which launched as an official event of the G20 to progress issues of women's economic empowerment, gender equality and leadership.

Melissa's background includes leading corporate communications functions and public affairs initiatives for a range of organisations, including multinational companies Travelex and American Express. Melissa started her career in the Press Office of former Prime Minister John Howard.

She holds a Bachelor of Arts in Communications.



Denise Hartman
Executive Manager, People and Culture

Denise has worked in Human Resources for the last 20 years, primarily for financial services institutions including Westpac, Rothschild Australia and most recently BNP Paribas. In 2014 she made a conscious decision to move into the not-for-profit sector. 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.

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

Other Senior Leadership members



Clive Bradshaw

Divisional Manager, Housing Services*

Clive has enjoyed an extensive career in social housing, working in the sector for over 30 years in government and non-government roles in Australia and the UK. He has undertaken a wide variety of positions including managing client service delivery, assisting tenants and applicants, being responsible for business planning, performance management and strategic policy. Clive also has considerable experience managing and delivering affordable housing.

Clive started at Wentworth in August 2017 and is focussed on delivering high quality services and building positive relationships with individuals, communities, partner organisations and business partners.

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

*This role was temporarily filled during 2016–17 by Jenny Raft, Melissa Feeney and Brett Louatt.



Jenny Raft

Divisional Manager, Community Services

Jenny has led teams and managed programs to deliver prevention, early intervention and intensive support services to people in Western Sydney from within government and non-government organisations for over 30 years.

Jenny is a relational contract manager who harnesses potential across partnerships to deliver the best possible support to people.

Qualifications in Social Work, a Masters of Applied Science (Social Ecology) and continuing education in strategic leadership and contract management inform Jenny's commitment and practice to end homelessness.



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 and drive to deliver innovative, efficient and quality customer service to maximise prospective yield towards local and state government social agendas, specifically around asset management.

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



David Parrish
Compliance & Risk Manager

David brings extensive experience in risk, governance, compliance, audit and operational management across various industries including Banking & Finance and Transport Logistics. His most recent role was as National Compliance Manager for a national cash logistics business where he was responsible for ensuring the regulatory compliance of the business through the completion of an internal audit program.

David holds a Diploma in Banking & Finance, an Advanced Diploma in Business Management, an International Certificate of Risk Management and an Advanced Diploma in Risk, Governance & Compliance.



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.

He holds a Bachelor of Commerce and is CPA-qualified.



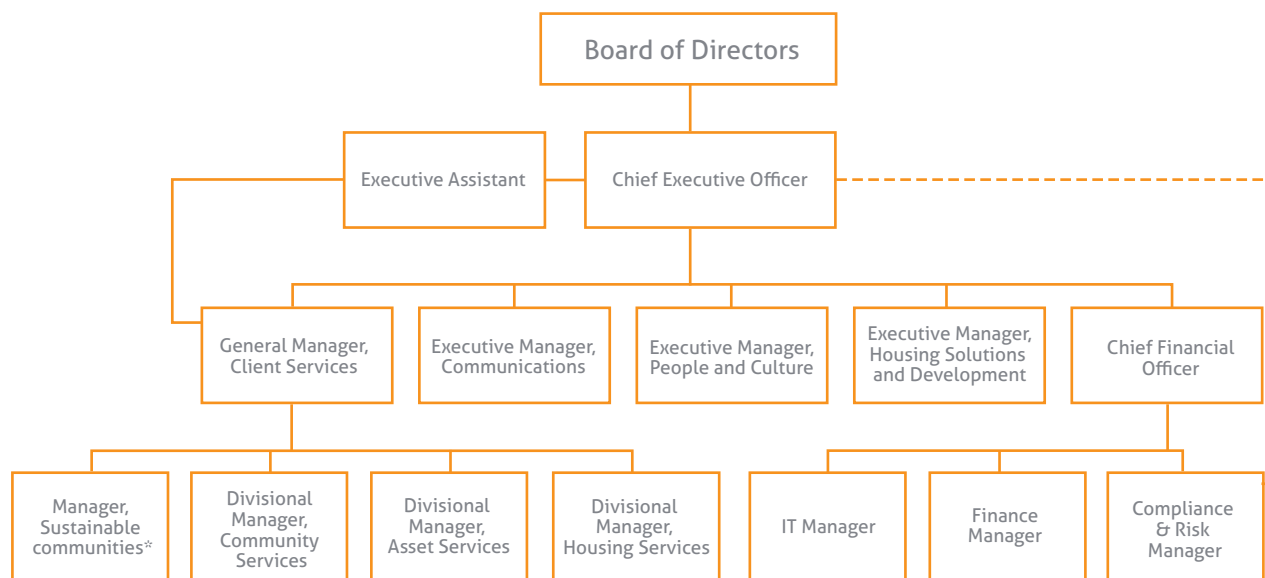
Jason Press
IT Manager

Jason joined Wentworth in August 2017. He has over 12 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 effectively.

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

Organisational Structure

Current October 2017



*Position filled October 2017

Communications

An Executive Manager, Communications position was established during the year with responsibility for raising our profile and enhancing our engagement and communication with government, partners, clients and the wider community.

A three-year communications strategy, which will deliver our message of commitment to Western Sydney, has been approved by the Board. The goal is to build brand recognition and positive engagement amongst our target audiences, positioning Wentworth as a high-quality provider of community housing, homelessness and associated services in Western Sydney.

We have been able to take a more proactive approach to engagement with our stakeholders, including local media outlets. Media stories on topics including the opening of our new affordable housing units in Rouse Hill, our views on key housing issues and homelessness in our communities and the Heading Home project, were published in metropolitan and local newspapers including the *Daily Telegraph*, *Penrith City Gazette*, *Penrith Press*, *Blue Mountains Gazette* and *Hills News*.

A number of significant events were held during 2016–17 to raise our profile. In October 2016, we marked our 20th anniversary with a function in Penrith. Staff, clients, partners and community representatives joined our Board and The Hon. Stuart Ayres MP, Member for Penrith and Minister for Western Sydney to celebrate the achievements of the past 20 years. The event was an opportunity to re-iterate to clients and other key stakeholders what we do and our goals for the future.



We celebrated 20 years of providing housing to our communities across Western Sydney.

In March 2017, our renovated Head Office in Penrith was officially opened by The Hon. Pru Goward MP, Minister for Social Housing and The Hon. Stuart Ayres MP, Member for Penrith and Minister for Western Sydney, with Councillor John Thain, Mayor of Penrith also joining staff and clients.



The opening of our refurbished Penrith office will allow for improved client experiences.

With the aim of growing our brand in The Hills Shire, we held launch events for our two new affordable housing complexes in Rouse Hill. The events were an opportunity to highlight the need for affordable housing in the area and promote Wentworth's strategy to deliver suitable and appropriate solutions. We were also able to promote the collaborative partnerships that ensured the project was achieved. Attendees at the launches included The Hon. Alex Hawke MP, Federal Member for Mitchell; The Hon. Ray Williams MP, State Member for Castle Hill; Councillor Yvonne Keane, The Hills Shire Mayor and General Manager Michael Edgar.

This year we were also a sponsor of the 2016 National Foyer Conference, 2017 Zest Award for Exceptional Project Within a Not For Profit Organisation, and 2017 Australasian Housing Institute Award for Leading Innovation. We sought these sponsorships to highlight our commitment to Western Sydney and raise our profile across the wider community.

In the year ahead

Our communications focus will move to exploring new opportunities to build on our thought leadership. We will continue to work with the media to not only promote our services and work, but to also be an advocate on housing issues and homelessness in Western Sydney. We will also review our website to ensure we maximise opportunities to promote our services, build new partnerships to raise our profile and highlight our achievements. We will seek to establish new relationships to increase our reputation and influence.

Fundraising

While fundraising has not traditionally been a key area of focus for us, we recognise the importance of philanthropic and private sector funding to assist the organisation in achieving our intention to reduce homelessness in Western Sydney. In this area, we will need resources that go well beyond government funding – as has been shown with the community homelessness project, Heading Home (see page 36). Community engagement, community funding and other private sector donations are key to filling funding gaps that will ensure we can provide the right services and support to help prevent and reduce homelessness.

We employed our first Fundraising Manager in mid 2015 and pursued a number of successful initiatives over an 18-month period. The lessons from this initial foray into fundraising are now helping to inform the development of a fundraising program that will support our work around homelessness.

This year, our most significant fundraising activity was involvement in the Upper Blue Mountains Sunrise Rotary Black and Silver Ball in April 2017, which raised \$10,200 for the Heading Home project. This event was attended by 100 members of the Blue Mountains community including The Hon. Susan Templeman MP, Federal Member for Macquarie; The Hon. Trish Doyle MP, Member for the Blue Mountains, Councillor Chris Van der Kley, Rotarians from across the Blue Mountains and local business and community representatives. Following this event, the Rotary Clubs of Nepean and Springwood each donated \$1,000 towards Heading Home.

In the year ahead

We aim to develop our fundraising function and identify fundraising opportunities and channels that will assist us in our efforts to reduce homelessness in our communities.

Core systems

During the year we began the implementation phase of our Information, Communications and Technology (ICT) Strategy, which was developed and approved in the previous year.

The primary focus was upgrading our core housing management software system. This project is expected to be finalised in the next financial year and will:

- Enhance our client's experience when interacting with Wentworth
- Improve asset management
- Improve management reporting
- Improve internal controls
- Make current workflows more efficient and effective.

We also replaced our finance system to enable more streamlining of our financial processes and improve financial internal controls. The new finance software aligns closely with the upgraded housing software system. When the two systems are fully operational, we expect further benefits across the business.

Our contact management software, which integrates with our call centre, was also updated to enhance our responsiveness to clients' calls. This software will improve the overall client experience and provide us with improved reporting, visibility and routing of calls. It will also allow us to analyse data, and identify trends and areas which may require attention so we can continue to provide a higher level of customer service.

In the year ahead

We will focus on ensuring our ICT infrastructure and support services are future proofed to support the ambition and intent of our ICT Strategy, in addition to completing the implementation of our new housing management system.

Risk Management

Our revised Risk Management Framework was approved by the Board in May 2017. This Framework has been developed based on the International Standard for Risk Management (AS/NZS ISO 31000:2009) and is divided into three sections: Risk Policy; Risk Strategy and Risk Plan.

Following approval of the Framework, a workshop was facilitated with the Board to review the current strategic risk register and identify new risks. The workshop provided greater insight to both the Board and senior management on the changing risks facing Wentworth in today's environment and presented several new threats and opportunities to consider.

The strategic risk register was updated to include:

- Financial Management
- Property Development
- Investment Strategy
- Government Policy
- Organisational Infrastructure.

Mitigation plans and strategies are being developed for each of the high rated strategic risks with senior management continuing to work with and update the Board on progress made.

To support our increased focus on risk management, we have continued to educate staff in identifying and mitigating risks. We have also implemented a range of revised risk management policies and procedures to support our operations.

Internal Audit

To evaluate the adequacy and effectiveness of our policies and procedures, an Internal Audit Program was developed and implemented. Designed as an independent and objective assurance tool, the program also evaluates the quality of Wentworth's performance in carrying out assigned responsibilities.

The program covers all aspects of business operations. Audits have commenced and recommendations have been provided to the management team and Board for implementation. Through this initiative, we aim to be proactive in identifying key risks and deficiencies within the business and remaining compliant with all legislative and regulatory requirements.

Workplace health and safety

We are committed to the health, safety and welfare of all people involved in our work including employees, clients, contractors and visitors. Through the revitalisation of the Work Health and Safety (WHS) Committee, we have been successfully raising the profile of WHS practices across the organisation.

Central to this has been continued education of the Committee and staff around the identification of workplace hazards and risks. The training has provided staff with a better understanding about the types of risks and hazards each face in their respective roles. As a result of this improved awareness, 64 hazards were identified in the 12 month period. We are now working with staff to develop strategies for the best approach to mitigate or eliminate the risks.

The heightened awareness of staff in identifying risks and hazards has also had a flow-on effect to the reporting of injuries or near misses in the workplace, with an increase in reported WHS incidents this financial year. However, this improved reporting has allowed us to develop strategies to prevent repeat incidents occurring in high-risk areas.

Workplace incidents

Reported incidents	27
Incidents resulting in injury	17
Most common injury type	Trip/fall
Most common injury location	Office or street/path

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
- Establishing guidelines for levels of 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.

In addition the Board has 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 annually. 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 ethical conduct and register of interests.

Directors are required to disclose any potential conflict of interest at the start of all Board 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. The Board has a policy and a code of conduct to guide compliance with legal, statutory and other obligations to all stakeholders.

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 fulfill 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.

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	Asset & development meetings held whilst a director	Asset & development meeting attended	Remuneration & nominations meetings held whilst a director	Remuneration & nominations meeting attended
Keith Bryant	8	8	7	7	5	5	2	2
Ken Gilbert	8	6	7	7	–	–	2	2
Ron Coskerie*	3	1	–	–	–	–	–	–
Brodie Druett	8	8	–	–	5	5	–	–
Cameron Lamb	8	8	–	–	5	5	–	–
Joseph Litwin	8	7	–	–	5	3	–	–
Dianne Jackson	8	5	7	6	–	–	–	–
Aimee Lindfield	8	6	7	7	–	–	2	1
Amanda Anker	8	8	–	–	–	–	–	–

*Resigned 10/11/16

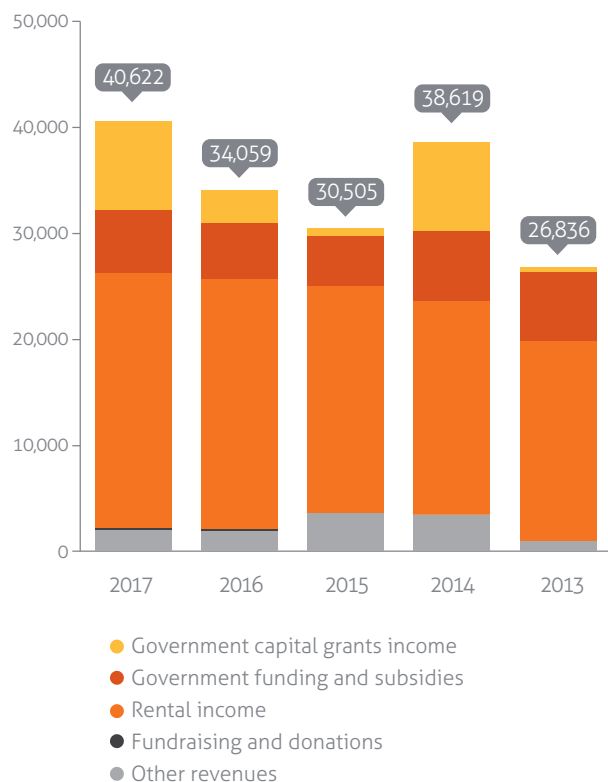
Five year financial summary

Five year top line financial comparison

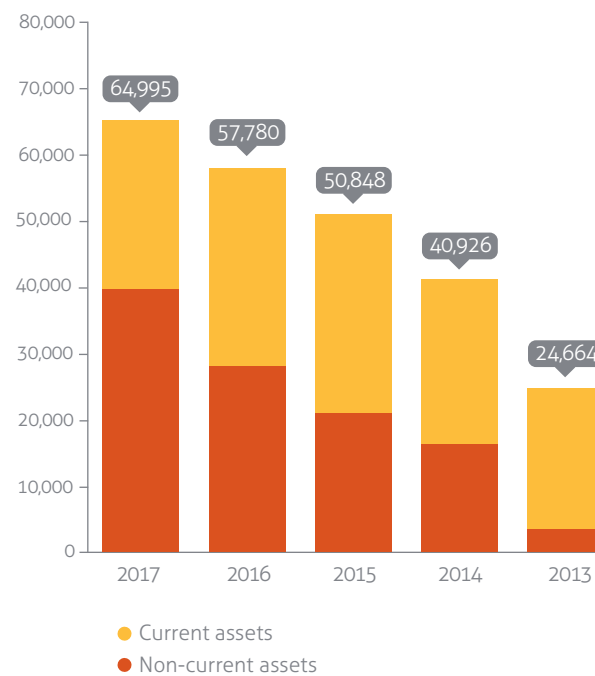
	2017 \$'000	2016 \$'000	2015 \$'000	2014 \$'000	2013 \$'000
Income & expenditure					
Operating revenue	32,241	31,000	29,788	30,171	26,355
Operating expenditure	(29,500)	(25,390)	(25,793)	(26,598)	(22,167)
Operating surplus/(deficit)	2,741	5,609	3,995	3,574	4,188
Capital grants Income	8,381	3,060	717	8,448	481
Net surplus/(deficit)	11,122	8,669	4,712	12,022	4,669
Assets & liabilities					
Total assets	64,995	57,780	50,848	40,926	24,664
Total liabilities	11,796	15,702	17,440	12,229	7,989
Total equity	53,199	42,078	33,408	28,697	16,675
Cash flows					
Net cash from operating activities	7,941	6,630	10,271	11,572	4,251
Net cash from investing activities	(12,548)	(7,436)	4,706	(21,554)	(1,390)
Net cash from financing activities	(740)	(300)	(300)	4,998	0
Cash and cash equivalents at 30 June	7,702	13,049	14,155	(522)	4,462
Ratios					
Current assets/current liabilities	3.09:1	2.63:1	1.52:1	1.28:1	1.23:1

Five year financial performance summary

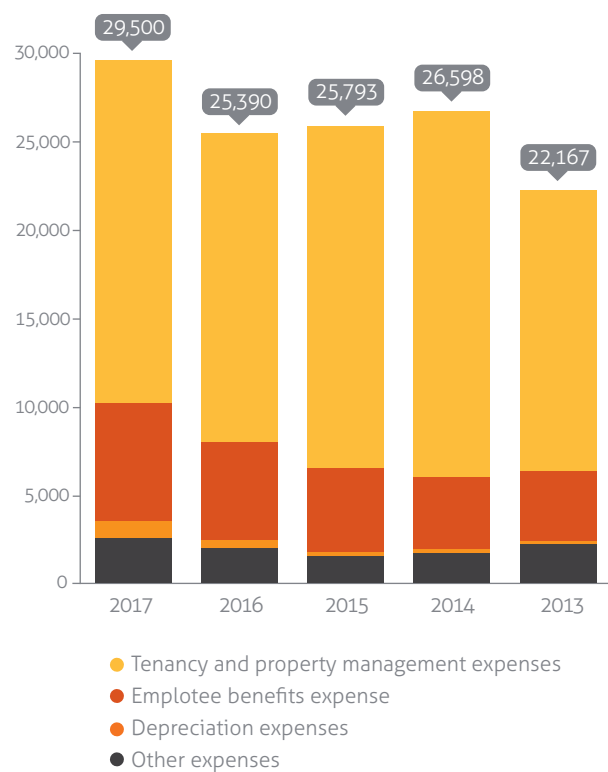
Income (\$'000)



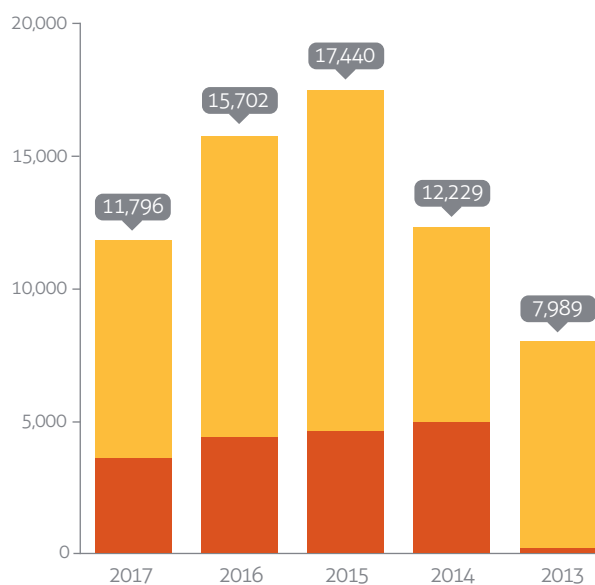
Assets (\$'000)



Expenditure (\$'000)



Liabilities (\$'000)



Financial report

For the year ended 30 June 2017 | ABN 50 003 076 337

Corporate information

Directors

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

- Keith Bryant
- Ken Gilbert
- Brodie Druett
- Cameron Lamb
- Aimee Lindfield
- Joseph Litwin
- Amanda Anker
- Dianne Jackson

Chief Executive Officer

Stephen McIntyre

Company Secretary

Mark Langan

Registered charity street address and principal place of business

Borec House
Suite 1002, Level 1
Penrith NSW 2750

Bankers

Commonwealth Bank of Australia
National Australia Bank
Westpac

Auditor

Grant Thornton

Lawyer

Henry Davis York

ABN

50 003 076 337



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W www.grantthornton.com.au

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 2017, 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, 24 October 2017

Grant Thornton Audit Pty Ltd ACN 130 913 594
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Statement of profit or loss and other comprehensive income

For the year ended 30 June 2017

	Note	2017 \$	2016 \$
Revenue from ordinary activities			
Government funding			
Capital grants		8,381,032	3,059,659
Government funding and subsidies		6,013,419	5,309,610
Fundraising		36,523	26,035
Non-monetary donations		155,593	147,252
Rental income		23,991,321	23,515,405
Management fees		1,381,407	1,352,917
Other revenues		662,358	268,305
Compensation settlement		–	380,000
Total revenue	2	40,621,653	34,059,183
Expenses from ordinary activities			
Employee benefits expense		(6,706,064)	(5,496,500)
Tenancy and property management expenses	4	(19,323,715)	(17,445,232)
Depreciation expenses	3	(914,423)	(480,321)
Other expenses from ordinary activities	5	(2,555,598)	(1,968,102)
Total expenses		(29,499,800)	(25,390,155)
Net surplus for the year		11,121,853	8,669,028
Other comprehensive income			
Other comprehensive income for the year		–	–
Total comprehensive income for the year		11,121,853	8,669,028

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

Statement of financial position

As at 30 June 2017

	Note	2017 \$	2016 \$
Current assets			
Cash and cash equivalents	6	21,150,294	26,497,489
Trade and other receivables	7	3,300,803	2,611,668
Other current assets	8	975,524	755,288
Total current assets		25,426,621	29,864,445
Non-current assets			
Property, plant and equipment	9	39,105,039	26,251,297
Other non-current assets	10	463,818	1,663,960
Total non-current assets		39,568,857	27,915,257
Total assets		64,995,478	57,779,702
Current liabilities			
Trade and other payables	11	7,440,432	10,336,834
Borrowings	12	310,000	300,000
Provisions	13	471,509	732,030
Total current liabilities		8,221,941	11,368,864
Non current liabilities			
Trade and other payables	11	—	60,426
Borrowings	12	3,375,000	4,125,000
Provisions	13	199,053	147,781
Total non current liabilities		3,574,053	4,333,207
Total liabilities		11,795,994	15,702,071
Net assets		53,199,484	42,077,631
Funds			
General reserve		19,183,000	19,183,000
Accumulated funds		34,016,484	22,894,631
Total funds		53,199,484	42,077,631

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 2017

	Accumulated funds \$	General reserve \$	Total funds \$
Balance at 30 June 2015	15,340,603	18,068,000	33,408,603
Comprehensive income			
Surplus for the year	8,669,028	–	8,669,028
Other comprehensive income for the year	–	–	–
Total comprehensive income	8,669,028	–	8,669,028
Transfer	(1,115,000)	1,115,000	–
Balance at 30 June 2016	22,894,631	19,183,000	42,077,631
Comprehensive income			
Surplus for the year	11,121,853	–	11,121,853
Other comprehensive income for the year	–	–	–
Total comprehensive income	11,121,853	–	11,121,853
Transfer	–	–	–
Balance at 30 June 2017	34,016,484	19,183,000	53,199,484

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

Statement of cash flows

For the year ended 30 June 2017

	Note	2017 \$	2016 \$
Cash flows from operating activities			
Tenant rents received		23,256,822	22,687,388
Sundry income		146,188	227,960
Government funded subsidies and grants		12,524,179	9,716,483
Payments to suppliers and employees		(28,580,268)	(26,578,034)
Interest received		593,924	575,772
Net cash inflow from operating activities	15	7,940,845	6,629,569
Cash flows from investing activities			
Purchase of property, plant and equipment		(12,574,252)	(7,436,012)
Proceeds from the sale of property, plant & equipment		26,212	–
Net cash outflow from investing activities		(12,548,040)	(7,436,012)
Cash flows from financing activities			
Proceeds/(payment) from bank loan		(740,000)	(300,000)
Net cash outflow from financing activities		(740,000)	(300,000)
Net (decrease)/increase in cash held		(5,347,196)	(1,106,443)
Cash and cash equivalents at the beginning of the financial year		26,497,489	27,603,932
Cash and cash equivalents at the end of the financial year	6	21,150,294	26,497,489

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 2017

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.

The financial statements for the year ended 30 June 2017 were approved and authorised for issue by the Board of Directors on the 24th of October 2017.

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 2017 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. Trade and other receivables

Current receivables

Current receivables are recognised at original invoice amounts less an allowance for uncollectible amounts. Collectability of receivables is assessed on an ongoing basis and debts which are known to be uncollectible are written off. An allowance is made for doubtful debts where there is objective evidence that the company will not be able to collect all amounts due according to the original terms. On confirmation that the receivable will not be collectible the gross carrying value of the asset is written off against the associated provision.

Non-current receivables

Non-current receivables include loans due from related parties. These are accounted for on an amortised cost basis using the effective interest method. For non-interest bearing loans, fair value at initial recognition requires an adjustment to discount these loans using a market-rate of interest for a similar instrument with a similar credit rating. The discount is debited on initial recognition to the statement of

comprehensive income. The amortised cost is subsequently measured as the fair value amount initially recognised, plus interest accrued using the effective interest method, less any principal repayments.

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. Impairment of assets

At the end of each reporting period the Company assesses whether there is any indication that individual assets are impaired. Where impairment indicators exist from events of changes in circumstances, the recoverable amount is determined and impairment losses are recognised in the statement of profit or loss and other comprehensive income where the asset's carrying value exceeds its recoverable amount. Recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

Depreciated replacement cost is the current replacement cost of an item of plant and equipment less, where applicable, accumulated depreciation to date, calculated on the basis of such cost. Value in use for all other assets is a discounted cash flow calculation.

i. 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.

j. Trade and other payables

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. The carrying amount of the creditors and payables is deemed to reflect fair value.

k. 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.

l. 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.

m. 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.

n. 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*.

o. Goods and Services Tax

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.

p. 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.

q. 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.

Note 2: Revenue

	2017 \$	2016 \$
Revenue from operating activities:		
Rental income and utilities received	24,021,251	22,871,320
Government funding and NRAS subsidies	6,013,419	5,309,610
Capital grants	8,381,032	3,059,659
Fundraising	36,523	26,035
Non-monetary donations	155,593	147,252
Management fees	1,381,407	1,352,917
Insurance recoveries	12,185	68,313
Proceeds on sale of non-current assets	26,212	–
Other income	107	29,995
Compensation settlement	–	380,000
Interest revenue	593,924	575,772
Write back of finance charge on BlueCHP Limited loan	–	238,310
	40,621,653	34,059,183

Note 3: Surplus from ordinary activities

	2017 \$	2016 \$
Surplus from ordinary activities been determined after charging as expense:		
Depreciation	914,423	480,321
Loss on disposal of assets	47,397	147,150
Provision and payment of employee entitlements	288,228	330,089

Note 4: Tenancy and property management expenses

	2017 \$	2016 \$
Bad and doubtful debts	843,310	459,465
Insurance	312,709	479,506
Property leases	6,936,858	6,113,031
Rates and utility charges	3,391,787	3,383,880
Repairs and maintenance	6,490,929	5,592,461
Return of unexpended funds	297,660	189,668
Sundry expenses	1,050,462	1,227,221
	19,323,715	17,445,232

Note 5: Other expenses

	2017 \$	2016 \$
Office expenses	319,855	283,710
Program expenses	64,592	63,996
Office rental expenses	378,202	292,269
Professional and consultancy expenses	556,816	620,330
Sundry expenses	1,236,133	707,797
	2,555,598	1,968,102

Note 6: Cash and cash equivalents

	2017 \$	2016 \$
Cash at bank and on hand	258,354	185,379
Short term deposits	20,891,940	26,312,110
	21,150,294	26,497,489

Note 7: Trade and other receivables

	2017 \$	2016 \$
Sundry debtors and accrued income	2,385,312	1,835,927
Tenant arrears – rental	648,205	396,028
Tenant arrears – water	172,789	274,566
Tenant arrears – other	764,193	488,149
Provision for doubtful debts	(669,696)	(383,002)
	3,300,803	2,611,668

Note 8: Other current assets

	2017 \$	2016 \$
BlueCHP Limited loan	–	124,000
Prepayments	556,543	572,786
GST receivable	325,492	(7,386)
Security bonds and deposits	93,489	65,888
	975,524	755,288

Note 9: Property, plant and equipment

Movements in carrying amounts for each class of property, plant and equipment:

	Land and buildings	Leasehold improvements	Office furniture and equipment	Motor vehicles	Total
At cost	\$	\$	\$	\$	\$
Balance as at 1 July 2016	25,755,100	112,341	100,076	283,780	26,251,297
Additions	13,078,184	407,914	279,213	185,337	13,950,648
Disposals	–	(73,518)	–	(108,965)	(182,483)
Depreciation	(658,235)	(116,014)	(54,351)	(85,823)	(914,423)
Balance as at year end 30 June 2017	38,175,049	330,723	324,937	274,329	39,105,039
Balance as at 1 July 2015	18,874,357	143,198	114,791	163,260	19,295,606
Additions	7,218,597	4,060	27,885	185,472	7,436,014
Disposals	–	–	–	(1,494)	(1,494)
Depreciation	(337,854)	(34,917)	(42,600)	(63,458)	(478,829)
Balance as at year end 30 June 2016	25,755,100	112,341	100,076	283,780	26,251,297

Land and buildings includes development costs in progress of \$11,645,822 for St Marys construction project. Office, furniture and equipment include capitalised costs of \$267,727 regarding the current transition of the Company's tenancy management system.

Note 10: Other non-current assets

	2017 \$	2016 \$
Other receivable	–	1,220,124
Security bonds and deposits	463,818	443,836
	463,818	1,663,960

Note 11: Trade and other payables

	2017 \$	2016 \$
Current		
Trade creditors and accrued expenses	3,284,138	693,070
Rental income received in advance	1,143,892	1,136,121
Government subsidies and grants received in advance	2,779,643	8,140,089
Tenant bonds	41,229	46,779
Other payables	125,319	214,329
Lease liability – Westpac	66,211	106,446
	7,440,432	10,336,834
Non-current		
Lease liability – Westpac	–	60,426
	–	60,426

Note 12: Borrowings

	2017 \$	2016 \$
Current		
Bank loan (secured) – Westpac	310,000	300,000
	310,000	300,000
Non-current		
Bank loan (secured) – Westpac	3,375,000	4,125,000
	3,375,000	4,125,000

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

	2017 \$	2016 \$
Current		
Employee entitlements	471,509	732,030
	471,509	732,030
Non-current		
Employee entitlements	199,053	147,781
	199,053	147,781

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:

	2017 \$	2016 \$
Within one year	939,413	743,108
More than 1 year but not greater than 5 years	687,779	361,021
Greater than 5 years	—	—
Total operating lease commitments	1,627,192	1,104,129

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 in accordance with the agreements.

Note 15: Reconciliation of cash flows from operating activities

	2017 \$	2016 \$
Cash flows from operating activities		
Net operating surplus for the period	11,121,853	8,669,028
Non-cash items in operating surplus		
Depreciation	914,423	480,322
Write back of finance charge on BlueCHP Limited loan	–	(238,310)
Movement in assets and liabilities		
(Increase)/decrease in trade receivables	(909,372)	(813,462)
(Increase)/decrease in other receivables	(19,982)	(30,309)
(Decrease)/increase in trade and other payables	(2,956,829)	(1,496,296)
(Decrease)/increase in provisions	(209,248)	58,596
Net cash provided by operating activities	7,940,845	6,629,569

Note 16: Related party transactions

	2017 \$	2016 \$
Directors remuneration		
Directors were paid honorariums as follows:		
Keith Bryant	7,060	6,605
Ken Gilbert	4,793	3,600
Brodie Druett	4,793	5,455
Cameron Lamb	4,050	3,600
Aimee Lindfield	4,050	2,700
Joseph Litwin	4,050	3,600
Amanda Anker	4,050	1,800
Dianne Jackson	4,050	1,800
Ron Coskerie (resigned November 2016)	1,200	3,600
Louise Morris (resigned February 2016)	–	3,235
Ashleigh O'Brien (resigned November 2015)	–	300

	2017 \$	2016 \$
Key management personnel compensation		
Key management personnel of the Company are the Responsible Entities (Directors) and the senior 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)	1,267,302	775,672
Other related party transactions		
Donations from directors	13,434	9,930

Note 17: Contingent liabilities

There were no contingent liabilities as at 30 June 2017 (2016: Nil).

Note 18: Capital commitments

The capital expenditure commitment amount for the St Marys construction project is \$3,144,834 (excluding GST) as at 30 June 2017.

Note 19: Events subsequent to reporting date

Nil.

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*

	2017 \$	2016 \$
Gross donations from fundraising appeals	36,523	25,995
Less: direct costs of fundraising appeals	(28)	(208)
Net surplus obtained from fundraising appeals	36,495	25,787

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:

- a. The financial statements and notes of Wentworth Community Housing Limited are in accordance with the *Australian Charities and Not-for-profits Commission Act 2012*, including:
 - i. Giving a true and fair view of its financial position as at 30 June 2017 and of its performance for the financial year ended on that date; and
 - ii. Complying with Australian Accounting Standards – Reduced Disclosure Requirements and the *Australian Charities and Not-for-profits Commission Regulation 2013*, and
- b. 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:



Keith Bryant
Director



Ken Gilbert
Director

Dated the 24th of October 2017

Principal Officer's declaration

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

- a) the income statement of Wentworth Community Housing Limited for the year ended 30 June 2017 gives a true and fair view of all income and expenditure of the organisation with respect to fundraising appeals;
- b) the balance sheet of Wentworth Community Housing Limited for as at 30 June 2017 gives a true and fair view of the state of affairs of the organisation with respect to fundraising appeals conducted by the organisation;
- c) Subject to the other matter set out below, the provisions of the *Charitable Fundraising Act 1991*, the Regulations under that Act and the conditions attached to the Charitable Fundraising Authority have been complied with by the organisation; and
- d) 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.

Other matter

The entity has an authority to fundraise under the *Charitable Fundraising Act 1991*. As set out in Note 16 in the Financial Statements, Board Fees are paid to Board members. The entity has advised Fair Trading NSW that members of the Governing Body are remunerated, and is seeking the relevant Minister's approval to ensure compliance with the Act and Regulation.



Stephen McIntyre
CEO and Principal Officer

Dated the 24th of October 2017

Auditor's report



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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 accompanying financial report of Wentworth Community Housing Limited (the "Entity") which comprises the statement of financial position as at 30 June 2017, and 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 the Australian Charities and Not-for-profits Commission Act 2012, including:

- a) giving a true and fair view of the Entity's financial position as at 30 June 2017 and of its financial performance for the year then ended;
- b) complying with Australian Accounting Standards and Division 60 of the Australian Charities and Not-for-profits Commission Regulation 2013.

Basis for Auditor's Opinion

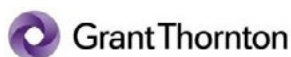
We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Entity in accordance with the ethical requirements 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 audit opinion.

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Responsibilities of the Responsible Entities for the Financial Report

The Responsible Entities of the Entity are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the ACNC Act, 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 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 Entity or to cease operations, or have no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the 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 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 audit report. However, future events or conditions may cause the 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.
- Obtain sufficient appropriate evidence regarding the financial information of the entities or business activities within the Entity to express an opinion on the financial report. We are responsible for the direction, supervision, and performance of the Entity's audit. We remain solely responsible for our audit opinion.

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 dark ink that reads "Grant Thornton".

GRANT THORNTON AUDIT PTY LTD
Chartered Accountants

A handwritten signature in dark ink that reads "James Winter".

James Winter
Partner - Audit & Assurance
Sydney, 24 October 2017

Our first affordable housing development in The Hills Shire.



Acknowledgements

Wentworth is grateful for all the support, both financial and in-kind, that it receives from donors, partners and businesses. We would like to thank the following individuals, groups and organisations who supported our activities this financial year.

Corporate partners

HENRY DAVIS YORK

Henry Davis York has provided Wentworth with valuable pro-bono legal services since October 2015. We greatly value their legal expertise and input across a range of business areas.

Corporate donors and supporters

- iplacerecruitment
- Kwik Copy
- Penrith CBD Corporation
- SMD Agencies
- Stanton Dahl Architects
- Thurston Signs
- Vintage FM
- Willowdene Construction

Individual donors

We are grateful for the support we received from generous individual donors who made a significant contribution to our fundraising, including the Heading Home – Ending Homeless Here project. Our thanks go to:

- Mrs A Anker
- Mr T Britz
- Mr K Bryant
- Mr B Druett
- Mrs L Foster
- Mrs D Garay
- Mr G Gunton
- Mr L Ibnativ
- Ms A Lindfield
- Mrs M Lindfield
- F Masyhur
- Mr S McIntyre
- Ms C Quinn
- Mr G Timpson
- Ms and Mrs L Withereu

Donations were also received from staff and community members who wish to remain anonymous.

Support for Heading Home – Ending Homelessness Here

This project would not have been possible without the sponsorship and support from many different organisations, businesses, service providers, community groups and venues.

Mercy Foundation donated \$50,000 towards the project and provided expert advice for our Registry Week.

Partners

- Mission Australia
- Platform Youth services

Supporting organisations and groups

- ANZ
- Astina Service Apartments
- Australian Tax Office
- Everest Team Events
- Fantastic Aussie Tours
- HealthShed Discount Pharmacy
- Major Oak
- Mercy Foundation
- Nepean Rotary Club
- Penrith CBD Corporation
- The Pest Control Shop
- Rapid Relief Team
- Springwood Rotary Club
- Upper Blue Mountains Sunrise Rotary Club
- Vintage FM
- The Western Weekender
- Woolworths

Supporting venues

- Blue Mountains City Council
- Hawkesbury City Council
- Katoomba RSL
- Mountains Youth Services Team
- Penrith City Council
- Penrith RSL
- Peppercorn Services Inc.
- Springwood Sports Club
- Springwood Uniting Church
- Windsor RSL

Wentworth would like to thank the Department of Family and Community Services for their continued contribution to Wentworth's activities.

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